ORDINARY COUNCIL MEETING

OPEN



KOUGA
local municipality
Good Governance through Service Excellence

DATE: 31 May 2024
TIME: 09:00
Virtual

KOUGA MUNICIPALITY (EC108)	UMASIPALA I-KOUGA (EC108)	MUNISIPALITEIT KOUGA (OK108)
NOTICE CONVENING A MEETING	**ISAZISO NGENTLANGANISO**	**KENNISGEWING VAN VERGADERING**
NOTICE IS HEREBY GIVEN that in terms of Section 19 of the Local Government: Municipal Systems Act, 2000 (Act No.32 of 2000) that an Ordinary Council Meeting will be held virtually on	**ISAZISO** sikhutshiwe ukuba ngokwe Candelo-19 uMthetho weeNkqubo zikaMasipala, (uMthetho 32 ka-2000), ukuba kubanjwe intlanganiso ebonakalayo yesigqeba Ye khansile	**KENNIS GESKIED HIERMEE** dat ingevolge Artikel 19 van die Wet op Munisipale Stelsels, 2000 (Wet No.32 of 2000), dat 'n virtuele raadsvergadering gehou sal word op
DATE: 31 May 2024	**UMHLA: 31 uCanzibe 2024**	**DATUM: 31 Mei 2024**
TIME: 09:00	**IXESHA: 09:00**	**TYD: 09:00**
B. WILLIAMS **SPEAKER**	**B. WILLIAMS** **USOMLOMO**	**B. WILLIAMS** **SPEAKER**

Councillors are required to comply with the Standing Rules and Orders of Council and all its Committees By-law as promulgated in the Provincial Gazette on 22 October 2018 No.4134 and applicable to this meeting of Council. Any person who willfully contravenes any provision of these rules shall be guilty of an offence and which contravention shall be dealt with in accordance with the disciplinary procedures for Councillors.

A G E N D A

1. **NOTICE OF MEETING**
2. **OPENING AND WELCOME**
3. **ABSENT WITH LEAVE**
4. **ABSENT WITHOUT LEAVE**
5. **PRESENTATIONS**

   None
6. **ACKNOWLEDGEMENTS, CONDOLENCES & CONGRATULATIONS**
7. **STATEMENTS OR COMMUNICATIONS BY THE SPEAKER**

8. **STATEMENTS OR COMMUNICATIONS BY THE EXECUTIVE MAYOR**

9. **DISCLOSURE OF INTEREST**

10. **STATUTORY MATTERS**

11. **MINUTES OF PREVIOUS MAYORAL COMMITTEE MEETING FOR INFORMATION**

11.1 Minutes of the Mayoral Committee Meeting held on 19 March 2024

Pages: 8 – 11

12. **CONFIRMATION OF MINUTES OF PREVIOUS COUNCIL MEETING**

12.1 Minutes of the Ordinary Council Meeting held on 30 April 2024

Pages: 13 – 26

13. **MATTERS DEALT WITH IN TERMS OF DELEGATED AUTHORITY BY THE EXECUTIVE MAYOR**

(The reports by the Executive Mayor, in terms of the provisions of Section 63 of the Local Government Municipal Systems Act, 32 of 2000, on matters dealt with by the Executive Mayor in terms of delegated authority as detailed in the Minutes to be noted).

14. **REPORTS OF COMMITTEES OF COUNCIL**

14.1 **REPORT BACK: SARAH BAARTMAN DISTRICT MUNICIPALITY REPRESENTATIVE**

None

14.2 **KOUGA AUDIT COMMITTEE**

None

14.3 **RULES & ETHICS COMMITTEE**

24/05/R&E1 Disciplinary Enquiry held by Rules and Ethics Committee – Councillor Vuyokazi Gunuza

Pages: 30 – 33

24/05/R&E2 Disciplinary Enquiry held by Rules and Ethics Committee – Councillor Wayne Petersen

Pages: 34 – 38

14.4 **MUNICIPAL PUBLIC ACCOUNTS COMMITTEE**

24/05/MPAC1 Approval of Amended Terms of Reference for the Municipal Public Accounts Committee (MPAC)

Pages: 40 – 52

15. **REPORT BACK: MUNIMEC**

None.

16. **REPORTS BY THE OFFICE OF THE MUNICIPAL MANAGER**

24/05/MM2 Council Resolutions as at 10 May 2024

Pages: 54 – 149

24/05/MM3 Adoption of the Amended 2024/2025 Integrated Development Plan (IDP)

Pages: 150 – 672

24/05/MM4 Organisational Structure Review: 2024/2025

Pages: 673 – 750

17. **REPORTS BY THE PORTFOLIO COMMITTEE CHAIRPERSONS**

17.1 **REPORTS BY THE CHAIRPERSON: FINANCE & ECONOMIC DEVELOPMENT**

24/05/FED15 Sponsorship Request - Yellowwoods Jazz Festival Development Projects

Pages: 753 – 770

24/05/FED16 Medium-Term Revenue and Expenditure Framework (MTREF)- Budget for 2024/25 to 2026/27 Financial Years

Pages: 771 – 1330

24/05/FED17 Request for Sponsorship for Renovations at the new Humansdorp Museum Building on Voortrekker Street

Pages: 1331 – 1345

17.2 **REPORTS BY THE CHAIRPERSON: PLANNING & DEVELOPMENT**

24/05/PD5 Request for Council's In-Principle Approval for Alienation (Lease) of a Portion of Erf 170, Jeffreys Bay (Dolphin Beach Entertainment)

Pages: 1347 – 1369

24/05/PD6 Request for Council's In-Principle Approval: Alienation Lease of Land for a Telecommunications Mast and Base Station (Herotel) – a Portion of Erf 406, Paradise Beach

Pages: 1370 – 1376

24/05/PD7 Request for Council's In-Principle Approval for Alienation (Lease) of a Portion of Erf 1, Humansdorp – Asphalt Premises (Roadsaver Group (Pty) Ltd)

Pages: 1377 – 1385

24/05/PD8 Request for Council's In-Principle Approval: Lease of Land for a Telecommunications Mast and Base Station – a Portion of Erf 406, Paradise Beach

Pages: 1386 – 1392

24/05/PD9 Request for Council's Final Approval: Alienation (Lease) of a Portion of Erf 164, Jeffreys Bay for a High Telecommunications Mast – (MTN Tower/NSRI Base Station)

Pages: 1393 – 1414

24/05/PD11 Request for Council's Final Approval for the Disposal of Erf 2331, Humansdorp to New Gospel Church

Pages: 1415 – 1422

24/05/PD15 Request for Council to waiver penalties imposed on Building Plan submissions to the Department Planning & Development: Unauthorised Building Work in terms of the National Building Regulations and Standards Act, Act 103 of 1977

Pages: 1423 – 1425

24/05/PD16 Request for authorisation to undertake a Public Participation Processes of the Draft St Francis Bay & Hankey CBD Precinct Plans

Pages: 1426 – 1636

17.3 **REPORTS BY THE CHAIRPERSON: CIVIL & WATER SERVICES**

24/05/CWS14 Response Report to Motion of Exigency: Status update on the KwaNomzamo Wastewater Treatment Works – Humansdorp

Pages: 1638 – 1690

24/05/CWS15 Response Report on Motion of Exigency Humansdorp Water Supply crises experienced during the period 18 to 27 February 2024

Pages: 1691 – 1706

17.4 **REPORTS BY THE CHAIRPERSON: COMMUNITY & SAFTEY SERVICES**

24/05/CSS13 Review and update of Kouga Local Municipality Disaster Management Plan 2023/2024

Pages: 1708 – 1796

18. **CLOSURE**

Distribution list:

Executive Mayor
Deputy Executive Mayor
Speaker
All Councillors
Municipal Manager
All Directors
Relevant Managers
Committee Services

CONFIRMATION OF MINUTES OF PREVIOUS MAYORAL MEETING

KOUGA

MINUTES OF A MAYORAL COMMITTEE MEETING OF THE KOUGA MUNICIPALITY HELD IN THE COUNCIL CHAMBERS, JEFFREYS BAY ON TUESDAY, 19 MARCH 2024 AT 11:00 AM

Present:

Councillors	H Bornman	(Executive Mayor)
	T Jantjes	(Executive Deputy Mayor)
	Ald D Benson	
	L Maree	
	S Ruth	
	R Foley	
Councillors as Observers	Ald B Williams	
	W van der Linde	
	F Heystek	
Officials	C du Plessis	(Municipal Manager)
	D de Jager	(Deputy Municipal Manager)
	C de Kock	(Director: Civil & Water Services)
	N Machelesi	(Director: Community Services)
	T Madatt	(Director: Electro-Mechanical)
	L Ramakuwela	(Acting Director: Planning & Development)
	E Goliath	(Manager: Public Participation)
	L Opperman	(Manager: Legal Services)
	M Basson	(Manager: Media & Communication)
	M Julius	(Senior Admin Officer: Committees)
	S Sidjiyo	(Committee Officer)
	R Swart	(Committee Clerk)

1. **NOTICE OF MEETING**

The Executive Mayor read the notice convening the meeting in terms of Section 19 of the Local Government: Municipal Systems Act, 2000 (Act No.32 of 2000) that a Mayoral Committee Meeting would be held on Tuesday, 19 March 2024 at 11:00 am in the Council Chambers, Jeffreys Bay.

2. **OPENING AND WELCOME**

The Executive Mayor welcomed all present and requested Cllr Foley to open the meeting with a prayer.

3. **ABSENT WITH LEAVE**

Cllr J Alexander

4. **ABSENT WITHOUT LEAVE**

None

5. **PRESENTATIONS**

None

6. **ACKNOWLEDGEMENTS, CONDOLENCES & CONGRATULATIONS**

None.

7. **STATEMENTS OR COMMUNICATION BY THE EXECUTIVE MAYOR**

The Executive Mayor appreciated the fruitful and productive visit to Mossel Bay Local Municipality with the Mayoral Committee members and officials. He commended the Mossel Bay Local Municipality for its stability in governance, the strong relations between Political leadership and the Administration, the solid structures and operations that are in place as well as the commitment to growth.

The Executive Mayor encouraged the Mayoral Committee to have discussions at the strategic level of some of the strategies learned during the visit to Mossel Bay in preparation for the new financial year.

Cllr Bornman further cautioned the Committee that the financial year was drawing closer to an end, and raised concerns about the financial status, specifically the collection rate and expenditure on certain projects that is very low.

The Executive Mayor expressed appreciation to officials for remaining positive and working hard during the challenging times. Additionally, he confirmed and applauded the receipt of the HDA funding.

8. **DISCLOSURE OF INTEREST**

None.

9. **STATUTORY MATTERS**

10. **CONFIRMATION OF MINUTES OF PREVIOUS MAYORAL COMMITTEE MEETING**

The Director: Civil and Water referred to pages 11 and 12 and proposed the removal of the duplicated sentence.

Resolved (19 March 2024)

1. That the minutes of the Mayoral Committee meeting held on 15 February 2024 be accepted with amendments.

Proposed: Cllr T Jantjes Seconded: Cllr R Foley

11. **REPORTS BY THE OFFICE OF THE MUNICIPAL MANAGER**

24/03/MM1 MAYORAL RESOLUTIONS AS AT 15 FEBRUARY 2024

The Executive Mayor expressed appreciation for the resolved actions.

Cllr Foley concurred with the Executive Mayor. He referred to page 21 and questioned the progress on the allocation of street names and area names in Kruisfontein.

The Acting Director: Planning and Development indicated that the matter has not been finalized yet, however, a follow-up with the GIS Technician would be done and the update would be provided to the MMC.

Cllr Jantjes required an update and progress of the budgetary issue on the OHS Risk Assessment on page 19.

In response, the Deputy Municipal Manager indicated that the matters were included in the costing and would be addressed upon approval of the budget. The Director: Civil and Water added that the Directorate was working on a plan to address the identified issues.

The Deputy Mayor further referred to page 22 and enquired about the progress on the development of a shelter for homeless people.

The Acting Director: Planning and Development responded that there were properties identified for the shelter and the items would serve before the Portfolio Committee soon.

The Executive Mayor encouraged the development of a homeless shelter to be prioritized from a budget perspective.

Cllr Ruth proposed the removal of items *20/11/MM1* and *23/04/PDT7* as the matters were completed and Cllr Jantjes seconded the proposal.

Resolved (19 March 2024)

1. That the updated Action Sheets reflecting resolutions of previous Mayoral meetings, be noted.

2. That the action sheet be tabled at Top Management for discussion and actioning.

3. That items 20/11/MM1 and 23/04/PDT7 be removed from the Action Sheet.

Proposed: Cllr S Ruth Seconded: Cllr T Jantjes

12. **REPORTS BY THE OFFICE OF THE DEPUTY MUNICIPAL MANAGER**

24/03/DMM9 MAYORS OFFICE REPORT

Cllr Ruth requested that the SALGA template reporting on issues affecting Women and the LGBTQI+ community be moved to the Special Programmes Unit (SPU) for the unit to keep track of the activities.

The DMM requested to be carbon copied (Cc) on the communique to ensure proper reporting.

Resolved (19 March 2024)

1. That the report be noted.

24/03/DMM10 OFFICE OF THE DEPUTY MUNICIPAL MANAGER: PUBLIC PARTICIPATION REPORT AS AT END FEBRUARY 2024

The Executive Mayor congratulated Cllr August for starting the Youth Ward Committee and the enthusiasm for young people.

Cllr Ruth suggested that the Initiation Forums within the Kouga region must be timeously informed of the areas and jurisdictions where the Initiation School Huts can and cannot be built.

Resolved (19 March 2024)

1. That the Public Participation report for January 2024 to February 2024, be noted.

2. That the proposed plans and activities in support of institutionalizing Public Participation be supported by all Directorates.

13. **REPORTS BY THE PORTFOLIO COMMITTEE CHAIRPERSONS**

13.1 **REPORTS BY THE CHAIRPERSON: FINANCE & ECONOMIC DEVELOPMENT**

24/03/FED10 SUPPLY CHAIN MANAGEMENT: MONTHLY REPORT FOR JANUARY 2024

Resolved (19 March 2024)

1. That the report for the month of January for the 2023/2024 Financial year starting 1 January 2024 and ending 31 January 2024 be approved.

13.2 **REPORTS BY THE CHAIRPERSON: PLANNING & DEVELOPMENT**

24/03/PD34 REQUEST FOR COUNCIL'S IN-PRINCIPLE APPROVAL AND AUTHORISATION TO ADVERTISE: ENCROACHMENT OF ST FRANCIS DRIVE VERGE IN FAVOUR OF ERF 11, SEA VISTA

Item withdrawn.

14. **CLOSURE**

The meeting adjourned at 11:35



H BORNMAN
EXECUTIVE MAYOR **DATE** 29 April 2024

CONFIRMATION OF MINUTES OF PREVIOUS COUNCIL MEETING

KOUGA

MINUTES OF A VIRTUAL ORDINARY COUNCIL MEETING OF KOUGA MUNICIPALITY HELD ON TUESDAY, 30 APRIL 2024 AT 10:00 AM

PRESENT: Councillors	Ald B Williams	(Speaker)
	H Bornman	(Executive Mayor)
	Ald D Benson	
	B Dhludhlu	
	T Jantjes	
	W Gertenbach	
	H Murray	
	R Foley	
	F Heystek	
	S Ruth	
	C August	
	M Nicholls	
	M van Niekerk	
	J Alexander	
	L Maree	
	G Stuurman	
	M Yali	
	P Oliphant	
	W van der Linde	
	K Ndzelani	
	N Ntshota	
	B Human	
	V Zana	
	E Mbuqu	
	M Mbandana	
	W Petersen	
	N Ntengwane	
	V Gunuza	
Officials & Municipal Manager	D de Jager	(Acting Municipal Manager)
	R Lorgat	(CFO)
	N Machelesi	(Director: Community Services)
	L Opperman	(Manager: Legal Services)
	C de Kock	(Director: Civil & Water Services)
	L Ramakuwela	(Acting Director: Planning & Development)
	T Madatt	(Director: Electro-Mechanical Services)
	A Koegelenberg	(Manager: PMS)
	C Prinsloo	(Legal Officer: Office of the Speaker)
	E Goliath	(Manager: Public Participation)
	M Basson	(Manager: Media & Communication)
	M Julius	(Senior Admin Officer: Committees)
	S Sidjiyo	(Committee Officer)
	N Mazibuko	(Committee Clerk/Scribe)

1. **NOTICE OF MEETING**

The Speaker read the notice convening the meeting in terms of Section 19 of the Local Government: Municipal Systems Act, 2000 (Act No.32 of 2000) that an Ordinary Council Meeting will be held virtually on 30 April 2024 at 10:00 a.m.

2. **OPENING AND WELCOME**

The Speaker welcomed everyone present to the meeting and requested Cllr Ndzelani to open the meeting in prayer.

With the Municipal Manager having tendered an apology, the Speaker requested that an Acting Municipal Manager be elected for the meeting.

Cllr Foley nominated Mr de Jager for the position and was seconded by Cllr Jantjes.

Cllr Petersen counter-proposed and nominated Mr Goliath for the position, and Cllr Zana seconded the nomination.

The Speaker called for a vote to appoint either Mr de Jager or Mr Goliath as the Acting Municipal Manager:

In favour of Mr de Jager: 17
In favour of Mr Goliath: 6

Mr de Jager was elected as the Acting Municipal Manager.

At 10:08, Cllr Petersen received a warning for speaking without being recognised.

3. **ABSENT WITH LEAVE**

C du Plessis (Municipal Manager)

4. **ABSENT WITHOUT LEAVE**

L Nkilishane
M Valgee

5. **PRESENTATIONS**

None.

6. **ACKNOWLEDGEMENTS, CONDOLENCES & CONGRATULATIONS**

Cllr Zana extended condolences to the family and friends of Ms Thabisa Woni, a former employee of the Kouga Local Municipality, who was involved in developing the Kouga region and was an activist for Women's Empowerment.

Cllr Petersen extended condolences to the family of Dr Christian Minick who was a Reverend in the Kouga and Humansdorp areas and was involved in the burial of the poor by ensuring that they received a decent send-off.

Cllr Human expressed condolences to the family of Ms Vivienne Jephta, who was the face of Kruisfontein Primary School serving as the Secretary for the School for many years. He also expressed sympathies for the loss of Dr Minick.

The Speaker collectively expressed condolences to the families and loved ones of those who have passed on.

7. **STATEMENTS OR COMMUNICATIONS BY THE SPEAKER**

Good morning Honourable Mayor, Councillors, Acting Municipal Manager and all officials as well as our Audit Chairperson.

We are a month away from the 2024 National and Provincial elections and all political parties are in election mode with political activities taking place throughout all wards in Kouga.

As we all know, tensions can run high during election times, and I wish to commend all political parties for the dignified and respectful manner in which campaigning is taking place thus far.

Our constitution makes provision for freedom of association, and this means anybody can belong to any political party without fear of recriminations or intimidation.

It is heartwarming to note that in Kouga this is being respected and no incidents of intimidation or violence has been reported.

As mentioned in the Council meeting last month there was some tampering with posters, and I thank all the political leadership that this practice appears to have stopped. We all need to take note that we cannot put political party banners or stickers on any municipal infrastructure and if we have activists doing this, please can the leadership help to educate the activists as I am sure there is no ill intent involved.

We will all be involved in the campaign over the next month, and I wish everyone well during this time where Councillors are being placed under even more pressure than usual as we still have to serve our communities and fulfill our obligations to all the residents of Kouga who look at us to provide solutions to the various problems facing our communities.

Councillors can look forward to a 2 week recess after the May Council meeting, which in my opinion will be well deserved. As you are all aware there is an item in today's agenda that speaks to this, and I am sure we will all enjoy a respite after the upcoming election.

I do wish to raise Councillors my concern that very few members of the community as well as very few Cllrs attended the public hearing on some amendments to Acts of Parliament that was held in Newton Hall last week.

Our Public Participation Manager, Mr Goliath did raise our concerns that the meeting was held during working hours meaning that it is not easy for many of our residents to attend as they are at work and that public meetings of this nature should be held during the evening.

We will continue to engage with the Provincial Legislature in this regard.

Thank you once again to our Public Participation Unit who have truly learnt to multitask and to support various meetings and public engagements simultaneously in Kouga Municipality. Your efforts are the reason why many municipalities from all over the Eastern Cape are requesting to come and benchmark against our Municipality and we will continue to engage and assist other Municipalities to ensure public participation does take place not only in our municipality but also across the province.

Councillors and officials there does appear to be some connectivity issues not only withthe municipal connection but also with other networks so we do have our IT department on standby should any problem arise during our meeting today.

Thank you.

8. **STATEMENTS OR COMMUNICATIONS BY THE EXECUTIVE MAYOR**

None.

9. **DISCLOSURE OF INTEREST**

Cllr Oliphant requested to table a Motion of Exigency.

Cllr Zana requested to table a Motion of Exigency as well.

The Speaker noted the requests made and proposed that the Motions be tabled at the end of the agenda discussions.

10. **STATUTORY MATTERS**

None.

11. **MINUTES OF PREVIOUS MAYORAL COMMITTEE MEETING FOR INFORMATION**

Resolved (30 April 2024)

1. That the minutes of the Mayoral Committee meeting held 15 February 2024 be noted.

12. **CONFIRMATION OF MINUTES OF PREVIOUS COUNCIL MEETING**

Resolved (30 April 2024)

1. That the minutes of the Ordinary Council Meeting held on 27 March 2024 be approved.

Proposed: Cllr W Gertenbach Seconded: Cllr T Jantjes

13. **MATTERS DEALT WITH IN TERMS OF DELEGATED AUTHORITY BY THE EXECUTIVE MAYOR**

(The reports by the Executive Mayor, in terms of the provisions of Section 63 of the Local Government Municipal Systems Act, 32 of 2000, on matters dealt with by the Executive Mayor in terms of delegated authority as detailed in the Minutes to be noted).

14. **REPORTS OF COMMITTEES OF COUNCIL**

14.1 **REPORT BACK: SARAH BAARTMAN DISTRICT MUNICIPALITY REPRESENTATIVE**

None.

14.2 **KOUGA AUDIT COMMITTEE**

24/04/KAC1 MINUTES OF THE KOUGA AUDIT COMMITTEE

Resolved (30 April 2024)

1. That the minutes of the Kouga Audit Committee be noted.
2. That a full list of all policies be submitted to the next Kouga Audit Committee meeting.
3. That a "status" column be included in the Capital Programmes table to provide further detail on the overbudget or underbudget totals.
4. That a document on the allocation of Official hours and functions be included.

14.3 **RULES & ETHICS COMMITTEE**

None.

14.4 **MUNICIPAL PUBLIC ACCOUNTS COMMITTEE**

None.

15. **REPORT BACK: MUNIMEC**

None.

16. **REPORTS BY THE OFFICE OF THE MUNICIPAL MANAGER**

24/04/MM2 COUNCIL RESOLUTIONS AS AT 27 MARCH 2024

Cllr Zana commended the Administration for the resolved issues reflected as complete in the report. He referred to page 88 on the *Establishment of an Autism Centre* and questioned whether the rezoning application date for 17 April 2024 was achieved.

On page 100, he requested a status update on the *Patensie 6 Rectification Project: Approval of Project* as a service provider was appointed.

The Speaker requested feedback on the following matters:

- On page 77, he enquired about the current progress of rezoning erf 560.
- On page 96, he questioned when the Land Use Scheme will be obtained from the applicant in relation to the Sea Vista Water Reservoir.
- On page 100, he enquired about the current progress of the submission of building plans and the enrolment of the project by the service provider for the *Patensie 6 Rectification Project: Approval of Project*.
- On page 169, he requested certainty whether action was taken to clear servitudes within the Kouga region and whether any inputs were received on the Draft Energy Strategy document.
- On page 160, he enquired about the current progress of establishing a Committee on the Augmentation Policy.
- On page 161, he questioned whether approval was obtained from the Bid Adjudication Committee (BAC) on the Weston Waste Treatment Works fencing tender.
- On page 139, he enquired about the progress of the Water Amnesty applications.

In response to the queries raised on the *Establishment of an Autism Centre*, the Acting Director: Planning & Development confirmed that an application was submitted and assessed, however, there was outstanding information which was communicated with the applicant. Thereafter, the applicant was instructed to proceed with advertising for 30 days. He added that the relevant team is prioritising the task.

On the *Patensie 6 Rectification Project: Approval of Project,* the Acting Director stated that a meeting was held to introduce the Contractor to the beneficiaries of the project, wherein, the Contractor committed to commence with the project in May 2024. Building plans were due for submission and the Contractor highlighted that the plans would be finalised.

He further highlighted that during the meeting with the Contractor, there were proposals to provide alternative temporary housing to the beneficiaries during the construction.

On the rezoning of erf 560, the application was advertised on 11 April 2024 with a closing date of 11 May 2024 and an assessment will be conducted thereafter.

On the submission of the Land Use Scheme, he stated that a pre-consultation meeting was held to advise the service provider on the type of application that must be lodged. A follow-up will be done on the submission of the application.

On the clearing of the servitudes, he explained that a written response from the Human Settlements section was provided to the Electro-Mechanical department, however, the process will require the earmarking of alternative

sites for the affected households, which is currently underway with portions of land having been identified.

On the inputs relating to the Draft Energy Strategy, the Director: Electro-Mechanical Services highlighted that weekly meetings are being held to discuss the document where new information is used to update the strategy. Once the strategy is satisfactory, a submission would be made to Council for the adoption of the strategy.

On the establishment of a Committee for the Augmentation Policy, the Director: Civil & Water Services stated that there was progress in establishing the Committee and is guided by the Provincial Treasury. Consultations with other Municipalities that have established guidelines in relation to the Augmentation Policy have been held.

On the Weston Waste Water Treatment Works fencing tender, the Director: Civil & Water Services confirmed that a suitably qualified service provider was appointed by 18 October 2023 and is currently attending to the design and implementation of the site.

On the progress of the Water Amnesty applications, the CFO stated that the Water Amnesty period ended on 29 February 2024 and a total of 1405 applications were received. 1375 applications have been processed to date and 30 applications still need to be processed as there was outstanding documentation, however, the customers have been engaged to provide the information. All accounts have been updated accordingly.

Resolved (30 April 2024)

1. That the updated Action Sheets reflecting resolutions of previous Council meetings, be noted.

2. That the action sheet be tabled at Top Management for discussion and actioning.

24/04/MM3 **2023/24: SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN: AMENDMENT**

Resolved (30 April 2024)

1. That Council approves, in terms of the provisions of Section 54(1)(c) of the Local Government Municipal Finance Management Act, 56 of 2003, that the 2023/24 Service Delivery and Budget Implementation Plan further be amended by the insertion of capital budget expenditure targets as set out hereunder.

a) 90% expenditure of capital budget provisions as per the Capital Budget approved during May 2023.

b) 50% expenditure of capital budget provisions emanating from the 2023/24 Adjustments Budget, subject thereto that conditional grant funding be excluded from the 50% target.

c) That in respect of adjustments of the 2023/24 capital budget emanating from conditional grant funding, the provisions of the conditional grant prevail.

2. That in terms of the provisions of Section 54(3) of the Local Government Municipal Finance Management Act, 56 of 2003, the amended 2023/24 Service Delivery and Budget Implementation Plan be made public by publication on the Municipal Web Site.

3. That the Municipal Manager affects the required changes to the performance plans of Senior Managers to ensure that the performance plans are aligned to amended 2023/24 Service Delivery and Budget Implementation Plan targets for implementation with effect 1 April 2024.

4. That the addendum to the Performance Agreements of Senior Managers following the amendment of the 2023/24 Service Delivery and Budget Implementation Plan, be submitted to Council.

24/04/MM4 **2023/24 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN PROGRESS UP TO THE QUARTER ENDING 31 MARCH 2024**

Cllr Oliphant expressed that the ANC was not in support of the item as it was not inclusive of the delivery of services to the poorest communities.

The Speaker called for a vote on the acceptance of the recommendations.

In favour: 16
Not in favour: 10

Resolved (30 April 2024)

1. That the Quarter 3 institutional performance report on progress made with the implementation of the 2023/24 Service Delivery and Budget Implementation Plan be considered by Council.

2. That Directorates ensure that corrective actions are discussed and agreed on at the level of the Portfolio Committees in respect of all Key Performance Indicators where set targets for the reporting period have not been achieved in order to ensure achievement of the annual performance targets and that such corrective actions be submitted to the relevant Portfolio Committees.

24/04/MM5 **REQUEST TO RE-ADVERTISE DIRECTOR PLANNING AND DEVELOPMENT**

Resolved (30 April 2024)

1. That Council approves the re-advertisement of the approved, vacant post of Director Planning and Development, inviting applications from suitably qualified candidates, and as a permanent position.

2. That the required advertisement be advertised nationally, as per Section 56 (3) of the Local Government: Municipal Systems Act 32 of 2000, as amended, within 14 days from date of the Council resolution.

3. That the post be advertised for a minimum period of 14 days.

4. That a selection panel be established and that it be noted that the selection panel for the appointment of a manager directly accountable to a Municipal Manager must consist of at least three and not more than five members constituted as follows:

4.1 the Municipal Manager, who will be the chairperson.

4.2 a member of the Mayoral Committee or Councillor who is the portfolio head of the relevant portfolio which will be Cllr S Ruth.

4.3 at least one other person, who is not a Councillor or a staff member of the municipality, and who has expertise or experience in the area of the advertised post which will be Ms Dawn McCarthy.

17. **REPORTS BY THE OFFICE OF THE DEPUTY MUNICIPAL MANAGER**

24/04/DMM12 COUNCIL RECESS: DELEGATED AUTHORITY: EXECUTIVE MAYOR IN CONSULTATION WITH THE MUNICIPAL MANAGER

Cllr Zana indicated that the ANC was not in support of the report as there was no need for a recess period.

Cllr Foley proposed an amendment to recommendation 10.3 for the report format to be reviewed and approved at the July Ordinary Council Council meeting to ensure that submissions are aligned with the Standard Operating Procedure (SOP).

Cllr Jantjes seconded the proposed amendment to the recommendation.

The Speaker called for a vote on the acceptance of the recommendations as amended.

In favour: 16
Not in favour: 9

Resolved (30 April 2024)

1. That it be noted that Council will be in recess for the period 03 June to 18 June 2024.

2. That the Executive Mayor, in consultation with the Municipal Manager, be granted delegated authority to deal with all Council affairs during the recess period from 03 June 2024 to 18 June 2024, restricted to the following:

2.1 The exercise of delegated authority shall exclude the passing of a by-law; approval of a budget; the imposition of rates and other taxes levies and duties, the raising of loans, the amendment of tariffs, the approval or amendment of the IDP;

2.2 That the parameters of the Supply Chain Management Policy be complied with.

3. That all matters dealt with by the Executive Mayor, which would conventionally have required a council resolution be submitted to Council in report format for review or approval at the Ordinary Council Meeting scheduled as per the institutional calendar in July 2024.

   Proposed: Cllr R Foley Seconded: Cllr T Jantjes

24/04/DMM13 HUMAN RESOURCE POLICY ADOPTION REPORT

Cllr Mbandana indicated that the ANC was not in support of the report as there was no evidence that the labour force and its representatives were involved in the process of developing the policies.

The Acting Municipal Manager stated that workshops were held with Supervisors, Team Leaders, and Superintendents.

The Speaker called for a vote on the acceptance of the recommendations.

In favour: 17
Not in favour: 10

Resolved (30 April 2024)

1. That the Training and Development Policy be approved by Council.

2. That the Absenteeism and Reporting of Absence Policy be approved by Council

3. That the Internship/Unemployed Graduate Policy be approved by Council.

8. **REPORTS BY THE PORTFOLIO COMMITTEE CHAIRPERSONS**

18.1 **REPORTS BY THE CHAIRPERSON: FINANCE & ECONOMIC DEVELOPMENT**

24/04/FED7 SPONSORSHIP AGREEMENT BETWEEN KOUGA LOCAL MUNICIPALITY AND ST FRANCIS TOURISM FOR THE 2024 ST FRANCIS BAY AMANZI CHALLENGE

Cllr Maree requested that the item be withdrawn as the event was cancelled.

Item withdrawn.

24/04/FED13 **BUDGET AND TREASURY: WITHDRAWALS FROM MUNICIPAL BANK ACCOUNT FOR THE QUARTER ENDED 31 MARCH 2024**

Resolved (30 April 2024)

1. That the Council notes the withdrawals that were made in terms of section 11(1) (b) to (j) of the MFMA for the quarter ended 31 March 2024; and
2. That the report be submitted to the Provincial treasury and Auditor-General as required by section 11(4) (b) of the MFMA.

24/04/FED14 **MONTHLY BUDGET STATEMENTS FOR THE PERIOD JULY TO MARCH 2024 AND FINANCIAL STATE OF AFFAIRS OF THE MUNICIPALITY AS AT 31 MARCH 2024 (2023/24 FINANCIAL YEAR)**

Resolved (30 April 2024)

1. That the Council notes Municipal Manager's report on the monthly budget statements, in accordance with Section 71(1) of the Municipal Finance Management Act.

2. That the Executive Mayor's report on the implementation of the budget and the financial state of affairs of the municipality, in accordance with Section 52(d) of the MFMA be noted.

3. That the monthly budget statements accordingly be submitted to Provincial Treasury as stipulated in Section 71(1) of the MFMA.

18.2 **REPORTS BY THE CHAIRPERSON: PLANNING & DEVELOPMENT**

24/04/PD5 **HOUSING DISPUTE: ERF 1314: KWANOMZAMO: HUMANSDORP: SIBENGILE/LUZIPHO**

Resolved (30 April 2024)

1. That Council consider the request and **grant in-principle approval** for the alienation of erf 275, Humansdorp to the National Department of Public Works and Infrastructure by way of a land swop.

2. That the Council consider a land swop with the Department of Public Works and Infrastructure for Erf 400 Sea Vista, Erf 3010 Hankey and facilitate the demolition of dilapidated structures on Erf 4 Humansdorp.

3. That the outcome of the discussion with the NDPWI pertaining to the property being donated to the Municipality be tabled to Council for final approval.

4. That Council grant authorization to the Accounting Officer to advertise Council's intention to alienate erf 275, Humansdorp by way of a land swop.

5. That the Department retains the Market Building in their designs for a new court including maintaining its character and restoring it.

6. That Council confirms that the land is not needed to provide the minimum level of basic municipal services.

7. That all administrative costs be for the account of the National Department of Public Works & Infrastructure.

24/04/PD6 **REQUEST FOR COUNCIL'S IN-PRINCIPLE APPROVAL AND AUTHORISATION TO ADVERTISE: APPLICATION FROM NATIONAL DEPARTMENT OF PUBLIC WORKS AND INFRASTRUCTURE TO ACQUIRE ERF 275 HUMANSDORP TO CONSTRUCT A NEW MAGISTRATE COURT**

Resolved (30 April 2024)

1. That Erf 1314 KwaNomzamo, Humansdorp be transferred to the current occupant, Ms TL Luzipho, in line with and subject to the provisions of the National Housing Programme known as the Enhanced Extended Discount Benefit Scheme (EEDBS) and in line with the Deed of Sale dated 16 January 1990.

2. That Erf 1439 KwaNomzamo, Humansdorp be transferred to Ms. SF Sibengile in line with and subject to the provisions of the National Housing Programme known as the Enhanced Extended Discount Benefit Scheme (EEDBS).

MOTION OF EXIGENCY:

THE UNPROCEDURAL PROCUREMENT OF SECURITY PERSONNEL FOR COUNCILLOR JACQUES ALEXANDER

Cllr Oliphant, under rule 30 of the Standing Rules and Orders for meetings of Council and all its Committees, presented a Motion of Exigency on the unprocedural and unlawful procurement of personal security for Councillor Jaques Alexander for an incident that was not politically motivated. Under rule 30.1, he requested that the matter be considered as a matter of exigency.

At 11:45 the Speaker called for a 10-minute caucus.

Upon returning at 11:55, Ald. Benson expressed that the DA was not in support of the tabling of the Motion of Exigency.

The Speaker called for a vote on the tabling of the Motion of Exigency as presented by Councillor Oliphant.

In favour: 8
Not in favour: 18

The motion was therefore not tabled in Council.

MOTION OF EXIGENCY:

KWANOMZAMO WASTE WATER TREATMENT WORKS STATUS OF EXPENDITURE OF R42 MILLION

Cllr Zana presented a Motion of Exigency under rule 30 of the Standing Rules and Orders for meetings of Council and all its Committees on establishing the status of executed functions versus the expenditure of R42 million for the KwaNomzamo Waste Water Treatment Works. Under rule 30.1, he requested that the matter be considered as a matter of exigency.

Cllr Ndzelani seconded the tabling of the motion.
The Speaker called for a 10-minute caucus at 12:01.

Upon returning at 12:12, Cllr Zana requested for an additional 10-minute caucus for the ANC.

The Speaker granted the requested for an additional 10-minute caucus at 12:15.

Upon return at 12:23, the Speaker called for a vote on the tabling of the Motion of Exigency as presented by Councillor Zana.

In favour: 26
Not in favour: 1

Cllr Zana tabled the motion and outlined that there was uncertainty on the level of execution of contracted services for the KwaNomzamo Water Water Treatment Works considering the R42 million that was provided by the National government.

Cllr Oliphant stated that the matter needed to be urgently investigated as there may be misuse of funds and he requested that feedback be provided by the Executive Mayor or the relevant Portfolio Councillor.

Cllr Foley proposed an additional recommendation that the Accounting Officer provides a detailed report on the work done at KwaNomzamo Waste-Water Treatment Works, and that the report be tabled at the next Council meeting. He further clarified that the project was MIG funded, wherein, MIG funds were reduced from R36 million to R34 million which affected the cashflow of the project.

Cllr Zana seconded the proposal.

Resolved (30 April 2024)

1. That the Accounting Officer provides a detailed report on the work done at KwaNomzamo Waste-Water Treatment Works, and that the report to be tabled at the next Council meeting.

   Proposed: Cllr R Foley Seconded: Cllr V Zana

17. **CLOSURE**

The meeting closed at 12:35

_____ _____

B WILLIAMS **DATE**

SPEAKER

MATTERS DEALT WITH IN TERMS OF DELEGATED AUTHORITY BY THE EXECUTIVE MAYOR

KOUGA

REPORTS OF COMMITTEES OF COUNCIL:

RULES AND ETHICS

KOUGA
local municipality
Good Governance through Service Excellence

KOUGA MUNICIPALITY (EC 108)
ORDINARY COUNCIL MEETING
RULES AND ETHICS
OPEN
DATE: 31 MAY 2024
ITEM NO: **24/05/R&E1**

DISCIPLINARY ENQUIRY HELD BY RULES AND ETHICS COMMITTEE – COUNCILLOR VUYOKAZI GUNUZA

1. **Introduction**

The purpose of this item is to advise Council on the outcome of the disciplinary enquiry held by the Rules and Ethics Committee on 16 April 2024.

2. **Background**

The Office of the Speaker received a complaint against Councilllor Gunuza for contravening the Code of Conduct for Councillors insofar that she has breached the general code of conduct.

The Office of the Speaker investigated the alleged contravention and referred the matter for further investigation. The investigation was conducted by the appointed Initiator and was presented to the Rules and Ethics Committee.

The following charge was brought against Councillor Gunuza in contravening item 2(a-b) of Schedule 7:

Charge 1 - On 22 August 2023 during a Virtual Council Meeting, chaired by Councillor Shena Ruth, Councillor Gunuza behaved in a disruptive manner to the extent that she disregarded the authority of the Acting Speaker, Councillor Shena Ruth.

The proposed finding and sanction by the Rules and Ethics Committee is therefore brought for Council's consideration as follows:

Charge 1 – **Guilty** – the sanction imposed on Councillor Gunuza is a fine equal to an amount of 50% of one month's salary.

3. **Discussion**

In terms of item 16 of Schedule 7 of the Local Government: Municipal Structures Act 117 of 1998 (as amended) outlines the following:**– Investigation of breach –**

(1) A Municipal Council may –
(a) investigate and make a finding on any alleged breach of a provision this Code; or
(b) Establish a special committee –

(i) to investigate and a make a finding on any alleged breach of the Code; and

(ii) to make appropriate recommendations to the council

(2) If the Council or a special committee finds that a Councillor has breached a provision of this Code, the council may –
(a) Issue a formal warning to the councilllor;
(b) Repriamnd the councillor;
(c) Request the MEC for local government in the province to suspend the councillor for a certain period;
(d) Fine the councillor; or
(e) Request the MEC to remove the councilllor from office.

(3) The Speaker must inform the MEC for local governement in the province within 14 days of the finding and sanction decided on by the Council.

The Act furthermore stipulates in Item 16(4)(a), that any councillor who has been warned, reprimanded or fined in terms of sub item (2) may within 14 days of having been notified of the decision of Council appeal to the MEC for local government in writing setting out the reasons on which the appeal is based. A copy of the appeal must be provided to the council by the MEC.

4. **Financial Implications**

Completed by BTO -	Not Applicable
Project Description	
Ukey no.	
Budgeted Amount	
Amount spent and committed to date	
Amount Available	
Comment	
BTO Signature	

5. **Applicable Legislation**

Local Government: Municipal Structures Act 117 of 1998, as amended.

Promotion of Administrative Justice Act 3 of 2000.

The Policy on Standing Rules and Procedures with regard to Disciplinary Matters against Kouga Municipal Councillors as approved by Council.

6. **Legal Implications**

In terms of Item 16(4)(d) of the Code of Conduct for Councillors contained in Schedule 7 of the Local Government: Municipal Structures Act, as amended, the MEC CoGTA may after having considered the appeal, confirm, set aside or vary the decision of the council and inform the Councillor and the Council of the outcome of the appeal.

Any investigation in terms of Item 16 of the Code of Conduct for Councillors must be in accordance with section 3 of the Promotion of Administrative Justice Act 3 of 2000 as well as the rules of natural justice.

7. **Other Implications**

None.

8. **Comments by Directorates**:

8.1 **Chief Financial Officer:**

Not applicable.

8.2 **Acting Director: Planning & Development**

Not applicable.

8.3 **Director: Civil & Water Services**

Not applicable.

8.4 **Director: Electro-Mechanical Services**

Not applicable.

8.5 **Director: Community Services**

Not applicable.

8.6 **Deputy Municipal Manager**

Not applicable.

8.7 **Municipal Manager**

Not applicable.

9. **Delegated Authority**

Council.

10. **Recommendations**

10.1 That the recommendation made by the Rules and Ethics Committee herein be upheld.

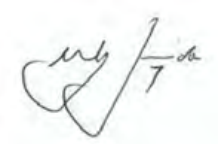
10.2 That the following sanction be implemented against Councillor Gunuza in respect of the charge laid against her and for which charge the Councillor was found guilty.

10.2.1 That in respect of –
Charge 1 – the sanction imposed is a fine equal to an amount of 50% of one month's salary;

10.3 That in respect of the sanction imposed, that the deduction will be implemented and processed in respect of the June 2024 payroll.

10.4 That the Speaker must report the outcome of the investigation to the MEC for local government in the province concerned within 14 days from the date of the Council resolution.

Approved by the Chairperson of Rules and Ethics Committee:



Councillor W van der Linde

KOUGA local municipality
Good Governance through Service Excellence

KOUGA MUNICIPALITY (EC 108)
ORDINARY COUNCIL MEETING
RULES AND ETHICS
OPEN
DATE: 31 MAY 2024
ITEM NO: **24/05/R&E2**

DISCIPLINARY ENQUIRY HELD BY RULES AND ETHICS COMMITTEE – COUNCILLOR WAYNE PETERSEN

1. **Introduction**

The purpose of this item is to advise Council on the outcome of the disciplinary enquiry held by the Rules and Ethics Committee on 17 and 18 April 2024.

2. **Background**

The Office of the Speaker received complaints against Councilllor Petersen for contravening the Code of Conduct for Councillors insofar that he has breached the general code of conduct and interfered in the administrative processes of the Municipality.

The Office of the Speaker investigated the alleged contraventions and referred the matter for further investigation. The investigation was conducted by the appointed Initiator and was presented to the Rules and Ethics Committee.

The following charges was brought against Councillor Petersen in contravening item 2(a-b) and item 12(a-d) of Schedule 7:

Charge 1 - On 24 October 2023 at Humansdorp he attended a Community Police Forum (CPF) Meeting, during the aforesaid Meeting Councillor Petersen made offensive remarks towards the secretary and members of the Community Police Forum. The Councillor's behaviour led to the meeting being closed.

Charge 2 - On 24 December 2023 at Fountains Mall in Jeffreys Bay an altercation, instigated by Councillor Petersen, ensued between himself and Kevern Burger a volunteer Law Enforcement Officer of Kouga Municipality. Councillor Petersen's aforesaid conduct intimidated and harassed Mr. Kevern Burger.

Charge 3 - On 29 December 2023 at the Cove, Shore Road St Francis Bay, Coucillor Petersen instructed the Supervisor for Parks and Amenities (St Francis Bay), Mr Bashin Mhlambiso not to close/lock the male toilets as his group were going to night camp at the Cove. Mr Bashin Mhlambiso informed him that he did not receive such instructions and was obliged to lock the aforesaid male toilets. Coucillor Petersen became aggressive to the extent that Mr Bashin Mhlambiso called Law Enforcement and the Police for assistance.

Charge 4 - On 31 December 2023, Councillor Petersen posted a message/status on Social Media (Facebook) where he made false remarks and/or refer to a committee of Council as a "Kangeroo Court".

Charge 5 - On 22 January 2024, the Magistrates Court for the District Sarah Baartman, held at Humansdorp, issued an Interim Protection Order against Councillor Petersen in favour of Mr Jan Hendrik Hattingh, his conduct led to the Court issuing an Interim Protection Order against him.

The proposed findings and sanctions by the Rules and Ethics Committee is therefore brought for Council's consideration as follow:

Charge 1 – Guilty – the sanction imposed is a fine equal to an amount of 50% of one month's salary;
Charge 2 – Guilty – the sanction imposed is a fine equal to an amount of 50% of one month's salary;
Charge 3 – Guilty – the sanction imposed is a fine equal to an amount of 50% of one month's salary;
Charge 4 – Guilty – request the MEC to remove Councillor Petersen from office;
Charge 5 – Guilty – the sanction imposed is a fine equal to an amount of 50% of one month's salary.

3. **Discussion**

In terms of item 16 of Schedule 7 of the Local Government: Municipal Structures Act 117 of 1998 (as amended) outlines the following: **Investigation of breach –**

(1) A Municipal Council may –
(c) investigate and make a finding on any alleged breach of a provision this Code; or
(d) Establish a special committee –
(iii) to investigate and a make a finding on any alleged breach of a provision; and
(iv) to make appropriate recommendations to the council

(2) If the Council or a special committee finds that a Councillor has breached a provision of this Code, the council may –
(f) Issue a formal warning to the councilllor;
(g) Repriamnd the councillor;
(h) Request the MEC for local government in the province to suspend the councillor for a certain period;
(i) Fine the councillor; or
(j) Request the MEC to remove the councilllor from office.

(3) The Speaker must inform the MEC for local governement in the province within 14 days of the finding and sanction decided on by the Council.

The Act furthermore stipulates in Item 16(4)(a), that any councillor who has been warned, reprimanded or fined in terms of sub item (2) may within 14 days of having been notified of the decision of Council appeal to the MEC

for local government in writing setting out the reasons on which the appeal is based. A copy of the appeal must be provided to the council by the MEC.

4. **Financial Implications**

Completed by BTO -	Not Applicable
Project Description	
Ukey no.	
Budgeted Amount	
Amount spent and committed to date	
Amount Available	
Comment	
BTO Signature	

5. **Applicable Legislation**

Local Government: Municipal Structures Act 117 of 1998, as amended.

Promotion of Administrative Justice Act 3 of 2000.

The Policy on Standing Rules and Procedures with regard to Disciplinary Matters against Kouga Municipal Councillors as approved by Council.

6. **Legal Implications**

In terms of Item 16(4)(d) of the Code of Conduct for Councillors as contained in Schedule 7 of the Local Government: Municipal Structures Act, as amended, the MEC CoGTA may after having considered the appeal, confirm, set aside or vary the decision of the council and inform the Councillor and the council of the outcome of the appeal.

Any investigation in terms of Item 16 must be in accordance with section 3 of the Promotion of Administrative Justice Act 3 of 2000 as well as the rules of natural justice.

7. **Other Implications**

None.

8. **Comments by Directorates**:

8.1 **Chief Financial Officer:**

Not applicable.

8.2 **Acting Director: Planning & Development**

Not applicable.

8.3 **Director: Civil & Water Services**

Not applicable.

8.4 **Director: Electro-Mechanical Services**

Not applicable.

8.5 **Director: Community Services**

Not applicable.

8.6 **Deputy Municipal Manager**

Not applicable.

8.7 **Municipal Manager**

Not applicable.

9. **Delegated Authority**

Council.

10. **Recommendations**

10.1 That the recommendation made by the Rules and Ethics Committee herein be upheld.

10.2 That the following sanctions be implemented against Councillor Petersen in respect of the charges laid against him and for which charges the Councillor was found guilty.

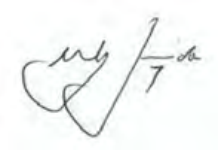
10.2.1 That in respect of –

Charge 1 – the sanction imposed is a fine equal to an amount of 50% of one month's salary;
Charge 2 – the sanction imposed is a fine equal to an amount of 50% of one month's salary ;
Charge 3 – the sanction imposed is a fine equal to an amount of 50% of one month's salary;
Charge 4 – request the MEC to remove Councillor Petersen from office;
Charge 5 – the sanction imposed is a fine equal to an amount of 50% of one month's salary.

10.3 That in respect of charge 1; 2; 3 and 5, the deductions will be implemented and processed over a four (4) month period from June 2024 – September 2024.

10.4 That the Speaker must report the outcome of the investigation to the MEC for the local government in the province concerned within 14 days from the date of the Council resolution.

Approved by the Chairperson of Rules and Ethics Committee:



Councillor W van der Linde

MUNICIPAL PUBLIC ACCOUNTS COMMITTEE

KOUGA
local Municipality
Good Governance through Service Excellence

KOUGA MUNICIPALITY (EC 108)
ORDINARY COUNCIL MEETING
MUNICIPAL PUBLIC ACCOUNTS COMMITTEE
OPEN
DATE: 31 MAY 2024
ITEM NO: **24/05/MPAC1**

APPROVAL OF TERMS OF REFERENCE FOR THE MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC)

1. **Introduction**

The purpose of this item is to refer to Council the Terms of Reference for the Municipal Public Accounts Committee (MPAC), as reviewed by the MPAC.

The Terms of Reference is attached and marked Annexure A.

2. **Background**

The Terms of Reference served before the Municipal Public Accounts Committee (MPAC) for review at the meeting held on 27 February 2024, under item 24/02/MPACC4. The Committee resolved that the reviewed Terms of Reference be referred to the Council for approval.

3. **Discussion**

Council is requested to consider the content of the attached Terms of Reference for approval.

4. **Financial Implications**

Completed by BTO -	Not applicable
Project Description	
Ukey no.	
Budgeted Amount	
Amount spent and committed to date	
Amount Available	
Comment	

5. **Applicable Legislation**

Section 79A (3) of the Local Government: Municipal Structures Act No.117 of 1998 provides that the Municipal Council must determine the functions of the Municipal Public Accounts Committee.

6. **Legal Implications**

Should Council approve the Terms of Reference herein, the Municipal Public Accounts Committee shall be bound to function in line with the approved Terms of Reference.

7. **Other Implications**

This Terms of Reference, once approved, shall replace the previous Terms of Reference from date of this Council Resolution.

8. **Comments by Directorates:**

8.1 **Chief Financial Officer:**

Not applicable

8.2 **Acting Director: Planning & Development**

Not applicable

8.3 **Director: Civil & Water Services**

Not applicable

8.4 **Director: Electro-Mechanical Services**

Not applicable

8.5 **Director: Community Services**

Not applicable

8.6 **Deputy Municipal Manager**

Not applicable

8.7 **Municipal Manager**

Not applicable

9. **Delegated Authority**

Council

10. **Recommendations**

10.1 That the Terms of Reference for the Municipal Public Accounts Committee be approved.

10.2 That this Terms of Reference shall repeal and replace the previous Terms of Reference as approved by Council and shall become effective from date of this Council resolution.

Item noted by the Chairperson: 

Annexure A

KOUGA MUNICIPALITY

KOUGA MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC) TERMS OF REFERENCE

TABLE OF CONTENTS

1. INTRODUCTION

2. INSTITUTIONAL CONTEXT AND FUNCTIONS OF MPAC

3. COMPOSITION AND MEMBERSHIP

4. CHAIRING OF MPAC

5. MPAC WORK PROGRAMME

6. MEETINGS OF MPAC

7. REPORTING

8. REVIEW

1. INTRODUCTION

The roles and responsibilities of Council should always be carried out with a clear distinction between oversight and interference in administration, as defined in the Local Government: Municipal Finance Management Act, 2003, Act No 56 of 2003 (MFMA), section 52(b) and 103 respectively as well as in the Code of Conduct for Councillors, defined in Schedule 7 of the Local Government: Municipal Structures Act, No 117 of 1998, as amended by the Local Government: Municipal Structures Amendment Act, 2021.

Section 129(4) of the MFMA further provides for the issuance of guidance on the manner in which municipal councils should consider annual reports and conduct public hearings, and the functioning and composition of any public accounts or oversight committees established by the Council to assist it to consider an annual report.

Section 32(2)(b) of the MFMA further *inter alia* provides for the Municipality to recover unauthorised, irregular or fruitless and wasteful expenditure from the person liable for that expenditure unless, in the case of irregular or fruitless and wasteful expenditure, the expenditure is, after investigation by a Council Committee, certified by the Council as irrecoverable and written off by Council.

2. INSTITUTIONAL CONTEXT AND FUNCTIONS OF THE KOUGA MUNICIPAL PUBLIC ACCOUNTS COMMITTEE

2.1 Institutional context

The Municipal Public Accounts Committee (MPAC) is established in terms of sections 79 and 79A of the Local Government: Municipal Structures Act, No. 117 of 1998, as amended and performs an oversight function on behalf of Council and is not a duplication of other committees of Council, such as the Finance Committee or that of the Audit Committee.

MPAC may undertake and manage similar functions and responsibilities for the municipality, as undertaken by the Standing Committee on Public Accounts in the national and provincial legislature, except for certain powers regarding subpoena of individuals. In the case of irregular expenditure or any fruitless and wasteful expenditure incurred by the municipality, MPAC will have the right to call upon the accounting officer of the municipality or his/her delegatee to appear before it to provide information or clarity.

The MPAC may engage directly with the public and consider public comments when received and will be entitled to request for documents or evidence from the Accounting Officer.

MPAC can request the support of both the internal and external auditors (advisory) when necessary. The standard rules for the Council apply to MPAC.

The Committee shall have permanent referral of documents as they become available relating to:

(i) In-year reports of the municipality;

(ii) financial statements of the municipality as part of the Committee's oversight process;

(iii) audit opinion, other reports and recommendation from the Audit Committee;

(iv) information relating to compliance in terms of sections 32, 128 and 133 of MFMA;

(v) information in respect of any disciplinary action taken in terms of the MFMA where it relates to an item that is currently serving or has served before the Committee;

(vi) any other audit report from the municipality; and

(vii) performance information of the municipality.

The MPAC is not responsible for policy formulation. The MPAC reports directly to Council through the Speaker and interfaces with the other committees of Council through the Speaker, where relevant.

It is emphasised that the Audit Committee is an independent advisory body that advises Council, political office-bearers, the accounting officer and the management of the municipality on matters related to internal control, internal audits, risk management accounting policies and adequacy reliability and accuracy of financial reporting and information, performance management, effective governance compliance with the MFMA and the Division of Revenue Act.

2.2 Roles and Functions of MPAC

2.2.1 The primary functions of the Municipal Public Accounts Committee are:

(i) To review the Auditor-General's reports and comments of the management committee and the audit committee and make recommendations to the municipal Council

(ii) To review the internal audit reports together with comments from the management committee and the audit committee and make recommendations to municipal Council

(iii) To initiate and develop the oversight report on annual reports contemplated in section 129 of the Municipal Finance Management Act

(iv) To attend to and make recommendations to the municipal Council on any matter referred to it by the municipal Council,

Executive Committee, a committee of Council, a member of this committee (MPAC), a Councillor and the Municipal Manager

(v) To, on its own initiative, subject to the direction of the municipal Council, investigate and report to the municipal Council on any matter affecting the Kouga Municipality

(vi) To perform any other functions assigned to it through a resolution of Council within its area of responsibility.

2.2.2 The MPAC must interrogate the following financial aspects addressed in the Municipal Finance Management Act:

A. Unforeseen and unavoidable expenditure (Section 29)

- any unforeseen and unavoidable expenditure incurred must be reported to the MPAC;
- proof of the necessary appropriation in an adjustment budget; the MPAC must consider the expenditure and make recommendations to the council; and
- where the necessary adjustment budget has not been prepared, the MPAC must report same to the council.

B. Unauthorized, irregular or fruitless and wasteful expenditure (Section 32)

- any unauthorized, irregular or fruitless and wasteful expenditure by the council, the executive mayor / mayor, executive committee or any political office bearer of the municipality must also be reported to the MPAC;
- the municipal manager must report to the MPAC on all steps taken to either authorize or certify the payment or to recover or write off the expenditure;
- the municipal manager must report on whether any criminal action was instituted in this regard; and
- the MPAC must report to the council on the appropriateness of the any criminal or civil steps taken and report where no further action was taken and why.

C. The quarterly report of the Executive Mayor on the implementation of the budget and the state of affairs of the municipality I SDBIP (Section 52(d))

- a copy of the quarterly report of the mayor on the implementation of the budget and the state of affairs of the municipality must be submitted to the MPAC;
- where the report is not submitted to the MPAC within 30 days after the end of the quarter, the MPAC must report this to the Council;

- where the report is submitted, it must be interrogated, and recommendations must be made to the council;
- the MPAC must ensure that the mayor attend to the necessary amendments to the SDBIP and submit the necessary report to the council with proposals for the adjustment budget, and where this is not done by the mayor, report it to the Council;
- the MPAC must report any matter of concern regarding the report of the mayor to the council.

D. Monthly budget statements (Section 71)

- the monthly budget statement submitted to the mayor must be submitted to the MPAC;
- the MPAC must interrogate the statement and report any matter of concern on the statement to the council.

E. Mid-year budget and performance assessment (Section 72)

- the mid-year budget and performance assessment report submitted to the mayor must be submitted to the MPAC;
- the MPAC must interrogate the assessment and submit its comments on the assessment to the council.

F. Mid-year budget and performance assessment of municipal entities (Section 88)

- the mid-year budget and performance assessment report submitted by the municipal entity needs to be submitted to the MPAC;
- the MPAC needs to interrogate the report and report matters of concern to the council; where the report has not been received or not published, it must be reported to the council.

G. Disclosures concerning councillors, directors and officials (Section 124)

as part of its interrogation of the annual financial statements, the MPAC must ensure that the necessary disclosures were made in the financial statements, including:

- salaries, allowances and benefits of political office bearers and councilors of the municipality;
- arrears owed by individual councilors by the municipality for more than 90 days;
- salaries, allowances and benefits of the municipal manager, CFO and senior managers;

- salaries, allowances and benefits of the board of directors of municipal entities
- the salaries, allowances and benefits of the chief executive officer and senior managers of municipal entities;

H. Submission and auditing of annual financial statements (Section 126)

- copies of the financial statements submitted to the AG must be submitted to the MPAC as well as the financial statements of any municipal entity under the control of the municipality as well as proof of submission thereof to the AG;
- where the MPAC has not been provided with the financial statements or with proof that it has been submitted to the AG it must be reported to the council.

I. Submission of the Annual Report (Section 127)

- the annual report must be submitted to the MPAC no later than two weeks after the date required for submission to the council;
- where the annual report is not submitted to the council as required, the MPAC must be provided with a copy of the written explanations of the mayor as submitted to the council;
- where neither the annual report nor the explanation has been submitted, the MPAC must report same to the council;
- the MPAC must monitor that the annual report has been submitted to the AG, as well as the provincial government departments required and has been published for comment; and
- the MPAC must also monitor that all municipal entities have complied with the said requirements.

J. Oversight Report on the Annual Report (Section 129)

- the MPAC must consider the annual report and prepare a draft oversight report to be submitted to the council for purposes of adopting the oversight report;
- in preparing the draft oversight report, the MPAC must consider all representations in connection with the annual report received from the local community;
- the meeting of the MPAC considering the annual report must be open to the public and members of the local community must be allowed to make representations in connection with the annual report at the meeting;

- National Treasury Circular 32 provides guidance on the preparation of the oversight report. Reference to the oversight committee must be read as the MPAC.

K. Issues raised by the Auditor General in audit reports (Section 131)

- MPAC must be provided with the report prepared to address issues raised by the AG;
- where the report is submitted, MPAC should interrogate same and make recommendations to the council; and
- where the report has not been submitted, MPAC should report this to the council.

L. Audit Committee (Section 166)

- the MPAC must ensure that the municipality at all times have an operational audit committee;
- all reports received from the audit committee need to be submitted to the MPAC to assist it in its functions and to capacitate the MPAC;
- where no audit committee has been appointed or where the audit committee is not operative, the MPAC must report this to the council.

M. Disciplinary action instituted in terms of the MFMA

- all disciplinary processes instituted for the contravention of the MFMA must be reported to the MPAC;
- MPAC must monitor that all matters are brought to conclusion;
- MPAC must report to council where matters are not dealt with effectively and timeously.

2.2.3 The MPAC must interrogate the following aspects addressed in the Municipal Systems Act.

A. Review of the IDP post elections (Section 25)

- MPAC must monitor whether the Executive mayor / Exco initiate the review of the IDP posts elections;
- Where the review is not done, the MPAC must report same to the council.

B. Annual review of the IDP (Section 34)

- MPAC must monitor whether the Executive mayor / Exco initiate the annual review of the IDP;

- Where the review is not done, the MPAC must report same to the council.

C. Performance management plan (Section 39)

- MPAC must monitor whether the annual performance plan is being prepared;
- Where the plan is not prepared, the MPAC must report same to the council

2.2.4 **Monitoring that the annual budget is informed by the IDP (Regulation 6 of the Local Government: Municipal Planning and Performance Management Regulations)**

- MPAC must review the draft annual budget and ensure that it is informed by the IDP adopted by the municipal council; but
- Where the draft annual budget is not aligned with the IDP, the MPAC must report same to the municipal council.

2.2.5 Monitoring that all declaration of interest forms are completed by Councillors on an annual basis (Section 54 read with Item 7 of Schedule 1)

- MPAC must monitor whether all Councillors have completed their declaration of interest forms and update it annually;
- Where declaration of interest forms have not be completed or updated same must be reported to the municipal council.

2.3 Administrative Support by Council

In order for the MPAC to be effective in executing its functions, MPAC is supported by officials to co-ordinate and undertake research activities as required by the committee work programme and to render a secretarial service.

3. COMPOSITION AND MEMBERSHIP

3.1 The MPAC comprises of a maximum of 11(eleven) Councillors, excluding the Executive Mayor, Executive Deputy Mayor, any member of the Mayoral Committee, the Speaker of Council, the Whip of Council and municipal officials, and a maximum of 2(two) public representatives.

3.2 The Committee may invite representatives of the community and co-opt members of the public who have expertise in relevant specific fields to assist and advise in the deliberations when the need arises. These representatives will have no voting rights as they are not elected Councillors.

3.3 Members of MPAC must represent various political affiliations. Councillors serving on MPAC shall be appointed for a term which corresponds to the term of sitting Council. When a Councillor resigns or is transferred from the Committee, the resignation must be in writing and Council must appoint a replacement by resolution at the next scheduled full Council meeting.

3.4 The names of Councillors serving on MPAC shall be published in the annual report.

3.5 The Municipal Council may appoint alternates to serve on MPAC, and which alternates shall exclude the Executive Mayor, Executive Deputy Mayor, any member of the Mayoral Committee, the Speaker of Council, and the Whip of Council.

4. CHAIRING OF MPAC

4.1 The Chairperson of the Committee is to be appointed by Council.

4.2 When appointing the Chairperson of the Committee, Council must take into consideration the requirements of transparency, ethical behaviour and general good governance prescripts.

4.3 In deciding on the Chairperson, the Council may consider appointing Councillors from parties other than the majority parties in Council.

5. MPAC WORK PROGRAMME

5.1 MPAC must develop its work programme annually and link such programmes to the overall planning cycle of Council.

6. MEETINGS OF MPAC

6.1 Members of MPAC are to observe the Rules of Order as determined by Council.

6.2 Meetings must be held as may be necessary in accordance with the approved work programme. The meetings of MPAC must be included in the annual calendar of Council and the notice requirements should be similar to those of other committees of Council taking into consideration the timeframes in the MFMA for preparation and adoption of the oversight report on the annual report.

6.3 If otherwise, the notice of meetings shall be given at least 7 days prior to the meeting and agendas and relevant documents shall be delivered at least 7 days prior to meeting for preparation purposes.

6.4 A quorum shall be a majority of the members of MPAC, and which determination of a quorum shall include the public representatives serving on the Municipal Public Accounts Committee.

6.5 Any matter put to a vote, during a meeting of MPAC, shall be voted on only by the elected Councillors, serving as members of MPAC. No public representative shall have the right to vote on any matter before MPAC.

6.6 Members are to refrain from lengthy debates as public hearings, as the intention is to obtain information from other parties.

6.7 The Chairperson of MPAC may, through the office of the Municipal Manager, request the attendance of the applicable Director/s as and when required, depending on the Agenda items to be addressed.

6.8 The MPAC Committee may also invite any persons, including political office bearers (internally or externally) with relevant experience, to attend the Committee meeting or to give evidence. The office of the Municipal Manager must be notified of any requests to staff members in order to make the necessary internal arrangements.

7. REPORTING

7.1 The MPAC will report to Council on the activities of the committee; including a report detailing its activities of the preceding and current financial years, the number of meetings held, the membership of the Committee and key resolutions taken.

7.2 The Committee must discuss and adopt its report for Council in accordance with the procedures for tabling matters in Council defined in the standing rules of Council.

7.3 The MPAC should report to full Council at least bi-annually and may bring items before Council as and when necessary.

7.4 The full Council must deliberate on the recommendations from the MPAC, at a meeting open to the public, and must reach finality in the shortest possible time.

7.5 Council must evaluate the performance of MPAC on an annual basis.

8 REVIEW

The MPAC terms of reference may be reviewed as and when the Municipal Council deems it necessary.

Approved by Council on 29 June 2022

_____

REPORTS BY THE OFFICE OF THE MUNICIPAL MANAGER

KOUGA

KOUGA MUNICIPALITY (EC 108)
ORDINARY COUNCIL MEETING
OFFICE OF THE MUNICIPAL MANAGER
OPEN
DATE: 31 MAY 2024
ITEM NO: **24/05/MM2**

COUNCIL RESOLUTIONS AS AT 10 MAY 2024

1. **Introduction**

The purpose of this item is to provide a report back on progress of Council Resolutions.

2. **Background**

The Action Sheets reflect outstanding Council resolutions for all Directorates.

3. **Discussion**

None.

4. **Financial Implications**

Completed by BTO -	Not applicable
Project Description	
Ukey no.	
Budgeted Amount	
Amount spent and committed to date	
Amount Available	
Comment	
BTO Signature	

5. **Applicable Legislation**

Section 55 of the Local Government: Municipal Systems Act, No. 32 of 2000, provides in subsection 1(k) that a Municipal Manager is responsible and accountable for carrying out the decisions of the political structures and political offices bearers of the municipality.

6. **Legal Implications**

Failure to maintain and update the Action sheet may result in the non-compliance to Section 55(1)(k) of the Local Government: Municipal Systems Act, No. 32 of 2000.

7. **Other Implications**

None.

8. **Comments by Directorates:**

8.1 **Chief Financial Officer:**

Report noted.

8.2 **Acting Director: Planning & Development**

Report noted.

8.3 **Director: Civil & Water Services**

Item is noted.

8.4 **Director: Electro-Mechanical Services**

Recommendations noted.

8.5 **Director: Community Services**

Noted.

8.6 **Deputy Municipal Manager**

Noted

8.7 **Municipal Manager**

Noted.

9. **Delegated Authority**

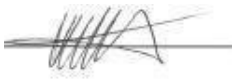
Council

10. **Recommendations**

10.1 That the updated Action Sheets reflecting resolutions of previous Council meetings, be noted.

10.2 That the action sheet be tabled at Top Management for discussion and actioning.

Item prepared by: The Deputy Municipal Manager



Item endorsed by: The Chief Financial Officer



Item endorsed by: The Acting Director: Planning & Development



Item endorsed by: The Director: Civil & Water Services



Item endorsed by: The Director: Electro-Mechanical



Item endorsed by: The Director: Community Services



Item approved by: The Municipal Manager:



COMMUNITY SERVICES: ACTION SHEET - COUNCIL							
MEETING	**ITEM NO**	**ITEM DESCRIPTION**	**RESOLUTION**	**ACTION TAKEN**	**PROGRESS**	**RESPONSIBLE OFFICIAL**	**CURRENT STATUS** **COMPLETED** **NOT COMPLETE** **IN PROGRESS** **ON GOING** **NO ACTION REQUIRED**
30-Jan-24	**24/01/CSS2**	**REVISED PREVENTION OF PUBLIC NUISANCE AND KEEPING OF ANIMALS BY-LAW**	That the approved Prevention of Public Nuisance and Keeping of Animals By-Law be workshopped, after the public participation process, with Councillors before its resubmission to Council.	The due date for Public Input was 19-Apr-24.	Comments received to be added to the revised item and will be submitted to Council - End Jun-24.	Acting Manger: Rean Nel/Manager: Waste and Environmental	**IN PROGRESS**
	24/01/CSS3	**DRAFT TREE MANAGEMENT POLICY**	That the approved Draft Tree Management Policy be workshopped, after the public participation process, with Councillors before its resubmission to Council.	The due date for Public Input was 19-Apr-24.	Comments received to be added to the revised item and will be submitted to Council - End Jun-24.	Manager: Waste and Environmental	**IN PROGRESS**

PLANNING & DEVELOPMENT: ACTION SHEET - COUNCIL							
MEETING DATE	**ITEM NO**	**ITEM DESCRIPTION**	**RESOLUTION**	**ACTION TAKEN**	**PROGRESS**	**RESPONSIBLE OFFICIAL**	**CURRENT STATUS** **COMPLETED** **NOT COMPLETE** **IN PROGRESS** **ON GOING** **NO ACTION REQUIRED**
30-May-19	**19/05/PD6**	**PUBLIC WORKS PROPERTIES TO BE TRANSFERRED TO KOUGA MUNICIPALITTY**	That Council accepts the following erven from Public Works and that they are added to the asset register of Kouga Municipality: Farm 448 portion 15 — Uitenhage RD Pellsrus: 677; 678; 733; 751 ; 753; 794;812 826; 854; 862 Humansdorp: 1 968 Thornhill: 221 ; 237 333; 334; 342;362;376;751v; 762; 763; 775; 776; 777; 778; 779; 780; 781 ; 782; 783; 784; 785; 788; 789; 790; 791 ; 792; 805; 845; 846; 849; 850; 852; 855; 857; 859; 860; 861 ; 862; 863; 865; 866; 868; 870; 874; 875; 883; 884; 885; 886; 887; 888; 889; 891; 892; 894; 895; 897; 898; 896	The finalisation of the transfer of Public Work properties to Kouga Municipality in progress	The IGR Land Forum was resusitated on 24 March with intention of bring all outstanding council resolutions to completion. There has been constant communication and information sharing since the mentioned meeting in order to conclude outstanding matters. On 11 October 2023 follow-up was made, Public Works confirmed that bulk submission was approved for transfer of PW properties to Kouga Municipality by Premier and is awaiting signature from MEC. A meeting was held with Public Works in Gqeberha on 27 February 2024 to discuss current status and progress on the transfer of land between Kouga Municipality and Public Works.	Manager: L&PA	In Progress

			That Kouga Human Settlement Department proceed with the transfers of these erven to the owners of the properties as soon as registration to Kouga has been completed	Awaiting Transfer of properties by Public Works.	Public Works indicated that they are still awaiting signature of the MEC. We also resolved to meet regulary until these matters are concluded (11/03/2024). The matter on outstanding donations was raised at the IGR on 2 April 2024 requesting the Director-General at Provincial Public Works to assist in expiditing the conclusion of transfer process (15 April 2024). **On 14 May 2024 our Department met in telephonic meeting with the HOD and Regional Director to discuss progress of the bulk transfer of properties to Kouga. They undertook to submit a formal submission to the Head Office and provide the municipality with feedback in due course. (16 May 2024)**		
30-Oct-19	**19/10/PD3**	**SELLING OF 98 HIGH WATER TABLE HUMAN SETTLEMENT ERVEN – KRUISFONTEIN**	That all proceeds from the sale of the 98 high water table erven be ringfenced for projects namely the upgrading of gravel roads to paved roads	Matter was referred to top management and it was resolved that the item be sent back to Council with new method of disposal.	The Department had to reevaluate the beneficiaries. Meeting was held with the Cllr to discuss the implication. A new item to be tabled to Council after consultation with the affected beneficiearies. (11/03/2024) It is aniticipated that an item will be tabled to the May Council Meeting. (15 April 2024). **A meeting was held with the**	CFO/ Dir: PDT	In Progress

					affected residents on 30 April 2024 to discuss the way forward on disposal (free of charge) and different options that residents need to decide upon as well as the implications to take into consideration. It was also agreed that residents to visit the office once they have decided on the option they want to go with. (16 May 2024)		
29-May-20	**20/05/PD2**	**REPORT ON THE PROGRESS AND STATUS OF THE SOCIAL HOUSING PARTNETSHIP FOR THE DEVELOPMENT OF A SOCIAL AND (FLISP) HOUSING PROJECT ON Erf 335, JEFFERYS BAY**	That the plans scrutiny and approval fees be dealt with on the same basis as BNG/RDP housing projects.	The resolution will be implemented upon submission of Building plans for the development. Ongoing, project is still on planning phase.Resolution will be actioned during project commencement	DEDEAT was approached to attend to the outstanding EIA authorisation awaiting feedback from DEDEA. Draft response received from consultants on 18 January 2024. Consolidated response sent to DEDEAT on 05 Feb 2024. latest follow up was sent to DEDEAT on 5 April 2024. To date we have not received any response. **8/04/2024**	Dir:PDT / Manager: Human Settlements	ongoing
			That the plans scrutiny and approval fees be dealt with on the same basis as BNG/RDP housing projects.	The resolution will be implemented upon submission of Building plans for the development. Ongoing, project is still on planning phase.Resolution will be actioned during project	the resolution will be implemented upon submission of Building plans for the development. Ongoing, project is still on pre-planning phase.Resolution will be actioned during project commencement.	Dir:PDT / Manager Human Settlements	ongoing

				commencement. We had a meeting with Bosch Projects (SP) who was appointment to determine floodline determination for FLISP/Social Housing. Bosch Projects (SP) complete floodline determination was completed by 21 August 2023.			
	20/05/PD3	**DONATION AND TRANSFER OF KOUGA MUNICIPAL PROPERTIES FROM KOUGA MUNICIPALITY TO PUBLIC WORKS**	That Erf 560 be rezoned in terms of SPLUMA from Residential 1 to Institutional in accordance to existing land use.	Three quotations to be obtained from service providers for the rezoning of erf 560.	Requisition has been received and submitted to SCM in order to prepare a order. Order received from SCM and service provider has been appointed. Instruction was given on 12 December 2023 to proceed with rezoning and service provider busy preparing report for submission. Follow-up was done 13 February on the status and it was confirmed that application will be submitted. Application was submitted on 14 February on Ovvio portal under reference number JC2324-00025 (11/03/2024). The land use right application for rezoning was advertised for public participation in terms of SPLUMA on 21 March 2024 (15 April 2024). **Public participation completed. The application will now be allocated to a town planner to prepare report for MPT. (16 May 2024)**	Manager :L&PA	In Progress

	20/05/PDT5	**APPROVAL FOR THE COMMENCEMENT TO ESTABLISH "AESTHETICS AND HERITAGE BUILDING COMMITTEE" FOR THE ST FRANCIS BAY VILLAGE AND CANALS, SANTAREME, HARBOUR PRECINCT, CAPE ST FRANCIS, OYSTER BAY, SEA VISTA TOWN, ST FRANCIS BAY LIGHT INDUSTRIAL AREA IN THE KOUGA LOCAL MUNICIPALITY AREA**	That Aesthetic Committees be established in all Wards, if required, to maintain uniform architecture design for specific areas be included in the Terms of Reference.	The Department has developed a draft by-law which will make provision for Aesthetics and Heritage Committee.	The item has served before Council to establish a "Aesthetics Committee" for SFBay area , but was put on hold due to the "guidelines" is not legally enforceble and a way was seek to have it enacted in a "by-law" or within the town planning scheme. Council has granted permision to proceed with amendment of the ILUS. Notices already published for I&A to register in January 2024. The department is finalising the draft by-laws. The intention is to include it in the next policy workshop. **15/04/2024**	Dir: PDT / Manager P&D	In Progress
26-Jun-20	**20/06/PD4**	**DEVELOPMENT PROPOSAL: PRECINCT PLAN FOR Erf 8783: OCEAN VIEW, JEFFREYS BAY**	That the precinct plan and development proposal of Erf 8783 Ocean be subject to public participation.	Proposal received from consultant and to be discussed internally. Item will be submitted as part of Quarter 2 Portfolio Committee report.	An item will be tabled at the next Portfolio Meeting recomending that a development proposal for Erf 8783 Ocean View be included in the Review of the SDF. **15/04/2024**	Dir: PDT	In Progress

			That the registration of Erf 8783, Ocean View to Kouga Municipality be continued and concluded.	Transfer in progress	This erf was subdivided from erf 335 portion 125 Humansdorp RD as part of the Ocean View low-cost housing development. The erf is currently zoned as "Authority Zone. The SG Diagram and Regulation 38 Certifcate to be submitted, the transfer process is ongoing.	Manager: Legal Services	In Progress
11-Dec-20	**20/12/PD8**	**APPROVAL FOR THE COMMENCEMENT TO DRAFT "AESTHETICAL AND HERITAGE BUILDING BY-LAW" FOR THE ST FRANCIS BAY VILLAGE AND CANALS, SANTAREME, HARBOUR PRECINCT, CAPE ST FRANCIS, OYSTER BAY, SEA VISTA TOWN, ST FRANCIS BAY LIGHT INDUSTRIAL AREA IN THE KOUGA LOCAL MUNICIPALITY AREA IN TERMS OF SECTION 13 OF THE MSA,2000:**	That the Department: Planning & Development facilitate the process to address the "Objectors Objections" by convening a virtual meeting with the objectors as well as other Interested and affected parties. That a date and venue be determined as to when such meeting will take place for a virtual hearing and that it be published in the local newspaper and on the website. That all the objectors be notified timeously of the date and venue for the virtual hearing.	Draft completed.Legal to check it .Published document for comments in March . See previous comments for 20/05/PDT5. Draft By-Law with attorneys.Had discussion with Attorneys to find an alternative way to promulgate said regulations. Attorneys to confirm way forward.Manager Legal to appoint a SP to assist with draft.Advised that the by-law route would cumbersome and that the matter can be addressed under the Land Use Scheme - overlay. An item has been approved by Council to commence with the amendment of	The Dept P&D has commence with an inhouse review and will be escalated to Legal for further comments/inputs. Permission was granted by Council to commence with review. The department is finalising the draft document. Intention is to include in the nextl Policy Workshop. All parties that objected will be notified during the Public Participation process.	Manager: LPA See previous comments on item)	In progress

		OBJECTIONS RECEIVED		the Land Use Scheme.			
31-Mar-21	**21/03/PD1**	**TRANSFER OF RESIDENTIAL SITE: HISTORIC CONDITION OF SALE: ERF 1331 PELLSRUS: PIENAAR FAMILY**	That Council grant approval for the closure of a public open space with regard to the subdivided erf contemplated in (a) and that transfer herein be dependent on the formal closure of the public open space.	Gazetting of public place closure of erf 1331 has been finalised. Quotations for rezoning of subdivided portion to residential purposes in process.	Subdivision and gazetting completed. The department is in the process of appointing a service provider to finalise the rezoning. Three qoutations has been received and requisition will be prepared and submitted to SCM. (15/04/2024). **The service provider who initially did the subdivision informed the office that the subdivision was not completed due to outstanding approval letter hence rezoning cant be commence until the erf has been formally subdivided. Approval letter was provided to the service provider to finalise subdivision whereafter we will finalise rezoning (16 May 2024)**	Director: PDT/ Manager: LPA	In Progress
	21/03/PD3	**Application to Purchase a Portion of Erf 552 Sea Vista (Mr. M. Johansens)**	That the applicant be responsible and carry the cost for the closure of public open space and subdivision of erf 552.	Power of Attorney was granted to the applicant to enable him to bring land use application.	POA was provided to applicant. Awaiting application from applicant. It was indicated that Mr. Johansens is out of the country. Follow up will was done on 2 February 2024 with no sucess reaching applicant. Made contact with former Councillor Rheeder in an attempt to obtain contact details and whereabout of Mr. Johansens (11/04/2024) **Still no success in making contact with the**	Manager: Legal Services / Manager L&P	In Progress

					applicant. (16 May 2024)		
			That the newly created erf be transferred only once the formal closure has been concluded, and the conveyance cost be carried by the applicant.	Will be incorporated in the deed of sale	Will form part of the transfer process.	Manager: Legal Services / Manager L&P	In Progress
31-May-21	**21/05/PD1**	**PROGRESS REPORT: ALIENATION OF 98 WET ERVEN: KRUISFONTEIN**	That Council grant authorization to the Accounting Officer to the conclude Option to Purchase agreements as the Grantor on behalf of the Municipality.	Matter was referred to top management and it was resolved that the item be sent back to Council with new	The Department had to reevaluate the beneficiaries. Meeting was held with the Cllr to discuss the implication. A new item to be tabled to Council after consultation with the affected beneficiearies. (11/03/2024) It is aniticipated that an item will be tabled to the May Council Meeting. (15 April 2024). **A meeting was held with the affected residents on 30 April 2024 to discuss the way forward on disposal (free of charge) and different options that residents need to decide upon as well as the**	Director:PDT/ Manager L&P	In Progress

					implications to take into consideration. It was also agreed that residents to visit the office once they have decided on the option they want to go with. (16 May 2024)		
	21/05/PD11	**LAND SWOP: A PORTION OF ERF 6650 IN FAVOUR OF ERF 6649, JEFFREYS BAY: MR. S. STANLEY**	That the Municipality be liable for all Transfer, subdivision and consolidation costs linked to this transaction.	Transfer of new erf (11163) in progress. All land related processes completed.	Transfer attorney has been appointed and busy with transfer. Communication between our Legal Services and appointed conveyancer on 7 July 2023 advising the service provider to first register erf 6650 as it is an unregistered erf, the swop of erf 6649 and 6650 will proceed thereafter. The transfer of erf 11163 has been assigned to appointed attorney to do the transfer. **Transfer still in progress. (16 May 2024)**	Director:PDT/ Manager L&P	In Progress
	21/05/PD15	**APPLICATION TO PURCHASE: A PORTION OF PORTION 4 OF THE FARM ZWARTENBOSCH NO. 347: TEEN CHALLENGE SA**	That the subdivision and rezoning of the land be attended to and concluded.	Will be attended to should final approval be granted by Council.	**A 7-day notice will be prepared to appoint a service provider to commence with subdivision and rezoning. (16 May 2024)**	Director:PDT/ Manager L&P	In progress
			That Council consider disposing the immovable property contemplated herein to Teen Challenge as a social care user at 25% of the fair market value.	Will be considered in the sale agreement.	To commence once council's final approval has been obtained.	Director:PDT/ Manager L&P	In progress

			That if the land was to be sold by the applicant, it only be sold back to Council.	Will be considered in the sale agreement.	To commence once council's final approval has been obtained.	Director:PDT/ Manager L&P	In progress
30-Jun-21	**21/06/CF18**	**REPORT ON THE ASSESSMENT OF MUNICIPAL PROPERTIES**	That Council confirms that the following properties are not needed to provide the minimum level of basic municipal services. a. Hankey - Erf 543 b. Jeffreys Bay - Erf 5830 c. Kruisfontein - Erf 696, 699 and 1566 d. Pellsrus - Erf 180, 181, 185, 186, 187 and 438 e. Sea Vista - Erf 2317, 2318, 2319, 2320, 2322, 2324, 2330, 2332 2336, 2534, 2535, 2536, 2537, 2538, 2539, 2540, 2541	Confirmation already obtained	Items circulated for comments	Manager :L&PA	In progress
			That a fair market value be obtained for all properties in (1) above, for Council to consider in line with Section 14(2) of the Municipal Finance Management Act;	Service provider already appointed	valuations to be conducted	Manager :L&PA	In progress
			That In terms of the Regulation 5(1) (b) of the Municipal Approval Transfer Regulations (2008), Council grants in-principle approval for the disposal of all properties in (1) above;	Department in consultation with all the leeases.	All lessees has been notified in respect of the resolution of council.	Manager :L&PA	In progress
			That Council grant authorization to advertise the intended disposal of the immovable properties in (1) above;	In the process to prepare advert.	Advert will be submitted for publication before 30 April 2024. (17/04/2024)	Manager :L&PA	In progress

			That the current lessees be given first option to purchase their current leased property, for all properties in (1) above, subject to a competitive process being followed as per the Council approved Policy;	Notices was send to all lessees.	**Two lessees opted to vacate. In the process to evict one lessee who are not willing to pay the new monthly rental. The rest of the lessees requested to continue with the rental agreement. (16 May 2024)**	Manager :L&PA	In progress
			That the current lessees be given first option to lease their current leased properties at the fair market value, for all properties in (5) above, prior to following a competitive process as per the Council approved Policy.	Notices was send to all lessees.	**Two lessees opted to vacate. In the process to evict one lessee who are not willing to pay the new monthly rental. The rest of the lessees requested to continue with the rental agreement. (16 May 2024)**	Manager :L&PA	In progress
30-Jul-21	**21/07/PD9**	**APPOINTMENT OF KOUGA MUNICIPALITY AS AN IMPLEMENTING AGENT FOR THE CONSTRUCTION OF INTERNAL SERVICES FOR THE HANKEY 990 HOUSING PROJECT**	That the interest accumulated from the grant funding be ringfenced for future Human Settlements projects.	To be confirmed	Awaitng confirmation if money can be reinfenced.	CFO	In progress
			That monthly, quarterly and annual expenditure reports with supporting documentation be reported to Council and ECDHS; and	Expenditure report was submitted to the Department of Human Settlements (Province) on 17 July 2023	A new expenditure report will be submitted by the end of September 2023. Montly report is submitted to PDoHS on a monthly basis in respect interest incurred on grant funding. The interest incurred on the grant funding received from the PDoHS amounts to **R 1 538 530.76 as of 02 February 2024.** Rudcor Engineering was appointed by KLM on 18 March 2024. (09 May 2024)	Manager HS	In Progress

31-Aug-21	**21/08/PD11**	**ESTABLISHMENT OF AN AUTISM CENTRE - APPLICATION FOR RIGHT TO USE/MANAGE MUNICIPAL LAND: ERF 5812 JEFFREYS BAY**	That all the legislative processes contemplated herein commence and be concluded in line with Council resolution 21/02/PD14.	The closure of public place has been completed. Town Planning indicated that the Department is currently under pressure and will not be able to do rezoning in-house. A meeting was also held with the applicant on 6 March to discuss the application and way forward. It was agreed that the applicant proceed and submit designs and site development plan whilst Council finalise the rezoninng. Requisition was submitted on 28 July 2023 to SCM for an order.	Three quotations for rezoning was received and requisition has been submitted to SCM on 28 July 2023 under **requisition number 150707** awaiting order. Order was received from SCM and instruction was given to service provider on 11 September 2023 to proceed with the rezoning of erf 5812. It was requested that the Department establish whether the applicant still want to continue with the project as it would appear the applicant are not proceeding with the development. A letter was sent to applicant to confirm if they still proceeding with development. Written reply was received from applicant on 5 February 2024, applicant indicated that they will still develop the Autism Centre on erf 5812. The rezoning application was formally submitted on the Ovvio System on 31 January 2024 for processing and consideration under reference no. JL2324-00105. (11/03/2024). Rezoning application in progress (17 April 2024). **Application for rezoning was advertised in the local newspaper on 16 May 2024 for public participation. (16 May 2024)**	Director:PDT/ Manager L&P	In progress

30-Sep-21	**21/09/PD10**	**RELOCATION OF THE UNLAWFUL DWELLERS OF THE ASTON BAY CARAVAN PARK**	That the Municipal Manager be allowed to negotiate with the Department of Public Works on the relocation costs.	Addressed the matter in the engagement with the departjment public works	No final decision taken as there is no final eviction order granted.	MM	Ongoing
	21/09/PD16	**IN PRINCIPLE APPROVAL: DISPOSAL & ALIENATION OF ERVEN 887, 1259 & 2496 SEA VISTA**	That Council authorizes the Planning & Development Department to embark on a process to close and rezone the above public open spaces to Residential.	Service Provider has been appointed for closure of public places.	After internal discussion the department will present an item to remove some of the erven from the list and consider rescinding the resolution. Erven 1259 and 2496 Sea Vista are being considered for a different use. **A new item will be tabled at the next Council Meeting. (16 May 2024)**	Director:PDT/ Manager L&P	In Progress
			That a fair market value be obtained for Council to consider in line with Section 14(2) of the Municipal Finance Management Act.	Market valuations will be determined once rezoning has been completed.	Will commence once rezoning is completed	Director:PDT/ Manager L&P	In Progress
			That the revenue generated from the sale be ringfenced for waterborne sewerage systems.	This will done during the sale of properties.	Will commence once the properties has been disposed.	Director:PDT/ Manager L&P	In Progress
14-Oct-21	**21/10/PD1**	**ERF 4587 & 4588 (KRUISFONTEIN) ERF 190 (PELLSRUS) ERF 8813 (OCEAN VIEW): VICTORY 4 ALL**	That the Finance department expedite the bad debt review process on the outstanding debt and advise the client by 30 October 2021.	Indication was given that a report for write-off was to be tabled to Council.		Finance	In Progress

	21/10/PD3	**SALE OF 98 WET ERVEN**	That the proceeds from the Sale of 98 Wet erven be ring-fenced for roads upgrades and social infrastructure in the 98 wet erven area.	Matter was referred to top management and it was resolved that the item be sent back to Council with new method of disposal.	The Department had to reevaluate the beneficiaries. Meeting was held with the Cllr to discuss the implication. A new item to be tabled to Council after consultation with the affected beneficiearies. (11/03/2024) It is aniticipated that an item will be tabled to the May Council Meeting. (15 April 2024). **A meeting was held with the affected residents on 30 April 2024 to discuss the way forward on disposal (free of charge) and different options that residents need to decide upon as well as the implications to take into consideration. It was also agreed that residents to visit the office once they have decided on the option they want to go with. (16 May 2024)**	Director:PDT/ Manager L&P	In Progress

28-Oct-21	**21/10/PD5**	**DISPOSAL AND TRANSFER OF PRE-94 MUNICIPAL HOUSES IN SEA VISTA**	That the Accounting Officer be authorised to enter into an Offer to Purchase Agreement with the occupants and appoint conveyancers to effect transfers.	Confirmation has been requested from the Provincial Department of Human Settlements on 04 April 2023 to give confirmation on the appointed service provider. De Wet & Stryder . W Langson and Asssociates where appointed by the Dept of Human Settlements to attend to the pre-94 transfers.	Meeting where held on the 20th September 2023 at the Provincial Dept of Human Setlements and Municipalities in SBD to discuss TOR of appointed conveyances. Deed of sales wil be submitted on the 27th of September 2023. All Deed of Sales submitted to appointed service provider. Power of Attorneys and Rates Clearance signed in December 2023 and submitted to Conveyancer. Awaiting transfer of properties. **Transfer of properties in progress. (16 May 2024)**	Director:PDT / Manager Human Settlements	In Progress
31-Mar-22	**22/03/PDT7**	**DEVOLUTION (OFFER) OF LAND PARCELS OWNED BY THE FORMER NATIONAL HOUSING BOARD TO KOUGA LOCAL MUNICIPALITY**	That Council grants authorization to the Accounting Officer to enter into relevant agreement with the Provincial Department of Human Settlement for transfer of the property to KLM.	Council resolution has been taken to accepts the land the Department of Human Settlements wants to devolve to Kouga Municipality. Matter was discussed at the IGR Land Forum Meeting on 24 March 2023. KLM met with officials from Department of Human Settlements during the week of 08 May 2023 and discuss the devolution of these land parcels and revert back to the Municipality	Awaiting feedback from the Provincial Department. **An email was sent to the Provincial Department of Human Settlements on 28 August 2023 to enquire on the request to consider devolving former National Housing Board properties which includes Papiesfontein properties to Kouga Municipality. Papiesfontein to be transfered to DEDEAT. (16 May 2024)**	Dir. PD&T	In Progress

	22/03/PDT8		That Council engage in Change management and Intensive 1 month testing of the implementation before implementation.	The testing before implementation of new system	**End user training is currently being conducted with user departments (16 May 2024)**	MM / PDT	In Progress
31-May-22	**22/05/PDT2**	**IMPOSING OF MANDATORY INSTALLATION OF RAINWATER HARVESTING TANKS FOR NEW BUILDINGS IN KOUGA MUNICIPALITY IN RESPONSE TO DROUGHT**	That the Planning, Development and Tourism Directorate engage in public awareness programmes, including engagement with Kouga Architectural designers' Forums to ensure compliance with the mandatory requirement for the provision of rainwater tanks for all new buildings plans to be submitted.	Building Control to facilitate (July 2022) engagement for comment with Kouga Architectural Designer's Forum (KDF) on implementation of Resolution - 22/05/PDT2 .	Building Control to investigate - legal requirement This a not a statutory Standards but it's a best practise standard. Building Control can advice public/RP to add rain water harvesting to applications- This is a best practise which is not enforcable.- This should be in terms of R2(2) which refers to R1(1) of the National Building Regulations.Municipalities Stormwater Engineering Department should deal with the aspect as rainwater is related to stormwater. Best Practise is advisable, not enforceable.(as Discussed with Act. Director) It was advised that the matter be dealt with under I&E rainwater harvesting	Building Control to investigate -legal requirement This a not a statutory Standards but it's a best practise standard. Building Control can advice public/RP to add rain water harvesting to applications-This is a best practise which is not enforcable.- This should be in terms of R2(2) which refers to R1(1) of the National Building Regulations.Municipalities Stormwater Engineering Department should deal with the aspect as rainwater is related to stormwater. Best Practise is advisable, not enforceable.(as Discussed with Act. Director) It was advised that the matter be dealt with under I&E rainwater harvesting	In progress **Add to I&E Action Sheet**

			That a study be conducted to track the financial implications of the requirement on water usage and the Municipality's water bill.	P&D engaged finance department wrt progress on the study.		Finance	Ongoing
29-Jun-22	**22/06/PDT17**	**REZONING OF A PORTION 1 OF THE FARM HUMANSDORP NO. 499, FROM "AGRICULTURAL ZONE 1" TO "SPECIAL ZONE" FOR THE PURPOSE OF A MIXED USE FOR INDUSTRIAL PURPOSES AND ANXULLARY USE (INTEGRATED INDUSTRIAL DEVELOPMENT ZONE)**	That Council grants in-principle approval principle for the rezoning of a portion of Portion 1 of the Farm Humansdorp No.499, as described in the item. That Council authorizes the Department Planning & Development to proceed with the rezoning of a portion of Portion 1 of the Farm Humansdorp No.499 from "Agricultural Zone 1" to "Special Zone' to accommodate the intended uses for an" Integrated Industrial Development Zone" as previously described. That Council authorizes the Municipal Manager to sign a "Power of Attorney" on behalf of Council and any other applicable documentation in support of the application.	TOR drafted for appointment of EIA specialist (February 2023) the scope of work has chnge to include "solar farm" and the current Erf 499 development. in terms of SPLUMA-Sec 42(2), no development can be commence without environmental uthorisation.	The scope of work was amended to commence with feasibility study. **Tender already advertised for a feasibility study**. Tender adjudicated on 10/05/2024 **(15/05/2024)**	Manager PD	In Progress

29-Jul-22	**22/07/PDT4**	**EXPANDED DEFINITION OF BUILDING DEPOSITS FEES AND CHARGES FOR THE 2022-23 FINANCIAL YEAR**	That Council authorize the Accounting Officer/CFO to update the building deposit charges and fees for Planning, Development and Tourism Directorate for 2022/23 financial year to reflect.	That Council authorize the Accounting Officer/CFO to update the building deposit charges and fees for Planning, Development and Tourism Directorate for 2022/23 financial year to reflect.		CFO	On-Going
31-Aug-22	**22/08/PDT3**	**IN PRINCIPLE APPROVAL FOR LONG TERM LEASE OF A PORTION ERF 499, HUMANSDORP TO CD FREIGHT LOGISTICS FOR INDUSTRIAL PURPOSE**	That Council grant in-principle approval for the lease of a portion of Erf 499, Humansdorp for 9 years and 11 months.	In-principle Council approval was received.	Item for final approval has been prepared for next Council Meeting, however a condition wiil be included that the applicant can only proceed with the development once outcome of the hydrological study that is currently conducted on erf 499 has been received. **Council granted final approval on 31 October 2023 with conditions that must be met before development commence. (16 May 2024)**	Director:PDT/ Manager L&P	On-going
			That a land surveyor be appointed to attend and conclude the subdivision, etc. as well as all other administrative costs for the cost of the applicant.	Town Planning in the process to procure services of a Service Provider to conduct EIA, subdivision and rezoning.	The Town Planning Department busy with the procurement process to appoint service provider to conduct specialist studies.	Director:PDT/ Manager L&P	On-going
			That all applicable SPLUMA By-Law and ILUS requirements are met prior operations	Application will done in line with SPLUMA legislation	Awaiting appointment of service provider		

			That all bulk services that are required, needs to be provided by the developer with no financial implications to Council.		Applicant to liaise with I&E on bulk service requirements	Director:PDT/ Manager L&P	On-going
	22/08/PDT8	**EXTENSION OF LEASE OF LAND FOR A CELLULAR BASE STATION (VODACOM PROPRIETARY LIMITED) – A PORTION OF ERF 406, PARADISE BEACH (PARADISE BEACH WATER RESERVOIR)**	That all other administrative costs (valuation, advertisement, etc.) be for the cost of the applicant.	Applicant responsible for costs	Cost recovery will commence once final approval received. The applicant was again engaged on 17 Janaury 2024 and referred to Town Planning in order to submit the application for telecom mast. A meeting was scheduled to take place on 5 March 2024 between Vodacom and Town Planning. (11/03/2024) **Item submitted to Council for in principle approval (16 May 2024)**	Applicant	In progress
	22/08/PDT9	**EXTENSION OF LEASE OF LAND FOR A CELLULAR BASE STATION (VODACOM PROPRIETARY LIMITED) – A PORTION OF ERF 873, JEFFREYS BAY)**	That all other administrative costs (valuation, advertisement, etc.) be for the cost of the applicant.	Applicant responsible for costs	Cost recovery will commence once final approval received. The applicant was again engaged on 17 Janaury 2024 and referred to Town Planning in order to submit the application for telecom mast. A meeting was scheduled to take place on 5 March 2024 between Vodacom and Town Planning. (11/03/2024) **Awaiting land use application submission from applicant (16/052024)**	Applicant	In progress
			That only upgrades be allowed on the municipal property but no new infrastructure.	Will be implemented in accordance with resolution	This will be a condition in the agreement	Manager Land & Properties	In progress
	22/08/PDT10	**EXTENSION OF LEASE OF LAND FOR A CELLULAR BASE STATION**	That all other administrative costs (valuation, advertisement, etc.) be for the cost of the applicant.	All cost for the applicant	Cost recovery will commence once final approval received. The applicant was again engaged on 17 Janaury 2024 and referred to	Applicant	In progress

		(VODACOM PROPRIETARY LIMITED) – A PORTION OF FARM 746, PORTION 72, HUMANSDORP RD (SEA VISTA WATER RESEVOIR)			Town Planning in order to submit the application for telecom mast. A meeting was scheduled to take place on 5 March 2024 between Vodacom and Town Planning. (11/03/2024) **Applicant to submit land use application as advised by Town Planning Department. (16 May 2024)**		
			That only upgrades be allowed on the municipal property but no new infrastructure.	Will be implemented in accordance with resolution	This will be a condition in the agreement	Manager Land & Properties	In progress
	22/08/PDT11	**ACQUISITION OF IMMOVABLE ASSET: TRANSFER OF PROVINCIAL ROADS: DA GAMA ROAD, ST. FRANCIS DRIVE & WOLTEMADE STREET TO KOUGA MUNICIPALITY**	That Council grant in-principle approval for the transfer of Da Gama Road, St Francis Drive, Main Road-Humansdorp and Woltemade Street to Kouga Municipality in order to manage and maintain the roads contemplated herein.	Coucil granted in-principle approval on 31 August 2022.	Item for final approval will be submitted to Council once the mandatory public participation has been conducted by the Provincial Roads Department. Municipal Manager Office reported that there was engagement with Provincial Roads recently. **A mandatory public participation meeting was held on 30 January 2024 in respect of the de-proclamation of provinvial roads in the Newton Hall. Item is dealt with by Roads Department** (15/05/2024)	Manager Land & Properties	In progress
			That the Council grant authorisation to the Accounting Officer to enter into a transfer agreement with the Provincial Department of Transport in respect of Da Gama Road, St Francis Drive, Main Road-Humansdorp and Woltemade Street.	Accounting Officer and Legal responsible	The deed of sale will be addressed once final approval is obtained	MM	In progress

			That Council make budgetary provision for the management and maintenance of the roads contemplated in point 2.	I&E responsible		I&E	In progress
28-Oct-22	**22/10/PDT1**	**REQUEST FOR COUNCIL AUTHORISATION TO ADVERTISE AND IN-PRINCIPLE APPROVAL FOR ALIENATION OF ERF 2599, SEA VISTA - APPLICATION FROM ROTARY CLUB OF ST FRANCIS FOR THE EXTENSION AND UPGRADE OF ST FRANCIS BAY CLINIC**	That Council authorises the applicant to proceed with consolidation of erf 2599 with Erf 2600, Sea Vista (St Francis Bay Clinic) for the intended development.	Council granted final approval was granted on 31 May.	Legal Services has drafted deed of donation and same was provided to the Department of Public Works. Public Works are responsible for the transfer of the property. Public Works indicated they are in the process to finalise the transfer of the property. (11/03/2024) **Disposal and transfer in progress. (16 May 2024)**	Manager: Land & Property Admin	In Progress
09-Dec-22	**22/12/PDT1**	**FINAL APPROVAL FOR ALIENATION OF UNREGISTERED ERF 4593, KRUISFONTEIN: JABES CHURCH**	That Council authorizes the Accounting Officer to enter into a Deed of Sale for the purposes of transferring the said property.	Legal has been instructed to proceed with the disposal and transfer of the property. Service provider appointed to attend to the transfer.	All processes has been concluded. **Transfer of property in progress. (16 May 2024)**	Manager: Legal Services	In Progress
	22/12/PDT3	**ALIENATION OF ERF 1787, HANKEY (HENRY**	That based on the information from the transferring conveyancers, the purchaser settles any outstanding	Proof of paymement received and provided to Legal Services	Completed. Proof of payment was provided to Legal Services. **Transfer of property in progress.**	Manager: L&PA	In Progress

		MASETI)	balance if any, before the transfer of the property.		(16 May 2024)		
	22/12/PDT4	**TOWN PLANNING PROGRESS REPORT: PREPARATION OF ST FRANCIS BAY CBD & HANKEY CBD PRECINCT PLAN: 1 JULY 2022 TO 30 SEPTEMBER 2022**	That Council supports that the Service Provider to embark on a Public / Stakeholder engagement Process as outlined in the Project Implementation Plan (Phase 2).	Consultative meeting to be conducted on the 16 & 17 February with I & A parties in St Francis Bay & Hankey. I& A parties for Both Hankey and St Francis were engaged on 16 & 17 February 2023. First Draft Document completed. Final Public Participation round to be conducted before Council Approval in May /June. A meeting was held on 10 August 2023 with the service provider and Ward 12 Councillor to address issues raised by the members of the Portfolio. Written comments to be sent by members of the Portfolio by no later tahn 18 August 2023.	A report requesting Council's permission to allow the service provider to start with public participation processes was prepared for the next Portfolio & Council meeting. Public participation will commence after approval by Council. 26/09/2023. Item to be tabled at the next Portfolio Meeting. 11/03/2024	Manager: P&D	In Progress

18-Jan-23	**23/01/PDT1**	**AUTHORISATION TO TAKE TO PUBLIC PARTICIPATION THE INTENTION OF COUNCIL TO ALIENATE CERTAIN PORTIONS OF ERF 873, ERF 5478, 5479,5480, 5481 AND 8825 JEFFREYS BAY**	That the market related value for the immovable properties contemplated in 1. be confirmed through independent or second latest valuation.	Quotations has been requested from service providers	TOR submitted to supply chain to call for development proposals. 11/03/2024. **The TOR advert has been retracted. (15 May 2024)**	Manager Land & Properties	In progress
28-Feb-23	**23/02/PDT11**	**ALIENATION OF UNREGISTERED ERF 3085, SEA VISTA: ST FRANCIS BOWLING CLUB**	That Council authorizes the Accounting Officer to enter into a Deed of Sale for the purposes of transferring the said property.	Instruction to Legal Services expanded to included the subdivision registered and application for lost title deed.	Instruction was given to Legal. Service provider appointed to give effect to the resolution and transfer. (11/03/2024) **Disposal and transfer in progress. (16 May 2024)**	Manager Land & Properties/MM/Legal	In progress
			That the bowling club facility be availed to the Ward 12 Community as a Community Hall.	This will be included as a condition in deed of sale	Instruction was given to Legal. Service provider appointed to give effect to the resolution	Manager Land & Properties	In progress
06-Apr-23	**23/03/PDT4**	**REQUEST FOR COUNCIL AUTHORISATION TO ADVERTISE AN IN-PRINCIPLE APPROVAL TO DEVELOP A SHELTER FOR**	That in terms of Reg 5(1)(b)(ii) of the MATR and Policy on disposal of immovable assets, the Council grants in-principle approval to alienate erf 5972, Jeffreys Bay for the development of a Shelter for the Homeless on a long-term lease basis to an NPO.	Objections received against alienation of Erf 5972, Jeffreys Bay.	Three alternative sites has been identified and will be tabled to LEC in February 2024 to get comments and inputs from service departments. Item will be presented to next Portfolio Committee Meeting for consideration. (11/03/2024). Three	Manager: L&PA	In progress

		THE HOMELESS ON ERF 5972, JEFFREYS BAY	That in terms of Reg 6(a) and (b) of the MATR and Policy on disposal of immovable Assets, Council grant authorization to the Accounting Officer to advertise the intended alienation of the immovable property herein.		alternative sites was tabled to the LEC Meeting to obtain comments and recommend to Council. (15 April 2024) **An item was taken to the May Portfolio Meeting with the options. (16 May 2024)**	Manager: L&PA	In progress
			That it be noted that the NPO will be responsible for all administrative costs in respect of the development of the property.			Manager: L&PA	In progress
			That public participation process and stakeholder engagement be embarked on after which an agreement be concluded.			Manager: L&PA	In progress
			That a Service Level Agreement (SLA) be concluded with the successful NPO for the funding of the Shelter.			Manager: L&PA	in progress
31-May-23	**23/05/PDT5**	**PATENSIE 6 RECTIFICATION PROJECT: APPROVAL OF PROJECT**	That priority for the construction of these houses be given to SMMEs that reside within the KLM area.	Item submitted to BSC to start with the formal procurement process to appoint suitable service providers for the demolition and construction of 6 houses	TOR was send to SCM for the appointment of contractors for the construction of 6 houses. Meeting wil take place on the 28th of September with SCM.Tender was advertised and Virtual Bid Clarification meeting were held on 23 October 2023. The tender closes on 13 November 2023. Currently evaluating bids with Supply Chain.Appointment of Service Provider will be done by end of January 2024. Bid for the construction of six (6) houses in Patensie was awarded by BAC on **31 January 2024.** It is anticipated that Contractor will start	Act. Manager: Human Settlements	On-going
			That the tender process for the construction of these houses be finalised as a matter of urgency so as to prevent any further delays and inconvenience to the displaced families.				

					construction of houses once contract is signed. Appointed Contractor currently busy with the submission of building plans and the enrolement of the project to the NHBRC. 11 April 2024. Contractor to start with demolition of current structures before end of May. Construction of houses will commence first week in June 2024. **(9 May 2024)**		
	23/05/PDT9	**ALIENATION OF ERF 2599, SEA VISTA TO THE DEPARTMENT OF PUBLIC WORKS – APPLICATION FROM ROTARY CLUB OF ST FRANCIS FOR THE EXTENSION AND UPGRADE OF ST FRANCIS BAY CLINIC**	That the Department of Public Works be liable for all cost derived from the transfer.	See comments 22/10/PDT1	Legal Services has drafted deed of donation and same was provided to the Department of Public Works. Public Works are responsible for the transfer of the property. Public Works indicated they are in the process to finalise the transfer of the property. (11/03/2024) **Disposal and transfer in progress. (16 May 2024)**	Manager L&P	In progress
	23/05/PDT11	**REQUEST FOR COUNCIL'S IN-PRINCIPLE APPROVAL & AUTHORISATION TO ADVERTISE: RELOCATION OF**	That Council grant the Accounting Officer authorisation to enter into a Right-to-Use Agreement with the applicant once all processes are concluded.	This will form part on the finalisation of disposal process.	Cost will be recovered from applicant where necessary. Awaits final approval of application. the process is dependent on final approval and relocation of the Museum to the next premises. Council granted final approval on	Manager L&P	In progress

		THE HUMANSDORP MUSEUM FROM ERF 216 TO ERF 440, HUMANSDORP	That maintenance be done on the municipal building located at Erf 216, Humansdorp and that it be leased, subject to a competitive process being followed as per applicable legislation and the Council approved Policy.	Will commence with maintenance after final approval and relocation.	28 February 2024. (15 April 2024) **The Humansdorp Museum has started to relocate the new premises in Voortrekker Road. (16 May 2024) Community Services (Fire) will be utilize the building at erf 216 Humansdorp once the Humansdorp Museum has relocated to the building at erf 440 Humandorp (new premises) (16 May 2024)**		In progress
	23/06/PDT4	**ALIENATION (LEASE) OF ERVEN 27, 28, 29 AND 30, LOERIEHEUWEL**	That a land surveyor be appointed to attend and conclude the subdivision, etc. as well as all other administrative costs for the cost of the applicant.	In the process to appoint service provider	**It is aniticipated that a service provider will be appointed before end of financial year. (15 April 2024)**	Manager L&P	In progress
	23/06/PDT6	**ALIENATION (LEASE) OF A PORTION OF ERF 231, PELLSRUS AND ERVEN 36 AND 37, PELLSRUS**	That a land surveyor be appointed to attend and conclude the subdivision, consolidation and rezoning and that all other administrative costs be borne by the applicant.	In the process to appoint service provider	Quotations to be obtained and requisition to be prepared.	Manager L&P	In progress
	23/06/PDT8	**APPROVAL OF GENERAL CAPACITATION GRANT FUNDING FOR SOCIAL HOUSING**	That Council confirms and accepts the General Capacitation Grant for the development process of the Rental housing Strategy/Policy.	No action required	Human Settlements awaits the appointment of Service Provider from SHRA to assist the Municipality with the formalation of Social Housing Policy. Department to follow up. This matter is still outstnading and further engagements with SHRA will be facilitated. (09 May 2024)	Act Manager Human Settlements	In Progress

	23/06/PDT10	**PORTION 7 OF FARM GEELHOUTEBOOM 688, HUMANSDORP ROAD, EASTERN CAPE PROVINCE – LAND PURCHASED BY HDA FOR THE KOUGA MUNICIPALITY**	That the Acting Director: Planning Development and Tourism submit a development plan indicating that the land will be used for integrated human settlements projects as outlined in the Housing Code.	Town Planning and Human Settlements engaging on the development of a layout plan	Meeting were arranged between GIC Consultatnts, KLM and PDoHs on the 19th of April 2024 to discussed the appointment of a PSP for the development of Portion 7 of the Farm Geelhouteboom 688, Humansdorp. Assurance that project will form part of the scope of GIC was confirmed. Letter of support was sent to the PDoHS w.r.t acceptance of the appointed PSP. 08/05/2024	Act. Manager: Human Settlements	
	23/06/PDT12	**ANNUAL REVIEW OF THE KOUGA MUNICIPALITY SPATIAL DEVELOPMENT FRAMEWORK**	That Council approve the review of the Municipal Spatial Development Framework.	Procurement Process to commence for the review of the SDF	TOR submitted to BSC for appointment of Service provider. The tender was advertised, Supply Chain confirmed that Bids were recieved- BID evaluation in progress. **Tender adjudicated. Awaitng inception meeting. 16/05/2024**	Manager P&D	In progress
			That, before the SDF is circulated for public review, Councillors are workshopped on SPLUMA, the Spatial Development Framework, guides compiled, and the impact that it has on spatial planning and development.	Compilation of Terms of Reference for the appointment of a service provider.	SPLUMA By-law under review. A report has been prepared requesting Council to allow Town Planning to proceed with the amendment of the By-Law	Manager P&D	In progress

	23/06/PDT16	**REQUEST FOR COUNCIL TO RESCIND COUNCIL RESOLUTION- 21/09/PDT9, GRANT AUTHORISATION TO TAKE TO PUBLIC PARTICIPATION THE INTENTION OF COUNCIL TO ALIENATE ERF 3291, HUMANSDORP (KOUGA CULTURAL CENTRE)**	That Council rescind previous council resolution, 21/09/PD9.	Item was presented to the June 2023 Council Meeting	In-principle approval has been obtained from Council. **An item will be submitted to June 2024 Council Meeting. The department are in the process to go out on tender to demolish the building on erf 3291 and has submitted specifications to SCM (16 May 2024)**_	Manager L&P	In progress
			That the market related value for the immovable properties contemplated in be confirmed through independent or alternatively the latest municipal valuation.	In the process to appoint professional valuer	Quotations to be obtained and requisition to be prepared	Manager L&P	In progress
			That an independent valuation report and the section 14 report be submitted to Council after completion of the processes stated in 3. to 5. above.	In the process to appoint professional valuer	Quotations to be obtained and requisition to be prepared	Manager L&P	In progress
			That the Municipal Manager compiles a report on the insurance of municipal buildings.	The structures on Erf 3291 is on our insurance listing. The building burned in 2021 and a process to demolish the building was initiated. Currently the fence and all other items within the vicinity is insured.	Reported by Assets on monthly basis.	MM	On-going

15-Aug-23	**23/08/PD3**	**MORATORIUM ON THE SALE OF MUNICIPAL OWNED LAND**	That Council be informed of the progress on a quarterly basis in order to review the moratorium on the sale of land.	Item was submitted to Council for approval on 31 August 2023. (11/03/2024)	A progress report was submitted to March 2024 Portfolio Committee Meeting. (11/04/2024) **An item has been prepared for the June Portfolio Meeting. (16 May 2024)**	Manager L&P	In progress
			That a comprehensive land audit report on industrial land, public open spaces and residential plots belonging to the Municipality be prepared and submitted to the next Portfolio Committee meeting and Council.	Item was submitted to Council for approval on 31 August 2023.	**Report will be submitted to the next Portfolio Committee Meeting. (16 May 2024)**	Manager L&P	In progress
	23/08/PD4	**ALIENATION OF ERF 2330, HUMANSDORP TO THE MORAVIAN CHURCH OF SOUTH AFRICA**	That Council authorizes the Accounting Officer to enter into a Deed of Sale for the purpose of transferring the said property.	Item was submitted to Council for final approval on 31 August 2023 and final approval was granted.	Instruction given to Legal Services to proceed with disposal and transfer process. **Transfer in progress (16 May 2024)**	Manager L&P	In progress

	23/08/PD5	**EXTENSION OF LEASE OF LAND FOR A CELLULAR BASE STATION (VODACOM PROPRIETARY LIMITED) – A PORTION OF ERF 873, JEFFREYS BAY (THE JEFFREYS BAY GOLF COURSE)**	That Council authorizes the Accounting Officer to enter into a lease agreement with the applicant for a period not exceeding 9 years and 11 months.	Item was submitted to Council for final approval on 31 August 2023 and final approval was granted.	Cost recovery will commence once final approval received. The applicant was again engaged on 17 Janaury 2024 and referred to Town Planning in order to submit the application for telecom mast. A meeting was scheduled to take place on 5 March 2024 between Vodacom and Town Planning. (11/03/2024) **Awaiting land use submission from applicant. (16 May 2024)**	Manager L&P	In progress
			That the applicant obtains the necessary land use rights by submitting an application for temporary departure to the Town Planning department for approval before finalizing the lease agreement.	Item was submitted to Council for approval on 31 August 2023.	Approval letter was sent to applicant during the week of 2 October 2023. Meeting requested with Town Planning to finalize application.	Manager L&P	Completed
	23/08/PD6	**EXTENSION OF LEASE OF LAND FOR A CELLULAR BASE STATION (VODACOM PROPRIETARY LIMITED) – A PORTION OF FARM 746, PORTION 72, HUMANSDORP RD (SEA VISTA WATER RESERVOIR)**	That Council authorizes the Accounting Officer to enter into a lease agreement with the applicant for a period not exceeding 9 years and 11 months.	Item was submitted to Council for final approval on 31 August 2023 and final approval was granted.	Cost recovery will commence once final approval received. The applicant was again engaged on 17 Janaury 2024 and referred to Town Planning in order to submit the application for telecom mast. A meeting was scheduled to take place on 5 March 2024 between Vodacom and Town Planning. (11/03/2024) **Awaiting land use submission from applicant. (16 May 2024)**	Manager L&P	In progress

			That the applicant obtains the necessary land use rights by submitting an application for temporary departure to the Town Planning department for approval before finalizing the lease agreement.	Item was submitted to Council for approval on 31 August 2023.	Approval letter was sent to applicant during the week of 2 October 2023. Meeting requested with Town Planning to finalize application.	Manager L&P	In progress
	23/08/PD7	**EXTENSION OF LEASE OF LAND FOR A CELLULAR BASE STATION (VODACOM PROPRIETARY LIMITED) – A PORTION OF ERF 406, PARADISE BEACH (PARADISE BEACH WATER RESERVOIR)**	That Council authorizes the Accounting Officer to enter into a lease agreement with the applicant for a period not exceeding 9 years and 11 months.	Item was submitted to Council for final approval on 31 August 2023 and final approval was granted.	Cost recovery will commence once final approval received. The applicant was again engaged on 17 Janaury 2024 and referred to Town Planning in order to submit the application for telecom mast. A meeting was scheduled to take place on 5 March 2024 between Vodacom and Town Planning. (11/03/2024) **Awaiting land use submission from applicant. (16 May 2024)**	Manager L&P	In progress
			That the applicant obtains the necessary land use rights by submitting an application for temporary departure to the Town Planning department for approval before finalizing the lease agreement.	Item was submitted to Council for approval on 31 August 2023.	Approval letter was sent to applicant during the week of 2 October 2023. Meeting requested with Town Planning to finalize application.	Manager L&P	In progress
	23/08/PD8	**ALLOCATION OF STREET AND AREA NAMES: VARIOUS GOVERNMENT SUBSIDISED HOUSING**	That the Infrastructure and Engineering Directorate erect the street and area names in accordance with the approved street and area names contemplated in point 1 above.	Item was submitted to Council for final approval on 31 August 2023 and final approval was granted.	Council resolution was circulated to Techncical Services to implement resolution in respect of the erection of street names.	Manager L&P	In progress

		PROJECT: KRUISFONTEIN AND PELLSRUS					
			That the street name register and the cadastral layers on Council's GIS be updated in accordance with resolution 1 above.	Item was submitted to Council for final approval on 31 August 2023 and final approval was granted.	Council resolution was circulated to the GIS Techncian to implement resolution in respect of the updating of street names GIS layer.	Manager L&P	In progress
			That the process of allocating street names be restarted in Kruisfontein 391, Kruisfontein 205, Kruisfontein 219 and Jeugkamp 85.	Item was submitted to Council for final approval on 31 August 2023. Council referred the street names back and process needs to be restarted.	Council resolution was circulated to the GIS Techncian to implement resolution and restart the process of allocating street names in line with policy provisions.	Manager L&P	In progress
27-Oct-23	**23/10/PD45**	**REQUEST FOR COUNCIL'S FINAL APPROVAL: ALIENATION (LONG-TERM LEASE) OF A PORTION ERF 499, HUMANSDORP**	That the Town Planning Department conclude all planning activities associated with development of an Industrial Development Zone for a portion of erf 499, Humansdorp.	Ongoing	Item for final approval has been prepared for next Council Meeting, however a condition wiil be included that the applicant can only proceed with the development once outcome of the hydrological study that is currently conducted on erf 499 has been received. Council granted final approval on 31 October 2023 with conditions that must be met before development commence. (11/03/2024) **The planning activities will form part of the feasibility tender. (16 May 2024)**	Manager Planning & Development	On-going
	23/10/PD46	**REQUEST FOR COUNCIL'S FINAL APPROVAL TO ALIENATION OF**	That Council authorises the Accounting Officer to enter into a Deed of Sale for the purpose of transferring the said property.	Legal instructed to proceed with the disposal and transfer of the property. Service	Council resolution was reffered to Legal Services to implement resolution in respect of the disposal. **Disposal and transfer**	Manager Legal	In progress

		ERF 588, PELLSRUS TO THE ETHIOPIAN EPISCOPAL CHURCH		provider to be appointed to attend to the transfer.	**in progress. (16 May 2024)**		
	23/10PD47	**REQUEST FOR COUNCIL FINAL APPROVAL: ALIENATION (LEASE) OF ERVEN 27, 28, 29 AND 30, LOERIEHEUWEL**	That a land surveyor be appointed to attend and conclude the consolidation of the properties and that all administrative costs be for the cost of the applicant	Service Provider to be appointed.	**It is aniticipated that a service provider will be appointed in June 2024. (16 May 2024)**	Manager L&P	In progress
07-Nov-23	**23/11/PD1**	**REQUEST TO RESCIND PREVIOUS COUNCIL RESOLUTION AND GRANT COUNCIL'S INPRINCIPLE APPROVAL TO ALIENATE (LEASE) OF COUNCIL PROPERTIES TO EARLY CHILDHOOD**	That town planning activities and all other administrative processes be finalized	In-principle approval received from Council.	Department to appoint service provider/s once final approval obtained. Department will now proceed with appointment of service providers to finalise planning activities. (15 April 2024)	Manager L&P	In progress
			That Council authorizes the Accounting Officer to enter into long-term lease agreements with creches contemplated herein.	In-principle approval received from Council. **Final approval requested at March 2024 Council Meeting.** (11/03/2024)	Council will enter into long-terms agreements with ECDC's once final approval has been obtained. Instruction was sent to Legal Services to proceed with drafting of long-term agreements (15 April 2024) **Draft long term agreements was obtained from Legal Services on 14 May 2024**	Manager L&P	In progress

		DEVELOPMENT CENTRES (CRECHES) TO REGISTERED SOCIAL CARE USERS			**and has been provided to ECDC principals for consideration and inputs. (16 May 2024)**		
14-Dec-23	**23/12/PD2**	**ALIENATION (LEASE) OF ERF 512, HANKEY**	That Council grant in-principle approval for the long-term lease of Erf 512, Hankey for 9 years and 11 months.	Item was tabled in December 2023 Council Meeting. Application received one objection during public participation, a meeting has been setup for the week of 11 March 2024 with current lessee to negotiate the possibility of the two parties to work together on the property. An item will then be crafted for the April Council Meeting. (11/03/2024)	In-principle approval received. **A meeting with the two parties had to be rescheduled for during the week of 21 May 2024. (16 May 2024)**	Manager L&P	In Progress
			That Council authorises the Accounting Officer to obtain the market-related rental valuation for consideration.	Quotations to be obtained and requisition to be prepared. **The appointment of service provider was hold back awaiting the outcome of negotiations.** (11/03/2024)	Service Provider to be appointed and cost be recovered from the applicant.	Manager L&P	In Progress

			That Council authorises the Accounting Officer to obtain the services of a registered professional to submit building plans for approval.	Quotations to be obtained and requisition to be prepared. **The appointment of service provider was hold back awaiting the outcome of negotiations.** (11/03/2024)	Service Provider to be appointed and cost be recovered from the applicant.	Manager L&P	In Progress
			That the flood line in relation to the building on the property be determined.	In-priciple approval received from Council.	Environmental Services, Community Services Department to be requested to determine flood line. **CS Comment: The function for the flood line determination lies with the Water Services authority (Civil and Water Dept) and not Community Services Dept.**	Manager L&P	In Progress
			That the project be registered with the LED Section, Finance Department.	In-priciple approval received from Council.	Economic Development Section, Finance Department be requested to register the project.	Manager L&P	In Progress
			That the Building Control department engage with the South African Heritage and Resource Agency (SAHRA) on the guidelines to be followed on the renovation of the building by the Applicant.	In-priciple approval received from Council.	Building Control department to be requested to engage with the South African Heritage and Resource Agency (SAHRA) on the guidelines to be followed on the renovation of the building by the Applicant.	Manager L&P	In Progress
			That an annual escalation be included in the lease agreement.	In-priciple approval received from Council.	Legal Department to be informed of the annual escalation.	Manager L&P	In Progress
	23/12/PD3	**LEASE OF LAND FOR A 21M**	That relevant Ward Councilor addresses the application herein at	In-priciple approval received from Council.	**That the Ward Councillor be informed accordingly.**	Manager L&P	Completed

		MONOPOLE TELECOMMUNICATIONS MAST (MOROPA SITE SOLUTIONS) – A PORTION OF ERF 835, PARADISE BEACH	a ward committee meeting during the public participation period referred to above.		**Completed (16 May 2024)**		
			That an annual escalation be included in the lease agreement.	In-priciple approval received from Council.	**Legal is busy preparing long-term lease agreement (16 May 2024)**	Manager L&P	In Progress
	23/12/PD4	**LEASE OF ERF 1244, PELLSRUS FOR AN OLD AGE SERVICE CENTRE**	That Council authorises the Accounting Officer to obtain the services of a registered professional to submit building plans for approval.	Quotations to be obtained and requisition to be prepared	**Provision has been made in the 24/25 budget to appoint service providers to finalise outstanding activities. (16 May 2024)**	Manager L&P	In progress
			That an annual escalation be included in the lease agreement.	In-priciple approval received from Council.	Legal Department to be informed of the annual escalation. **Legal in the process to draft long-term lease agreement (16 May 2024)**	Manager L&P	In progress
	23/12/PD6	**ALIENATION (LEASE) OF ERF 1567, PELLSRUS**	That an annual escalation be included in the lease agreement.	In-priciple approval received from Council.	Legal Department to be informed of the annual escalation. **Legal Services in the process to draft long-term lease agreement (16 May 2024)**	Manager L&P	In progress
	23/12/PD7	**LEASE OF LAND FOR A 35M MONOPOLE TELECOMMUNICATIONS MAST (ORION TRUST) – A PORTION OF ERF 1996, SEA VISTA**	That an annual escalation be included in the lease agreement.	In-priciple approval received from Council.	Legal Department to be informed of the annual escalation. **Legal Services in the process to draft long-term lease agreement (16 May 2024)**	Manager L&P	In progress

	23/12/PD10	**ALIENATION (LEASE) OF ERF 3087, SEA VISTA**	That the contract outlines that an approval process be followed for the construction of additional buildings/containers with the Building Control department pending extensive discussions with the Planning & Development Department before construction takes place.	In-principle approval received from Council.	Legal Department to be informed of the annual escalation. **Legal Services in the process to draft long-term lease agreement (16 May 2024)**	Manager L&P	In progress
			That an annual escalation be included in the lease agreement.	In-priciple approval received from Council.	Legal Department to be informed of the annual escalation.	Manager L&P	In progress
	23/12/PD12	**ALIENATION (LEASE) OF ERF 130, PELLSRUS**	That Council authorises the Accounting Officer to obtain the services of registered professional to submit building plans for approval.	Qoutations to be obtained and requisition to be prepared	**Provision has been made in the 24/25 budget to appoint service providers to finalise outstanding activities. (16 May 2024)**	Manager L&P	In progress
			That an annual escalation be included in the lease agreement.	In-priciple approval received from Council.	Legal Department to be informed of the annual escalation. **Legal Services in the process to draft long-term lease agreement (16 May 2024)**	Manager L&P	In progress
	23/12/PD13	**ALIENATION OF ERF 137, PELLSRUS (LIZO PATRICK LETSEKHA)**	That Council authorises the Accounting Officer to enter into a Deed of Sale for the purpose of transferring the said property.	In-principle approval received from Council.	Instruction given to Legal Services to proceed with disposal and transfer process. **Disposal and transfer in progress (16 May 2024)**	Manager L&P	In progress

			That the property be transferred through the Extended Enhance Discount Benefit Scheme (EEDBS) which makes provision for properties erected pre-1994 which is still in the possession of state organs.	In-principle approval received from Council.	Human Settlements will be instructed to proceed with the disposal and transfer of the property through the Extended Enhance Discount Benefit Scheme (EEDBS) after final approval was granted by Council. **Disposal and transfer in progress (16 May 2024)**	Manager L&P	In progress
	23/12/PD15	**REQUEST FOR FINAL APPROVAL TO ALIENATE AND TRANSFER OF ERVEN 2216, 2217, 2225 AND 2226 (UNREGISTERED ERF 2994), HANKEY TO THE OLD APOSTOLIC CHURCH – HANKEY**	That Council authorises the Accounting Officer to enter into a Deed of Sale for the property contemplated herein.	Final approval received from Council. **Instruction was given to legal services to attend to the transfer of property.** (11/03/2024)	Instruction given to Legal Services to proceed with disposal and transfer process. **Disposal and transfer in progress (16 May 2024)**	Manager L&P	In progress
	23/12/PD16	**ALIENATION (LEASE) OF A PORTION OF ERF 164, JEFFREYS BAY**	That an annual escalation be included in the lease agreement.	In-priciple approval received from Council.	Legal Department to be informed of the annual escalation. **Legal Services in the process to draft long-term lease agreement (16 May 2024)**	Manager L&P	In progress
	23/12/PD17	**LEASE OF A PORTION OF ERF 164, JEFFREYS BAY FOR A HIGH TELECOMMUNICA**	That relevant Ward Councilor addresses the application herein at a ward committee meeting during the public participation period referred to in 3.	In-priciple approval received from Council.	That the Ward Councillor be informed accordingly. **Item tabled to Council for final approval (16 May 2024)**	Manager L&P	Completed

		TIONS MAST – (MTN TOWER/INSRI BASE STATION)	That an annual escalation be included in the lease agreement.	In-priciple approval received from Council.	Legal Department to be informed of the annual escalation. **Legal Services in the process to draft long-term lease agreement (16 May 2024)**	Manager L&P	Progress
	23/12/PD21	**ALIENATION (LEASE) OF A PORTION OF ERF 843, JEFFREYS BAY**	That the departure application be submitted by applicant and all other administrative costs be for the account of the applicant.	Quotations to be obtained and requisition to be prepared	Service Provider to be appointed and cost be recovered from the applicant. **Applicant has been provided with approval and will proceed with departure application. (16 May 2024)**	Manager L&P	In progress
			That an annual escalation be included in the lease agreement.	In-priciple approval received from Council.	Legal Department to be informed of the annual escalation. **Legal Services in the process to draft long-term lease agreement (16 May 2024)**	Manager L&P	In progress
	23/12/PD22	**REQUEST COUNCIL'S IN-PRINCIPLE APPROVAL TO ALIENATION (LEASE) & AUTHORISATION TO ADVERTISE: ERF 1160, HUMANSDORP: HALALISANA TOWNSHIP INCUBATOR**	That an annual escalation be included in the lease agreement.	In-priciple approval received from Council.	Legal Department to be informed of the annual escalation. **Legal Services has drafted the long-term lease agreement and was forwarded to the applicant for perusal and consideration (16 May 2024)**	Manager L&P	In progress
	23/12/PD23	**REQUEST FOR COUNCIL'S IN-PRINCIPLE APPROVAL & AUTHORISATION TO ADVERTISE:**	That an annual escalation be included in the lease agreement.	In-priciple approval received from Council.	Legal Department to be informed of the annual escalation. **Legal Services in the process to draft long-term lease agreement (16 May 2024)**	Manager L&P	In progress

		ALIENATION (LEASE) OF ERF 7263, JEFFREYS BAY (OCEANVIEW)					
	23/12/PD25	**REQUEST FOR COUNCIL'S IN-PRINCIPLE APPROVAL & AUTHORISATION TO ADVERTISE: ALIENATE (LEASE): A PORTION OF ERF 1 HUMANSDORP, ERVEN 2084 AND 2085, HUMANSDORP AS WELL AS A PORTION OF ROAD (ERF 2077, HUMANSDORP)**	That a land surveyor be appointed to attend and conclude the closure of public road, subdivision, consolidation and rezoning as well as all other administrative activities be for the cost of the applicant.	Quotations to be obtained and requisition to be prepared	**Meeting was held with the applicant based on the approval that was granted by Council and want to opt for possibly a longer-term than 9 years and 11 months (16 May 2024)**	Manager L&P	In progress
			That an annual escalation be included in the lease agreement.	In-priciple approval received from Council.	Legal Department to be informed of the annual escalation.	Manager L&P	In progress
	23/12/PD26	**REQUEST FOR COUNCIL'S IN-PRINCIPLE APPROVAL & AUTHORISATION TO ADVERTISE: ALIENATION (LEASE) OF A PORTION ERF 2, KRUISFONTEIN**	That an annual escalation be included in the lease agreement.	In-principle approval received from Council.	Legal Department to be informed of the annual escalation. **Legal Services in the process to draft long-term lease agreement (16 May 2024)**	Manager L&P	In progress

	23/12/PD28	**ALLOCATION OF STREET NAMES: GOVERNMENT SUBSIDIZED HOUSING PROJECT (WARD 6) & PRIVATE DEVELOPMENTS IN JEFFREYS BAY & CAPE ST FRANCIS**	That Council grant in-principal approval for the proposed street names as contemplated in the layout maps for the Kwanomzamo and Kruisfontein in Humansdorp, Fig Tree Estate in Jeffreys Bay, St Francis Field in Cape St Francis	Item was tabled in December 2023 Council Meeting	In-principle approval received. **Item will be prepared for final approval for June Council Meeting (16 May 2024)**	Manager L&P	In progress
			That Council makes budgetary provision for the erection of the street names contemplated herein, upon the final approval of such street names.	In-principle approval received from Council.	Finance Department be informed accordingly.	Manager L&P	In progress
	23/12/PD29	**ALIENATION (LEASE) OF ERF 7292, JEFFREYS BAY (OCEANVIEW)**	That Council grant in-principle approval for the lease of Erf 7292, Jeffreys Bay for 9 years and 11 months through a competitive process.	Item was tabled in December 2023 Council Meeting	In-principle approval received. Item will be prepared for final consideration by Council at April Council Meeting however an item has been prepared for the March Council to advise Council on current progress and wayforward. The intention is to request both parties to submit proposal and to dispose through a auction for the rental of the property. (11/04/2024) **Both applicants was contacted and given until 31 May 2024 to submit business proposals (16 May 2024)**	Manager L&P	In progress
			That an annual escalation be included in the lease agreement	In-priciple approval received from Council.	Legal Department to be informed of the annual escalation.		In progress

	23/12/PD31	**AMENDMENT OF KOUGA LOCAL MUNICIPALITY LAND USE SCHEME, 2021**	That the Council approve the establishment of a Project Committee, comprising of the following persons: i) The Municipal Manager ii) Manager: Legal Services iii) Director: Planning & Development (or representative) iv) Director: Civil & Water Services (or representative) v) Director: Community Services (or representative) vi) Environmental Officer vii) Manager Town Planning viii) Other members to be co-opted as needed.	A letter has been sent to the MEC Cogta, informing him of the Municipality's intention to amend the Land Use Scheme. Futrthermore, media notice informing the public of the municipal intention to amend its Land Use Scheme was published. The department is to publish a seconf notice.12/02/2024	Notices published January 2024. Draft to be presented at the next Policy Workshop 16/05/2024	Manager: TP	In progress
	23/12/PD32	**REQUEST FOR COUNCIL'S FINAL APPROVAL: A PORTION OF PORTION 4 OF THE FARM ZWARTENBOSCH NO. 347: TEEN CHALLENGE SA (NEW NAME SALVATION SOUTH AFRICA KOUGA)**	That Council grant authorisation to the Accounting Officer to enter into a Deed of Sale with the Salvation SA Kouga	Final approval had been received from Council	Instruction was given to Legal Service duing the week of 22 January 2024 to proceed with the disposal process and deed of sale. **Finalisation of planning processes as well as the disposal and transfer in progress (16 May 2024)**	Manager L&P	In progress

30-Jan-24	**24/01/PD1**	**AMENDMENT OF KOUGA LOCAL MUNICIPALITY SPATIAL PLANNING AND LAND USE MANAGEMENT BY-LAW, 2016**	That the Kouga Municipality By-Law & Policy Review Committee be informed of the intention to amend the Kouga Local Municipality Spatial Planning and Land Use Management By-Law, 2016.	The draft by-law will be presented to the Policy Review Committe before April 2024.	Council Resolution to proceed with the amendment of the By-Law obtained. The notice informing the public of Kouga Municipality's intention to amend the By-Law will be published. Notices published January 2024. Draft to be presented at the next Policy Workshop. 16/05/2024	Manager P&D	In progress
			That a notice be published informing the public of the Kouga Municipality's intention to amend the Kouga Local Municipality Spatial Planning and Land Use Management By-Law, 2016	Notice to be published in March 2024		Manager: Legal	In Progress
28-Feb-24	**24/02/PD6**	**REQUEST FOR ALIENATION (LEASE) OF A PORTION OF ERF 300, PATENSIE**	That Council grant authorisation to the Accounting Officer to advertise Council's intention to alienate a portion of Erf 300, Patensie by way of a longterm lease agreement.	Item was prepared for the February 2024 Council Meeting. Notice for public participation has been prepared and should be placed on 14 March.	In-principle approval received from Council. (11/03/2024) **Item for final approval will be tabled to the June Council Meeting. (15 April 2024)**	Manager L&P	In progress
			That Council authorises the Accounting Officer to obtain the market-related rental valuation for consideration.	Item was prepared for the February 2024 Council Meeting.	**In process to appoint service provider. (16 May 2024)**	Manager L&P	In progress
			That an annual escalation on the rental amount be applied.	Item was prepared for the February 2024 Council Meeting.	Will form part of the lease agreement	Manager L&P	In progress
			That a full development plan be prepared and submitted.	Item was prepared for the February 2024 Council Meeting.	The applicant was contacted on 8 March to request the submission of development plan. **Still awaiting development plan. (16 May 2024)**	Manager L&P	In progress

	24/02/PD8	**REQUEST FOR COUNCIL'S FINAL APPROVAL & AUTHORISATION FOR THE RELOCATION OF THE HUMANSDORP MUSEUM FROM ERF 216 TO ERF 440, HUMANSDORP AND SUBSEQUENT LEASE OF MUNICIPAL PROPERTY BY WAY OF RIGHT-TO-USE**	That the required maintenance be affected to the Municipal building located on Erf 216, Humansdorp and that it be leased, subject to a competitive process being followed as per applicable legislation and the Council approved Policy.	Item was prepared for the February 2024 Council Meeting.	The leading in the process to go out on a process to secure a lessee for house at erf 216 Humansdorp (11/03/2024) **It was resolved the Community Services (Fire) will go into the house once the Humansdorp Museum has relocated to the new premises. (16 May 2024)**	Manager L&P	In progress
	24/02/PD9	**ALIENATION (LEASE) OF A PORTION OF ERF 231, PELLSRUS AND ERVEN 36 AND 37, PELLSRUS**	That a service provider be appointed to attend and conclude the subdivision, consolidation, rezoning and that all other administrative costs be borne by the applicant.	Item was prepared for the February 2024 Council Meeting.	**Final approval granted. Will now commence with the appointment of service provider. (15 April 2024)**	Manager L&P	In progress
			That Council authorizes the Accounting Officer to enter into lease agreement for a period of 9 years and 11 months with Astro Zone.	Item was prepared for the February 2024 Council Meeting.	Draft lease agreement have been sent to applicant for perusal and consideration on 8 March 2024. (11/03/2024) Session was held with the applicant to discuss matters to be amended in the draft agreement on April 2024. Corrections was made and sent to applicant for signature. (17 April 2024) **Awaiting signed lease agreement from applicant (16**	Manager L&P	In progress

					May 2024)		
	24/02/PD10	**REQUEST FOR COUNCIL'S FINAL APPROVAL FOR THE DISPOSAL OF ERF 600, PELLSRUS**	That Council authorizes the Accounting Officer to enter into a Deed of Sale for the purposes of transferring the said property.	Item was prepared for the February 2024 Council Meeting.	Instruction was sent legal services to proceed with disposal and transfer. (11/03/2024) **Disposal and transfer in progress (16 May 2024)**	Manager L&P	In progress
	24/02/PD11	**REQUEST FOR COUNCIL'S FINAL APPROVAL FOR THE DISPOSAL OF ERF 2734, SEA VISTA**	That Council authorizes the Accounting Officer to enter into a Deed of Sale for the purposes of transferring the said property.	Item was prepared for the February 2024 Council Meeting.	Instruction was sent legal services to proceed with disposal and transfer. (11/03/2024) **Disposal and transfer in progress (16 May 2024)**	Manager L&P	In progress
27-Mar-24	**24/03/PD3**	**LAND AND PROPERTY ADMINISTRATION -PROGRESS REPORT: IMPLEMENTATIO N OF OUTSTANDING COUNCIL RESOLUTIONS**	That the moratorium be extended to 31 June 2024 for the Land and Property Administration Department to finalise outstanding Council resolutions.	Item was tabled for in-principle approval at December 2023 Council Meeting	Outstanding Items to be submitted before 30 June 2024. (15 April 2024) **Item has been prepared for the June Portfolio Meeting. (16 May 2024)**	Manager L&P	In progress
	24/03/PD6	**REQUEST FOR COUNCIL'S IN-PRINCIPLE APPROVAL FOR**	That Council grant in-principle approval for the alienation of the municipal erven, as per the attached report, at fair market	Item was tabled for in-principle approval at December 2023 Council Meeting	In-principle approval received from Council. **Application was advertised on 31 April 2024 for public participation (16 May**	Manager L&P	In progress

		THE ALIENATION OF MUNICIPAL ERVEN WITHIN THE KOUGA MUNICIPAL AREA	related value.		**2024)**		
			That Council authorizes the Accounting Officer to obtain the market-related valuation from the latest valuation roll for consideration in line with Section 14(2) of the Municipal Finance Management Act No.56 of 2003.	Item was tabled for in-principle approval at December 2023 Council Meeting	In-principle approval received from Council. **The market related valuations will be confirm before the item goes back to council for final approval. (16 May 2023)**	Manager L&P	In progress
	24/03/PD11	**REQUEST FOR COUNCIL'S FINAL APPROVAL FOR ALIENATION (LEASE) OF ERF 1567, PELLSRUS**	That Council authorizes the Accounting Officer to enter into long-term lease agreement with Lilungelo Lomntwana Jbay Training Centre NPC (Registration Number: 2022/770104/08) and that an annual escalation clause be included in the written lease agreement.	Item was tabled for in-principle approval at December 2023 Council Meeting	Item was submitted to Council for final approval 27 March 2024 and final approval was granted. (15 April 2024) **Legal Services in the process to draft long-term lease agreement. (16 may 2024)**	Manager L&P	In progress
	24/03/PD12	**REQUEST FOR COUNCIL'S FINAL APPROVAL FOR ALIENATION (LEASE) OF ERF 1160, HUMANSDORP: HALALISANA TOWNSHIP INCUBATOR**	That Council authorizes the Accounting Officer to enter into a written long-term lease agreement with Halalisana Township Incubator (Registration Number: 2022 / 730757 / 08) and that the lease provides for the annual escalation of the monthly rental.		Item was submitted to Council for final approval 27 March 2024 and final approval was granted. (15 April 2024). **Legal Services has drafted the long-term lease agreement and same was forwarded to applicant for perusal and consideration. (16 May 2024)**	Manager L&P	In progress
	24/03/PD13	**REQUEST FOR COUNCIL'S FINAL APPROVAL FOR ALIENATION**	That Council authorizes the Accounting Officer to enter into a long-term lease agreement with Smhart Guards Family Trust	Item was tabled for in-principle approval at December 2023 Council Meeting	Item was submitted to Council for final approval 27 March 2024 and final approval was granted. (15 April 2024). **Approval letter was**	Manager L&P	In progress

		(LEASE) OF ERF 843, JEFFREYS BAY	(2/2012), represented by Mr. Carl Trahms and that an annual escalation clause be included in the written lease agreement.		**given to applicant to proceed with departure application. (16 May 2024)**		
	24/03/PD14	**REQUEST FOR COUNCIL'S FINAL APPROVAL FOR ALIENATION (LEASE) OF A PORTION ERF 2, KRUISFONTEIN**	That service providers be appointed to attend and conclude the subdivision and Environmental Impact Assessment and that all costs be for the applicant.	Item was tabled for in-principle approval at December 2023 Council Meeting	Item was submitted to Council for final approval 27 March 2024 and final approval was granted. (15 April 2024). **Legal Services has drafted the long-term lease agreement and same was forwarded to applicant for perusal and consideration. (16 May 2024)**	Manager L&P	In progress
			That the Accounting Officer be authorized to enter into a written Lease Agreement with the applicant herein and that an annual escalation clause be included in the written lease agreement.	Item was tabled for in-principle approval at December 2023 Council Meeting		Manager L&P	In progress
	24/03/PD15	**REQUEST FOR COUNCIL'S FINAL APPROVAL FOR ALIENATION (LEASE) OF A PORTION OF ERF 1, ERVEN 2084 AND 2085 AS WELL AS A PORTION OF ROAD ERF 2077, HUMANSDORP**	That a Land Surveyor be appointed to attend and conclude the closure of public road, subdivision, consolidation and rezoning and other administrative costs including the valuation, be for the cost of the applicant.	Item was tabled for in-principle approval at December 2023 Council Meeting	Item was submitted to Council for final approval 27 March 2024 and final approval was granted. **(15 April 2024) Meeting was held with applicant who now want to opt for a longer period than 9 years and 11 months. (16 May 2024)**	Manager L&P	In progress
			That an escalation be included in the lease agreement.	Item was tabled for in-principle approval at December 2023 Council Meeting		Manager L&P	In progress
	24/03/PD16	**REQUEST FOR COUNCIL'S FINAL**	That an annual escalation be included in the lease agreement.	Item was tabled for in-principle approval at	Item was submitted to Council for final approval 27 March 2024 and	Manager L&P	In progress

		APPROVAL FOR LEASE OF A PORTION OF ERF 1244, PELLSRUS FOR AN OLD AGE SERVICE CENTRE		December 2023 Council Meeting	final approval was granted. (15 April 2024) **Legal Services in the process to draft long-term lease agreement. (16 may 2024)**		
			That Council authorizes the Accounting Officer to enter into a written long-term lease agreement with Sunshine Bay Old Age Service Centre, and that the agreement provides for an annual escalation of the monthly rental.	Item was tabled for in-principle approval at December 2023 Council Meeting		Manager L&P	In progress
	24/03/PD17	**REQUEST FOR FINAL APPROVAL FROM COUNCIL TO DISPOSE AND TRANSFER: ERF 2593, SEA VISTA (ANNIE DANIELS)**	That Council authorizes the Accounting Officer to enter into a Deed of Sale for the disposal of the property.	Item was tabled for in-principle approval at December 2023 Council Meeting	Item was submitted to Council for final approval 27 March 2024 and final approval was granted. (15 April 2024) **Disposal and transfer in progress (16 May 2024)**	Manager L&P	In progress
	24/03/PD18	**REQUEST FOR FINAL APPROVAL FROM COUNCIL TO RESCIND A SECTION OF COUNCIL RESOLUTION, GRANT AUTHORISATION TO DISPOSE: ERF 1044, SEA VISTA (MUNICIPAL HOUSE)**	That Council authorises the Accounting Officer to enter into a Deed of Sale for the disposal of the property.	Item was tabled for in-principle approval at December 2023 Council Meeting	Item was submitted to Council for final approval 27 March 2024 and final approval was granted. (15 April 2024) **Disposal and transfer in progress (16 May 2024)**	Manager L&P	In progress
	24/03/PD19	**LAND AND PROPERTY ADMINISTRATION : DISPOSAL OF A**	That the town planning processes be finalized for the portion of Erf 873, Jeffreys Bay and that the cost be for the applicant.	Item was tabled for in-principle approval at December 2023 Council Meeting	Item was submitted to Council for final approval 27 March 2024 and final approval was granted. (15 April 2024) **Disposal and transfer**	Manager L&P	In progress

		PORTION OF ERF 873, JEFFREYS BAY (JEFFREYS BAY BOWLING CLUB)			**in progress (16 May 2024)**		
			That Council authorises the Accounting Officer to enter into a Deed of Sale for the purposes of transferring the said portion of the property.	Item was tabled for in-principle approval at December 2023 Council Meeting		Manager L&P	In progress
	24/03/PD20	**REQUEST FOR COUNCIL'S FINAL APPROVAL: ALIENATION OF ERF 137, PELLSRUS (LIZO PATRICK LETSEKHA)**	That Council authorizes the Accounting Officer to enter into a Deed of Sale for the purpose of transferring the said property	Item was tabled for in-principle approval at December 2023 Council Meeting	Item was submitted to Council for final approval 27 March 2024 and final approval was granted. (15 April 2024) **Disposal and transfer in progress (16 May 2024)**	Manager L&P	In progress
	24/03/PD22	**REQUEST FOR COUNCIL'S FINAL APPROVAL FOR ALIENATION (LEASE) OF ERF 130, PELLSRUS**	That Council authorizes the Accounting Officer to obtain the services of a registered professional to submit building plans for approval and the costs be for the account of the applicant	Item was tabled for in-principle approval at December 2023 Council Meeting	Item was submitted to Council for final approval 27 March 2024 and final approval was granted. (15 April 2024) **Legal Services in the process to draft long-term lease agreement. (16 may 2024)**	Manager L&P	In progress
			That Council authorizes the Accounting Officer to enter into a long-term lease agreement with the Hepzibah Community Centre and that an annual escalation clause be included in the written lease agreement.	Item was tabled for in-principle approval at December 2023 Council Meeting		Manager L&P	In progress

			That the building plans and rezoning be finalized, and the costs be for the account of the applicant.	Item was tabled for in-principle approval at December 2023 Council Meeting		Manager L&P	In progress
	24/03/PD23	**REQUEST FOR COUNCIL'S FINAL APPROVAL: DISPOSAL (PURCHASE) OF A PORTION OF ERF 164 (A PORTION OF ROAD RESERVE VERGE IN DROMMEDARIS STREET) TO CONSOLIDATE WITH ERF 269, JEFFREYS BAY**	That town planning process be finalized and all other administrative costs be for the account of the applicant	Item was tabled for in-principle approval at December 2023 Council Meeting	Item was submitted to Council for final approval 27 March 2024 and final approval was granted. (15 April 2024) **Applicant has proceeded with departure application and advertised recently for public participation (16 May 2024)**	Manager L&P	In progress
			That Council authorises the Accounting Officer to enter into a Deed of Sale for the disposal of the property	Item was tabled for in-principle approval at December 2023 Council Meeting		Manager L&P	In progress
	24/03/PD24	**REQUEST FOR COUNCIL'S FINAL APPROVAL: ALIENATION (RIGHT-TO-USE) OF A PORTION OF ERF 164, JEFFREYS BAY**	That town planning process be finalized and all other administrative costs be for the account of the applicant	Item was tabled for in-principle approval at December 2023 Council Meeting	Item was submitted to Council for final approval 27 March 2024 and final approval was granted. (15 April 2024) **Legal Services in the process to draft long-term lease agreement. (16 may 2024)**	Manager L&P	In progress
			That the Council authorizes the Accounting Officer to enter into a Lease Agreement (right-to-use) with the National Sea Rescue Institute (NSRI) as a Non-Profit Company, represented by Mr. Willem De Waal.	Item was tabled for in-principle approval at December 2023 Council Meeting		Manager L&P	In progress
	24/03/PD25	**REQUEST FOR COUNCIL'S FINAL**	That town planning process be finalized and all other administrative	Item was tabled for in-principle approval at	Item was submitted to Council for final approval 27 March 2024 and	Manager:L&P	In progress

		APPROVAL: ALIENATION (LEASE) OF A PORTION OF ERF 164 (A PORTION OF ROAD RESERVE VERGE IN FERREIRA STREET), JEFFREYS BAY	costs be for the account of the applicant.	December 2023 Council Meeting	final approval was granted. (15 April 2024) **Legal Services in the process to draft long-term lease agreement. (16 may 2024)**		
			That the Accounting Officer be authorised to enter into a written lease agreement with the Applicant, and that the written lease agreement makes provision for an annual escalation of the monthly rental amount.		Item was tabled for in-principle approval at December 2023 Council Meeting	Manager L&P	In Progress
			That the administration considers the possibility and feasibility of permanently alienating the land within 1 year.	Item was tabled for in-principle approval at December 2023 Council Meeting		Manager L&P	In progress
	24/03/PD26	**REQUEST FOR COUNCIL'S FINAL APPROVAL: ALIENATION (LEASE) OF LAND FOR A 21m MONOPOLE TELECOMMUNICATIONS MAST (MOROPA SITE SOLUTIONS) – A PORTION OF ERF 835, PARADISE BEACH**	That Council authorizes the Accounting Officer to enter into a written long-term lease agreement with Insite Towers, and that the written agreement provides for the annual escalation of the monthly rental.	Item was tabled for in-principle approval at December 2023 Council Meeting	Item was submitted to Council for final approval 27 March 2024 and final approval was granted. (15 April 2024) **Legal Services in the process to draft long-term lease agreement. (16 may 2024)**	Manager L&P	In progress
	24/03/PD27	**REQUEST FOR COUNCIL'S FINAL APPROVAL:**	That Council authorizes the Accounting Officer to enter into a written long-term lease agreement	Item was tabled for in-principle approval at December 2023	Item was submitted to Council for final approval 27 March 2024 and final approval was granted. (15	Manager L&P	In progress

		ALIENATION (LEASE) OF LAND FOR A 35m MONOPOLE TELECOMMUNICATIONS MAST (ORION TRUST) – A PORTION OF ERF 1996, SEA VISTA	with Orion Trust, and that the agreement make provision for the annual escalation of the monthly rental.	Council Meeting	April 2024) **Legal Services in the process to draft long-term lease agreement. (16 may 2024)**		
	24/03/PD28	**REQUEST FOR COUNCIL'S FINAL APPROVAL FOR ALIENATION (LEASE) OF ERF 3087, SEA VISTA**	That Council authorizes the Accounting Officer to enter into long-term lease agreement with Little Urchins, Montessori (Registration Number: 2021/497872/07) and which agreement must make provision for an annual escalation of the monthly rental.	Item was tabled for in-principle approval at December 2023 Council Meeting	Item was submitted to Council for final approval 27 March 2024 and final approval was granted. (15 April 2024) **Legal Services in the process to draft long-term lease agreement. (16 may 2024)**	Manager L&P	In progress
	24/03/PD29	**REQUEST FOR COUNCIL'S FINAL APPROVAL FOR ALIENATION (LEASE) OF ERF 7263, JEFFREYS BAY (OCEANVIEW)**	That Council authorizes the Accounting Officer to enter into a written long-term lease agreement with Mizamoyethu Community Centre.	Item was tabled for in-principle approval at December 2023 Council Meeting	Item was submitted to Council for final approval 27 March 2024 and final approval was granted. (15 April 2024) **Legal Services in the process to draft long-term lease agreement. (16 may 2024)**	Manager L&P	In progress
	24/03/PD30	**TO UPDATE COUNCIL ON THE APPLICATION (LEASE) OF ERF 7292, JEFFREYS BAY (OCEANVIEW) AND TO CALL**	That both applicants be requested to submit business proposals for the long-term lease of the municipal property and that the property be disposed through an auction to the highest bidder.	Item was tabled for in-principle approval at December 2023 Council Meeting	Item was submitted to Council on 27 March 2024 to inform Council on progress and feedback on meeting with the two parties. (15 April 2024). **Both applicants was contacted and request to submit business proposal by no later than 31 May 2024. (16 May 2024)**	Manager L&P	In progress

		FOR BUSINESS PROPOSALS FOR A RESTAURANT/TAKEAWAYS/ TSHISANYAMA					
	24/03/PD31	**REQUEST TO GRANT COUNCIL'S FINAL APPROVAL TO ALIENATE (LEASE) OF COUNCIL PROPERTIES TO EARLY CHILDHOOD DEVELOPMENT CENTRES (CRECHES) TO REGISTERED SOCIAL CARE USERS**	That town planning activities and all other administrative processes be finalized	Item was tabled for in-principle approval at December 2023 Council Meeting	Item was submitted to Council for final approval 27 March 2024 and final approval was granted. (15 April 2024). **Draft long-term lease agreements was prepared by Legal Services and same was provided to ECDC's for perusal and consideration (16 May 2024)**	Manager L&P	In progress
			That Council authorizes the Accounting Officer to enter into long-term lease agreements with creches contemplated herein.	Item was tabled for in-principle approval at December 2023 Council Meeting		Manager L&P	In progress
30-Apr-24	**24/04/PD5**	**HOUSING DISPUTE: ERF 1314: KWANOMZAMO: HUMANSDORP: SIBENGILE/LUZIPHO**	That Erf 1314 Kwanomzamo, Humansdorp be transferred to the current occupant, Ms TL Luzipho, in line with and subject to the provisions of the National Housing Programme known as the Enhanced Extended Discount Benefit Scheme (EEDBS) and in line with the Deed of Sale dated 16 January 1990		**Meeting arranged with all affected parties**	Manager:HS	

			That Erf 1439 Kwanomzamo, Humansdorp be transferred to Ms. SF Sibengile in line with and subject to the provisions of the National Housing Programme known as the Enhanced Extended Discount Benefit Scheme (EEDBS).			Manager HS	
	24/04/PD6	**REQUEST FOR COUNCIL'S IN-PRINCIPLE APPROVAL AND AUTHORISATION TO ADVERTISE: APPLICATION FROM NATIONAL DEPARTMENT OF PUBLIC WORKS AND INFRASTRUCTURE TO ACQUIRE ERF 275 HUMANSDORP TO CONSTRUCT A NEW MAGISTRATE COURT**	That Council consider the request and grant in-principle approval for the alienation of erf 275, Humansdorp to the National Department of Public Works and Infrastructure by way of a land swop.	In-principle received from Council	**In-principle approval obtained from council (16 May 2024)**	Manager L&P	In progress
			That the Council consider a land swop with the Department of Public Works and Infrastructure for Erf 400 Sea Vista, Erf 3010 Hankey and facilitate the demolition of dilapidated structures on Erf 4 Humansdorp.		**In-principle approval obtained from council (16 May 2024)**		
			That the outcome of the discussion with the NDPWI pertaining to the property being donated to the Municipality be tabled to Council for final approval	In-principle received from Council	**In-principle approval obtained from council (16 May 2024)**	Manager L&P	In progress
			That Council grant authorization to the Accounting Officer to advertise Council's intention to alienate erf 275, Humansdorp by way of a land swop	Advert has been prepared.	**Advert for public participation has been prepared and will be placed on 23 May 2024 (16 May 2024)**	Manager L&P	
			That the Department retains the Market Building in their designs for new court including maintaining its character and restoring it	In-principle received from Council	**Will be included as a condition of agreement (16 May 2024)**		In progress

FINANCE & ECONOMIC DEVELOPMENT - ACTION SHEET - COUNCIL							
MEETING DATE	**ITEM NO**	**ITEM DESCRIPTION**	**RESOLUTION**	**ACTION TAKEN**	**PROGRESS**	**RESPONSIBLE OFFICIAL**	**CURRENT STATUS** **COMPLETED** **NOT COMPLETE** **IN PROGRESS** **ON GOING** **NO ACTION REQUIRED**
31-Jan-22	**22/01/F3**	**SUPPLY CHAIN MANAGEMENT: QUARTERLY REPORT FOR THE PERIOD ENDING 31 DECEMBER 2021**	That a full report on sewerage issues within the Municipality be tabled at the next Infrastructure & Engineering Portfolio Committee meeting.	Report will be submitted to next portfolio committee meeting	Report submitted to Civil and Water Services Portfolio Committee by the Director	CFO	
			That site visits be conducted with the relevant departments.	Report will be submitted to next portfolio committee meeting	Report submitted to Civil and Water Services Portfolio Committee by the Director	CFO	

29-Apr-22	**22/04/PDT14**	**ESTABLISHMENT AND RECOGNITION OF THE KOUGA SMME FORUM**	That the item be deferred to the next Council meeting.	TOR's to be drafted with Legal Service	ED & Tourism moved to Finance Department on 1 August 2023. Currently in progress to finalize draft ED Strategy. Will be submitted to Council in 2024 and thereafter all policies and by-laws will be drafted. Part of the Strategy is looking at current structures and new structures needed for implementation within KLM jurisdiction.	CFO	
09-Dec-22	**22/12/PDT6**	**GRANT IN AID**	That Organizations be workshopped on the application process for Grant in aid	Office busy with re-workshopping the Grant in Aid Policy to go to the Policy workshop.	ED & Tourism moved to Finance Department on 1 August 2023. Currently in progress to finalize draft ED Strategy. Will be submitted to Council in 2024 and thereafter all policies and by-laws will be drafted and workshopped. GIA process and policy will be workshopped and looked at after approved ED Strategy for future guidelines and guidance.	CFO	
27-Oct-23	**23/10/FED17**	**INCURRING LONG TERM DEBT IN TERMS OF SECTION 17, 19 & 46 OF THE MFMA**	That the formal processes of sourcing external loan funding be initiated with immediate effect, in line with section 17,19 & 46 of the MFMA, for an amount of R200 million to repair the roads within	DBSA has been engaged. Information is been collected for submission to DBSA.	No Bids were received. DBSA has been re-enagged and Public Participation will follow thereafter.	CFO	

			Kouga.				
07-Nov-23	**23/11/FED3**	**IMPLEMENTATION OF A WATER AMNESTY FOR A 3 MONTH PERIOD**	That Council approves a Water Amnesty, for a period of 4 months, commencing on 1 November 2023 and ending 29 February 2024; whereafter a report be tabled to Council and an extension be considered.	Water Amnesty period effected and in progress	700 Amnesty Applications were received in the last week of the Amnesty period. A total of 1 405 applications were received and processed.	CFO	
			That for delayed meter, non-read, and estimated readings, the account will be corrected and charged for preceding period of up to 3 months' monthly consumption only, at the current approved tariffs	Water Amnesty period effected and in progress	Implemented upon processing all Water Amnesty applications	CFO	
			That for all water leak queries: 1. The customer be required to submit the current meter reading with all supporting evidence that the leak has been repaired; 2. That a 100% write-off of the water leak be considered and only the average monthly consumption be charged; 3. The average monthly consumption must be calculated using 3 months consumption prior	Water Amnesty period effected and in progress	Amnesty period ended and applications are were processed.	CFO	

			to the water leak. 4. That the requirement for photos to accompany applications for the amnesty period be waived.				
			That the billing period be reduced from 2 months in arrears to 1 month in arrears by adding an additional 10 days consumption to the next 3 months billing;	Arrear billing effected in December 2024 for 10 days. Mayor approved that the 20 days remaining be billed over the next 5 months to reduce the financial burden on consumers.	Implemented - last billing was at the end of May 2024.	CFO	
			That the Customer Care Credit Control and Debt Collection Policy be fully implemented after the Amnesty period; and	Water Amnesty period effected and in progress	Credit Control effective from 1 June2024 and fully effective once all Amnesty applications are procssed.	CFO	
			That the Customer Care Credit Control and Debt Collection Policy be reviewed to take the above challenges into account when the Policy is reviewed during the Budget process	Policy is being reviewed and will be submitted to Council with the Draft Budget on 31 March 2024	Policy is being reviewed and will be submitted to the next Policy Workshop.	CFO	
			That tenants be included in the 4 month amnesty period	Water Amnesty period effected and in progress	Implemented upon processing all Water Amnesty applications	CFO	
14-Dec-23		**KOUGA LOCAL TOURISM ORGANISATION 2022/2023 ANNUAL**	That a strategic planning session be held with the KLTO and LED department within the next 2 months	Part of ED Strategy process	Part of workshops planned for workshopping draft ED strategy.	Acting Manager: ED & Tourism Tourism & Information Officer	

		EXPENDITURE REPORT AND THE KLTO 2023/2024 BUSINESS AND BUDGET PLAN TO MARKET KOUGA AS A DESTINATION OF CHOICE (AMENDMENT)					
	23/12/FED6	**SPONSORSHIP AGREEMENT BETWEEN KOUGA LOCAL MUNICIPALITY AND NELSON MANDELA BAY AQUATICS FOR THE 2024 SOUTH AFRICAN NATIONAL OPEN WATER CHAMPIONSHIP**	That a full report be provided in respect of the intended local economic benefits that such an event would add to the Kouga municipal area.	EO reminded that a close-out report must be submitted within 1 month after event.	Funding paid and waiting for close-out report to be subitted to Council.	Events Management Officer	
	23/12/FED7	**HUMANSDORP MUSEUM ASSOCIATION 2022/2023 ANNUAL**	That the Khoi and San structure form part of the Tourism Strategy.	The Khoi and San will be consulted in the development of the ED Strategy.	In Progress with finalization of ED Strategy and will schedule meeting as	Acting Manager: ED & Tourism Tourism & Information Officer	

		REPORT AND THE 2023/2024 BUSINESS AND BUDGET PLAN TO PRESERVE THE NATURAL AND CULTURAL HERITAGE OF KOUGA			soon as draft is finalized.		
27-Mar-24	**24/03/FED4**	**COUNCIL AUTHORISATION FOR 3-YEAR SPONSORSHIP TO JEFFREYS BAY PRIMARY SCHOOL: ALOE-CUP**	That Council authorises the Accounting Officer to conclude a three-year Sponsorship Agreement with Jeffreys Bay Primary School in accordance with the funding allocated.	Council resolution received. In process with legal department to draw up SLA and finalise procurement process	SLA signed and funding paid over.	Events Officer/Legal	
	24/03/FED5	**SPONSORSHIP AGREEMENT BETWEEN KOUGA LOCAL MUNICIPALITY AND THE WORLD SURF LEAGUE (WSL) FOR THE WSL LEGENDS J-BAY AND J-BAY SURF MUSIC FESTIVAL 2024**	That Council authorizes the Accounting Officer to conclude a Sponsorship Agreement with World Surf League (WSL) for staging the WSL Legends J-Bay and Music Festival from 14 – 23 June 2024 in respect of contemplated funding.	Council resolution received. In process with legal department to draw up SLA and finalise procurement process	SLA signed and funding paid over.	Events Officer/Legal	

	24/03/FED6	**COUNCIL AUTHORISATION FOR 3-YEAR SPONSORSHIP TO THE NON-PROFIT ORGANIZATION: KOUGA BUSINESS FORUM**	That Council authorises the Accounting Officer to conclude a three-year Sponsorship Agreement with Kouga Business Forum in accordance with the funding allocated.	Council resolution received. In process with legal department to draw up SLA and finalise procurement process	SLA signed and funding paid over.	Events Officer/Legal	
	24/03/FED12	**CAPITAL ITEMS TO BE DISPOSED (MOVABLE ASSETS)**	That the condemned/redundant assets listed above be removed from the Asset Register.	Assets will be removed from Fixed Asset Register once disposal process is completed	In Progress	CFO	
			That the condemn/redundant assets listed above be disposed of in terms of the Supply Chain Management Policy through a public auction/donation in line with the provisions of section 40(4)(c) and Section 40(4)(h) of the said Policy.	The assets being disposed off will be disposed through a public auction which will take place on 4 June 2024	In Progress	CFO	
	24/03/FED17	**DRAFT MEDIUM-TERM REVENUE AND EXPENDITURE FRAMEWORK (MTREF)- BUDGET FOR 2024/25 TO 2026/27 FINANCIAL YEARS**	That the tariffs be increased as follows, with effect from 1 July 2024: Property rates **5.5%** Water **7.25%** Sanitation **6.5%** Refuse **6.5%** Electricity (average increase in electricity income) **12.7%** Environmental Management Fee **6.5%**	The advert for PP has gone out, submitted the draft to PT and NT and published on the Kouga website.	All submissions made through the Public participation process was considered. The Draft Budget was amended were necessary and the Final Budget forms part of the Council Agenda for Council's approval.	CFO	

30-Apr-24	**24/04/FED13**	**BUDGET AND TREASURY: WITHDRAWALS FROM MUNICIPAL BANK ACCOUNT FOR THE QUARTER ENDED 31 MARCH 2024**	That the report be submitted to the Provincial treasury and Auditor-General as required by section 11(4) (b) of the MFMA.	Submitted to Provincial Tresaury and Auditor-General	Completed	CFO	
	24/04/FED14	**MONTHLY BUDGET STATEMENTS FOR THE PERIOD JULY TO MARCH 2024 AND FINANCIAL STATE OF AFFAIRS OF THE MUNICIPALITY AS AT 31 MARCH 2024 (2023/24 FINANCIAL YEAR)**	That the monthly budget statements accordingly be submitted to Provincial Treasury as stipulated in Section 71(1) of the MFMA	Submitted to Provincial Tresaury	Completed	CFO	
10-May-24	**24/05/FED13**	**2023/24 2ND SPECIAL ADJUSTMENTS BUDGET**	That the Capital Budget be increased by an additional R1 million for solar projects and that the Special Adjustment Budget documents be amended accordingly	Budget adjusted accordingly	Completed	CFO	

DMM: ACTION SHEET COUNCIL							
MEETING DATE	**ITEM NO**	**ITEM DESCRIPTION**	**RESOLUTION**	**ACTION TAKEN**	**PROGRESS**	**RESPONSIBLE OFFICIAL**	**CURRENT STATUS** **COMPLETED** **NOT COMPLETE** **IN PROGRESS** **ON GOING** **NO ACTION REQUIRED**
30-Apr-24	**24/04/DMM12**	**COUNCIL RECESS: DELEGATED AUTHORITY: EXECUTIVE MAYOR IN CONSULTATION WITH THE MUNICIPAL MANAGER**	That all matters dealt with by the Executive Mayor, which would conventionally have required a council resolution be submitted to Council in report format for review or approval at the Ordinary Council Meeting scheduled as per the institutional calendar in July 2024.	Recess has not yet commenced		DMM	

CIVIL & WATER: ACTION SHEET - COUNCIL							
MEETING DATE	**ITEM NO**	**ITEM DESCRIPTION**	**RESOLUTION**	**ACTION TAKEN**	**PROGRESS**	**RESPONSIBLE OFFICIAL**	**CURRENT STATUS** **COMPLETED** **NOT COMPLETE** **IN PROGRESS** **ON GOING** **NO ACTION REQUIRED**
29-Apr-22	**22/04/I&E10**	**REQUEST FOR APPROVAL FOR THE DEVIATION FROM KOUGA MUNICIPALITY AUGMENTATION POLICY**	That the time period for the payment of the augmentation levies be set to 18 months and that the agreement be amended accordingly.	Before occupation Certificate is issued, augentation to be paid, Augmentation policy to be updated.	A first policy workshop was held. Following the guidance from Department of Treasury, new guidelines were issued as Development Charges and recommended to be included in the Local Municipal Policy. Our existing policy together with the said policy from Department of Treasury have to be combined by representatives from a committee (to be established). A date for this committee to be established is set for 27 Feruary 2024.	Director Civil & Water	In Progress

31-Aug-22	**22/08/I&E8**	**STATUS OF THE WESTON WASTE WATER TREATMENT WORKS**	That Council secure funding in order to safeguard the area as Kouga is not in compliance with the law in terms of safety.	Tender for Fencing is being prepared by PMU.	Tender is currently at BEC and awaiting finalization. Letter has been send to CIDB for Technical clarification. The PSP has been appointed for the Design of the project on 06 November 2023 and is currently focussing on preparing the specifications for the refurbishment of the Weston WWTW. 11 April 2024: After a discussion with the CFO, the fencing tender is being wrapped up at BEC and should be submitted to BAC for approval by 17 April 2024. 07 May 2024: Tender finalized at BEC. Recommended Bidder's CIDB is not in order so a notice to bidder is being prepared to give them 14 days to sort out their CIDB registration.	PMU Manager	In progress
28-Oct-22	**22/10/I&E2**	**APPLICATION OF FRACTIONS OF EQUIVALENT ERVEN (EE) FOR THE CALCULATION OF PAYMENT OF AUGMENTATION FEES**	That the Augmentation Policy be reviewed.	The draft augmentation submitted to a policy workshop which has been postponed.	First workshop on draft policy held. Details still to be finalized with Depts of Finance and Legal, before submission for next workshop.	Director Civil & Water	In progress

09-Dec-22	**22/12/I&E2**	**STATUS OF THE UMZAMOWETHU SANITATION SYSTEM**	That the 6 affected households be serviced with new conservancy tanks.	A consultant, Gert Vorster is appointed to approach the Windfarm for funding to replace the 6 conservancy tanks.	Project approved at Council to be registered as a MIG project for the planning phase. To be submitted at the next DAC meeting. 11 April 2024: Funding to be finalized with wind farm.	PMU Manager	In progress
06-Apr-23	**Roads**	**ROADS TO BE UPGRADED UNDER THE GRAVEL ROADS PHASE 2 CONTRACT**	That Council approve that phase 2 proceed as per the approved roads on the project.		Scribante will finish 2 roads in Humansdorp that was part of their original appointment. The bulk of the Phase 2 roads construction will only commence in the 24/25 FY. 11 April 2024: Tender for Phase 2 to be advertised March 2025 as the bulk of the 24/25 FY MIG funding will go to the Kwanomzamo WWTW Upgrade. 07 May 2024. Status as above.	PMU Manager	In progress
			That the additional roads be identified during the IDP consultation process and be included in a follow-up phase, all wards should benefit accordingly.	A revised Item to Council will be submitted.	Phase 2 Road list to be finalized Tender to be advertised April 2024. 11 April 2024: PH 2 tender will be advertised in March 2025 as it will be implemented in the 25/26 FY.	Manager PMU	Ongoing

31-May-23	**23/05/I&E3**	**REGISTERING OF NEW PROJECTS ON MIG**	That a Transversal Committee be appointed, and that their minutes be referred to the Mayoral Committee for oversight purposes.	No action taken yet.	Committee members to be identified by relevant directorates. The purpose of this committee is hopefully to ensure that MIG projects represent KLM in a holistic manner. 11 April 2024: This Item to be escalated to Director Level.	Manager PMU	Ongoing
28-Jul-23	**23/07/I&E7**	**SEA VISTA ERF 3854: GRAND COMORES AUGMENTATION FEES**	That council approve the phased payment of the augmentation fee, that a first payment of half the total value of augmentation be paid, and the rest be paid in batches per batch of 10 (ten) building plan submissions as proposed within the signed SLA.	To be implemented **until all units are paid.**	-First payment of 50% plus 40 units was invoiced and paid. - Second payment for next 10 units invoiced and paid.	Manager Civils & Water	In Progress
			That the SLA be updated based on the recalculated value of the augmentation fee, based on the increased number of equivalent erven.	Addendum to SLA to be prepared.	C&WS met with Developer to agree on calculation of the revised augmentation fee. Target date to complete the addendum is 28 Feb.'23 Second phase of project being discussed with developer. Addendum to include phase 2.	Manager Civils and Legal dept	In Progress

			That the augmentation fees be ringfenced and secured and explicitly earmarked for the relevant directorate for the upgrade of bulk infrastructure as intended by the augmentation policy.	To be implemented	First two payments allocated to newly created UKey	Director FInance	In Progress

28-Feb-24	**24/02/CWS13**	**WATER LOSSES REDUCTION PLAN**	That Council approve the Water Loss Reduction Plan		(05/04/2024) The Water Loss Reduction Plan is an action sheet that will continuously be updated. Latest progress is that Top 20 highest consumers have been shared with Leak Detection Team and these meters are currently being audited. Reports on each audit will be prepared and faulty meter connections will be repaired via maintenance teams in respective areas. Faulty bulk water meters to be audited and repaired Manager WSA to meet with Bulk meter service provider mid April 2024 (06/05/2024) Audit for top 20 consumers in each town of Kouga has been completed for February 2024. Many findings were raised and reported for the maintenance team as well as finance to rectify. This program will remain on-going .	Manager Water Services Authority	Ongoing

ELECTRO-MECHANICAL - COUNCIL ACTION SHEET

MEETING DATE	ITEM NO	ITEM DESCRIPTION	RESOLUTION	ACTION TAKEN	PROGRESS	RESPONSIBLE OFFICIAL	CURRENT STATUS COMPLETED NOT COMPLETE IN PROGRESS ON GOING NO ACTION REQUIRED
29-Apr-22	**22/04/I&E9**	**REPORT: ELECTRICAL MAINTENANCE REPORT JULY 2021 TO FEBRUARY 2022**	That Law Enforcement actively police the theft of copper cables and illegal electrical connections.	Law enfororcment are actively assiting the department to combat these incidents. Patrols are organised during loadshedding, security guards are stationed at critical substations.	Theft is still a major concern especially during loadshedding, criminals move around and modus operandi seems as if they monitor our law enforcement officials when planning their next target. Scrap yards need to be closly monitored as they create the market.	Acting Director: EM & Director CS	

			That Eskom be engaged on the maintenance and repair of street lights in the Gamtoos Valley.	Eskom appointed a service provider to commence with streetlight repairs in the GV. Eskom made a decision to hand over all streetlights to municpalities on 15th November 23, nothing officially communicated to the municipality.	phase 1 of repairs: Patensie: 53 streetligths repaired and highmast light fixed. Hankey: 65 Streetlights repaired and highmast light in Centerton. Phase 2: Loerie and outstanding lights in Hankey and Loerie.	Director EM:	
31-May-23	**23/05/I&E1**	**REPORT: INTEGRATED NATIONAL ELECTRIFICATION PROGRAM (INEP) ALLOCATION FOR 2023/2024 FINANCIAL YEAR**	That the Human Settlements department of Kouga be ready with registered erven and occupied erven and to benefit from the grant.	The Human Settlements department is currently addressing the issue	The erven are already subdivided. The Department has conducted a beneficiary survey. Sector departments are currently busy with provision of temporary services. Relocation will only commence on completion of services	Manager: Human settlements	

	23/05/I&E2	**REPORT: CLEARING OF SERVITUDES THROUGHOUT KOUGA OBSTRUCTING ACCESS TO WATER INFRASTRUCTURE AND POWERLINES FROM KOUGA AND ESKOM**	That Council compels the relevant Directorate responsible to keep servitudes clear to do so and apply the law should it be necessary.	No action taken yet.	The clearing of households located in servitude areas will require the Municipality to identify alternative serviced sites for relocation.	Manager: Human settlements	
			That PDT leads the discussions between the departments.	No action taken yet.	The Department is in the process of formalising all informal settlements and the affected households will only be relocated upon completion of the projects.	Manager: Human settlements	
28-Jul-23	**23/07/I&E3**	**REPORT: KOUGA ENERGY PLAN**	That a Kouga Energy Plan be developed to mitigate loadshedding within the Kouga Municipal area.	The Director was tasked to compile a plan to mitigate the risk of loadshedding within Kouga. A draft energy strategy document was complied and submitted for input.	The Plan:tender for the phase 1, below 1MW installtion closed, assessed in BEC and subsequently cancelled due to the high cost. The phase 2, meduim term plan was the feasibility study that was approved for the 20MW Solar and BESS plant. A finacial	Director: Electro and Mechanical Services	

					feasibility is currently being compiled for a decision. The EIA was received on 10th November 23 for this plant. The consultant is appointed to commence with the comprehensive feasibility study for the additional 40MW hybrid connection.		
	23/07/I&E4	**ELECTRICAL DEPARTMENT STATUS REPORT**	That Council note the report and that an action plan be drawn up to implement the recommendations in the report.	Report was tabled to Council to highlight the plight of the Electro-mechanical department in terms of critical staff challenges. A report for critical positions to be filled was submitted to the HR department to be actioned. Our electrical department need urgent investment in Human resources, the current Mechanical department consisit of two permanent	No action was taken, the top management and Mayco were made aware in a meeting held on the 19th December 23 in Council Chambers of the dire need for staff and office accommodation for EM department in order to function optimally, this department has the potential to enhance the revenue within Kouga should it be properly equipped.	Director: Electro and Mechanical Services	

				employees and two contract workers and we have to maintain 52 pumpstations an 20 generators.			
14-Dec-23	**23/12/EMS1**	**REPORT TRAINING REQUIREMENTS FOR EM DEPARTMENT**	That the Directorate submit a full report on training needs to the HR Section.	Resolution taken in Council that the department be skilled.	Report and resolution submitted to HR, HR to add the requierements to their list to be actioned as funds become available.	Director: Electro-mechanical	
28-Feb-24	**24/02/EMS6**	**REPORT: THORNHILL ELECTRICAL NETWORK TRANSFER FROM NELSON MANDELA METROPOLITAN MUNICIPALITY TO KOUGA**	That Council accept the proposal in-principle to have the Thornhill network transferred to Kouga Municipality subject to a cost assessment and feasibility study being performed	Cost assessment will be part of the exercise.	The meetings are in the earlier stages and all assets need to be accounted for first.	Act. Manager Electrical Mr. M Mangembe	

		LOCAL MUNICIPALITY	That a Committee be established to deal with the project's logistics around the intended network transfer, and all to be in attendance when required. This Committee will be responsible for the determination of this project's financial viability, assets, legal, and all other resources to maintain the network in the future.	Members was identified from both Kouga as well as the Metro to be committee members.	Meetings was held but due to challenges at the Metro it has been placed in abeyance.	Act. Manager Electrical Mr. M Mangembe	
	24/02/EMS7	**REPORT: 20MW RENEWABLE ENERGY CONSTRUCTION PLANS FOR KOUGA MUNICIPALITY**	That a feasibility study including a detailed cost-benefit financial model be submitted to Council for approval.	Consultants are still conducting the financial feasibility plan. This plan requires detailed information from Eskom to base the financial planning closest to accuracy.	Weekly updated meetings are being held.	Act. Manager Electrical Mr. M Mangembe	
27-Mar-24	**24/03/EMS6**	**APPROVAL OF THE ELECTRICITY LOSSES REDUCTION PLAN**	That the electrification of backyard dwellers be included in the Electricity Loss Reduction plan.	Item to be considered to be included in the plan.	Assessments are being conducted	Act. Manger Electrical Mr. M Mangembe	

OFFICE OF THE MM: ACTION SHEET - COUNCIL

MEETING DATE	ITEM NO	ITEM DESCRIPTION	RESOLUTION	ACTION TAKEN	PROGRESS	RESPONSIBLE OFFICIAL	CURRENT STATUS COMPLETED NOT COMPLETE IN PROGRESS ON GOING NO ACTION REQUIRED
30-Jul-19	**19/07/MM4**	**RESCISSION OF A COUNCIL RESOLUTION – 17/8/F23 OF A COUNCIL MEETING HELD ON 31 AUGUST 2017**	That Erf 873, Jeffreys Bay, in extent of 82,908ha be subdivided and rezoned for sporting facilities and that the remainder of Portion Erf 873, Jeffreys Bay, be rezoned for future development.	Due to budget contraints the service provider could not be appointed - sufficient provision has been made on the adjustment budget and the process will now commence. Feed back at next meeting	Sub division not completed due to budget constraints - proposal now on the table will negate the need for sub-division as the whole erf is proposed to be sold and the Bowling Club will be cut off from the mother erf, New Developer to carry the cost	Planning & Development	
31-May-21	**21/05/MM9**	**2019/20 ANNUAL REPORT: MUNICIPAL PUBLIC ACCOUNTS COMMITTEE OVERSIGHT REPORT**	That it be noted with concern that no attention was given to the Council priority of the conversion of bucket sanitation to more acceptable sanitation system and that an action plan for such conversions be submitted to Council without further delay.		KLM is currently planning together with HDA to deal with the eradication of buckets in the upgrading of informal settlements programme.	Director: I&E	

			That a report on community acceptance of the containerized sanitation for informal settlements be submitted.		the containerized toilets as a soluton for bucket eradication has failed and that current containers availale wil be re-allocated to sporting facilities.	Acting Director: PDT	
			That measures be implemented to ensure that all consumers are billed for service received from Kouga Municipality.		the data cleansing programme is in full swing and should address this issue	CFO	
13-Dec-21	**21/12/MM2**	**REPORT ON DELEGATIONS REGISTER**	That the Municipal Manager be instructed to submit a report to the Mayoral Committee with recommendations on any changes to the Delegation Register mentioned in 1 above;	to form part of the Council Agenda following the next Mayoral Committee - to follow after internal review completed	Workshop was held, mayor to decide which powers to be delegated to the different portfolio MMC's, Matter referred to Collective. Awaitig feedback from Mayor	Legal Manager	

31-Mar-22	**22/03/MM2**	**2020/21 ANNUAL REPORT: MUNICIPAL PUBLIC ACCOUNTS COMMITTEE: OVERSIGHT REPORT**	That the bulk water service agreement with the Nelson Mandela Metro be finalized.	In process. As part of the settlement agreement with NM Metro, our legal team is facilitating the new water service agreement.	No progress could be made on this front due to instability at the Metro	Director: I&E	
			That the relocation of residents after removal from informal settlements and the removal of old shacks be guided by a Relocation Plan.	It will be the strategy followed by our Housing Section.	Housing Section will be working with the Dept: Human Settlements to make sure that the re-settlement of residents are done orderly and on a planned basis	Director: PDT	

			To negotiate with the Provincial Roads Department to take over the ownership of the roads that run through Kouga towns.	Formal negotiations need to take place / Formal Council resolution needed	Meeting was held with the department and the public participaton process will be coordinated with provincial Roads Section. Discussions are ongoing.	Director: I&E	
09-Dec-22	**22/12/MM1**	**COUNCIL RESOLUTIONS AS AT 28 OCTOBER AND 11 NOVEMBER 2022**	That the Grant in aid policy and rules of order by-law be reviewed in 2023.	Policy submitted	To be submitted to the next Policy Workshop	LED OFFICE	
31-May-23	**23/05/MM5**	**PETITIONS RECEIVED FROM KOUGA LOCAL CLINICS 2023**	That all petitions submitted to Kouga Municipality surrounding the circumstances of the abovementioned clinics be referred to the Eastern Cape Provincial Legislature, the MMC for Health, the Provincial Petitions Commission, and the Public Protector.	Process underway	Awaiting response from MEC	Office of the Speaker	
	23/05/MM6	**DISCIPLINARY ENQUIRY HELD BY THE RULES AND ETHICS COMMITTEE - CLLR. P OLIPHANT**	That the following sanction be implemented against Councillor P Oliphant in respect of the charges laid against him and for which charges the Councillor was found guilty by the Committee: - **In respect of Charges 1; 2; 3; 5; 6 and 7 – That Councillor P. Oliphant be removed from office.**		Awaiting response from MEC	Office of the Speaker	

			That the following sanction be implemented against Councillor P Oliphant in respect of the charges laid against him and for which charges the Councillor was found guilty by the Committee: - **That the Speaker, in line with Item 16(3) of the Code of Conduct for Councillors, within 14 days from the date of the finding inform the MEC, for local government in the Province of the Eastern Cape, of the finding and sanction decided by Council.**	Process underway	Awaiting response from MEC	Office of the Speaker	
28-Jul-23	**23/07/MM5**	**RESTRUCTURING OF MEMBERS TO SECTION 80 COMMITTEES**	That a list of Section-80 Committee Members be supplied to the Office of the Speaker within 7 days.		Awaiting list from ANC	Office of the Speaker	

31-Aug-23	**23/08/MM13**	**SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN: 2023/24 FINANCIAL YEAR**	That the Municipal Manager oversees the quarterly submission of departmental progress reports to Council on the implementation of the Service Delivery and Budget Implementation Plan.	Report submitted	3rd quarter report completed	Municipal Manager	
28-Feb-24	**MOTION OF EXIGENCY**	**WATER INTERRUPTIONS THAT OCCURRED IN HUMANSDORP FROM 23 FEBRUARY 2024 TO 27 FEBRUARY 2024**	That the Accounting Officer provide a report on what caused the water interruptions in Humansdorp from 23 February 2024 to 27 February 2024.				
			That an urgent action plan be prepared and implemented by the Civil and Water Services Directorate to prevent a re-occurrence of water outages/interruptions, considering the dire water				

			situation the community experienced.				

24-Mar-24	**24/03/MM4**	**MUNICIPAL PUBLIC ACCOUNTS COMMITTEE: 2022/23 OVERSIGHT REPORT ON THE 2022/23 ANNUAL REPORT**	That the recommendations contained in the 2022/23 Oversight Report on the 2022/23 Annual Report be adopted as resolutions of Council: 4.1 That measures be put in place to improve financial health of the municipality as per long term financial plan as adopted by council. 4.2 That the impairment loss on fines be sufficiently budgeted for in future budgets. 4.3 That the findings on performance management be addressed by revising the Performance Management Policy and adopting new performance management software that address the shortcomings of the existing performance management software. 4.4 That the Municipal Manager ensures expert advice from external consultants be sourced to ensure that KPIs are developed that are SMART and that sufficient		All recommendations from MPAC are being implemented	MM	

			performance evidence could realistically be provided, 4.5 That measures be taken to ensure that the billing system of Kouga Municipality is accurate and credible and based on actual readings as far as possible. 4.6 That measures be introduced to ensure that the Water and Infrastructure Department be strengthened by ensuring that competent technical and administrative staff are appointed to deal with the challenges in the department. 4.7 That the Water Services Authority develop a program of action to ensure that all water service points are measured by meters including community water taps. 4.8 That the formalization of informal settlements be prioritized to provide acceptable services to such settlements and to reduce				

			illegal connections to the electrical network.				

	24/03/MM5	**2023/24: SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN: AMENDMENT**	That the Municipal Manager affects the required changes to the performance plans of Senior Managers to ensure that the performance plans are aligned to amended 2023/24 Service Delivery and Budget Implementation Plan targets for implementation with effect 1 March 2024	Draft Adendums to performance plans prepared and submitted to Senior Managers for signature	Submitted for signature to MM Office on 2 April 2024	Manager PMS		
			That the addendum to the Performance Agreements of Senior Managers following the amendment of the 2023/24 Service Delivery and Budget Implementation Plan, be submitted to Council	Draft Adendums to performance plans prepared and submitted to Senior Managers for signature, planned submission date to Council 30 April 2024	In progress	Manager PMS		
	24/03/MM6	**DRAFT AMENDMENTS TO THE 2022-2027 INTEGRATED DEVELOPMENT PLAN**	That Council notes that the the Draft Amended IDP will serve as the basis for public participation during April/ May 2024 as envisaged in the Local Government: Municipal Systems Act 32 of 2000 as well as the Local Government: Municipal Finance Management Act 56 of 2003.		In progress			

			That immediately after the Draft Amended IDP is tabled in Council, the Accounting Officer of the Municipality must in accordance with Section 21A of the Municipal Systems Act – (i) make public the Draft Amended IDP; (ii) invite the local community to submit comments and inputs in connection with the Draft Amended IDP; and (iii) convene IDP and Budget consultation meetings to provide further opportunity for engagement on proposals emanating from the Draft Amended IDP and Multi-Year Budget.	Amended IDP drafted and public partcipation currently taking place	In progress	MM		
30-Apr-24	**MOTION OF EXIGENCY**	**INVESTIGATION ON THE KWANOMZAMO WASTE WATER TREATMENT WORKS**	That the Accounting Officer provides a detailed report on the work done at KwaNomzamo Waste-Water Treatment Works, and the report to be tabled in the next Council meeting					
	24/04/MM2	**COUNCIL RESOLUTIONS AS AT 27 MARCH 2024**	That the action sheet be tabled at Top Management for discussion and actioning					

	24/04/MM3	**2023/24: SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN: AMENDMENT**	That Council approves, in terms of the provisions of Section 54(1)(c) of the Local Government Municipal Finance Management Act, 56 of 2003, that the 2023/24 Service Delivery and Budget Implementation Plan further be amended by the insertion of capital budget expenditure targets as set out hereunder. a) 90% expenditure of capital budget provisions as per the Capital Budget approved during May 2023. b) 50% expenditure of capital budget provisions emanating from the 2023/24 Adjustments Budget, subject thereto that conditional grant funding be excluded from the 50% target. c) That in respect of adjustments of the 2023/24 capital budget emanating from conditional grant funding, the provisions of the conditional grant prevail.	SDBIP amendment completed	Completed	Manager PMS		

			That in terms of the provisions of Section 54(3) of the Local Government Municipal Finance Management Act, 56 of 2003, the amended 2023/24 Service Delivery and Budget Implementation Plan be made public by publication on the Municipal Web Site.	Submitted for publication	Published	Manager PMS		
			That the Municipal Manager affects the required changes to the performance plans of Senior Managers to ensure that the performance plans are aligned to amended 2023/24 Service Delivery and Budget Implementation Plan targets for implementation with effect 1 April 2024.	Changes made to performance plans and resubmitted to MM Office for signature	Completed	Manager PMS		
			That the addendum to the Performance Agreements of Senior Managers following the amendment of the 2023/24 Service Delivery and Budget Implementation Plan, be submitted to Council.	Submitted agreements for signature, but con only submit to Council once agreements have been concluded	In progress	Manager PMS		

	24/04/MM4	**2023/24 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN PROGRESS UP TO THE QUARTER ENDING 31 MARCH 2024**	That Directorates ensure that corrective actions are discussed and agreed on at the level of the Portfolio Committees in respect of all Key Performance Indicators where set targets for the reporting period have not been achieved in order to ensure achievement of the annual performance targets and that such corrective actions be submitted to the relevant Portfolio Committees.					
	24/04/MM5	**REQUEST TO RE-ADVERTISE DIRECTOR PLANNING AND DEVELOPMENT**	That the required advertisement be advertised nationally, as per Section 56 (3) of the Local Government: Municipal Systems Act 32 of 2000, as amended, within 14 days from date of the Council resolution					
			That the post be advertised for a minimum period of 14 days					

			That a selection panel be established and that it be noted that the selection panel for the appointment of a manager directly accountable to a Municipal Manager must consist of at least three and not more than five members constituted as follows: a) The Municipal Manager, who will be the chairperson. b) A member of the Mayoral Committee or Councillor who is the portfolio head of the relevant portfolio which will be Cllr S Ruth. c) At least one other person, who is not a Councillor or a staff member of the municipality, and who has expertise or experience in the area of the advertised post which will be Ms Dawn McCarthy.					
	24/04/KAC1	**MINUTES OF THE KOUGA AUDIT COMMITTEE**	That a full list of all policies be submitted to the next Kouga Audit Committee meeting.					
			That a “status” column be included in the Capital Programmes table to provide					

			further detail on the overbudget or underbudget totals.					
			That a document on the allocation of Official hours and functions be included.					

KOUGA MUNICIPALITY (EC 108)
ORDINARY COUNCIL MEETING
OFFICE OF THE MUNICIPAL MANAGER
OPEN
DATE: 31 MAY 2024
ITEM NO: **24/05/MM3**

ADOPTION OF THE AMENDED 2024/2025 INTEGRATED DEVELOPMENT PLAN (IDP)

1. **Introduction**

To provide Council an opportunity to consider and adopt the **'2024/2025 Annual Amended IDP'** as a principal strategic planning instrument which will continue to guide and inform all planning and development, and all decisions regarding planning, management and development, in the Kouga Local Municipality.

2. **Background**

On 31 August 2023, Council adopted a IDP and Budget Timetable in compliance with the requirements of Section 21(b) of the Local Government: Municipal Finance Management Act 56 of 2003, which stipulates that:

"The mayor of a municipality must 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 –

(a) the integrated development plan in terms of Section 34 of the Municipal Systems Act; and

(b) 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 subparagraphs (i), (ii) and (iii)."

"Section 34 of the Local Government: Municipal Systems Act 32 of 2000 further states that a municipal council must review its integrated development plan:

(i) annually in accordance with an assessment of its performance measurements; and

(ii) to the extent that changing circumstances so demand."

In compliance with the above, Kouga Municipality has embarked on a review to further develop its IDP and Budget towards the 2024/2025 financial year in accordance with the requirements set out in the Local Government: Municipal Systems Act 32 2000 the Local Government: Municipal Planning and Performance Management Regulations, 2001 and the Local Government: Municipal Finance Management Act 56 of 2003.

Annual revisions allow each municipality to expand upon or refine plans and strategies, to include additional issues and to ensure that these plans and strategies inform institutional and financial planning. The review and amendment of the IDP thus, further develops the IDP and ensures that it remains relevant to the critical challenges facing the Municipality.
Section 16 of the Local Government: Municipal Systems Act 32 of 2000 stipulates that:

"*(1) A municipality must develop a culture of municipal governance that complements formal representative government with a system of participatory governance, and must for this purpose –*
(a) encourage and create conditions for, the local community to participate in the affairs of the municipality, including in –

(i) the preparation, the implementation and review of its integrated development plan."

3. **Discussion**

The process to amend an IDP is prescribed in the Local Government: Municipal Planning and Performance Regulations, 2001, and unequivocally explained in Regulation 3 of the same. From above, it can be ascertained that a review of an IDP must consist of a review of the implementation of the IDP as well as a review of changing circumstances. A review of an IDP is not an amendment to an IDP. If substantial changes are to be made to an IDP (this case applicable to the Kouga Municipality due to the refinements and adjustments of the strategic thrust of the Council, in particular the core components of the IDP as stipulated in Section 26 of the Local Government: Municipal Systems Act No. 32 of 2000), the amendment process as prescribed is therefore followed.

Accordingly, Kouga Municipality embarked on community walk-in sessions in all the 15 wards which commenced from 15 April 2024 to 22 April 2024. These engagements were facilitated as part of the first round of public participation towards the review of the Amended IDP. The overall objectives of these engagements were:

- Afford the community an opportunity to review the IDP and submit their inputs to improve development and service delivery.

The outcomes of the above process will be documented and incorporated in the Final 2024/2025 Amended IDP tabled to Council on 31 May 2024.

4. **Financial Implications**

Completed by BTO -	As per Draft Budget MTREF 2024/25 Annexure A
Project Description	
Ukey no.	
Budgeted Amount	
Amount spent and committed to date	
Amount Available	
Comment	

5. **Applicable Legislation**

Section 34 of the Local Government: Municipal Systems Act, No. 32 of 2000 provides for the annual review and amendment of the integrated development plan.

6. **Legal Implications**

An Integrated Development Plan adopted by Council is the principal strategic instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development in the municipality and binds the municipality in the exercise of its executive authority.

A municipality must give effect to its integrated development plan and conduct its affairs in a manner which is consistent with its integrated development plan.

7. **Other Implications**

None

8. **Comments by Directorates:**

8.1 **Chief Financial Officer:**

Recommendations supported.

8.2 **Acting Director: Planning & Development**

Supported

8.3 **Director: Civil & Water Services**

Item supported.

8.4 **Director: Electro-Mechanical Services**

Item supported.

8.5 **Director: Community Services**

Supported.

8.6 **Deputy Municipal Manager**

Supported.

8.7 **Municipal Manager**

Recommendations supported.

9. **Delegated Authority**

Council

10. **Recommendations**

10.1 That the 2024/2025 Annual Amended IDP attached as **Annexure A** to the Agenda **BE ADOPTED** as a principal strategic planning instrument which will continue to guide and inform all planning and development, and all decisions regarding planning, management, and development, in the Kouga Local Municipality.

10.2 That the written submissions received in respect of Draft 2024/2025 Amended IDP attached as **Annexure B** to the Agenda be considered and addressed as part of the wider, holistic and cyclical process of municipal planning.

10.3 That within 14 days of the adoption of the 2024/2025 Annual Reviewed IDP by Council, the Accounting Officer of the Municipality must in accordance with Section 25 (4) of the Municipal Systems Act –

Give notice to the public –

i) Of the adoption of the plan; and
ii) That copies of or extracts from the plan are made available for public inspection at specified places.
iv) That the approved IDP and Budget be sent to CoGTA/National and Provincial Treasury within 10 days of approval.

Item prepared by: Manager IDP



Item approved by the: Municipal Manager:



Item endorsed by the Municipal Manager:



ANNEXURE: "A"

KOUGA MUNICIPALITY

AMENDED INTEGRATED DEVELOPMENT PLAN: 2024-2025



TABLE OF CONTENTS

LIST OF ABBREVIATIONS 3
2024/2025 IDP AMENDMENT NOTE 5
FOREWORD BY THE EXECUTIVE MAYOR 7
INPUT FROM THE MUNICIPAL MANAGER 11
STRUCTURE OF THE IDP 2024/2025 13
CHAPTER 1: EXECUTIVE SUMMARY 15
1.1 Introduction 15
1.2 Focus of the Kouga Municipality's IDP for the 2024/2025 Financial Year 15
1.3 Legislative Framework 15
1.4 ALIGNMENT OF PLANS 20
1.5 MEC Comments/Findings of the Final IDP 2023/24 26
1.6 PROCESS FOLLOWED IN DRAFTING THE IDP 28
CHAPTER 2: SITUATIONAL ANALYSIS 44
2.1 INTRODUCTION 44
2.2 KOUGA MUNICIPALITY AT A GLANCE 48
2.3 DEMOGRAPHIC OVERVIEW 49
2.4 SOCIAL REALITIES (ANALYSIS) 52
2.5 KPA: Good Governance and Public Participation 69
2.6 KPA: Institutional Arrangements 88
2.7 KPA: BASIC SERVICE DELIVERY 105
2.12 KPA: LOCAL ECONOMIC DEVELOPMENT 152
2.13 KPA: SPATIAL PLANNING, LAND, HUMAN SETTLEMENTS AND ENVIRONMENTAL MANAGEMENT 155
CHAPTER 3: STRATEGIC GOALS AND INTERGOVERNMENTAL ALIGNMENT 206
3.1 INTRODUCTION 206
3.2 ORGANISATIONAL SWOT ANALYSIS 207
3.3 VISION.MISSION AND VALUES 208
3.4 KEY DEVELOPMENT CHALLENGES 209
3.5 STRATEGIC POLICY DIRECTIVE 211
3.6 STRATEGIC FOCUS AREAS 220
3.7 KEY PERFORMANCE AREAS RATING AS PER THE MEC ASSESSMENT 225
3.8 MUNICIPAL SERVICE DELIVERY BUDGET AND IMPLEMENTATION PLAN 2024/2025 232
CHAPTER 4: PROGRAMMES AND PROJECTS 250
4.1 MUNICIPAL UNFUNDED PROGRAMMES/PLANS/STRATEGY IN ACTION 250
4.2 PROJECTS OF OTHER ORGANS OF STATE IMPLEMENTED IN KOUGA MUNIPALITY 274
4.3 LIST OF NATIONAL PROJECTS IMPLEMENTED BY PRIVATE SECTOR WITHIN THE KOUGA MUNICIPALITY 285
CHAPTER 5: SECTOR PLANS 286
5.1 High level Spatial Development Framework 286
5.3 Disaster Management 303
5.4 Air Quality Management Plan 310
5.5 Seekoei Estuary Management Plan 310
5.6 Integrated Waste Management Plan 310
5.7 Climate Change Strategy 310
5.8 Local Economic Development Plan 311
CHAPTER 6: FINANCIAL MANAGEMENT 312
6.1 EXECUTIVE SUMMARY 312
6.2 OPERATING REVENUE FRAMEWORK 314
6.3 OPERATING EXPENDITURE FRAMEWORK 319
6.4 CAPITAL EXPENDITURE 323
6.5 ANNUAL BUDGET TABLES 324
6.6 OVERVIEW OF ANNUAL BUDGET PROCESS 339
6.7 ALIGNMENT OF ANNUAL BUDGET WITH INTEGRATED DEVELOPMENT PLAN 339
6.8 MEASURABLE PERFORMANCE OBJECTIVES AND INDICATORS 341
6.9 OVERVIEW OF BUDGET RELATED POLICIES 343
6.10 OVERVIEW OF BUDGET ASSUMPTIONS 345
6.11 OVERVIEW OF BUDGET FUNDING 346
6.12 EXPENDITURE ON ALLOCATIONS AND GRANT PROGRAMMES 355
6.13 ALLOCATIONS AND GRANTS MADE BY THE MUNICIPALITY 357

6.14 COUNCILLORS AND EMPLOYEE BENEFITS 357
6.15 MONTHLY TARGETS FOR REVENUE EXPENDITURE AND CASH FLOW 358
6.16 ANNUAL BUDGETS AND SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLANS- DIRECTORATES..... 360
6.17 LEGISLATION COMPLIANCE STATUS 361
6.18 CAPITAL EXPENDITURE DETAILS 363
CHAPTER 7: PERFORMANCE MANAGEMENT 365
7.1 Introduction 365
7.2 Overview of Performance Management System 365
7.3 The SDBIP Concept: A Practical Perspective 366
7.4 Role-players in Performance Management 366
7.5 Performance Reporting 367
7.6 Audit Outcomes 369
7.7 Audit Corrective Action Plan 2022-23 369
APPENDICES 371

LIST OF ABBREVIATIONS

ABBREVIATION	INTERPRETATION
CBP	Community Based Planning
CFO	Chief Financial Officer
COGTA	Department of Co-operative Governance and Traditional Affairs
DDM	District Development Model
DORA	Division of Revenue Act
DEA	Department of Environmental Affairs
DHSD	Department of Health and Social Development
DOARD	Department of Agriculture and Rural Development
DOE	Department of Education
DPWRI	Department of Public Works, Roads and Infrastructure
EE	Employment Equity
EM	Executive Mayor
EPWP	Expanded Public Works Programme
GDP	Gross Domestic Product
FPA	Fire Protection Association
HR	Human Resources
HSP	Human Settlement Plan
IDP	Integrated Development Plan
IGR	Intergovernmental Relations
IHRP	Integrated Human Resources Plan
INEP	Integrated National Electrification Programme
ISDF	Integrated Strategic Development Framework
KLM	Kouga Local Municipality
KPA	Key Performance Area
KPI	Key Performance Indicator
LED	Local Economic Development
LM	Local Municipality
LGSETA	Local Government Sector Education and Training Authority
MAYCO	Mayoral Committee
MPAC	Municipal Public Accounts Committee
MFMA	Municipal Finance Management Act (Act no. 56 of 2000)
MIG	Municipal Infrastructure Grant
MEC	Member of Executive Council
MM	Municipal Manager
MSA	Municipal Systems Act (Act no 32 of 2000)
MTREF	Medium Term Revenue & Expenditure Framework
NDP	National Development Plan
NDPG	Neighbourhood Development Program Grant
NERSA	National Energy Regulator of South Africa
NT	National Treasury

ABBREVIATION	INTERPRETATION
PDP	Provincial Development Plan
PMS	Performance Management System
P-MTSF	Provincial Medium-Term Strategic Framework
PSDF	Provincial Spatial Development Framework
PSP	Provincial Strategic Plan
PPP	Public Private Partnership
PT	Provincial Treasury
R	Rand (currency)
SALGA	South African Local Government Association
SCM	Supply Chain Management
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework
SDI	Spatial Development Initiative
SPIs	Strategic Integrated Projects
SONA	State of the Nation Address
SOPA	State of the Province Address
SODA	State of the District Address
STATSSA	Statistics South Africa
SWOT	Strength, Weaknesses, Opportunities, Threats
SHRA	Social Housing Regulatory Authority
VAT	Value Added Tax
WSP	Workplace Skills Plan

2024/2025 IDP AMENDMENT NOTE

The second review of the 2022/2027 5th Generation Integrated Development Plan (IDP) will contribute to the adjustment of the Municipality's 5 Year Plan and informs the municipal Medium-Term Revenue and Expenditure Framework (MTREF) and Service Delivery and Budget Implementation Plan (SDBIP) for the 2024/2025 financial year. It is therefore imperative for this amendment to be read in conjunction with the plan adopted by the municipal Council on 31 May 2022, as the amendment does not constitute a new IDP.

2024/2025 IDP AMENDMENT SUMMARY

The following sections constitutes the amendments or new additions to the 2024/25 revised IDP as per the Strategic Session Outcomes:

Current: 2022-2027 IDP	Amendments/Additions	Legal Requirement
Chapter 1 1.3.5 Disaster Management	Updated and moved to Chapter 5: Sector Plans	MSA, S26(g)
1.5 The Organisation	Updated and moved to Chapter 2	
1.6 The Administration	Updated and moved to Chapter 2	
Chapter 2: Situational Analysis	Chapter provides a detailed summary of the municipality's profile or situational analysis. The chapter is divided in two sections, namely Section A (Municipal Profile) and Section B (Current Situation) Sections are updated with new own and external statistical information.	MSA, 26(b)
Chapter 3: Strategic Framework	Chapter 3: Strategic Goals and Intergovernmental Alignment	
Chapter 3	Updated according to the Strategic Workshop Outcomes Intergovernmental Development Perspective	
3.1 Policy Directives	Moved to 3.5 Strategic Policy Directives	
3.2 Key Government Priorities		
3.3 Strategic Objectives Aligned to the Departmental Objectives in each Directorate		
3.4 Strengths, Weakness, Opportunities and Threats (SWOT	Moved to 3.2 Organisational SWOT Analysis (Revised SWOT Analysis was done as part of the Council Strategic Session and is included under this section)	MSA, 26(a)(c)(d)(f)(i)
3.5 Vision, Mission, Objective	Moved to 3.3	
	Addition: 3.4 Key Development Challenges	
3.6 Key Performance Areas	Moved to 3.7 Key Performance Areas Rating as per the MEC Assessment	
3.7 KPAs &KFAs Alignment	Moved to 3.6 Strategic Focus Area - updated	
3.8 Municipal Key Focus Areas	Incorporated into 3.6	
3.9 Strategic Directives	Updated	
3.10 Municipal Key Performance Areas	Incorporated into 3.6	

Current: 2022-2027 IDP	Amendments/Additions	Legal Requirement
Chapter 4: Programmes and Projects	Chapter 4: Updated	MSA, 26(f)
Chapter 5: Spatial Development Alignment	Chapter 5: Edited to Sector Plans (updated Chapter)	MSA, 26(e)
Chapter 6: Financial Management	Updated and review Financial Plan Align Capital 2024/25 Capital and Operational Budget to the IDP	MSA,26(h)
Chapter 7: Performance Management	Updated SDBIP 2024/25	MSA,26(i)
	Ward Based Plans added as Appendix 1	MSA, 26(b)

FOREWORD BY THE EXECUTIVE MAYOR



It is my greatest privilege on behalf of Kouga Municipality and in my capacity as Executive Mayor of Kouga Municipality to present to you the municipality's Integrated Development Plan (IDP) for the cycle 2022 to 2027.

The IDP provides the strategic framework for a municipality to fulfil its mandate and apply its budget.

It is a five-year document that is drawn up in partnership with communities and other spheres of government. Reviewed annually, it enables a municipality to do short, medium, and long-term planning to meet communities' needs, with due consideration of those projects being implemented by district, provincial, and national governments.

The IDP and Budget will be externally focused, driven by community needs and geared towards meeting community aspirations gleaned from stakeholder consultations and engagements throughout the past months. It will, furthermore, continue to be guided by narratives that provide strategic focus areas. These are:

- Keep Kouga Serviced
- Keep Kouga Clean
- Keep Kouga Green
- Keep Kouga Safe
- Keep Kouga Smart and
- Keep Kouga Growing

Kouga Municipality has additionally set four key objectives which we are determined to achieve within the next 15 months. These include (1) Fixing our roads (2) Upgrading our Wastewater treatment Works (3) Improving our levels of customer care and (4) Reducing our reliance on ESKOM.

Council passed a resolution to secure external funding amounting to R200 million for the vital task of rehabilitating 150KM of roads in the next 15 months.

We are presently negotiating with several financial institutions to secure these funds to appoint the most capable contractors to do the job effectively.

An environmental impact assessment for the construction of a 20MW solar plant outside Humansdorp has been completed and approved. We are currently in the process of conducting a thorough financial feasibility study to distinguish costing and various financing models.

This green energy project will reduce our reliance from ESKOM, cut costs on energy supply, create jobs, keep local businesses energized and will ultimately increase economic development exponentially, particularly within the targeted Humansdorp area.

Kouga Municipality will be forking out more than R42m to upgrade the vandalized wastewater treatment plant in KwaNomzamo, Humansdorp.

The 18-month project, designed to enhance the treatment capacity of the plant, will also clear obstacles holding back the progress of a 400-unit housing project here.

Kouga Municipality is committed to bringing open, accessible, transparent and accountable government to all residents across the Kouga region. For this reason, I launched the first Thursday initiative.

On every first Thursday of the month, residents can meet with myself and my mayoral committee, the municipal manager and directors without having to make any appointment.

I am also excited about launching our first ever Customer Service Charter, which could possibly be the first of its kind in the Province.

This document, which will be distributed broadly, is essentially a commitment to residents detailing the services we offer, the level to which they ought to be rendered and the turnaround time we commit ourselves toward.

We must strive to provide dignity to the poorest within our community. Informal settlements across the Kouga region are set to be upgraded at a combined cost of more than R68 million.

The implementation of this project will see nine informal communities with over 3 000 households be provided with decent basic services, such as water, electricity, sanitation, and waste management.

This will help to address the ongoing dependence of informal areas on the bucket system – which we are committed to removing entirely.

I trust that this IDP will stimulate the municipality's partnership with communities, the private sector, and other spheres of government in order for us to achieve our goals.

Together we are more, when we unite against the deterioration and destruction of our physical, cultural, structural, and moral assets, and can seize the potential we hold to be the best Municipality in South Africa.

The Council would like to thank all residents, ward committees, sector departments and stakeholder groups who actively participated in the compilation of Kouga's IDP.

I would also like to thank our ward councillors for facilitating the meetings in their wards and the municipal administration who prepared the new document in accordance with legislation and the Council's new mandate.

We look forward to building on our relationship with all stakeholders and continually improving on the municipality's planning processes so that, together, we can achieve our vision of Good Governance through Service Excellence.

Let us all collaborate on our shared future, because if we want more, we need to become more.

Hon. Cllr Hatting Bornman



……

EXECUTIVE MAYOR

INPUT FROM THE MUNICIPAL MANAGER



The Integrated Development Plan (IDP) is the principal strategic planning instrument which guides and informs all planning budgeting, management, and decision-making processes in a municipality. The IDP therefore ultimately enhances integrated service delivery and development, and promotes sustainable, integrated communities. The IDP compels local communities to do proper panning which aim is to support the service delivery needs of communities and to ensure equitable and sustainable development.

The five-year Integrated Development Plan sets the vision, strategic objectives and the implementation thereof for the Kouga Municipality. The newly elected council has decided that the vision and mission should remain. This is a sign that we do things differently and better and again gives us the opportunity, for the next 5 years, to plan in a manner which will benefit the greater Kouga area and also to adhere to our constitutional mandate to deliver a basket of services to the communities of Kouga.

As we entered 2024, we are entering the halfway mark of the new Council's 5-year term, and the environment has drastically changed. As we get back to normality from Covid-19 pandemic lockdowns, the external environment has brought its new challenges in the form of constant and severe electricity loadshedding. With it, the challenge to be able to maintain water and sewer services have become major hurdles. Municipalities need to rise to this challenge and Kouga Municipality is no exception. Good service provision is now fundamentally dependent on its ability to provide its own electricity solutions. As such, Kouga Municipality's short-, medium- and long-term strategies to solve its energy crisis have become important elements in its revised IDP.

Following a strategic review led by the Mayor in November 2023 it was decided that the strategic direction of Kouga Municipality will have to be adjusted to respond to the current climate and challenges that Kouga Municipality is facing. The following four strategic targets are key focus points for the remainder of the term of council that will contain three budget cycles.

- The resealing of Kouga Municipality surfaced roads is a priority that could no longer be postponed and needs immediate intervention. Due to the rapid deterioration of municipal surfaced roads after good rains received in 2023 there is a need to invest at least R 200 million in the resealing of 150 km surfaced roads over the next three years. A roads master plan was completed, and the intention is to implement the recommendations in this roads master plan to improve the quality of surfaced roads in Kouga Municipality.
- The second strategic target is to incrementally implement its renewable energy strategy with its main objective of avoiding load shedding and saving money on expensive Eskom electricity tariffs. The main project of this strategy is the construction of a 20 MW solar plant in Humansdorp.

- The third strategic target is the repair and upgrading of all wastewater treatment plants in Kouga Municipality to achieve a minimum of 70% Green Drop compliance score.
- The fourth strategic objective is to improve customer services by achieving a 95% achievement of turnaround times according to the approved Customer Service Charter.

This five-year IDP sets out to maintain the current standard of good governance, achieving the target of a clean audit, the delivery of infrastructure services based on the internal funds and grants received, the provision of basic services and the maintenance of the financial stability that is the backbone of the municipality's capacity to perform.

The organisational structure of the municipality is reviewed annually. As the administration it is our responsibility to make things happen and to create an enabling environment that supports local democracy and enhance service delivery. In our efforts we will ensure that all available resources are optimally utilized and that value for money is achieved. The municipality is still continuing to inculcate a leadership culture of professionalism, a high work ethic, dedication and discipline.

My sincere appreciation to Council, the administration, and all external role-players for your valued contribution as we venture into the unchartered waters of Covid 19. My sincere appreciation to the Executive Mayor, Horatio Hendricks, the council and senior management who helped to formulate the strategic direction of this review period and the many staff who execute their duties with diligence and pride.



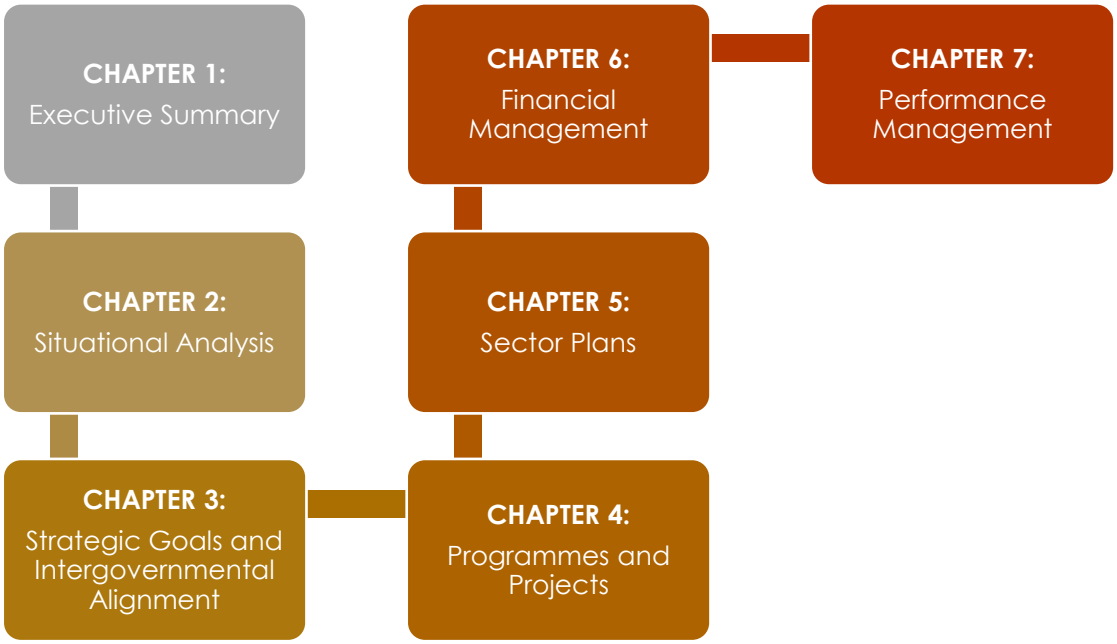
CHARL DU PLESSIS
MUNICIPAL MANAGER

STRUCTURE OF THE IDP 2024/2025

This document outlines the review of the Kouga Municipality's Integrated Development Plan (IDP) for the current planning and implementation time frames of 2022/ 2027 and considers the 2023/2024 budget cycle. The document must be read in conjunction with the approved 5-year IDP and the comprehensive suite of the municipal wide sector plans. This review does not present a total overhaul of what has been planned and/or implemented during the current five-year period.

This document consists of 7 chapters, including the Foreword by the Mayor and Overview by the Municipal Manager. The seven chapters outlines the following:

Figure 1: IDP Outline



CHAPTER 1: EXECUTIVE SUMMARY

Chapter 1 contains a general introduction and background information including the planning process that has been followed to produce the amended 2024/2025 IDP. This chapter also provides the key guiding parameters considered in developing the document.

CHAPTER 2: SITUATIONAL ANALYSIS

Chapter 2 provides the situational analysis of Kouga Municipality. This chapter gives a brief description of the area, demographic and socio-economic indicators including summaries of current issues, i.e., infrastructure, social services, land, housing and the environment.

CHAPTER 3: STRATEGIC FRAMEWORK

Chapter 3 focuses on the Municipal Vision as the primary vehicle that outlines the intention of Kouga Municipality. It further focuses on the strategic framework of the Kouga Municipality, outlining the Strategic Framework, key government priorities and Key Performance Areas. This chapter also addresses the strategies which flow mainly from the analysis presented in Chapter 2, combined with input from the public participation processes.

CHAPTER 4: PROGRAMMES AND PROJECTS

Chapter 4 outlines the municipal developmental priorities by indicating all the unfunded projects/programmes and operational plans. It further highlights programmes and projects from other organs of state including national projects implemented in the Kouga Municipal area.

CHAPTER 5: SECTOR PLANS

Chapter 5 deals with the summaries of Kouga Municipality's existing sector plans and the importance of sector planning in the IDP process. This Chapter focuses on the development plan of the Kouga Municipality, outlining the proposed projects, development and spatial Implications, and its alignment to the budget, as well as Intergovernmental relations.

CHAPTER 6: FINANCIAL PLANNING

Chapter 6 deals with the medium- and long-term financial plan. It elaborates on financial planning, funding, expenditure, budget projections and long-term sustainability of the municipality. The chapter provides detail of how the strategic plans of the KLM will be funded.

CHAPTER 7: PERFORMANCE MANAGEMENT

Chapter 7 focuses on the key elements of the Kouga Municipality's Performance Management System. It takes the strategic framework and financial plan into implementation mode and clarifies the roles and responsibilities of stakeholders while ensuring accountable and improved service delivery.

It furthermore elaborates on the performance management process, which is a comprehensive implementation plan with measurable performance objectives.

CHAPTER 1: EXECUTIVE SUMMARY

1.1 Introduction

According to the Municipal Systems Act, No.32 of 2000 (MSA) all municipalities are obligated to prepare a five-year Integrated Development Plan (IDP) to be reviewed annually within the 5-year period.

The Integrated Development Plan is an instrument that provides guidance on budgeting and decision-making, considering input from all the relevant stakeholders, with the goal of promoting sustainable development within the municipality. Efficient integrated development planning makes provision for socio-economic development of an entire area. With that said, Kouga Council has delegated the responsibility to develop the IDP to the Executive Mayor in accordance with provisions of the Municipal Systems Act.

The core function of the municipality is summed up in the vision: "Good Governance through Service Excellence", which also continues to be the focal point of the 2024/2025 review IDP. For the success of the vision, it is vital to link, integrate and co-ordinate all strategic and implementation plans for the municipality, as well as align them with national, provincial and district and neighbouring municipal development plans and planning requirements.

Developmental local government is enhanced through focused and robust interaction with other spheres of government. The plan also seeks to integrate and balance the economic, ecological and social pillars of sustainability without compromising effective service delivery. In view of the commitment to the local agenda, it is imperative that there must be institutional capacity and know-how, as both are required to implement and coordinate the efforts needed across sectors and spheres of Government.

1.2 Focus of the Kouga Municipality's IDP for the 2024/2025 Financial Year

This IDP paves a way for socio-economic, infrastructural and organizational development for the next financial years. This IDP seeks to attain:

- Continued elevation of the IDP as the principal plan through which an integrated response to the current realities of Kouga is coordinated.
- Enhanced public participation through active community involvement
- Improved strategic outline
- Economic Development Strategy to serve as a key enabler for socio-economic transformation.
- Long-term infrastructure planning to support growth.

1.3 Legislative Framework

Municipalities function within an extensive legislative and policy framework that provides prescripts and guidelines for municipal actions per constitutional obligations. Furthermore,

local government must be cognisant of and partake in a system of intergovernmental service delivery. In this regard, the Kouga Municipality realises that to promote the local agenda, the municipal budget, programmes and projects must be aligned with higher-order regulatory, developmental and institutional policy directives.

1.3.1 The Constitution of the Republic of South Africa, 1996

Chapter 7 of the Constitution of South Africa is focused on Local Government including the establishment thereof, the executive and legislative authority, as well as the right of local government to govern on its own initiative, which should be in line with national and provincial legislation.

The Constitution is a crucial component of the legal system of South Africa and of the legal-institutional framework within which development must take place. The Constitution of the Republic of South Africa, 1996 (Section 152) puts in place a vision for Developmental Local Government (DLG) and contains the following objectives:

- To provide democratic and accountable government for local communities.
- To ensure the provision of services to communities in a sustainable manner.
- To promote social and economic development.
- To promote a safe and healthy environment.
- To encourage the participation of communities and community organisations in the affairs of local government.

The right of the municipality to exercise its own powers in order to perform its functions is the basis on which this IDP 2023/2024 is drawn up. It is meant to give strategic guidance to Kouga Municipality by giving structure to the administrative, budgeting and planning processes. A municipality must strive, within its financial and administrative capacity, to achieve its key objectives and perform developmental duties.

Section 153 of the Constitution sets out the following as the key developmental duties of the municipality

To structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community; and to participate in national and provincial development programs.

1.3.2 The White Paper on Transforming Public Service, 1997

As the sphere of government closest to the people, municipalities are the focal point of public service delivery. The White Paper on Transforming Public Service Delivery, 1997 (better known as the Batho Pele White Paper) promotes mechanisms to enable the state machinery to optimise the provision of services to all citizens. The Batho Pele White Paper spells out eight principles for transforming public service delivery and is explained in detail below:

Table 1:Batho Pele Principles

PRINCIPLES	DESCRIPTION
Consultation	citizens should be consulted about the level and quality of the public services they receive and wherever possible, should be given a choice about the services that are offered.
Service standards	citizens should be told what level and quality of public services they will receive so that they are aware of what to expect.
Access	all citizens should have equal access to the services to which they are entitled.
Courtesy	citizens should be treated with courtesy and consideration.
Information	citizens should be given full, accurate information about the public services they are entitled to receive.
Openness and transparency	citizens should be told how national and provincial departments are run, how much they cost, and who is in charge.
Redress	if the promised standard of service is not delivered, citizens should be offered an apology, a full explanation and a speedy and effective remedy; and when complaints are made, citizens should receive a sympathetic, positive response.
Value for money	public services should be provided economically and efficiently to give citizens the best possible value for money.

1.3.3 The White Paper on Local Government, 1998

According to the Local Government: White Paper on Local Government, 1998, developmental local governance should ultimately result in the following outcomes:

- The provision of household infrastructure and services.
- The creation of liveable, integrated cities, towns and rural areas.
- The local economic development.
- Community empowerment and redistribution.

To achieve these outcomes, the Local Government: White Paper on Local Government, 1998 puts forward three interrelated approaches that can assist municipalities to fulfil their developmental mandate:

- Integrated development planning.

- Performance management.
- Working together with local citizens and partners.

Regarding public participation, the Local Government: White Paper on Local Government, 1998 stipulates that municipalities should encourage civil society participation through:

- Forums initiated within or outside municipalities to allow organised formations to initiate policies and/or influence policy formulation, as well as participate in monitoring and evaluation activities.
- Structured stakeholder participation in certain council committees.
- Participatory budgeting initiatives aimed at linking community priorities to capital investment programmes.
- Focus-group participatory action research to generate detailed information about a wide range of specific needs and values.
- Support for the organisational development of associations, in poor, marginalised areas where the skills and resources for participation may be less developed.
- Integrated development planning is therefore central to realising the developmental local government vision. It is viewed as a mechanism to enable prioritisation and integration in municipal planning processes and to strengthen the links between the developmental (external) and institutional (internal) planning processes.

1.3.4 Local Government: Municipal Systems Act, No 32 of 2000 (MSA)

Sections 28 and 29 of the MSA specifies that:

- each municipal council must adopt a process set out in writing to guide the planning, drafting, adoption and review of its IDP; and
    - ✧ that the process must be in accordance with a predetermined programme specifying timeframes for the different steps.

1.3.5 Local Government: Municipal Planning and Performance Management Regulations, 2001

The Local Government: Municipal Planning and Performance Management Regulations, 2001 set out the following minimum requirements for an Integrated Development Plan:

- Regulation 2 (1) states that the municipality's IDP must at least identify:
    - ✧ The institutional framework, which must include an organogram required for the implementation of the Integrated Development Plan and addressing the internal transformation;
    - ✧ Any investment initiatives in the municipality;
    - ✧ Any development initiatives in the municipality, including infrastructure, physical, social and institutional development;
    - ✧ All known projects, plans and programmes to be implemented within the municipality by any organ of the state; and

- ✧ The key performance indicators set by the municipality.

- Regulation 2 (2) states that an IDP may:
  - ✧ Have attached to it maps, statistics and other appropriate documents; or
  - ✧ Refer to maps, statistics and other appropriate documents that are not attached, provided they are open for public inspection at the offices of the municipality.
  - ✧ Regulation 2 (3) sets out matters/issues that must be reflected in the financial plan that must form part of the integrated development plan.
  - ✧ Regulation 2 (4) states that a spatial development framework reflected in the municipality's integrated development plan must:
  - ✧ Give effect to the principles contained in chapter 1 of the Development Facilitation Act, 1995 (Act 67 of 1995);
  - ✧ Set out objectives that reflect the desired spatial form of the municipality;
  - ✧ Contain strategies and policies regarding the manner in which to achieve the above, which strategies and policies must:
  - ✧ indicate desired pattern of land use within the municipality;
  - ✧ address the spatial reconstruction of the municipality; and
  - ✧ provide strategic guidance in respect of the location and nature of development within the municipality;
  - ✧ Set out basic guidelines for a land-use management system;
  - ✧ Set out a capital investment framework for the development programme within a municipality;
  - ✧ Contain a strategic assessment of the environmental impact of the spatial development framework;
  - ✧ Identify programmes and projects for the development of land within the municipality;
  - ✧ Be aligned to the spatial development frameworks reflected in the integrated development plans of the neighbouring municipalities;
  - ✧ Indicate where public and private land development and infrastructure investment should take place;
  - ✧ Delineate the urban edge; and
  - ✧ Identify areas where strategic intervention is required and must indicate areas where priority spending is required.

1.3.6 Municipal Finance Management Act, No 56 of 2003 (MFMA)

Chapter 4 and Section 21(1) of the Municipal Finance Management Act, no 56 of 2003 (MFMA) stipulates that the mayor of a municipality must at least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for the preparation, tabling and approval of the annual budget and the annual review of the integrated development plan in terms of section 34 of the Municipal Systems Act. The elected Council is the ultimate IDP decision-making authority.

1.3.7 Spatial Planning and Land Use Management Act, No. 16 of 2013 (SPLUMA)

This Act was promulgated on 5 August 2013 and has replaced several other Acts whereas it was deemed that various laws governing land use give rise to uncertainty about the status of municipal spatial planning and land use management systems and procedures and frustrates the achievement of cooperative governance and the promotion of public interest. It was resolved that informal and traditional land use development processes are poorly integrated into formal systems of spatial planning and land use management and that spatial planning is insufficiently underpinned and supported by infrastructural investment.

The objects of the Act as defined in Section 3 are to:

- provide for a uniform, effective and comprehensive system of spatial planning and land use management for the Republic;
- ensure that the system of spatial planning and land use management promotes social and economic inclusion;
- provide for development principles and norms and standards;
- provide for the sustainable and efficient use of land;
- provide for cooperative government and intergovernmental relations amongst the national, provincial and local spheres of government; and
- redress the imbalances of the past and to ensure that there is equity in the application of spatial development planning and land use management systems.

SPLUMA requires that planning be done in accordance with 5 overarching development principles as outlined in Section 7 of the Act. The IDP process is regarded as the main organising tool, encouraging municipalities to identify key delivery targets, such as land development objectives in identifying key service targets, taking development, policy and transformation objectives and imperatives into account. Municipalities are required to collaborate with other spheres of government, ensure transversal partnering between its internal departments and creating an opportunity for local communities to participate.

1.4 ALIGNMENT OF PLANS

1.4.1 Introduction

To maximise the benefit of investments, strategic interventions and actions of all spheres of government, it is critical that there is policy alignment between national, provincial, district and local government in order to collaboratively achieve development goals. Whilst the IDP is developed by local government it must represent an integrated inter-governmental plan based upon the involvement of all three spheres of government.

This IDP was drafted, taking the various plans listed below into consideration, by ensuring alignment, inclusivity and involvement by all spheres of government. These plans include:

✧ Sustainable Development Goals (SDGs);

- ✧ National Key Performance Areas (NKPAs);
- ✧ National Outcomes (NOs);
- ✧ Provincial Strategic Plan; and
- ✧ Sarah Baartman District Development Plan (One Plan).

1.4.2 Sustainable Development Goals (SDGs)

The Sustainable Development Goals, also known as the Global Goals (2015), are a universal call to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. These seventeen goals include climate change, economic inequality, innovation, sustainable consumption, peace and justice. The goals are interrelated, and often one success involves solving problems that are more broadly related to another.

Figure 2: Sustainable Development Goals (SDGs)



The Sustainable Development Goals are the blueprint to achieve a better and more sustainable future for all. They address the global challenges we face, including those related to poverty, inequality, climate change, environmental degradation, peace and justice.

The 17 Goals are all interconnected, and to leave no one behind, it is important that we achieve them all by 2030.

1.4.3 National Government's Outcomes – Role of Local Government

National Government has agreed on 12 outcomes as a key focus of work and published these as annexures to the Medium-Term Strategic Framework. The outcomes are as follows:

Figure 3: National Outcomes



1.4.4 Areas of Interface: National, Provincial, District and National Government

a) National Development Plan (NDP) – Vision 2030

The National Development Plan aims to eliminate poverty and reduce inequality by 2030. South Africa has the potential and capacity to eliminate poverty and reduce inequality over the next two decades. This programme set out government's plans to address various key government programmes. The President of South Africa must also ensure that the National Development Plan remains the foremost blueprint to take forward the fight against poverty, inequality and unemployment. All programmes of government are aligned to the NDP.

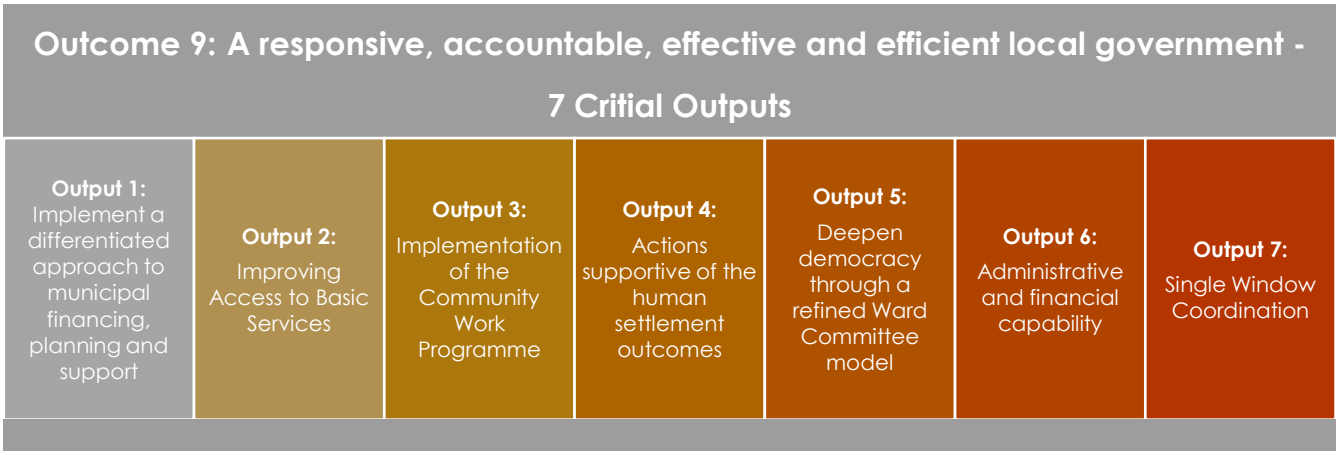
The Key Focus Areas of the Plan are illustrated in the figure below:

Figure 4: National Key Focus Areas



Outcome 9(A responsive, accountable, effective and efficient local government) Identifies 7 Critical Outputs:

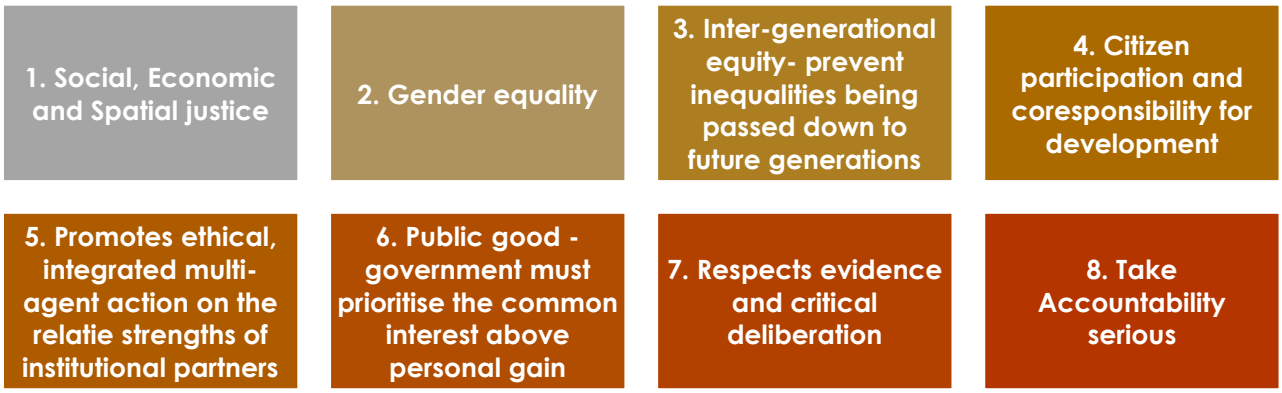
Figure 5: Outcome 9 Critical Outputs



b) Provincial Development Plan – Vision 2030

The Principles of the Provincial Development Plan depart from a premise that confronts the structural features hobbling the provincial economy.

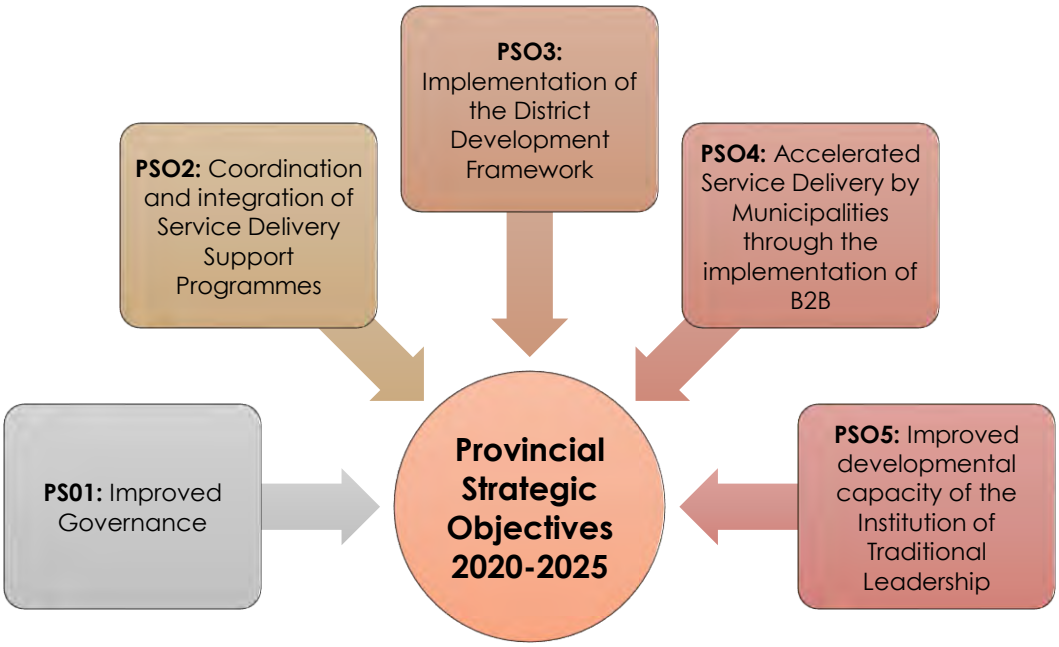
Figure 6: PDP-Vision 20230 Principles



The PDP is designed to deal with the spread and incidence of poverty and unemployment in the Eastern Cape Province as well as the spatial inequality between different regions.

The Provincial Strategic Plan 2015-2020 on 15 March 2015 comprises of the following key strategic objectives:

Figure 7: Provincial Strategic Objectives 2020-2025



c) Sarah Baartman District Development Model

In his State of the Nation Address (SoNA) in 2019, President Cyril Ramaphosa stated that it is time for government to break free from the silo mentality of functioning and introduced a new strategy called the District Development Model (DDM). The DDM was subsequently approved by cabinet on August 21st, 2019. The District Development Model (DDM) is an operational model for strengthening cooperative governance in the development of a capable and ethical developmental state.

The district "One Plan," brings together the knowledge and technical efforts of all spheres of government to produce an overall strategy for growth and development of our district.

Purpose

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

- ✧ 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.
- ✧ 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.

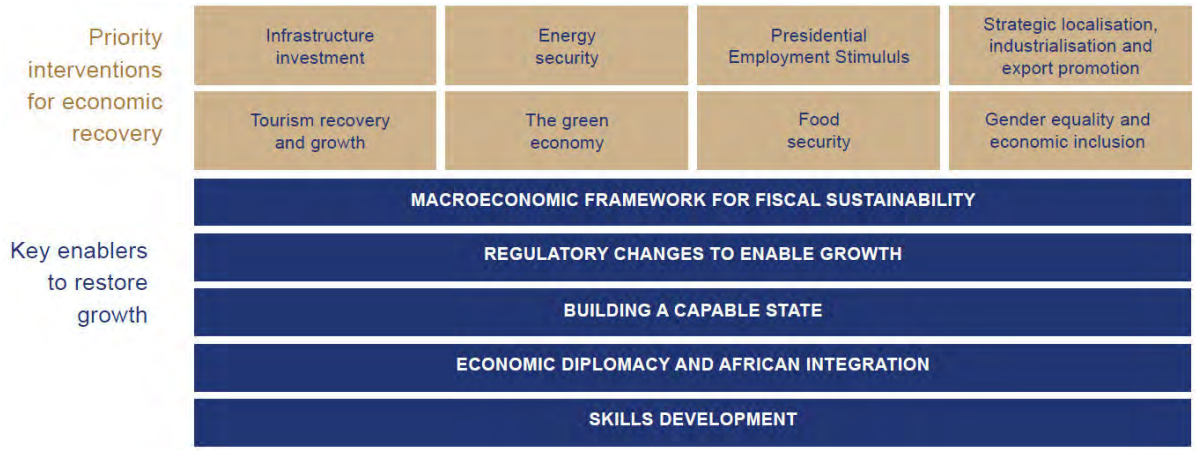
- ✧ To express a coherent and predictable government approach in relation to these key priorities through a Long-Term Strategic Framework (One Plan) for growth and development of the Sarah Baartman District Municipality space that is co-produced by all three spheres of government together with stakeholders and communities.
- ✧ To enable a programmatic Intergovernmental Relations approach in relation to Sarah Baartman District Municipality through implementation of the One Plan that will serve as an impact performance framework, tracking the commitments and spending of national and provincial sector departments and the Sarah Baartman District Municipality, according to the shared vision and desired future development of Sarah Baartman District Municipality and its people:

    - To create an environment which is conducive for investment.
    - To stabilize governance and financial management practices in the Sarah Baartman District.

1.4.5 National Economic Reconstruction and Recovery Plan

The Economic Reconciliation and Recovery Plan aims to build a new economy and unleash South Africa's true potential. The overarching goal of the plan is to create sustainable, resilient and inclusive economy.

Figure 8:National Economic Reconstruction and Recovery Plan



1. **Five-Point Plan for Economic Recovery of the Eastern Cape**

Five -Point Plan built on the objectives of economic growth and job creation.

Figure 9:Five-Point Plan for Economic Recovery of the Eastern Cape



1.5 MEC Comments/Findings of the Final IDP 2023/24

KPA 1: Spatial Planning, Land Use, Human Settlements and Environmental Management - Overall Rating **HIGH**

- The municipality must expedite the development of an Air Quality Management Plan (AQMP) as contemplated in Section 15(2) of the National Environment Management: Air Quality Act, No.39 of 2004.
- The municipality must develop a plan to address land degradation and enhance revitalization.

KPA 2: Service Delivery and Infrastructure Planning - Overall Rating **Medium**

- The municipality must develop Rural Road Asset Management System (RRAMS).
- The municipality must develop stormwater management plan.
- The municipality must establish a coordinated forum for roads and transport planning with support from the Department of Transport as per agreement solicited between the two parties in April 2023.
- The municipality must prioritise budgeting for non-motorised facilities.
- The municipality must develop a plan for Coastal Zone Management and establish Municipal Coastal Committees.
- The municipality must reflect on existence of a Waste Management Plan as contemplated in Section 11 of the National Environmental Management: Waste Act (NEMWA), No.59 of 2008.
- The municipality must appoint a designated waste management officer.
- The municipality must develop a budgeted trade effluent policy.

- The municipality must establish an Integrated Community Safety Forum.
- The municipality must develop an Integrated Community Safety Plan.
- The municipality must ensure that the disaster vulnerability and risk assessment reports inform the Spatial Development Plan.
- The municipality must incorporate emergency procurement measures into the Disaster Management Plan.
- The municipal IDP must reflect on the existence of disaster management by-laws.
- The municipal IDP must reflect on existence of fire services tariffs that are implemented and reviewed periodically.
- The municipality must develop a plan to address veld and forest fires, oil spillages and floods.
- The municipality must provide current statistics on electricity backlog.
- The municipal IDP must reflect on alternative sources of renewable energy.
- The municipality must reflect a summary of water planning and current requirements per sector (housing, agriculture, mining and tourism) in accordance with Water Service Development Plan (WSDP)
- The municipality must develop an infrastructure maintenance plan.

KPA 3: Financial Planning and Budgets - Overall Rating **HIGH**

- The municipality must indicate wither relevant policies are promulgated into by-laws.
- The municipality must develop revenue enhancement strategy.
- The municipality must incorporate Annual Financial Statements (AFS) and year-end preparation plan into the IDP.
- The municipal IDP must reflect a Generally Recognised Accounting Practices (GRAP) compliant asset register.
- The municipality must indicate whether it has a separate bank account for conditional grants.
- The municipality must indicate whether it has a separate bank account for conditional grants.
- The municipality must budget at least 8% for repairs and maintenance in accordance with Circular 51 of the Municipal Finance Management Act, No.56 of 2003.
- The municipality must spend 100% of its capital budget and grants.
- The municipality must expedite approval of water and electricity loss reduction plan by council.
- The municipality must reflect the annual review of the indigent register.

KPA 4: Local Economic Development (LED) – Overall Rating **HIGH**

- The IDP situational analysis must reflect available economic opportunities.
- The municipality must clearly indicate its comparative and competitive advantages of the locality.
- The municipality must indicate mechanisms for business expansion, retention of existing businesses and attraction of further investment.

KPA 5: Good Governance and Public Participation - Overall Rating **Medium**

- The municipality must develop public participation and communication strategies.
- The municipal IDP must reflect social cohesion programmes.
- The municipality must engage in inter-municipal planning programmes.
- The municipality must establish an institutionalized complaint management system.
- The municipality must develop and adopt a fraud prevention policy and plan.

- The municipality must indicate whether council and its structures are convened according to the adopted council calendar.
- The municipality must reflect on the existence and functionality of the Municipal Public Accounts Committee (MPAC).
- The municipal IDP must reflect audit opinions for the past three years.
- The municipal IDP must reflect the legal management system (litigation register).
- The municipality must reflect the finding on predetermined objectives and compliance issues.
- The municipal IDP must indicate capacity building programmes targeting women, disabled people, and youth.

K.PA 6: Institutional Arrangements - Overall Rating **LOW**

- The municipality must put in place mechanisms for proper management of satellite offices.
- The municipality must indicate the filled and vacant posts per department.
- The municipal IDP must reflect on compliance with Occupational Health and Safety measures.
- The municipal IDP must indicate critical and scarce skills that remains a challenge to the municipality.
- The municipal IDP must reflect on the availability of Human Resource policies.
- The municipal IDP must reflect on establishment and functionality of structures (Local Labour Forum and Disciplinary Hearings) that discuss matters of mutual interest between the employer and employee.
- The municipality must reflect on strategies for employee wellness.
- The municipal IDP must reflect the Disaster Recovery Plan and its implementation.

Progress on addressing the MEC comments is further discussed in Chapter 3 of this document.

1.6 PROCESS FOLLOWED IN DRAFTING THE IDP

1.6.1 Five-Year Cycle of the IDP

The Municipal System Act regulates the preparation of an IDP process plan to ensure compliance with certain minimum requirements and quality standards of the IDP process, and that proper coordination between spheres of government occurs during this process.

The preparation of the process plan, which essentially is the IDP process set in writing, requires adoption by Council and includes the following:

- A programme specifying the timeframes for the different planning phases.
- Appropriate mechanisms, processes and procedures for consultation and participation of local communities, organs of state, traditional authorities and other role players in the IDP drafting process.
- An indication of the organisational arrangements for the IDP process.

The Process Plan for the Kouga Local Municipality was approved on 22 August 2022, (Council Resolution 22/08/PDT13) which included all the different processes and timeframes to be followed.

A clear distinction must also be made between the main IDP which is compiled every five years (or if a new council comes into power within the five-year period and does not accept the previous council's IDP) and the annual review of the IDP. The annual review is not a replacement of the five-year IDP, and its purpose is not to interfere with the long-term strategic orientation of the municipality. The annual review reflects and reports on progress made concerning the five-year strategy (and strategic goals) and proposes adjustments to the strategy, if necessary, because of changing internal and external circumstances that impact the appropriateness of the IDP.

Figure 10:5 Year IDP Cycle



The Municipal Systems Act regulates the preparation of an IDP process plan to ensure compliance with certain minimum quality standards of the IDP process, and that proper coordination between and within spheres of government during this process.

The preparation of a process plan, which essentially is the IDP process set in writing, requires adoption by council and includes the following:

- A programme specifying the timeframes for the different planning steps.
- Appropriate mechanisms, processes and procedures for consultation and participation of local communities, organs of state, traditional authorities and other role players in the IDP drafting process.
- An indication of the organisational arrangements for the IDP process

The Process Plan/Time Schedule for Kouga Municipality was adopted on 31 August 2023. The Process Plan details the process for the development of the IDP and Budget 2024/2025 draft.

In accordance with the provisions of the Process Plan the IDP was drafted and further developed through the process detailed below:

Table 2:IDP AND BUDGET TIME SCHEDULE OF KEY DEADLINES/PROCESS PLAN FOR 2023/2024 FOR IMPLEMENTATION 2024/2025 FINANCIAL YEAR

Nr	DELIVERABLE AND PROCESS MANAGEMENT	LEGISLATIVE REQUIREMENT	ACTIVITY	RESPONSIBILITY	OUTPUT	TIMEFRAME
			PREPARATION PHASE			
1.	Development of IDP & Budget Time Schedule including internal consultations with key stakeholders	MFMA S21	Develop IDP & Budget Time Schedule	IDP, Planning & Budget Offices	Approved IDP and Budget Time Schedule	**31 August 2023**
2.	Provincial IDP Annual Assessment Session on Final IDP by Provincial COGTA	MSA s31(a)	IDP Assessments	Provincial COGTA	Assessment of Reviewed IDP	**August 2024**
3.	**Reporting: SDBIP 2022/23** Quarterly SDBIP performance progress report for 4th Quarter of 2022/23 and finalise Annual Performance Evaluation	MPPMR 27(4)(d) and (e)	Reporting on quarterly performance	MM and Mayor	Proof of Submission to Council	**August 2023**
4.	**Performance Review: 2022/23** 4th Quarter SDBIP Performance Review by Internal Audit	MPPMR 14(1)(a) and (b)1	Prepare of Annual Performance Report for MPAC	MM, PMS Manager and Internal Audit Unit	Performance Report	**September 2023**
5.	**Performance Review: 2022/23** Review of performance by MPAC and adoption by Council	MFMA Circular 63 MSA S126(1)(a) MFMA S129	Moderate Performance Evaluation Reports in preparation for Council's consideration for adoption	MPAC and Council	Moderated Reports adopted by Council	**March 2024**

Nr	DELIVERABLE AND PROCESS MANAGEMENT	LEGISLATIVE REQUIREMENT	ACTIVITY	RESPONSIBILITY	OUTPUT	TIMEFRAME
6.	**Performance Agreements: 2023/24** Finalise Performance Agreements of Municipal Manager and Manager reporting to the Municipal Manager: - - Submit to MEC - Publicise within 14 days (incl. placing on the municipal website	MSA S56&S57	Comply with provisions of Section 57 of the MSA	Municipal Manager	Signed agreements and Proof of website publication	**31 July 2023**
7.	Place 4th Quarter Performance Report 2022/23 on website (must be placed on website not later than 5 days) after its tabling in the council or on the date on which it must be made public, whichever occurs first)	MFMA S75(2) MSA 21(b)	Performance Report publicised	Manager: PMS	Notice on website	**June 2024**
8.	Submit 4th Quarter Performance Report 2022/23 SDBIP and Finance Performance Reports to National Treasury and Provincial Treasury	MPPMR – Reg 13	Submit Q4 Performance Report	Manager PMS	Acknowledgment of receipt	**September 2023**
9.	**COUNCIL MEETING:** Approval of the IDP, MSDF & Budget Time Schedule	MFMA S21(1)(b)	Council Adoption	Council	Council Resolution	**31 August 2023**
10.	**Annual Report & AFS** - Submit Annual Financial Statement (AFS) and	MFMA S126 (1)(a) MSA S46 (1) (2)	Submission of AFS & APR to the AG	Budget & MM Office	Proof of submission/ acknowledgment of receipt	**31 August 2023**

Nr	DELIVERABLE AND PROCESS MANAGEMENT	LEGISLATIVE REQUIREMENT	ACTIVITY	RESPONSIBILITY	OUTPUT	TIMEFRAME
	Annual Performance Report					
11.	Place advertisement to notify the public of the approved Time Schedule on website, local newspaper and notice boards.	MFMA – Sec 75 (2) MSA- S21A & 21B	Notify stakeholder of key milestones and encourage participation in these processes	IDP Office	Advertisement/Notice	**September 2023**
12.	Submit the adopted Time Schedule to the MEC for Local Government	MSA S32(1)(b)(i)	Submission of Time Schedule	IDP Office	Proof of submission/ acknowledgment of receipt	**September 2023**
ANALYSIS PHASE						
13.	IDP and Budget Steering Committee Meeting			Executive Mayor		**September 2023**
14.	District IDP Rep Forum	MSA 29(3)		IDP Office	Alignment of processes	**14 September 2023**
15.	**Reporting: SDBIP 2023/24** Quarterly SDBIP performance report for 1st Quarter 2023/24 to Council	MPPMR 14(1)(a) and (b)1	Reporting on quarterly performance	Office of the Municipal Manager (PMS Unit)	SDBIP performance report noted	**14 November 2023**
16.	**Annual Report: 2022/23** Q1 Review by Internal Audit	MPPMR 14(1)(a) and (b)	Prepare Annual Performance Report for MPAC	MM PMS Manager Internal Audit	Draft Annual Performance Report	**November 2023**
17.	**Review of Performance by MPAC**	MFMA Circular 63 MSA S126(1)(a) MFMA S129	Moderate Performance Evaluation Reports preparation for Council	MPAC Council	Moderated Reports and adopted by Council	**December 2023**
18.	Conduct situational Analysis update the status quo	MSA S26	Produce an updated situational analysis Chapter of the IDP (informed by new trends, sources of information and new	IDP Office All Directors	Reviewed strategic intent	**November/December 2023**

Nr	DELIVERABLE AND PROCESS MANAGEMENT	LEGISLATIVE REQUIREMENT	ACTIVITY	RESPONSIBILITY	OUTPUT	TIMEFRAME
			information from Directorates)			
19.	**STRATEGIC PLANNING SESSION:**	N/A	Determine the 2024/2025 strategic objective	Council/MM/Deputy/MM Councillors and Directors	Reviewed strategic intent	**November 2023**
20.	**First round of public participation with all the 15 ward committees:** ▪ To provide feedback on progress made on existing projects and share information on future projects; and ▪ To afford the ward committees an opportunity to review ward priorities and make further submissions	MSA-S29 (1) (b)(i)	Public engagements	IDP Office & ALL Directors	Determine and assess the current level of development and the emerging challenges, opportunities and priority issues	**October 2023**
21.	Prepare a report on the outcomes of the public participation process and present it to the IDP and Budget Steering Committee	MSA-S29 (1) (b)(i)	Prepare outcomes Report on Public participation	IDP Office	Determine and assess current level of development and the emerging challenges, opportunities and priority issues	**November 2023**
22.	Capture and refine all community inputs from the needs analysis process and sector engagement	Not applicable	Capture and refine community needs	IDP Office	Refined list of priorities	**November 2023**
23.	Produce and updated situational analysis Chapter of the IDP (informed by new trends, sources of information and new information from Directorates)	MSA 26	Capture after Public Consultation Engagements with communities	IDP Office	Refined existing situational analysis	**November 2023**

Nr	DELIVERABLE AND PROCESS MANAGEMENT	LEGISLATIVE REQUIREMENT	ACTIVITY	RESPONSIBILITY	OUTPUT	TIMEFRAME
24.	**SDBIP 2023/24 Amendments:** Directorates to submit current year SDBIP amendments to MM's Office (PMS Unit)	MFMA S54(1)	Amend/revise 2023/24 SDBIP	All Directorates	SDBIP amendments	**December 2023**
25.	**SDBIP 2023/24 Amendments** Submit amended SDBIP to the Council for approval	MFMA S54(1)	Amend/revise 2023/24 SDBIP	Municipal Manager	Council Resolution	**28 February 2023**
26.	**Budget 2023/24** Table the 2023/24 Adjustment Budget	MFMA S28 MBRR Reg. 23 (1); 25(1)	Legal compliance, if necessary to adjust the budget	MM &CFO	Council resolution on the adjustment budget	**31 January 2024**
27.	Submission of tabled Adjustments Budget to National & Provincial Treasury (within 10 working days after tabling to Council)	MFMA S28 MBRR Reg. 24 & 27	Submit tabled adjustments budget	MM &CFO	Proof of submission (Email)	**February/March 2024**
28.	Amend SDBIP following adjustment budget	MFMA S54 (1) (c)	Submit amendments to the SDBIP following adjustment budget	PMS	Council Resolution	**March 2024**
			STRATEGY PHASE			
29.	Section 56/57 Managers' half-yearly evaluations for 2023/24	MSA S56 of 57	Conduct mid-year evaluations	MM & Executive Mayor	Performance evaluated	**January- March 2024**
30.	Executive Mayor tables adjustments budget for approval by Council **MFMA Section 28**	MSA S28	Table of Adjustment Budget	Executive Mayor	Approved adjustments budget	**February 2024**
31.	**IDP and Budget Steering Committee:** Directors present priority issues/proposed projects	Compliance on Legislative Requirements	Facilitate IDP and Budget Steering Committee meetings	IDP& Budget Steering Committee	Develop objectives for priority issues and determine programmes to achieve strategic intent including the	**February 2024**
32.	Mid-year budget and performance assessment visit	MSA S31 (a) (b) & (c)	To monitor the budget process and ensure	IDP Office, MM, CFO and All Directors		**16 February 2024**

Nr	DELIVERABLE AND PROCESS MANAGEMENT	LEGISLATIVE REQUIREMENT	ACTIVITY	RESPONSIBILITY	OUTPUT	TIMEFRAME
			that timeframes and compliance issues are met		development of the Strategic Scorecard	
33.	Produce and outline Budget strategy with high level estimates	MFMA, MBRR and mSCOA regulations	A budget process plan outlining the 2024/25 draft operating and capital budget inputs, legislation requirements and engagement schedule is circulated to all directorates.	Budget Office		**February 2024**
34.	Review tariffs and budget policies	MFMA S75, 87 &68	To determine increase to be undertaken to cover service delivery	CFO		**February - May 2024**
35.	District IDP Forum	MSA S 29 (3)	Workshop with all SBDM Local Municipalities on IDP alignment	IDP Office		**22 February 2024**
36.	Review / confirm the Municipal Vision, Mission, Strategic Goals and Values	MSA S26 (a)	Reconfirm the Vision, Mission, Strategic Goals and Values	IDP& Budget Steering Committee		**February 2024**
37.	Council adopts Annual & Oversight Report by 31 March **MFMA Section 129(1)**	MFMA S129 (1)	Annual & Oversight Report to table to Council	MM & Executive Mayor	Oversight report approved	**March 2024**
38.	Adopted Annual Report including Oversight Report made public within seven days of adoption **MFMA Section 129(3) & MSA Section 21A**	MFMA S 129 (3) & MSA Section 21 (A)	Annual Report & Oversight Report to be made public in newspaper	MM and PMS Manager		**April 2024**
39.	Within seven days of adoption of Annual & Oversight Report submit to	MFMA S 129 (3) & MSA Section 21 (A)	Documents to be submitted	MM		**April 2024**

Nr	DELIVERABLE AND PROCESS MANAGEMENT	LEGISLATIVE REQUIREMENT	ACTIVITY	RESPONSIBILITY	OUTPUT	TIMEFRAME
	Provincial Legislature and relevant MECs					
40.	Setting up of Key Performance Indicators and targets linked to the municipal strategic objectives including predetermined objectives	MFMA S53 (1) (b)	Draft SDBIP	PMS Office	Draft SDBIP	**March 2024**
PROJECT PHASE						
41.	**IGR Co-ordination Engagements**	MSA S 29 (1) (iii)	Legal compliance. Align provincial & national programmes to IDP	Sector Departments, IDP Office, MM and All Directors		**February- March 2024**
42.	Finalisation of the draft IDP and Budget	MFMA s16(2)	Draft Budget Document will be submitted to Council in line with the requirements of MFMA, MBRR and mSCOA regulations.	IDP/Budget Office		**February – March 2024**
43.	Co-ordinate the development of draft 2024/25 SDBIP ▪ One on one with all Directorates to confirm KPIs and performance targets	MFMA S53 (1) (b)	Draft SDBIP	PMS Office		**March 2024**
44.	District IDP Representative Forum	MSA29 (3)	Legal compliance	IDP Office	Incorporate programmes and projects in the IDP	**04 April 2024**
45.	Provincial IDP Managers Forum	MSA S31	Legal compliance	IDP Office	Incorporate programmes and projects in the IDP	**March 2024**
46.	Integration of sector plans and institutional programmes	MSA S41	To inform the review and updating of IDP and Institutional SDBIP	IDP Office, MM and All Directors		**March 2024**
APPROVAL PHASE						

Nr	DELIVERABLE AND PROCESS MANAGEMENT	LEGISLATIVE REQUIREMENT	ACTIVITY	RESPONSIBILITY	OUTPUT	TIMEFRAME
47.	Tabling of the Draft IDP and Budget in Council	MFMA S16 (2), MFMA S25 & MBRR – Part 3	Council to consider and adopt budget and IDP	Executive Mayor		**March 2024**
48.	Submission of draft IDP and budget to relevant institutions	MFMA S 22 (b), MSA S 32(1), MBRR – Reg. 20	Pre-assessment inter-action	IDP/Budget Office/MM		**April 2024**
49.	Budget and Benchmark Assessments	MSA 31 (a) (b) & (c)	To monitor the budget process and ensure that timeframes and compliance issues are met	IDP Office, MM and All Directors		**18 April 2024**
50.	**Second round of public participation:** ▪ Invite public comments on Draft IDP Review and Budget including engagements with all the 15 ward committees; ▪ To provide feedback on current and future IDP projects as proposed by wards; and ▪ To create an opportunity for further inputs on key highlights & proposals from the Draft Budget	MPPR Reg. 15	Consultation with Public stakeholders and IDP Rep-forum	ALL	Approved IDP, budget and Service Delivery and Budget Implementation Plan	**April/May 2024**
51.	District IDP Representative Forum	MSA S29 (3)	Workshop with SBDM on IDP Alignment	IDP Office	Alignment of IDP	**21 May 2024**
52.	Council meeting to adopt final IDP, Budget and Budget Related Policies	MFMA S16 (2) and S17 (3)	Legal compliance and access to strategic documents	Council	Approval of IDP and Budget for 2024/2025	**May 2024**
53.	Submission of Final IDP and budget to relevant institutions	MBRR Reg. 20 (2) & MFMA S24 (3)	Legal compliance	IDP/Budget Office/MM	Approval of IDP and Budget for 2024/2025	**June 2024**
54.	Approved IDP and budget made public	MSA S21	Legal compliance	IDP/Budget Office		**June 2024**

Nr	DELIVERABLE AND PROCESS MANAGEMENT	LEGISLATIVE REQUIREMENT	ACTIVITY	RESPONSIBILITY	OUTPUT	TIMEFRAME
55.	Finalisation and submission of draft 2024/25 SDBIP and annual performance agreements by Municipal Manager to the Executive Mayor.	MFMA S53 (1) (b) & MSA S57	Legal compliance	MM	Approved SDBIP and annual performance agreements	**June/July 2024**
56.	Executive Mayor approves the 2024/2025 SDBIP and annual performance agreements of the Municipal Manager and Senior Managers within 28 days after the approval of the IDP and budget.	MFMA S53	Legal Compliance	Executive Mayor		**June/July 2024**
57.	Submit the approved SDBIP and performance agreements to MEC Local Government within 14 days after approval	MSA S53 (3) (b)	Legal compliance	MM/ IDP/ Budget Office		**July/ August 2024**

Data Collection

Both qualitative and quantitative data were gathered to provide a firm foundation for the development of the amended IDP 2024/2025. Quantitative data is information about quantities; that is information that can be measured and written down in numbers. Qualitative data is categorical measurements expressed by means of natural language description. Internal and external data sources were used.

Municipal Strategic Briefing

To confirm the strategy and action plan for the remaining portion of the Council's term of office, the Political Leadership and Management Team convened a strategy formulation workshop for the Municipality on 21-22 November 2023. The outcomes of this workshop resulted to the amendment of the 2022-2027 Integrated Development Plan.

1.6.2 The IDP and Ward Plans

The **fifteen (15**) ward plans, include:

- A consensus on priorities for the relevant ward(s).
- An implementation plans.

Ward plans help to ensure that the IDP is more targeted and relevant to addressing the priorities of all groups, including the most vulnerable. These plans provide Ward Committees with a systematic planning and implementation tool to perform their roles and responsibilities. They form the basis for dialogue between the municipality and Ward Committees regarding the identification of priorities and budget requests and will also be used by Ward Committees for ongoing monitoring and evaluation throughout the year. The information is however on a detail level and not duplicated in the IDP, but a detailed Ward Plan is available on request.

1.6.3 Ward Development Fund

The following requirements are outlined in Section 16 of the Municipal Systems Act and are mandatory for municipalities to follow in order to promote community involvement in municipal activities. According to this, "A municipality must foster a culture of municipal governance that combines a system of participatory governance with formal representative government. To achieve this, the municipality must encourage and facilitate local community participation in municipal affairs, such as in:

- The preparation, implementation and review of its IDP
- The establishment, implementation and review of its performance management system
- The monitoring and review of its performance, including the outcomes and impact of such performance
- The preparation of its budget
- Strategic decisions relating to the provision of municipal services

Municipalities must also contribute to building the capacity of the local community to enable it to participate in the affairs of the municipality and use its resources, and annually allocate funds in its budget as may be appropriate for implementation its IDP.

Kouga Municipality acknowledges the reality that development issues converge at ward level and therefore has embarked on deliberate determination to empower Ward Committees in setting of budget priorities though the allocation of a Ward Development Fund. This determination will underpin the setting of priorities and the social development intervention of each ward throughout the implementation period of the 5th Generation IDP. This innovative systematic approach to budgeting will enable the equitable distribution of resources and the establishment of an infrastructure and socio-economic development footprint across the ward boundaries.

1.6.4 Community Participation

Stakeholder and community engagements to determine and undertake development priorities, form the cornerstone of the IDP. During the month of October 2023, the Municipality conducted ward clustered meetings with all 15 wards where all relevant stakeholders were also invited to partake in the process. The first round of the of the engagements focused on providing feedback on all ward priorities.

1.6.5 IDP Public Participation Process

The IDP is about determining stakeholder and community needs and priorities which need to be addressed in order to contribute to the improvement of the quality of life of residents within the municipal area. Various stakeholders and sectors were involved during the drafting of IDP.

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 through appropriate mechanisms, processes and procedures established in terms of Chapter 4, consult the local community before adopting the processes.

A municipality must give notice to the local community of particulars of the process it intends to follow.

On 31 August 2023, Council adopted (Council Resolution C23/08/MM10) the 2nd Review IDP/Budget Process Plan (Time Schedule) for the financial year 2024/25.

The Process Plan also made provision for compliance timeframes of the financial reporting cycles as well as performance management.

1.6.5.1 IDP/Budget Community Engagements

The Municipality conducted ward clustered meetings in all 15 wards, where sessions were conducted with Ward Councillors and their Committee Members, furthermore engagements were held with different stakeholders, i.e. religious groups, Business sector, SMMEs, Ratepayers Association, etc. See below the schedule of the meetings as held:

Table: Ward Clustered Meetings

WARD	DATE	TIME	In Attendance	VENUE	WARD COUNCILLOR
Ward 1	09 October 2023	18h00	Ward Committee Members Ward Councillor Municipal Officials	Sea Vista Community Hall	Cllr N Ntshota
Ward 4	11 October 2023	18h00	Ward Committee Members Ward Councillor Municipal Officials	KwaNomzamo Community Hall	Cllr J Alexander
Ward5					Cllr M Biko
Ward 6					Cllr K Ndzelani
Ward 15					Cllr T Jantjes
Ward 2	17 October 2023	18h00			Cllr H Murray

WARD	DATE	TIME	In Attendance	VENUE	WARD COUNCILLOR
Ward 14			Ward Committee Members Ward Councillors Municipal Officials	Pellsrus Community Hall	Cllr M Yali
Ward 3	18 October 2023	18h00	Ward Committee Members Ward Councillors Municipal Officials	Jeffreys bay Golf Cours	Cllr W Gertenbach
Ward 8					Cllr R Foley
Ward 11					Cllr F Heystek
Ward 12	01 November 2023	18h00	Ward Committee Members Ward Councillors Municipal Officials	Newton Hall	Cllr L Maree
Ward 7	21 October 2023	10h00	Ward Committee Members Ward Councillors Municipal Officials	Vusumzi Community Hall	Cllr E Mbuqu
Ward 9					Cllr C August
Ward 10					Cllr M Mbandana
Ward 13					Cllr V Zana
Stakeholders	23 October 2023	18h00	Meeting called off.	Pellsrus Hall	Executive Mayor: Cllr H Bornman
Stakeholders	24 October 2023	18h30	Religious, Sport, NGOs, NPOs, Tourism	Kruisfontein Civic	Executive Mayor: Cllr H Bornman
Stakeholders	25 October 2023	18h00	Emerging Farmers, Traditional Leaders	Dan Sani Hall	Executive Mayor: Cllr H Bornman

Furthermore to these engagements, during the 15-22 April 2024 the municipality hosted IDP "Walk-In" sessions in all towns in order to solicit input from communities:

- 15 April 2024 at the KwaNomzamo Hall in Humansdorp (walk-in), as well as the Kruisfontein Civic Centre and councillors' offices (drop-in boxes) for wards 4, 5, 6, and 15.
- 16 April 2024 at the Newton Hall in Jeffreys Bay (walk-in), as well as the Pellsrus Community Hall and councillors' offices (drop-in boxes) for wards 2, 3, 8, 11, 12, and 14.
- 17 April 2024 at the Vusumzi Landu Hall in Hankey (walk-in), as well as at the Weston Hall, Andrieskraal Community Hall, Patensie Community Hall, and councillors' offices (drop-in boxes).
- 18 April 2024 at the Thornhill Community Hall (walk-in), as well as at the Loerie Community Hall and councillors' offices (drop-in boxes).
- 22 April 2024 at the St Francis Bay Council Chambers (walk-in), as well as at the councillor's office (drop-in box).

1.6.6 Community Development Workers

The Community Development Worker Programme (CDW) is a national programme established in 2003 and championed by COGTA. The Kouga Municipality has 6 Community Development Workers, and they are a very important link between the Ward Councillor and the community. Historically, some areas have been without CDWs for several years and engagements with COGTA to rectify this are ongoing. The role of the CDW is to act as catalysts between Community and Government by informing communities of the basket of government services at their disposal, while informing Government of Community needs.

There is currently a total of 6 Community Development Workers deployed across the Kouga Municipality, there is a need for more CDWs to be assigned to other wards that do not have any. Below is a list of all the CDWs within the Kouga Municipality:

Nr	Initial & Surname	Ward	Town/Area
1.	P Sibenu	1	Sea Vista
2.	L Stuurman	4	Humansdorp
3.	S Windwogel	5	Arcadia (Humansdorp)
4.	M Aweries	7	Thornhill
5.	J Dichabe	10	Patensie
6.	NM Makwethu	14	Ocean View (Jeffreys Bay)

1.6.7 Implementation of the IDP

The Service Delivery and Budget Implementation Plan (SDBIP) ensures that the KLM implements programmes and projects based on the IDP targets and the approved budget. The performance of the municipality is reported on, in the Quarterly and Mid-yearly Performance Assessment Reports as well as in the Annual Report.

CHAPTER 2: SITUATIONAL ANALYSIS

SECTION A: MUNICIPAL PROFILE

2.1 INTRODUCTION

This chapter provides a detailed summary of the municipality's development profile or situation analysis. The chapter is divided intotwo sections, namely, Section A and B.

Section A focuses on the municipal overview and **Section B** looks into the municipality's current situation.

The IDP Analysis phase focuses on:

- A municipal-wide analysis of current reality, and challenges that still needs to be addressed and further identify interventions;
- A summary of levels of development across the municipal area; and
- Key development issues emerging from the community needs, trends and SWOT analysis.

This analysis is based on existing policy documents, inputs from members of the community, sector departments, internal documents including reports, and will be undertaken under the following areas:

- Socio-economic
- Spatial and Environmental
- Infrastructure
- Community needs
- Institutional
- Financial

The purpose of undertaking a municipal status quo analysis is to ensure that decisions are based on people's priority needs, knowledge on available and accessible resources; as well as proper information and understanding of the dynamics influencing development in the Municipality.

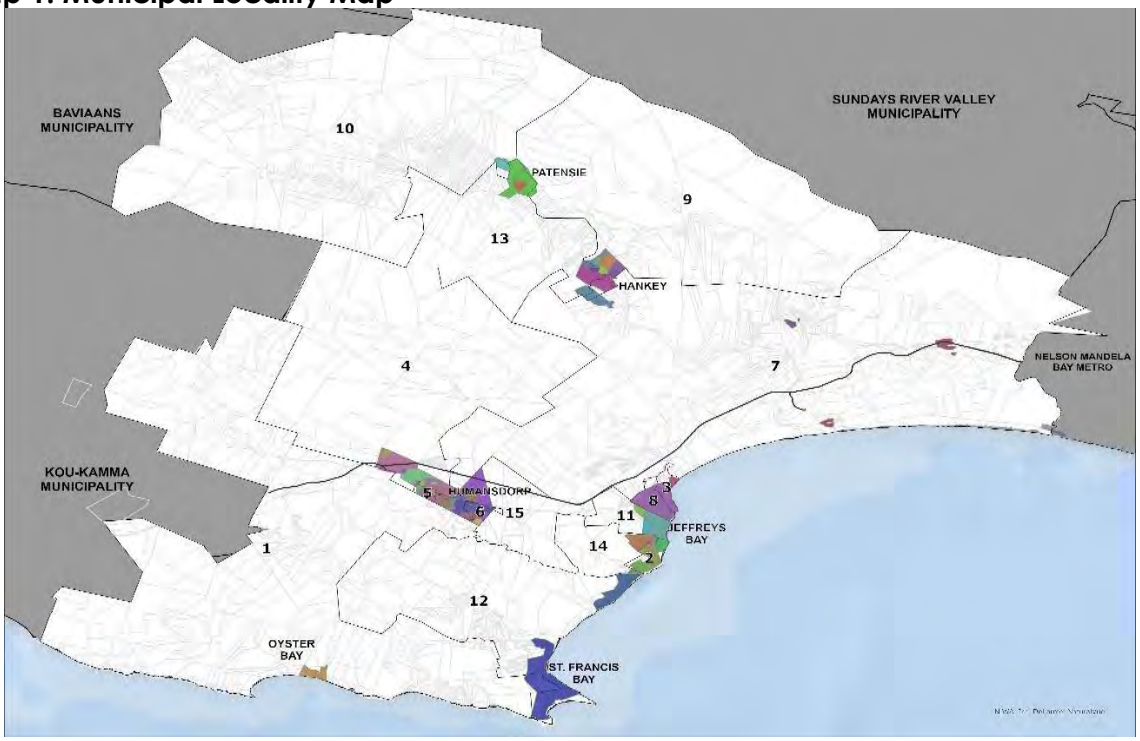
Kouga Municipality is however challenged with up-to-date baseline information that speaks to current service levels in the different development categories.

2.1.1 Geographic Location

The Kouga Local Municipality is a Category B municipality and is also one of seven local municipalities located within Sarah Baartman District Municipal area in Eastern Cape Province. It consists of nine towns, namely, Jeffreys Bay, Humansdorp, St Francis Bay, Cape St Francis, Oyster Bay, Patensie, Hankey, Loerie and Thornhill, as well as various smaller settlements and agricultural nodes.

It also encompasses the coastal region and the fertile Gamtoos Valley, which happens to be the gateway to the famous Baviaanskloof wilderness area.

Map 1: Municipal Locality Map



The municipality consists of the following nine towns as well as various smaller settlements and agricultural nodes:

- ✧ Jeffreys Bay
- ✧ Humansdorp
- ✧ St Francis Bay
- ✧ Cape St Francis
- ✧ Oyster Bay
- ✧ Patensie
- ✧ Hankey
- ✧ Loerie
- ✧ Thornhill

2.1.2 Physical Environment

Climate: The area is classified as a subtropical and is situated in an intermediate zone between the summer and winter rainfall zones of the country, with annual precipitation between 400 and 650mm along the cost and in the Humansdorp area with slightly lower rainfalls in the Gamtoos River Valley. Climatic conditions along the coast and Humansdorp inland areas are moderate with harsher minimum and maximum temperature extreme in Gamtoos Valley.

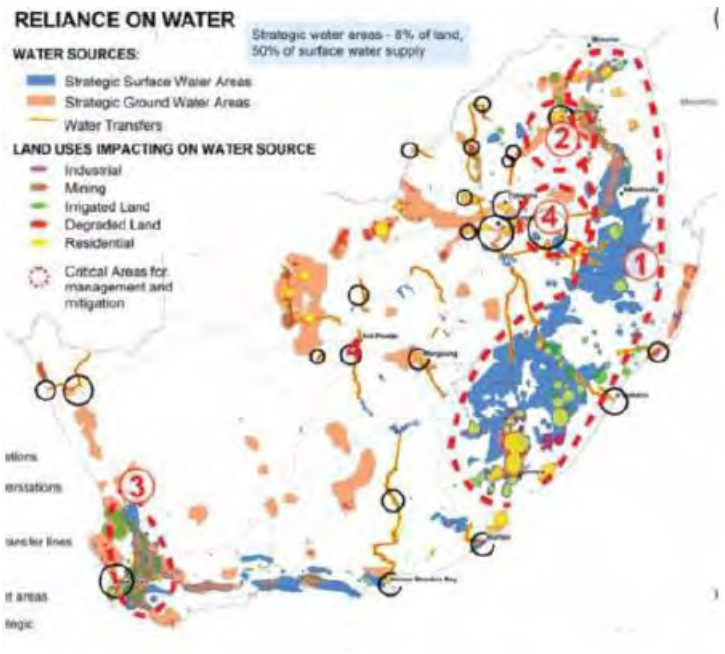
Climate Change: Is indeed having an impact on the Kouga Municipality, rising temperatures and changing rainfall patterns are affecting the region's ecosystems, agriculture, and water resources. The municipality is experiencing increased frequency and intensity of extreme weather events such as drought, heatwaves, and heavy rainfall, which can lead to flooding. These changes are putting pressure on the natural environment, agriculture, and infrastructure in Kouga. For example, droughts can result in water shortages, affecting both residents and

agriculture. Rising sea levels also pose a threat to coastal areas, including erosion and the potential loss of infrastructure.

The municipality is taking steps to mitigate and adapt to these changes, such as implementing water conservation measures, promoting renewable energy sources, and raising awareness about climate change.

Water Resource: The following are the main drainage features:

- **Van Staden River on the eastern boundary of the KLM.**
- **Gamtoos River with a drainage area of approximately 34000km² and an annual runoff of 90million m³.**
- **Kabeljous River which is 33km in length with a catchment area of 238km².**
- **Seekoei River which forms the second biggest drainage feature.**
- **Major dams Mpofo and Churchill supply water to the KLM and NMBM.**



The municipality have increased the supply of water from groundwater sources through the development of borehole fields.

Coastal Management: The Sarah Baartman District Municipality (SBDM) has developed a Coastal Management Programme (CMPr) to guide integrated management of the coastal zone within the District. The coastline of the SBDM is ˜320km long and includes 4 coastal Local Municipalities namely: - Koukamma, Kouga, Sundays River Valley and Ndlambe. The 1km buffer inland from the high-water mark of the sea is used as the landward boundary. In addition a catchment management approach has been adopted in this CMPr, where a catchment area has been designated for each LM considering topography, land cover and physical boundaries.

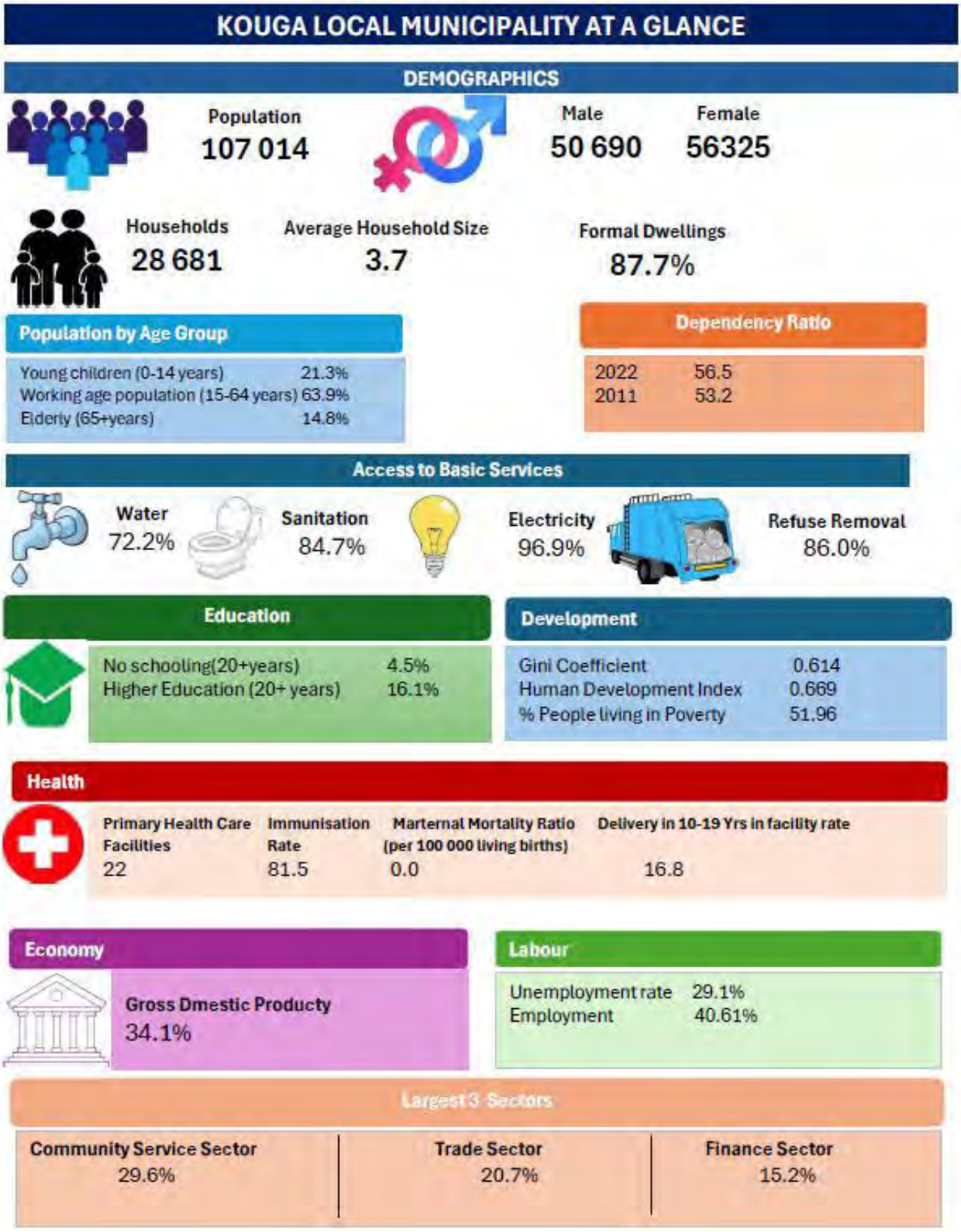
Coastal management in KLM is of great importance due to its extensive coastline and the vulnerability of coastal areas to various environmental factors. The municipality recognises the need to protect and sustainably manage its coastal resources to ensure their long-term viability.

Natural Environment: The natural environment of KLM is incredibly diverse and offers a range of ecosystems and natural attractions. The municipality is blessed with beautiful coastal areas, including pristine beaches and estuaries, where visitors can enjoy swimming, surfing, fishing, and other water activities. The coastline is also home to unique marine life, such as dolphins and whales, making it a popular spot for marine wildlife enthusiasts.

Inland, KLM is characterised by rugged mountains, valleys, and fertile plans. The Baviaanskloof Nature Reserve, a UNESCO World Heritage Site, is a prominent feature of the municipality. It is known for its breathtaking landscapes, rare plant species, and diverse animal life, including Cape Mountain Zebra, Kudu and various bird species.

2.2 KOUGA MUNICIPALITY AT A GLANCE

Figure 11: Kouga Municipality's Demographics



2.3 DEMOGRAPHIC OVERVIEW

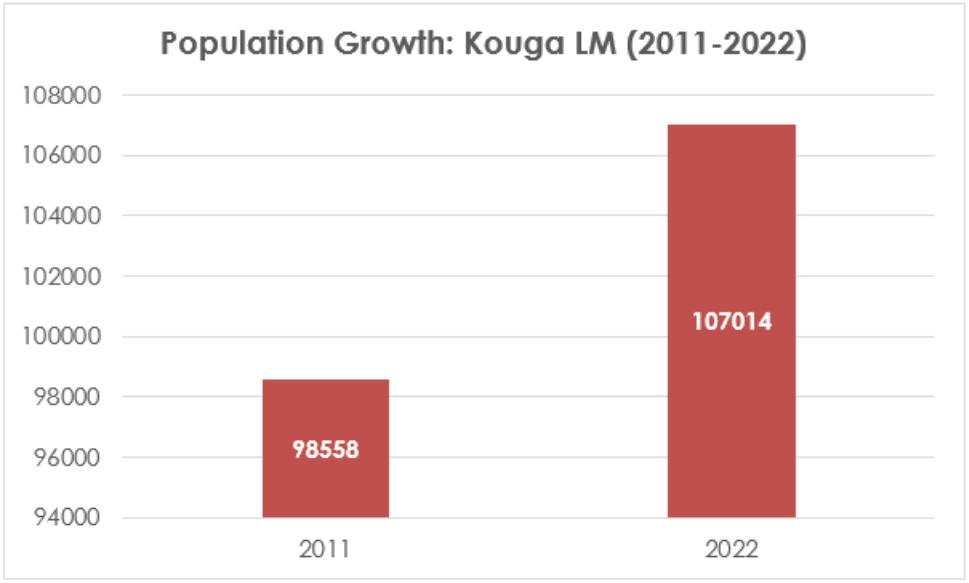
The Kouga Municipality area is made up of socially, historically, culturally, economically diverse communities. The area seen a rapid growth of urbanisation in recent and the trend is anticipated to grow in view of planned developments in the Kouga area. Humansdorp and Jeffreys Bay are the two primary urban settlements where the main retail and commercial activities are concentrated.

2.3.1 Population Distribution

Kouga has the largest population size in the Sarah Baartman District, which, according to Census, 2022 is estimated at 107 014.

Figure 13 shows the total population by census years, 2011-2022. Overall, the results indicate the population size of the municipality increased by 8.5%. The total population increased from 98 558 in 2011 to 107 014 in 2022.

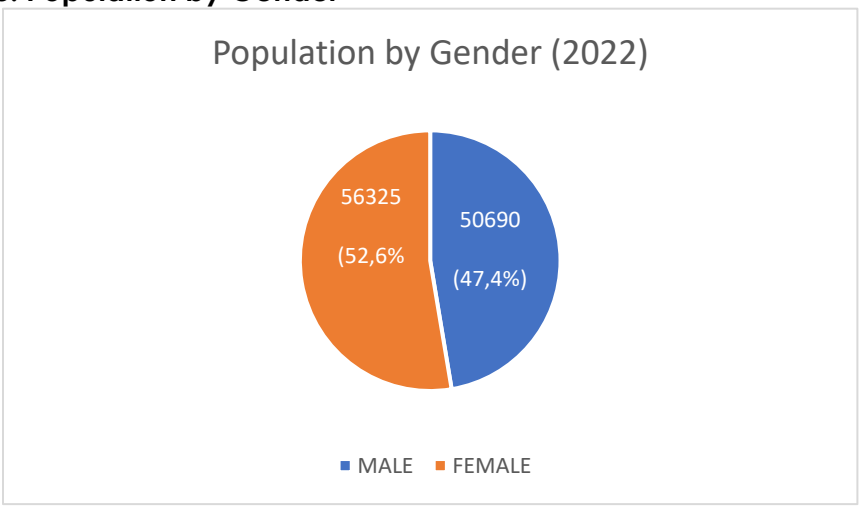
Figure 12: Population Size



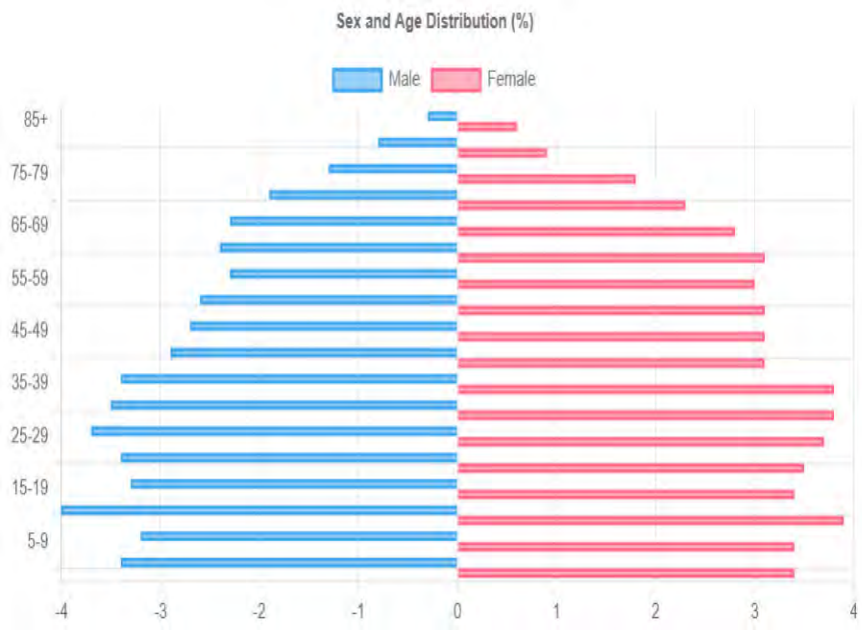
Source: StatsSA, Census, 2022

2.3.2 Population By Gender

Figure 13: Population by Gender



2.3.3 Distribution of population by Gender and Age Group, Census 2022



Source: StatsSA, Census, 2022

In 2022, Kouga's population gender break was relatively split between female 56 325 (52,6 percent) male 50690 (47,4 percent).

2.3.4 Age Distribution

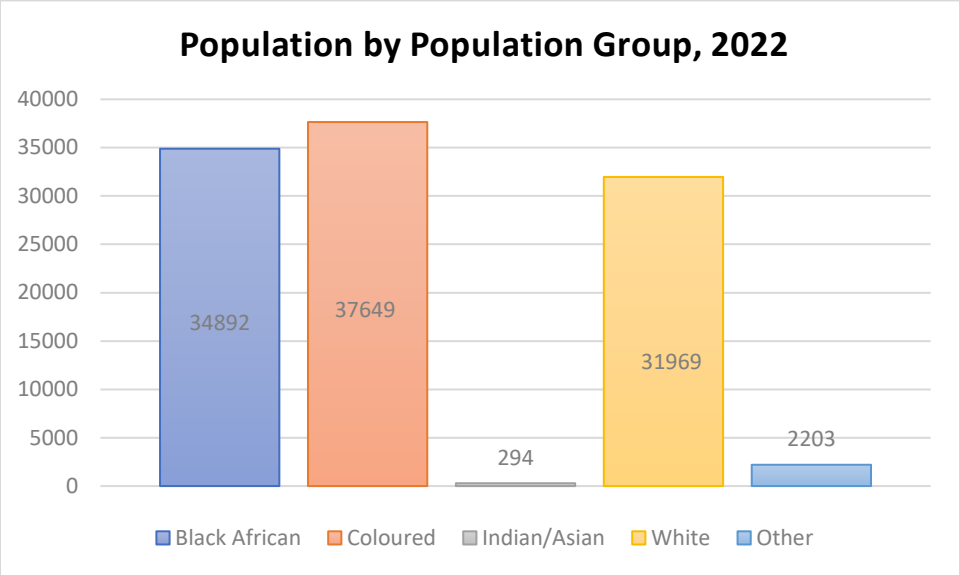
Year	Children: 0-14 Years	Working Age: 15-65 Years	Aged 65+	Dependency Ratio (per 100)
2011	26 402	64 331	7 824	53,2
2022	22 765	63 383	15 865	56,5

Source: StatsSA, Census, 2022

The number of young children (0-14year) decrease from 26 402 in 2011 to 22 765 in 2022, the working age population remained stable with a slight decrease from 64 331 in 2011 to 63 383 in 2022 and the aged population increased quiet significantly from 7 824 in 2011 to 15 865 in 2022.

The dependency ratio increased from 53,2 in 2011 to 56,5 in 2022, indicating an increase in the ratio of dependent individuals (young children and elderly) to the working age population.

2.3.5 Population by Population Group



Source: StatSA, Census 2022

In 2022, the Kouga Municipality's populations group consists of Black African, Coloured, Indians, White and other, 35,2% (37 649) which is ascribed to the Coloured population group with the largest number. The Black African population group has a composition of 32,6 % (34 892) being the second largest. The White population group had a total composition of 29,9% (31 969) of the total population. The Indian/Asian population had a composition of 0.3% and Other population group has a composition of 2.1% in 2022.

2.3.6 Households Dynamics

	2022	2011
Households	28 681	29 447
Average household size	3.7	3.3
Female headed households	*n/a	35.4%
Formal dwellings	84.7%	76.1%
Housing owned	*n/a	51.7%

*information not available

The number of households decreased by 2,6% while the household size increased from 3,3 in 2011 to 3,7 in 2022.

2.4 SOCIAL REALITIES (ANALYSIS)

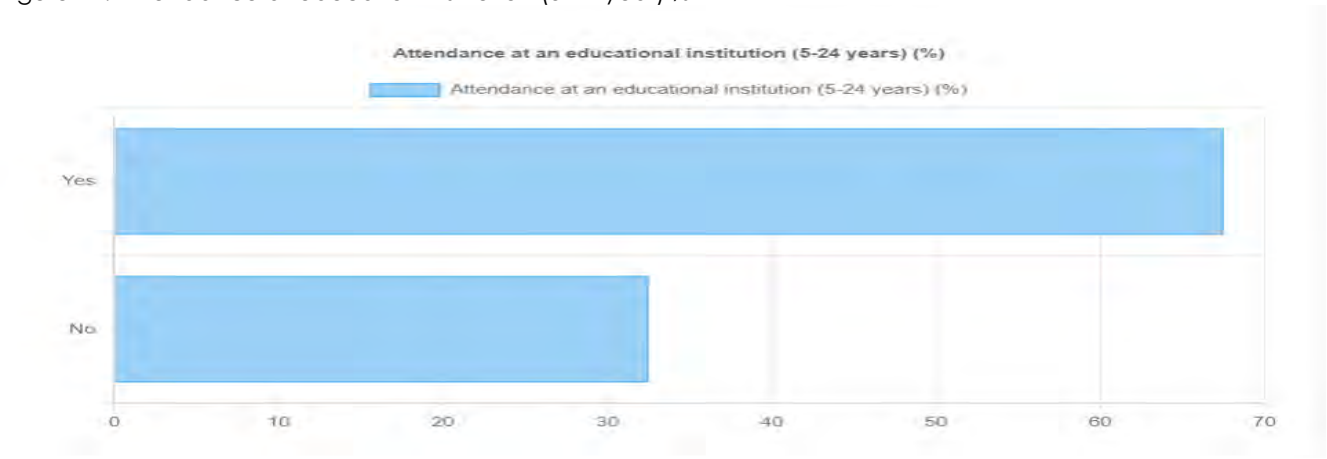
2.4.1 EDUCATION

2.4.1 Introduction

Education improves job opportunities and helps maintain and accelerate overall development. It expands the range of available options that a person can choose from to create opportunities for a fulfilling life. The educational level of the population affects well-being also through an indirect positive effect on health and life expectancy.

2.4.1.1 Attendance at educational Institutions (5-24 year) (%)

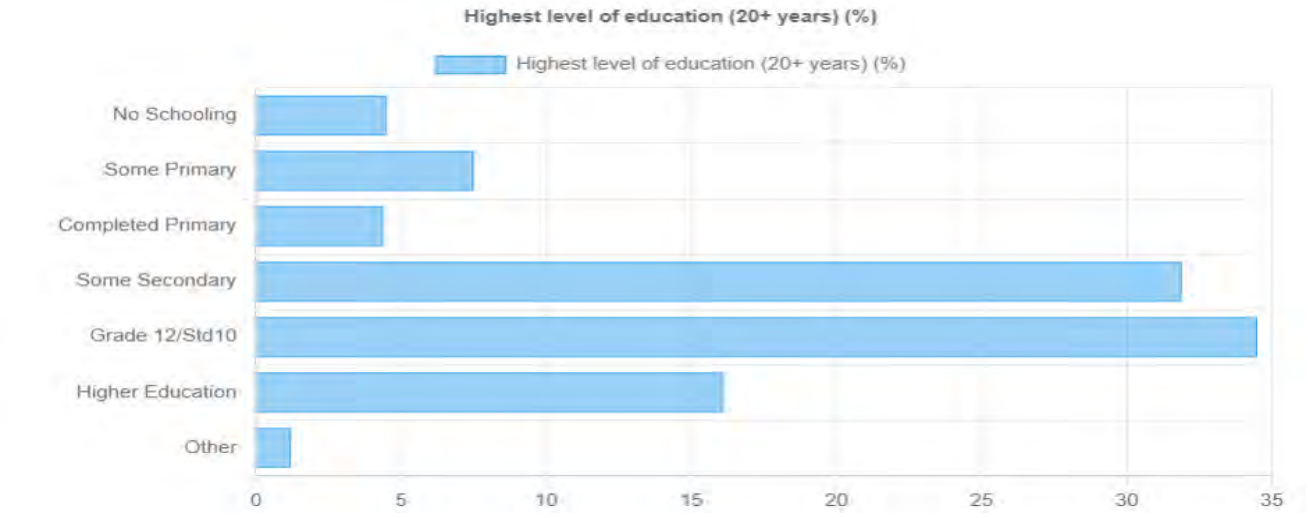
Figure 14: Attendance at education institution (5-24 year) %



According to **figure 14**, 67,5% of learners aged 5-24 years are attending educational institutions whereas 32.5% of learners in the same age group are not attending any educational institutions.

2.4.1.2 Highest level of Education (20+ years) (%)

Figure 15: Highest level of Education (20+years)



The highest level of education in the Kouga municipal area is Grade 12(34,5%) amongst the age group of 20+ years and the second highest level is Some Secondary (31,9%) with the no schooling at 4,5% of no schooling in the area.

2.4.2 HEALTH

The Eastern Cape Provincial Department of Health together with the private sector provides health services within the Kouga municipal area. Good health is crucial in achieving and maintaining a high quality of life.

The information provided by the Department of Health as detailed in this section, pertains only to public sector health care institutions. Any privately provided facilities or services are not reflected herein.

2.4.2.1 Healthcare facilities

Kouga municipality has a range of primary health care facilities which includes 10 fixed clinics, 3 EMS Services and 3 mobile clinics of which services the farming areas, including 2 District hospital.

Table 3: Healthcare Facilities

Primary Health care Clinics - Fixed (10)	Condom Distribution Site (1)	Primary Healthcare Clinics non-fixed (mobile/satellite) (3)	Number of District Hospitals (2)	Emergency Health Services (EHS) (2)
Andrieskraal		Loerie	Humansdorp	Provincial
Humansdorp		Patensie	PZ Meyer	LM
Umzamowethu		Suurbron		
Kruisfontein				
Loerie				
Masakhane				
Pellsrus				
Sea Vista				
Thornhill				
Weston				

Source: Department of Health, 2023

A total of 1 Sessional Doctor and 1 full time for the clinics and 38 professional nurses plus 2 Community Services have been employed by the Department of Health to render health services to patients attending the primary healthcare facilities in the Kouga Municipal area.

2.4.2.2 HIV/AIDS and TB Treatment and Care

Table 4: Antiretroviral Treatment

Health Indicator	SBDM	Kouga
ART adult remain on ART end of period	12 916	6 169
ART child under 15 years remain on ART end of period	339	175

Source: Department of Health, 2023

2.4.2.3 Child and Maternal Health

Table 5:Childcare and Maternal Health

Health Indicator	SBDM	Kouga
Immunisation	81.5%	84.4%
Malnutrition	6.8%	8.8%
Neonatal mortality rate	6.8%	4.8%
Low birth weight	0.0%	0.0%

Source: Department of Health, 2023

Immunisation protects both adults and children against preventable infectious diseases.

Malnutrition, which refers to a condition whereby an individual does not receive adequate amounts or alternately receives an excessive amount of nutrients.

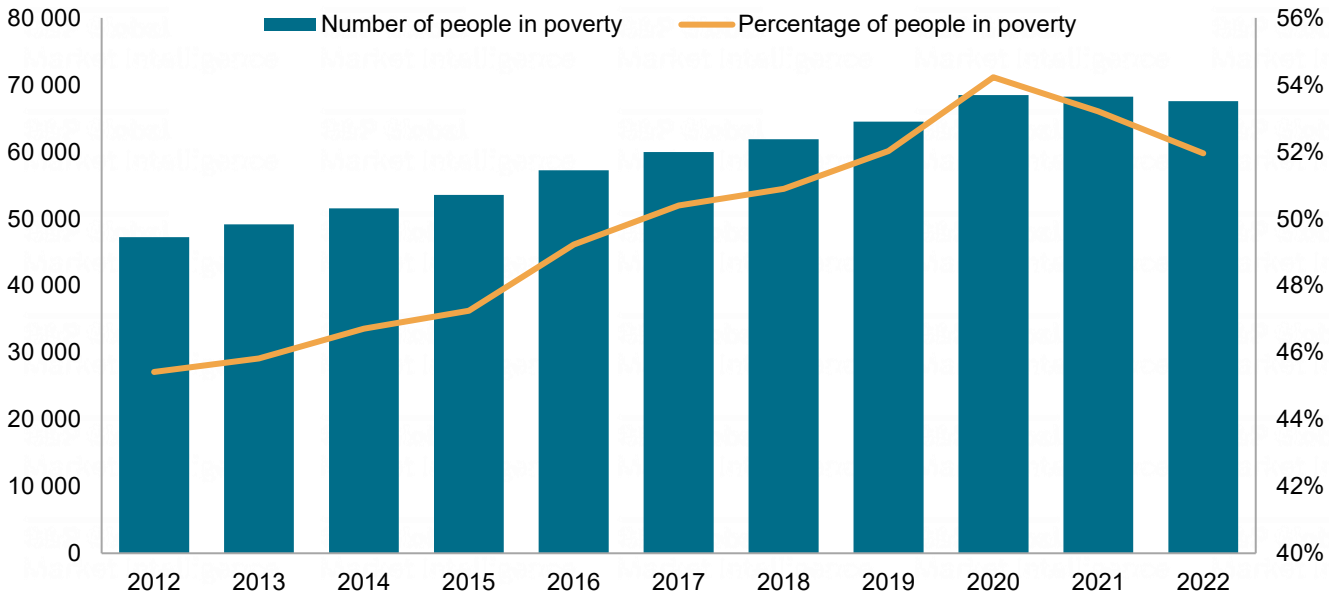
Neonatal mortality rate, the neonatal period (or the first 28 day of life) represents the most vulnerable time for a child's survival. The neonatal mortality rate is the number of neonates dying before reaching the age of 28 days, per 1000 births, in a given year.

Low birth weight is defined as weight at birth of less than 2500grams and can be associated with a range of short- and long-term consequences.

2.4.3 POVERTY AND INCOME

The upper poverty line is defined by StatsSA 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. These 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 StatsSA.

Chart 1:Number and percentage of people living in poverty - Kouga Local Municipality, 2012-2022 [Number percentage]



Source: South Africa Regional eXplorer v2443.
Data compiled on 15 Jan 2024.
© 2024 S&P Global.

Using the upper poverty level as a guide, Kouga Local Municipality had 67 500 impoverished individuals in 2022, 42.95% more than the 47 200 in 2012. Between 2012 and 2022, the proportion of the population living in poverty rose from 45.42% to 51.96%, a rise of -6.54 percentage points.

Table 6:Percentage of people living in poverty by population group - Kouga, 2012-2022 [Percentage]

	African	White	Coloured
2012	61.0%	0.8%	50.2%
2013	61.1%	0.9%	50.7%
2014	61.7%	1.0%	51.8%
2015	62.0%	1.0%	52.3%
2016	64.4%	1.3%	54.2%
2017	66.1%	1.5%	54.8%
2018	67.1%	1.7%	54.4%
2019	69.0%	2.2%	54.6%
2020	71.6%	3.0%	56.5%
2021	70.7%	3.0%	54.6%
2022	**69.1%**	**3.0%**	**52.9%**

Source: South Africa Regional eXplorer v2443.
Data compiled on 15 Jan 2024.
© 2024 S&P Global

Applying the upper poverty line criteria, the African demographic group had the highest percentage of impoverished individuals in 2022—69.1% of the total population. As evidenced by the shift from 0.77% in 2012 to 2.98% in 2022, the percentage of White people living in poverty fell by -2.65 percentage points. Compared to 50.24% in 2012, 52.90% of people who identified as Coloured lived in poverty in 2022.

2.4.3.1 Household Income

The number of households is categorised into predefined income groups or brackets. The total household gross disposable income is the result of adding up all forms of payments in kind, gifts, sales of handmade goods, pensions from retirement programs, income from unofficial sector activities, subsistence income, etc. Keep in mind that the income distribution includes income tax.

Income levels range from R0 to R2,400 year to R2,400,000+ annually. A household might consist of one person living alone or a collection of people who share housing and provide food and other necessities for survival. These income groups do not account for inflation creep; households naturally move "up" in the brackets over time, even if their actual income remains unchanged.

Table 7:Households by income category - Kouga, Sarah Baartman, Eastern Cape and National Total, 2022 [Number Percentage]

	Kouga	Sarah Baartman	Eastern Cape	National Total	Kouga as % of district municipality	Kouga as % of province	Kouga as % of national
0-2400	2	7	141	1,260	*29.8%*	*1.51%*	*0.17%*
2400-6000	31	109	1,780	14,500	*28.5%*	*1.75%*	*0.22%*
6000-12000	216	762	13,900	107,000	*28.3%*	*1.55%*	*0.20%*
12000-18000	479	1,720	32,000	242,000	*27.9%*	*1.50%*	*0.20%*
18000-30000	1,880	7,090	126,000	914,000	*26.5%*	*1.49%*	*0.21%*
30000-42000	2,810	11,200	182,000	1,290,000	*25.2%*	*1.54%*	*0.22%*

	Kouga	Sarah Baartman	Eastern Cape	National Total	Kouga as % of district municipality	Kouga as % of province	Kouga as % of national
42000-54000	2,720	11,400	181,000	1,270,000	23.8%	1.50%	0.21%
54000-72000	3,980	17,200	252,000	1,820,000	23.1%	1.58%	0.22%
72000-96000	4,310	18,600	243,000	1,860,000	23.2%	1.78%	0.23%
96000-132000	4,350	18,600	221,000	1,860,000	23.4%	1.97%	0.23%
132000-192000	4,320	18,200	213,000	1,930,000	23.7%	2.03%	0.22%
192000-360000	5,590	21,300	231,000	2,350,000	26.3%	2.42%	0.24%
360000-600000	3,960	13,700	139,000	1,630,000	28.8%	2.84%	0.24%
600000-1200000	3,400	10,700	93,300	1,240,000	31.9%	3.65%	0.27%
1200000-2400000	1,680	5,140	39,900	565,000	32.6%	4.20%	0.30%
2400000+	395	1,090	7,260	111,000	36.2%	5.44%	0.36%
Total	**40,100**	**157,000**	**1,980,000**	**17,200,000**	**25.6%**	**2.03%**	**0.23%**

Source: South Africa Regional eXplorer v2443.
Data compiled on 15 Jan 2024.
© 2024 S&P Global.

According to estimates, 6.49% of Kouga Local Municipality households in 2022 made less than R30,000 annually. This figure is approximately half of what it was in 2012. With a total of 5 590 households, the income category 192000–360000 has the most, followed by the 96000–132000 income category with 4 350 households. There are just 2.1 households in the income range of 0–2400.

2.4.3.2 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.

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 taken into account.

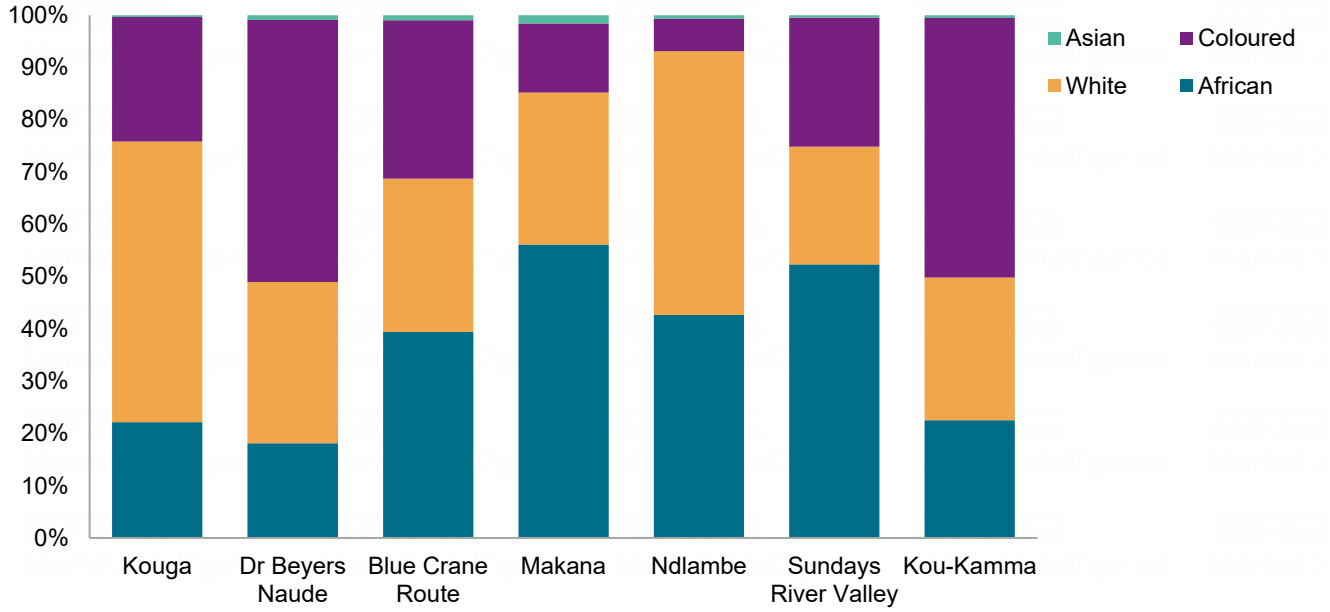
Table 8:Annual total personal income - Kouga, Sarah Baartman, Eastern Cape and National Total [Current Prices, R billions]

	Kouga	Sarah Baartman	Eastern Cape	National Total
2012	5.7	19.7	210.1	2,525.0
2013	6.4	21.8	229.0	2,729.4
2014	7.1	23.9	248.1	2,938.2
2015	7.7	26.1	268.4	3,180.0
2016	8.4	28.3	287.0	3,413.6
2017	9.3	31.1	310.2	3,662.1
2018	10.1	33.8	332.2	3,913.0
2019	10.8	36.0	349.0	4,111.6
2020	10.7	35.7	340.5	4,009.8
2021	11.8	39.7	379.8	4,425.4
2022	12.8	43.4	420.6	4,812.5
Average Annual growth				
2012-2022	**8.45%**	**8.19%**	**7.19%**	**6.66%**

Source: South Africa Regional eXplorer v2443.
Data compiled on 15 Jan 2024.
© 2024 S&P Global.

From 2012 to 2022, Kouga Local Municipality experienced an average annual growth rate of 8.45% (from R 5.7 billion to R 12.8 billion), exceeding the average annual growth rates of Sarah Baartman (8.19%) and Eastern Cape Province (7.19%). Compared to Kouga Local Municipality, South Africa's average yearly growth rate was lower, at 6.66% (from R 2.52 trillion to R 4.81 trillion).

Chart 2:Annual total personal income by population group - Kouga and the rest of Sarah Baartman [Current Prices, R billions]



Source: South Africa Regional eXplorer v2443.
Data compiled on 15 Jan 2024.
© 2024 S&P Global.

In 2022, Kouga Local Municipality's total personal income was estimated to be R 12.8 billion. The White population group earned R 6.89 billion, or 23.82% of the total personal income, compared to the African population group's R 2.84 billion, or 53.71%. Only 22.13% and 0.34% of the total personal income went to the African and Asian ethnic groupings, respectively.

2.4.3.3 Social Grants

The Kouga municipal area has a total of 39 597 grant dependents due to the high levels of poverty within the municipality. The details of the various grants are depicted in the tables below:

Local Office	Local Office Key	Grant Type		Number Of Beneficiaries	Number Of Children	Estimated Amount	Number Of Grants
HUMANSDORP	290200	Old Age Grant		28		R58,520	28
			> 75 Years	11		R23,210	11
		Disability Grant	Permanent Disability	4		R8,360	4
		Grant-In-Aid		3		R1,530	3
		Care Dependency Grant			1	R2,090	1
		Child Support Grant	(< 1 Year)		1	R510	1
			(2 Years)		1	R510	1
			(3 Years)		1	R510	1
			(8 Years)		1	R510	1
			(11 Years)		1	R510	1
			(12 Years)		1	R510	1

Local Office	Local Office Key	Grant Type		Number Of Beneficiaries	Number Of Children	Estimated Amount	Number Of Grants
			(13 Years)		1	R510	1
			(14 Years)		4	R2,040	4
			(15 Years)		2	R1,020	2
			(16 Years)		5	R2,550	5
			(17 Years)		2	R1,020	2
		Total		**46**	**21**	**R103,910**	**67**
					Grand Total (Estimated Monthly Total multiplied by 12)	**1 249 920**	

Source: DSD_SASSA, 2024

Local Office	Local Office Key	Grant Type		Number Of Beneficiaries	Number Of Children	Estimated Amount	Number Of Grants
HUMANSDORP INSTITUTION	280200	Old Age Grant		9		R18,810	9
			> 75 Years	16		R33,760	16
		Grant-In-Aid		1		R510	1
		Total		**26**	**0**	**R53,080**	**26**
					Grand Total (Estimated Monthly Total multiplied by 12)	**636 960**	

Source: DSD_SASSA, 2024

Table 9: Social Grant Statistics

Local Office	Local Office Key	Grant Type		Number Of Beneficiaries	Number Of Children	Estimated Amount	Number Of Grants
HUMANSDORP LOCAL OFFICE	260100	Old Age Grant		6,544		R13,676,960	6,544
			> 75 Years	2,164		R4,566,040	2,164
		Disability Grant	Permanent Disability	2,067		R4,320,030	2,067
			Temporary Disability	467		R976,030	467
		Foster Care Grant			661	R746,930	661
		Grant-In-Aid		525		R267,750	525
		Care Dependency Grant			311	R649,990	311
		Child Support Grant	(< 1 Year)		1,089	R555,390	1,089
			(1 Year)		1,432	R730,320	1,432
			(2 Years)		1,512	R771,120	1,512
			(3 Years)		1,486	R757,860	1,486
			(4 Years)		1,374	R700,740	1,374
			(5 Years)		1,477	R753,270	1,477
			(6 Years)		1,412	R720,120	1,412
			(7 Years)		1,334	R680,340	1,334
			(8 Years)		1,474	R751,740	1,474
			(9 Years)		1,499	R764,490	1,499
			(10 Years)		1,510	R770,100	1,510
			(11 Years)		1,609	R820,590	1,609
			(12 Years)		1,693	R863,430	1,693
			(13 Years)		1,661	R847,110	1,661
			(14 Years)		1,573	R802,230	1,573
			(15 Years)		1,660	R846,600	1,660
			(16 Years)		1,632	R832,320	1,632
			(17 Years)		1,431	R729,810	1,431
		Total		**11,767**	**27,830**	**R38,901,310**	**39,597**
					Grand Total (Estimated Monthly Total multiplied by 12)	**(466 815 720)**	

Source: DSD_SASSA, 2024

2.4.4 SAFETY AND SECURITY

The National Development Plan acknowledges that there are significant social and economic underpinnings to crime and violence, making it more than merely a security concern.

It is not sufficient to view addressing problems as the exclusive responsibility of the criminal justice system; rather, all government departments, especially those operating within the social and economic clusters, must be involved. All South Africans shall live in a safe and secure environment as a result of these departments carrying out their individual and joint legal duties.

According to South Africa's 2013 National Security Strategy, security is the "maintenance and promotion of peace, stability, development, and prosperity using state power." It also entails presenting the state's authority and maintaining its territorial integrity, as well as safeguarding our people and ensuring that they are free from terror and want."

But the level of crime in South Africa affects not just the lives of its people but also the country's economy as a whole.

Growth is impeded as investment and capital accumulation are discouraged by crime. It has the power to thwart social and economic progress if it is not taken seriously.

2.4.4.1 Crime Statistics

There are 6 police stations in the Kouga area namely, Humansdorp, St Francis Bay, Jeffreys Bay, Hankey, Patensie and Thornhill. The following criminal statistics were recorded for the periods 2021 – 2023):

SAPS – Jeffreys Bay

SAPS – JEFFREYS BAY					
CONTACT CRIMES (CRIMES AGAINST THE PERSON)					
CRIME CATEGORY	**JULY - SEPTEMBER 2021**	**JULY -SEPTEMBER 2022**	**JULY - SEPTEMBER 2023**	**CASE DIFF**	**% CHANGE**
Murder	5	2	4	2	**2 counts higher**
Sexual Offences	7	11	11	0	**0 count diff**
Attempted Murder	0	2	1	-1	**1 count lower**
Assault with the intent to inflict grievous bodily harm	18	22	21	-1	**1 count lower**
Common Assault	19	21	18	-3	**3 counts lower**
Common Robbery	0	5	1	-4	**4 counts lower**
Robbery with aggravating circumstances	17	21	13	-8	**8 counts lower**
TOTAL	**66**	**84**	**69**	**-15**	**-17.9%**
SEXUAL CRIMES					
Rape	6	10	6	-4	**4 counts lower**
Sexual Assault	0	1	3	2	**2 counts higher**
Attempted Sexual Assault	0	0	1	1	**1 count higher**
Contact Sexual Assault	1	0	1	1	**1 count higher**
SOME SUB-CATEGORIES OF AGGRAVATED ROBBERY					
Carjacking	1	0	0	0	**0 count diff**
Robbery at residential premises	2	2	2	0	**0 count diff**
Robbery at non-residential premises	2	4	2	-2	**2 counts lower**
TRIO Crime	5	6	2	-2	**2 counts lower**
Robbery of cash in transit	0	0	0	0	**0 count diff**
Bank robbery	0	0	0	0	**0 count diff**
Truck hijacking	**0**	**0**	**0**	**0**	**0 count diff**
CONTACT RELATED CRIME					
Arson	0	0	0	0	**0 count diff**
CONTACT RELATED CRIME					
Malicious damage to property	17	12	22	10	**10 counts higher**
TOTAL	**17**	**12**	**22**	**10**	**10 counts higher**
PROPERTY-RELATED CRIMES					
Burglary at non-residential premises	33	14	18	4	**4 counts higher**
Burglary at residential premises	44	43	35	-8	**8 counts lower**

CRIME CATEGORY	JULY - SEPTEMBER 2021	JULY -SEPTEMBER 2022	JULY - SEPTEMBER 2023	CASE DIFF	% CHANGE
Theft of motor vehicle and motorcycle	0	1	2	1	**1 count higher**
Theft out of or from motor vehicle	6	20	16	-4	**4 counts lower**
Stock theft	0	0	0	0	**0 count diff**
TOTAL	**83**	**78**	**71**	**-7**	**-9.0%**
OTHER SERIOUS CRIMES					
All theft not mentioned elsewhere	45	43	47	4	**4 counts higher**
Commercial crime	33	54	67	13	**24.1%**
Shoplifting	5	9	23	14	**14 counts higher**
TOTAL	**83**	**106**	**137**	**31**	**29.2%**
Total community reported serious crimes	**249**	**280**	**299**	**19**	**6.8%**
CRIME DETECTED AS A RESULT OF POLICE ACTION					
Illegal possession of firearms and ammunition	6	3	4	1	**1 count higher**
Drug-related crime	76	60	65	5	**8.3%**
Driving under the influence of alcohol or drugs	5	0	11	11	**11 counts higher**
Sexual offences detected as a result of police action	0	0	0	0	**0 count diff**
TOTAL	**87**	**63**	**80**	**17**	**27.0%**
Kidnapping	0	2	0	-2	**2 counts lower**

Source: SAPS: Crime Statistics, 2023

SAPS St Francis Bay

SAPS – ST FRANCIS BAY					
CONTACT CRIMES (CRIMES AGAINST THE PERSON					
CRIME CATEGORY	**JULY- SEPTEMBER 2021**	**JULY – SEPTEMBER 2022**	**JULY – SEPTEMBER 2023**	**CASE DIFF**	**% CHANGE**
Murder	2	0	2	2	**2 counts higher**
Sexual Offences	3	5	0	-5	**5 counts lower**
Attempted Murder	3	0	3	3	**3 counts higher**
Assault with the intent to inflict grievous bodily harm	10	16	18	2	**2 counts higher**
Common Assault	3	11	10	-1	**1 count lower**
Common Robbery	1	0	0	0	**0 count diff**
Robbery with aggravating circumstances	1	4	11	7	**7 counts higher**
Contact Crime (Crimes against the person)	23	36	44	8	**8 counts higher**
SEXUAL CRIMES					
Rape	1	5	0	-5	**5 counts lower**
Sexual Assault	1	0	0	0	**0 count diff**
Attempted Sexual Assault	1	0	0	0	**0 count diff**
Contact Sexual Assault	0	0	0	0	**0 count diff**
SOME SUB-CATEGORIES OF AGGRAVATED ROBBERY					
Carjacking	0	0	0	0	**0 count diff**
Robbery at residential premises	1	0	0	0	**0 count diff**

CRIME CATEGORY	JULY- SEPTEMBER 2021	JULY – SEPTEMBER 2022	JULY – SEPTEMBER 2023	CASE DIFF	% CHANGE
Robbery at non-residential premises	0	1	1	0	**0 count diff**
TRIO	***1***	***1***	*1*	***0***	**0 count diff**
Robbery of cash in transit	0	0	0	0	**0 count diff**
Bank robbery	0	0	0	0	**0 count diff**
Truck hijacking	0	0	0	0	**0 count diff**
CONTACT RELATED CRIME					
Arson	2	1	0	-1	**1 count lower**
Malicious damage to property	6	4	7	3	**3 counts higher**
Contact related crime	8	5	7	2	**2 counts higher**
PROPERTY RELATED CRIMES					
Burglary at non-residential premises	10	9	8	-1	**1 count lower**
Burglary at residential premises	25	27	24	-3	**3 counts lower**
Theft of motor vehicle and motorcycle	1	0	0	0	**0 count diff**
Theft out of or from motor vehicle	9	3	11	8	**8 counts higher**
Stock theft	0	0	1	1	**1 count higher**
Property related crime	**45**	**39**	**44**	**5**	**5 counts higher**
OTHER SERIOUS CRIMES					
All theft not mentioned elsewhere	32	23	40	17	**17 counts higher**
Commercial crime	7	16	11	-5	**5 counts lower**
Shoplifting	1	0	1	1	**1 count higher**
Total of other serious crimes	**40**	**39**	**52**	**13**	**33.3%**
17 community reported serious crimes	**116**	**119**	**147**	**28**	**23.5%**
CRIME DETECTED AS A RESULT OF POLICE ACTION					
Illegal possession of firearms and ammunition	0	0	0	0	**0 count diff**
Drug-related crime	5	6	14	8	**8 counts higher**
Driving under the influence of alcohol or drugs	1	0	0	0	**0 count diff**
Sexual offences detected as a result of police action	0	0	0	0	**0 count diff**
Crime detected as a result of police action	6	6	14	8	**8 counts higher**

Source: SAPS: Crime Statistics,2023

SAPS Humansdorp

SAPS – HUMANSDORP					
CONTACT CRIMES (CRIMES AGAINST THE PERSON					
CRIME CATEGORY	**JULY – SEPTEMBER 2021**	**JULY – SEPTEMBER 2022**	**JULY – SEPTEMBER 2023**	**CASE DIFF**	**% CHANGE**
Murder	4	7	17	10	**10 counts higher**
Sexual Offences	10	7	9	2	**2 counts higher**
Attempted Murder	2	3	16	13	**13 counts higher**
Assault with the intent to inflict grievous bodily harm	24	43	47	4	**4 counts higher**
Common Assault	9	23	23	0	**0 count diff**
Common Robbery	3	7	7	0	**0 count diff**
Robbery with aggravating circumstances	12	19	21	2	**2 counts higher**
Contact crime (Crimes against the person)	**64**	**109**	**140**	**31**	**28.4%**
SEXUAL CRIMES					
Rape	9	4	7	3	**3 counts higher**
Sexual Assault	0	3	0	-3	**3 counts lower**
Attempted Sexual Assault	0	0	1	1	**1 count higher**
Contact Sexual Assault	1	0	1	1	**1 count higher**
SOME SUB-CATEGORIES OF AGGRAVATED ROBBERY					
Carjacking	0	0	0	0	**0 count diff**
Robbery at residential premises	1	2	3	1	**1 count higher**
Robbery at non-residential premises	4	2	8	6	**6 counts higher**
TRIO CRIME	5	4	11	7	**7 counts higher**
Robbery of cash in transit	0	0	0	0	**0 count diff**
Bank robbery	0	0	0	0	**0 count diff**
Truck hijacking	0	0	0	0	**0 count diff**
CONTACT RELATED CRIME					
Arson	1	0	3	3	**3 counts higher**
Malicious damage to property	16	34	26	-8	**8 counts lower**
Contact crime (Crimes against the person)	**17**	**34**	**29**	**-5**	**5 counts lower**
PROPERTY-RELATED CRIMES					
Burglary at non-residential premises	16	27	25	-2	**2 counts lower**
Burglary at residential premises	24	31	42	11	**11 counts higher**
Theft of motor vehicle and motorcycle	0	1	2	1	**1 count higher**
Theft out of or from motor vehicle	14	24	14	-10	**10 counts lower**
Stock theft	5	11	6	-5	**5 counts lower**
OTHER SERIOUS CRIMES					
All theft not mentioned elsewhere	29	36	42	6	**6 counts higher**
Commercial crime	18	20	24	4	**4 counts higher**
Shoplifting	14	14	12	-2	**2 counts lower**

Other serious crimes	61	70	78	8	**11.4%**
CRIME CATEGORY	**JULY - SEPTEMBER 2021**	**JULY – SEPTEMBER 2022**	**JULY – SEPTEMBER 2023**	**CASE DIFF**	**% CHANGE**
17 Community reported serious crimes	201	307	336	29	**9.4%**
CRIME DETECTED AS A RESULT OF POLICE ACTION					
Illegal possession of firearms and ammunition	3	2	5	3	**3 counts higher**
Drug-related crime	60	91	109	18	**19.8%**
Driving under the influence of alcohol or drugs	4	7	6	-1	**1 count lower**
Sexual offences detected as a result of police action	0	0	0	0	**0 count diff**
Kidnapping	1	1	0	-1	**1 count lower**

Source: SAPS: Crime Statistics, 2023

SAPS Hankey

SAPS – HANKEY					
CONTACT CRIMES (CRIMES AGAINST THE PERSON)					
CRIME CATEGORY	**JULY - SEPTEMBER 2021**	**JULY – SEPTEMBER 2022**	**JULY – SEPTEMBER 2023**	**CASE DIFF**	**% CHANGE**
Murder	3	5	2	-3	**3 counts lower**
Sexual Offences	1	8	1	-7	**7 counts lower**
Attempted Murder	1	3	1	-2	**2 counts lower**
Assault with the intent to inflict grievous bodily harm	28	31	34	3	**3 counts higher**
Common Assault	13	11	21	10	**10 counts higher**
Common Robbery	6	3	5	2	**2 counts higher**
Robbery with aggravating circumstances	3	6	7	1	**1 count higher**
Contact crime (Crimes against the person)	**55**	**67**	**71**	**4**	**6.0%**
SEXUAL CRIMES					
Rape	1	6	1	-5	**5 counts lower**
Sexual Assault	0	1	0	-1	**1 count lower**
Attempted Sexual Assault	0	1	0	-1	**1 count lower**
Contact Sexual Assault	0	0	0	0	**0 count diff**
SOME SUB-CATEGORIES OF AGGRAVATED ROBBERY					
Carjacking	0	0	1	1	**1 count higher**
Robbery at residential premises	2	1	0	-1	**1 count lower**
Robbery at non-residential premises	0	0	0	0	**0 count diff**
TRIO CRIME	2	1	1	0	**0 count diff**
Robbery of cash in transit	0	0	0	0	**0 count diff**
Bank robbery	0	0	0	0	**0 count diff**
Truck hijacking	0	0	0	0	**0 count diff**
CONTACT RELATED CRIME					
Arson	2	0	0	0	**0 count diff**

Malicious damage to property	6	13	14	1	**1 count higher**
Contact-related crime	8	13	14	1	**1 count higher**
CRIME CATEGORY	**JULY - SEPTEMBER 2021**	**JULY – SEPTEMBER 2022**	**JULY – SEPTEMBER 2023**	**CASE DIFF**	**% CHANGE**
PROPERTY-RELATED CRIMES					
Burglary at non-residential premises	1	6	6	0	0 count diff
Burglary at residential premises	14	17	26	9	9 counts higher
Theft of motor vehicle and motorcycle	0	1	0	-1	1 count lower
Theft out of or from motor vehicle	2	5	5	0	0 count diff
Stock theft	3	1	1	0	0 count diff
Property related crime	20	30	38	8	8 counts higher
OTHER SERIOUS CRIMES					
All theft not mentioned elsewhere	21	30	39	9	9 counts higher
Commercial crime	2	5	8	3	3 counts higher
Shoplifting	0	1	0	-1	1 count lower
Total other serious crime	**23**	**36**	**47**	**11**	11 counts higher
17 Community reported serious crimes	**106**	**146**	**170**	**24**	16.4%
CRIME DETECTED AS A RESULT OF POLICE ACTION					
Illegal possession of firearms and ammunition	0	0	0	0	0 count diff
Drug-related crime	3	13	7	-6	6 counts lower
Driving under the influence of alcohol or drugs	0	0	0	0	0 count diff
Sexual offences detected as a result of police action	0	0	0	0	0 count diff
Crime detected as a result of police action	3	13	7	-6	6 counts lower
Kidnapping	1	2	1	-1	1 count lower

Source: SAPS: Crime Statistics, 2023

SAPS Patensie

SAPS – PATENSIE					
CONTACT CRIMES (CRIMES AGAINST THE PERSON)					
CRIME CATEGORY	**JULY - SEPTEMBER 2021**	**JULY – SEPTEMBER 2022**	**JULY – SEPTEMBER 2023**	**CASE DIFF**	**% CHANGE**
Murder	1	1	2	1	**1 count higher**
Sexual Offences	4	5	1	-4	**4 counts lower**
Attempted Murder	0	1	0	-1	**1 count lower**
Assault with the intent to inflict grievous bodily harm	13	14	17	3	**3 counts higher**
Common Assault	17	13	13	0	**0 count diff**
Common Robbery	1	2	4	2	**2 counts higher**
Robbery with aggravating circumstances	0	1	2	1	**1 count higher**
Contact Crime (Crimes against the person)	**36**	**37**	**39**	**2**	**2 counts higher**
SEXUAL CRIMES					

CRIME CATEGORY	JULY - SEPTEMBER 2021	JULY – SEPTEMBER 2022	JULY – SEPTEMBER 2023	CASE DIFF	% CHANGE
Rape	4	5	1	-4	**4 counts lower**
Sexual Assault	0	0	0	0	**0 count diff**
Attempted Sexual Assault	0	0	0	0	**0 count diff**
Contact Sexual Assault	0	0	0	0	**0 count diff**
SOME SUB-CATEGORIES OF AGGRAVATED ROBBERY					
Carjacking	0	0	0	0	**0 count diff**
Robbery at residential premises	0	0	0	0	**0 count diff**
Robbery at non-residential premises	0	1	1	0	**0 count diff**
TRIO CRIME	0	1	1	0	**0 count diff**
Robbery of cash in transit	0	0	0	0	**0 count diff**
Bank robbery	0	0	0	0	**0 count diff**
Truck hijacking	0	0	0	0	**0 count diff**
CONTACT RELATED CRIME					
Arson	0	1	1	0	**0 count diff**
Malicious damage to property	8	4	4	0	**0 count diff**
Contact- related crime	8	5	5	0	**0 count diff**
PROPERTY-RELATED CRIMES					
Burglary at non-residential premises	2	3	4	1	**1 count higher**
Burglary at residential premises	9	8	8	0	**0 count diff**
Theft of motor vehicle and motorcycle	0	0	0	0	**0 count diff**
Theft out of or from motor vehicle	2	3	1	-2	**2 counts lower**
Stock theft	0	1	0	-1	**1 count lower**
Property related crime	**13**	**15**	**13**	**-2**	**2 counts lower**
OTHER SERIOUS CRIMES					
All theft not mentioned elsewhere	17	20	34	14	**14 counts higher**
Commercial crime	4	2	6	4	**4 counts higher**
Shoplifting	0	0	0	0	**0 count diff**
Other serious crimes	21	22	40	18	**18 counts higher**
17 Community serious crime	78	79	97	18	**22.8%**
CRIME DETECTED AS A RESULT OF POLICE ACTION					
Illegal possession of firearms and ammunition	2	0	0	0	**0 count diff**
Drug-related crime	18	11	9	-2	**2 counts lower**
Driving under the influence of alcohol or drugs	3	0	3	3	**3 counts higher**
Sexual offences detected as a result of police action	0	0	0	0	**0 count diff**
Crime detected as a result of police action	23	11	12	1	**1 count higher**

Source: SAPS: Crime Statistics, 2023

SAPS Thornhill

SAPS – THORNHILL					
CONTACT CRIMES (CRIMES AGAINST THE PERSON)					
CRIME CATEGORY	JULY - SEPTEMBER 2021	JULY – SEPTEMBER 2022	JULY – SEPTEMBER 2023	CASE DIFF	% CHANGE
Murder	0	1	0	-1	**1 count lower**
Sexual Offences	0	1	1	0	**0 count diff**
Attempted Murder	0	2	0	-2	**2 counts lower**
Assault with the intent to inflict grievous bodily harm	13	12	6	-6	**6 counts lower**
Common Assault	8	11	4	-7	**7 counts lower**
Common Robbery	1	1	3	2	**2 counts higher**
Robbery with aggravating circumstances	2	4	0	-4	**4 counts lower**
Contact crime (Crimes against the person)	24	32	14	-18	**18 counts lower**
SEXUAL CRIMES					
Rape	0	1	1	0	**0 count diff**
Sexual Assault	0	0	0	0	**0 count diff**
Attempted Sexual Assault	0	0	0	0	**0 count diff**
Contact Sexual Assault	0	0	0	0	**0 count diff**
SOME SUB-CATEGORIES OF AGGRAVATED ROBBERY					
Carjacking	0	0	0	0	**0 count diff**
Robbery at residential premises	0	2	0	-2	**2 counts lower**
Robbery at non-residential premises	0	1	0	-1	**1 count lower**
TRIO CRIME	*0*	*3*	*0*	*-3*	**3 counts lower**
Robbery of cash in transit	0	0	0	0	**0 count diff**
Bank robbery	0	0	0	0	**0 count diff**
Truck hijacking	0	0	0	0	**0 count diff**
CONTACT RELATED CRIME					
Arson	0	0	0	0	**0 count diff**
Malicious damage to property	8	11	8	-3	**3 counts lower**
Contact-related crime	**8**	**11**	**8**	**-3**	**3 counts lower**
PROPERTY-RELATED CRIMES					
Burglary at non-residential premises	4	7	5	-2	**2 counts lower**
Burglary at residential premises	7	15	6	-9	**9 counts lower**
Theft of motor vehicle and motorcycle	0	0	2	2	**2 counts higher**
Theft out of or from motor vehicle	2	2	0	-2	**2 counts lower**
Stock theft	2	3	0	-3	**3 counts lower**
Property-related crime	15	27	13	-14	**14 counts lower**
OTHER SERIOUS CRIMES					
All theft not mentioned elsewhere	12	26	37	11	**11 counts higher**
Commercial crime	1	6	3	-3	**3 counts lower**
Shoplifting	0	0	0	0	**0 count diff**

CRIME CATEGORY	JULY - SEPTEMBER 2021	JULY – SEPTEMBER 2022	JULY – SEPTEMBER 2023	CASE DIFF	% CHANGE
Total of other crimes	13	32	40	8	**8 counts higher**
17 Community reported serious crimes	60	102	75	-27	**-26.5%**
CRIME DETECTED AS A RESULT OF POLICE ACTION					
Illegal possession of firearms and ammunition	0	0	0	0	**0 count diff**
Drug-related crime	10	10	3	-7	**7 counts lower**
Driving under the influence of alcohol or drugs	1	0	0	0	**0 count diff**
Sexual offences detected as a result of police action	0	0	0	0	**0 count diff**
Crime detected as a result of police action	11	10	3	-7	**7 counts lower**
Kidnapping	0	1	0	-1	**1 count lower**

Source: SAPS: Crime Statistics,2023

The Community Police and Safety Forum focus each year on the effective implementation of the following joint national and local crime prevention campaigns:

- Child Protection Week.
- 16 Days of Activism against violence against women and children.
- International Drug Awareness Day.
- Victim Support Programme.
- Substance Abuse Awareness Programmes.
- Holiday Programmes.

SECTION B: CURRENT SITUATION

This section aims at providing a detailed analysis on the state of affairs of the municipality. The analysis will be dealt with as per thesix (6) National Key Performance Areas.

2.5 KPA: Good Governance and Public Participation

Good Governance refers to a set of principles and practices that promote transparency, accountability, fairness, and effectiveness in decision making and management. It involves ensuring that the actions and decisions of those in power are ethical and in the best interests of the organisation or community.

Therefore, good governance includes elements such as the rule of the law, participation of citizens in decision-making, transparency in government operations, and effective and efficient service delivery.

2.5.1 Political Governance Structure

The Executive Council, which is presided over by the Executive Mayor, and the Municipal Manager, who serves as the administrative head, are the two separate but complementary governing bodies of Kouga Local Municipality.

Political Structure:



Kouga Local Municipality's Councillors:



Kouga Local Municipality's Proportional Councillors:



The Council performs both legislative and executive functions, with focus on legislative oversight and participatory roles, and has delegated executive function to the Executive Mayor and Mayoral Committee. Council's primary role is to debate issues publicly and also facilitate political debate and discussion, apart from their functions as decision makers, councillors are also actively involved in community work as well as various social programmes in the municipal area.
The municipality of Kouga is dedicated to creating a culture of municipal governance that integrates a participatory governance system with formal representative government.

Kouga Council consists of a total of 30 Councillors, of which 15 are Ward and 15 Proportional Councillors.

The figure below depicts the Party Political and demographic representation of Councillors within the Kouga Local Municipality:

Figure 16: Kouga LM: Total Number of Seats

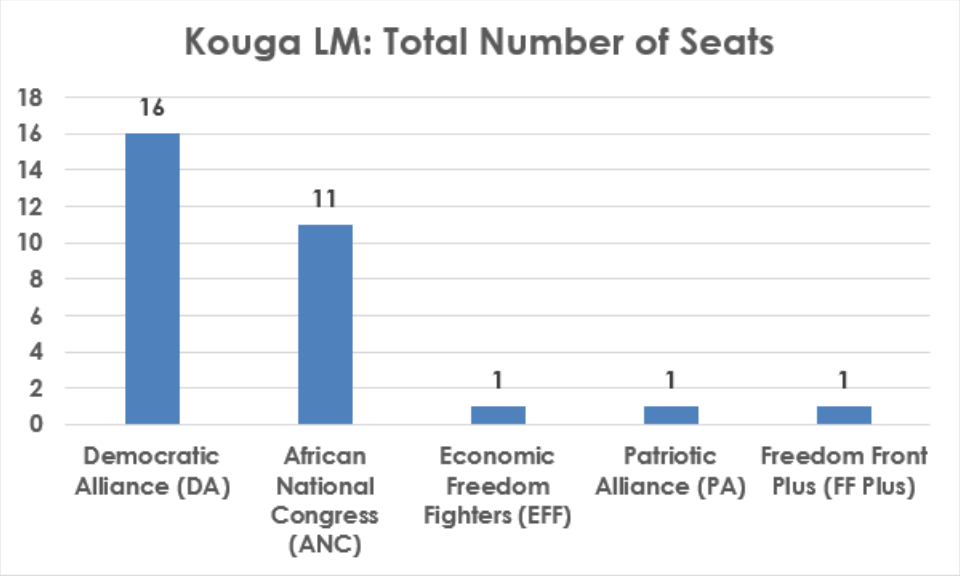
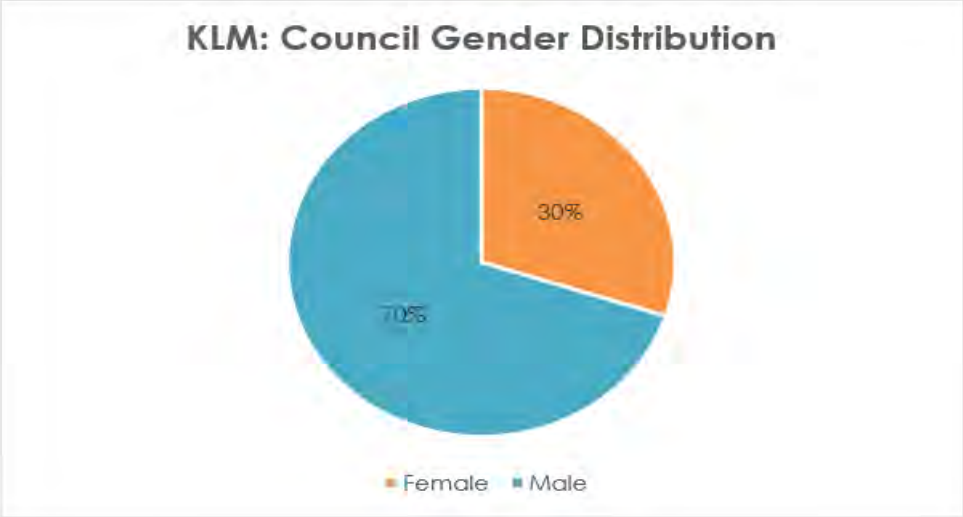


Figure 17: Council Gender Distribution



According to **Figure:17** women consist of 30% of the total number of councillors compared to the 70% that is enjoyed by their male counterpart, 2 of the 6 Council committees are chaired by women.

The political Governance structure with respect to key committees is fairly well established and functional, and is structured as follow:

- The Executive Mayoral Committee

The Portfolio Committees

The table below indicates all the Portfolio Committees established in terms of Section 80 of the Municipal Structures Act:

Table 10: KLM Portfolio Committees, 2023

CORPORATE & COMMUNICATION SERVICES	COMMUNITY & SAFETY SERVICES	PLANNING & DEVELOPMENT
Chairperson: Cllr J Alexander	**Chairperson: Ald D Benson**	**Chairperson: Cllr S Ruth**
Daniel Benson	Greg Stuurman	Martina v Niekerk
Martina v Niekerk	Cynthia August	Reinhardt Foley
Henry Murray	Fanie Heystek	Cynthia August
Greg Stuurman	Henry Murray	Greg Stuurman
Vuyokazi Batyi-Gunuza	Nomalungelo Ntengwane	Mzwandile Yali
Nozuko Ntshota	Kholisile Ndzelani	Wayne Petersen
Bazil Human	Bazil Human	Bazil Human
Wilhelmus van de Linde	Wilhelmus van de Linde	Wilhelmus van de Linde
Luvuyo Nkilishane	Luvuyo Nkilishane	Luvuyo Nkilishane
ALTERNATES:	**ALTERNATES:**	**ALTERNATES:**
Bryan Dhludhlu (A)	Shena Ruth	Lorraine Maree
Lorraine Maree	Jaques Alexander	Jaques Alexander
Thembekile Mbuqu	Margaret Valgee	Vuyani Zana
FINANCE & ECONOMIC DEVELOPMENT	**CIVIL & WATER SERVICES**	**ELECTRO & MECHANICAL SERVICES**
Chairperson: Cllr L Maree	**Chairperson: Cllr R Foley**	**Chairperson: Cllr T Jantjes**
Reinhardt Foley	Cynthia August	Shena Ruth
Bryan Dhludhlu	Shena Ruth	Lorraine Maree
Fanie Heystek	Willem Gertenbach	Willem Gertenbach
Willem Gertenbach	Jaques Alexander	Melanie Biko
Phumzile Oliphant	Vuyani Zana	Msingathi Mbandana
Mzwandile Yali	Phumzile Oliphant	Nozuko Ntshota
Bazil Human	Bazil Human	Bazil Human
Wilhelmus van de Linde	Wilhelmus van de Linde	Wilhelmus van de Linde
Luvuyo Nkilishane	Luvuyo Nkilishane	Luvuyo Nkilishane
ALTERNATES:	**ALTERNATES:**	**ALTERNATES:**
Henry Murray	Lorraine Maree	Bryan Dhludhlu (A)
Shena Ruth	Melanie Biko	Henry Murray
Wayne Petersen	Msingathi Mbandana	Mzwandile Yali

Source: KLM, 2023

Section 79 Committees:

In accordance with Section 79 of the Municipal Structures Act, Council has also formed the following committees:

i. Municipal Public Accounts Committee (MPAC)

The Committee is made up of non-executive Councillors with the responsibilities of ensuring that the Administration is held accountable for the management of municipal funds, assets and the efficient and effective management of council resources.

The MPAC is responsible for overseeing the financial affairs of the municipality. Its main roles and responsibilities include:

- **Financial Oversight:** MPAC is responsible for reviewing and monitoring the financial affairs of the municipality. This includes examining financial statements, budgets and expenditures to ensure compliance with relevant laws and regulations.

- **Auditing and Reporting:** MPAC conducts regular audits of the municipality's financial records to identify any irregularities or discrepancies. It prepares reports on its findings and recommendations for improvement. It also evaluates the findings and recommendations of the external audit report.

- **Risk Assessment:** MPAC is often involved in assessing financial risks and internal controls within the municipality. They identify potential risks an provide recommendations to mitigate those risks, ensuring the financial integrity of the municipality.

- **Transparency and Accountability:** MPAC promotes transparency and accountability in financial matters in financial matters. They aim to ensure that the municipality's financial resources are used efficiently, effectively, and in the best interest of the community.

- **Reporting and Recommendations:** MPAC prepares reports on their finding and recommendations, which are typically submitted to the municipal council. These reports provide valuable insights into the municipality's financial health and help guide decision making.

- **Stakeholder Engagement:** MPAC may engage with various stakeholders, such as municipal officials, finance department, and community members. They seek input, address concerns, and promote understanding of financial matters within the municipality.

ii. **Rules and Ethics Committee**

The Rules and Ethics Committee is a Disciplinary Committee established in terms of Schedule 7, Section 14(1)(b) of the Code of Conduct for Councillors, which states

that a Municipal Council may: "establish a special committee – (i) to investigate appropriate

iii. Municipal By-Laws and Policy Committee

The Municipal By-Laws and Policy Committee ensures the review of Municipal by-laws and policies, and the development of new by-laws and policies.

Statutory Committees

The following administrative committees has been established by Council:

- **Audit/Performance Committee:** is established in terms of Section 166 of the Municipal Finance Management Act. It is an independent external committee, which provides an oversight, compliance and advisory function.

- **Bid Specification Committee:** compiles the specification for all goods and services procured by the municipality.

- **Bid Evaluation Committee:** evaluates bids in accordance with the specifications of a specific procurement, and the points system set out in the Supply Chain Management (SCM) Policy and Regulations and as prescribed in terms of the Preferential Procurement Policy Framework.

- **Bid Adjudication Committee:** considers reports and recommendations of the bid evaluation committee and makes a recommendation to the Accounting Officer to make the final award; or make recommendation to the Accounting Officer on how to proceed with the relevant procurement.

Audit Committee

The Audit Committee is an independent advisory body per Section 166(1) of the Municipal Finance Management Act no 56 of 2003 (MFMA). The Audit Committee also fulfils the functions of a Performance Management Audit Committee constituted in terms of Regulation 14(2) of the Local Government: Municipal Planning and Performance Management Regulations, 2001.

Council Meetings Calendar

The tables below outline Council's and its Committees seatings as per the approved Council calendar:

Council meetings

Table 11: Council Meetings - 2023/24

Date of Meeting	Type of meeting	Meeting Assembled	
		Yes	No
28 July 2023	Ordinary Council	x	
22 August 2023	Special Council	x	

Date of Meeting	Type of meeting	Meeting Assembled	
		Yes	No
31 August 2023	Ordinary Council	x	
12 September 2023	Special Council	x	
05 October 2023	Special Council	x	
27 October 2023	Ordinary Council	x	
07 November 2023	Special Council	x	
14 December 2023	Ordinary Council	x	
30 January 2024	Ordinary Council	x	
28 February 2024	Ordinary Council	x	
27 March 2024	Ordinary Council	To be held	
30 April 2024	Ordinary Council	To be held	
30 May 2024	Ordinary Council	To be held	
28 June 2024	Ordinary Council	To be held	

Source: KLM,2024

Mayoral Committee meetings

Table 12: Mayoral Committee Meetings – 2023/24

Date of Meeting	Type of meeting	Meeting Assembled	
		Yes	No
15 August 2023	Mayoral Committee	x	
30 November 2023	Mayoral Committee	x	
15 February 2024	Mayoral Committee	x	
13 March 2024	Mayoral Committee		
17 April 2024	Mayoral Committee		
16 May 2024	Mayoral Committee		
13 June 2024	Mayoral Committee		

Source: KLM,2024

Portfolio Committee Meetings

Table 13: Portfolio Committee Meetings – 2023/24

Date of Meeting	Type of meeting	Meeting Assembled	
		Yes	No
1 August 2023	**Corporate & Communication Services Portfolio Committee**	x	
11 October 2023		x	
06 February 2024		x	
06 March 2024		x	
09 April 2024			
08 May 2024			
05 June 2024			
01 August 2023	**Finance and Economic Development Portfolio Committee**	x	
11 October 2023		x	
06 February 2024		x	
06 March 2024			
09 April 2024			
08 May 2024			
05 June 2024			
01 August 2023	**Community and Safety Services Portfolio Committee**	x	
11 October 2023		x	
06 February 2024			
06 March 2024			
09 April 2024			

Date of Meeting	Type of meeting	Meeting Assembled	
		Yes	No
08 May 2024			
05 June 2024			
01 August 2023	**Electro-Mechanical Services Portfolio Committee**	x	
12 October 2023		x	
07 February 2024			
07 March 2024			
10 April 2024			
09 May 2024			
06 June 2024			
01 August 2023	**Civil & Water Services Portfolio Committee**	x	
12 October 2023		x	
07 February 2024			
07 March 2024			
10 April 2024			
09 May 2024			
06 June 2024			

Source: KLM,2024

2.5.2 Administrative Governance

Administrative governance refers to the practices and processes involved in the management and administration of an organisation. It focuses on the efficient and effective implementation of policies, procedures, and decision-making to ensure the smooth functioning of the organisation.

In administrative governance, the emphasis is on the day-to-day operations, coordination, and control of resources within an organisation. It involves tasks such as planning, organising, staffing, directing, and controlling, all aimed at achieving the goals and objectives of the organisation.

Administrative governance plays a crucial role in ensuring that the organisation's resources are utilized optimally, that tasks are performed efficiently, and that policies and procedures are followed consistently.

Administration

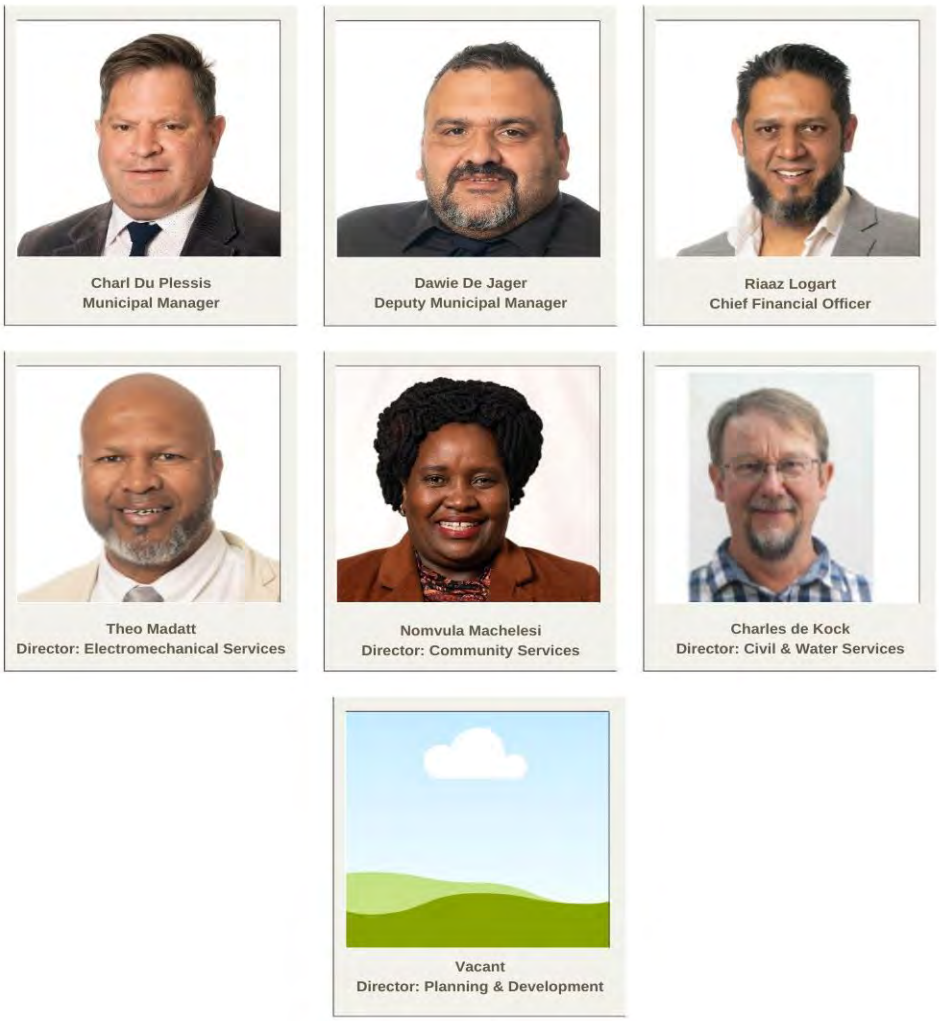
The Municipal Manager is the head of the Administration. His primary responsibility is to serve as the chief custodian of service delivery and the implementation of political priorities. He is assisted by the Top Management Team (TMT), which comprises of the Directors of six departments. The TMT is responsible for identifying and setting strategic interventions to improve service delivery; developing new initiatives based on feedback from political leadership, departments and local communities; and managing current priorities.

The Kouga Local Municipality is administered from the main offices situated in Jeffreys Bay with satellite offices in the following areas:

- Humansdorp;
- Hankey;
- St Francis Bay; and

- Patensie.

Administrative Governance Structure



2.5.3 Municipal Functional Areas

In relation to powers and functions, the municipalities have an implementing mandate of National and Provincial policies regarding socio-economic development and political life of the Municipality as enshrined in the Constitution.

In the context of Local Government functions, the District Municipalities have co-ordination role and provision of bulk service infrastructure. The table below clarifies the function role of Kouga municipality as per Schedule 4, Part B of the Constitution of the Republic of South Africa, Act, 108 of 1996:

Table 14: Municipal Powers and Functions

Municipal Powers and Function	
Amenities and Infrastructure	**Housing Development**
Electricity	All forms of Housing Development
Storm water management	Housing Administration
Street lighting	Spatial Development
Road maintenance	Urban Revival

Municipal Powers and Function	
Water and sewerage management	**Human Resources**
Municipal Building maintenance	
Parks and gardens	All legislative, Civil law and administrative functions pertaining to staff
Libraries	Staff training
Municipal workshop	Implementation of Skills Act
Municipal Siding maintenance	Councillors training
Health, Environmental & Community Services	Local Labor Forum
	A Performance Management System
Municipal Health Services	**Land, Rural & Agricultural Development**
Informal settlements	
Environmental conservation	Rural land matters
Business licensing	Agricultural matters
Refuse removal	Education and welfare in general
Town cleansing	Rendering of services in all areas under its jurisdiction
Cemeteries	Land reform
Sport and Recreation	Acquisition and alienation of land
Arts and Culture	Impoundment of stray animals
Economic Development	Squatter Control
	Planning and Building Control
Promote Local Tourism	
Economic Development	Integrated Development Planning (including strategic planning)
Trading Legislation	Town Planning Services
Street Trading	Building Control Services
Industrial Development	Plans and signage control
Create Investor – friendly climate	Property valuations
Eradication of Poverty	**Safety and Security**
Finance	Law Enforcement (Traffic)
Keeping of Financial Records	Fire Services/Rescue Services
Municipal Rating and Taxation	Occupational Safety Services
Municipal Insurance	Disaster Management
Municipal banking and Investments	**Internal Audit**
Taking of Loans	
Stock Control and Asset Register	Internal Auditing of entire municipality

2.5.4 Public Participation

Chapter 4 of the Local Government: Municipal Systems Act, No. 32 of 2000 deals with the development of a culture of community (public) participation, mechanisms, processes, and procedures for community participation, communication of information concerning community participation, public notice of council meetings, and communication between council and the local community. These mechanisms for public participation must also be appropriate for the:

- Preparation, implementation and review of the IDP;
- The establishment, implementation and review of the performance management system;
- Monitoring and review of the performance, including the outcomes and impact of such performance; and
- Preparation of the municipal budget.

2.5.4.1 Ward Committees

Ward Committees are an important component of local government as they are link between the councillor and the community.

The ward committee system is also said to play a critical role in giving meaning to the notion of "the people shall govern". This is so because local government is regarded as the level of government closest to the people and ward committees are just one way to ensure that citizens give input to the decisions that local councils make.

The main purpose of ward committees is to facilitate citizen participation in local government decision-making processes and ensure that the needs and concerns of the ward are effectively addressed.

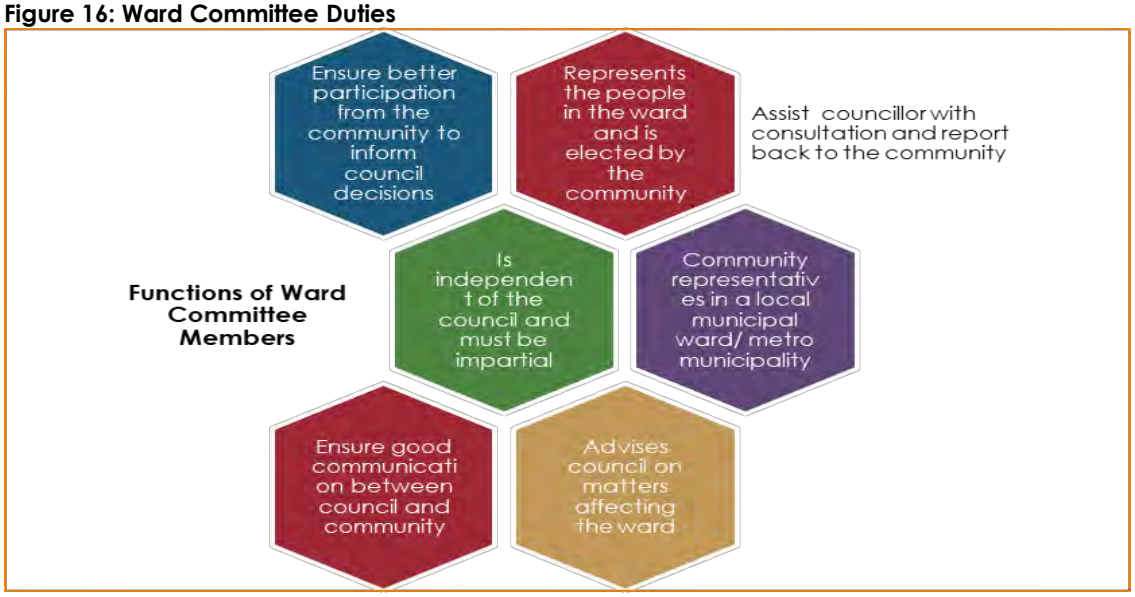
Ward committees often serve as link between the local government and the community. They gather feedback and suggestions from residents regarding local issues, advocate for their needs, and contribute to the development of policies and plans that reflect the priorities of the ward.

In addition to their advisory role, ward committees may also have responsibilities such as overseeing local projects, monitoring service delivery, and promoting development initiatives. The term of office ward committees is aligned to that of the municipal council.

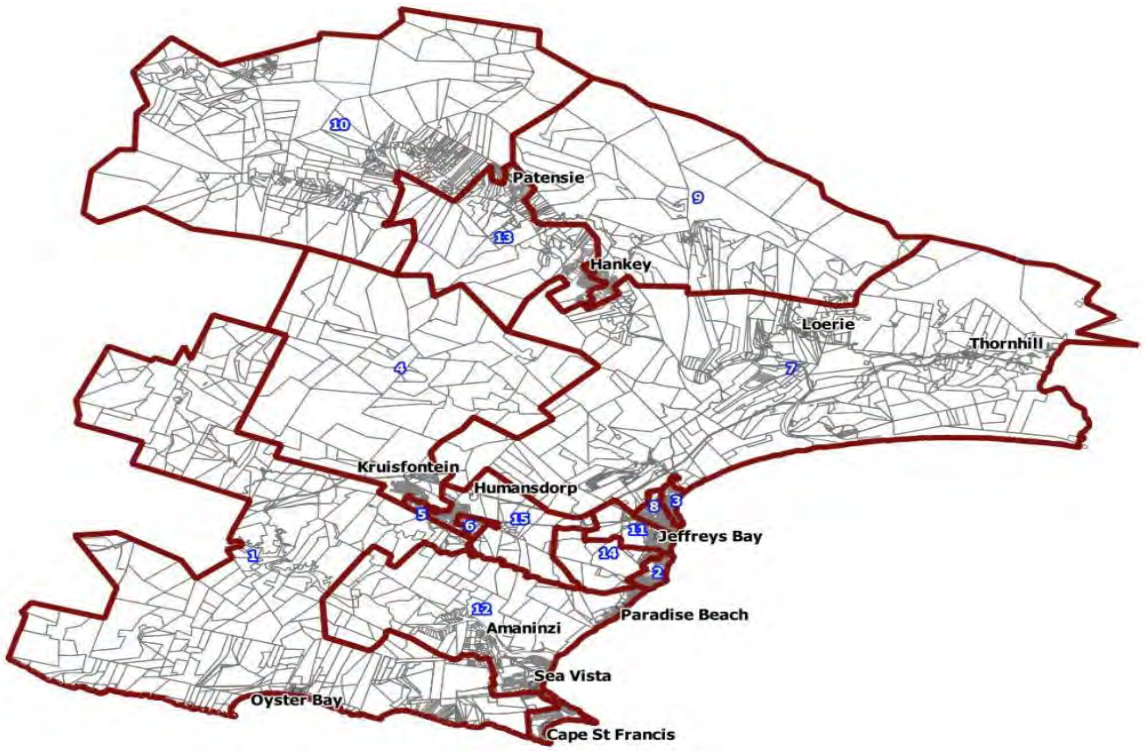
The Kouga Municipality believes in community participation and bringing services and government to the communities. To this extent, the Municipality has established fully equipped ward offices in all 15 wards. Ward assistants have been employed in all wards as support staff to the ward councillors. Chapter 4 of the Municipal Structures Act makes provision for the establishment of the Ward Committees as the structures to enhance participatory democracy.

Kouga Municipality has a Ward Committee system in place, which plays a crucial role in achieving the aims of local governance and democracy, as mentioned in the Constitution of 1996. A Ward Committee is independent of the Council and not politically aligned. The Ward Committees have been established for all 15 wards and induction trainings were conducted in the month of February 2022. Ward Committee meetings are held once a month. Outcomes of Ward Committee meetings are documented and referred to user departments for implementation. The figure below outlines the main duties of the Ward Committees:

Figure 16: Ward Committee Duties



Map 2 : Kouga Local Municipality Wards



Source: KLM, 2024

On any issue impacting the ward, a ward committee may submit suggestions to the ward councillor, who in turn may forward them to the municipal council, the executive committee, or the support committee.

The ward committee is recognized by the municipal council as the statutory structure that serves as a consultative body and communication channel for matters pertaining to the ward. These matters may include, but are not limited to:

- representing the community in the creation and execution of the Integrated Development Plan;
- fostering positive and harmonious relationships between the municipality and the community;
- handling all issues that impact and benefit the community;
- acting in the community's best interest; and guaranteeing the community's active participation in the municipality's budgetary process.

Moreover:

- Representatives from each ward comprise the ward committee.
- They are composed of people who in the ward represent different interests.
- The ward councillor presides over ward committees.
- They are intended to serve as an official avenue for contact and communication between local governments and communities.
- Through ward councillors, ward committees provide members of the community with a platform to voice their needs and opinions on matters that impact them personally, as well as to have their voices heard at the municipal level.
- Ward committees are advisory groups established in the context of civil society to help ward council members carry out their responsibilities in the most democratic way possible.

2.5.4.2 Functioning of Ward Committee

Support for ward committees varies by area, making it challenging to evaluate and quantify how well ward committees are performing. Ward committee functionality can be evaluated and measured using the following functionality indicators:

Normal Activities

- attendance of ward committee members at formal, scheduled meetings;
- attendance of ward committee members at formal, scheduled report-back meetings for the community and sector;
- ward committee members actively participate in ward-based development, monitoring, and evaluation;
- they also register complaints regarding operational service delivery and other matters.

Ad hoc Activities

- Members of the ward committee must participate in capacity-building and mandatory training programs;
- they must also attend and/or participate in other official forums from other tiers of government that have been authorised by the municipality.

The table below provides information on the establishment of ward committees and their functionality:

Ward	Committee established Yes/No	Committee functioning effectively Yes/No	Date of Meetings
1	YES	YES	08 February 2024 06 March 2024 09 April 2024 07 May 2024 05 June 2024
2	YES	YES	06 February 2024 05 March 2024 09 April 2024 08 May 2024 05 June 2024
3	YES	YES	08 February 2024 07 March 2024 04 April 2024 09 May 2024 06 June 2024
4	YES	YES	06 February 2024 05 March 2024 09 April 2024 07 May 2024 04 June 2024
5	YES	YES	06 February 2024 05 March 2024 09 April 2024 07 May 2024 06 June 2024
6	YES	YES	06 February 2024 07 March 2024 04 April 2024 08 May 2024 06 June 2024
7	YES	YES	08 February 2024 06 March 2024 02 April 2024 09 May 2024 10 June 2024
8	YES	YES	06 February 2024 05 March 2024 04 April 2024 07 May 2024 04 June 2024
9	YES	YES	07 February 2024 07 March 2024 04 April 2024 09 May 2024 06 June 2024
10	YES	YES	06 February 2024 07 March 2024 08 April 2024 08 May 2024 06 June 2024
11	YES	YES	06 February 2024 05 March 2024

Ward	Committee established Yes/No	Committee functioning effectively Yes/No	Date of Meetings
			09 April 2024
			07 May 2024
			04 June 2024
12	YES	YES	07 February 2024
			06 March 2024
			03 April 2024
			01 May 2024
			05 June 2024
13	YES	YES	08 February 2024
			07 March 2024
			11 April 2024
			09 May 2024
			06 June 2024
14	YES	YES	08 February 2024
			07 March 2024
			09 April 2024
			08 May 2024
			06 June 2024
15	YES	YES	07 February 2024
			05 March 2024
			04 April 2024
			07 May 2024
			04 June 2024

2.5.5 Intergovernmental Relations

Section 24 (1) and (2) of the Municipal Systems Act provides for the legislative Framework for the enhancement of co-operative governance in municipal planning. The Act states the following:

"(1) the planning undertaken by the municipality must be aligned with and complement the development plans and strategies of other of the affected municipalities and other organs of state to give effect to the principles of cooperative government contained in Section 41of the Constitution. (2) municipalities must participate in national and provincial development programmes as required in Section 153(b) of the Constitution".

Kouga Municipality is dedicated to collaborating with all pertinent parties in the municipal region to address the issues that its communities face.

Intergovernmental Structures

In terms of the Constitution of South Africa, all spheres of government and all organs of state within each sphere must co-operate with one another in mutual trust and good faith fostering friendly relations. They must assist and support one another; inform and consult one another on matters of common interest; coordinate their actions;

adhering to the agreed procedures and avoid legal proceedings against each one another. To adhere to the principles of the Constitution as mentioned above.

The municipality participates in following intergovernmental structures:

a) Municipality's participation in IGR structures

- Premier's Coordinating Forum (PCF)
- District Coordination Forum (DCF)
- Mayor's and Municipal Manager's Forum
- Chief Financial Officer Forum
- Provincial LED and Tourism Forum
- Provincial Public Participation and Communication Forum
- Provincial IDP Manager's Forum
- Provincial Social Housing Forum
- Provincial Skills Development Forum
- Human Resource Management Forum
- Provincial Disaster Management Advisory Forum
- Provincial Roads and Public Works Forum
- Back to Basics
- Operation Masiphathisane
- SALGA BIGM partnership with Port Edward County
- NUSP Forum (National Upgrading Support Program)

a) District / Municipal Forms

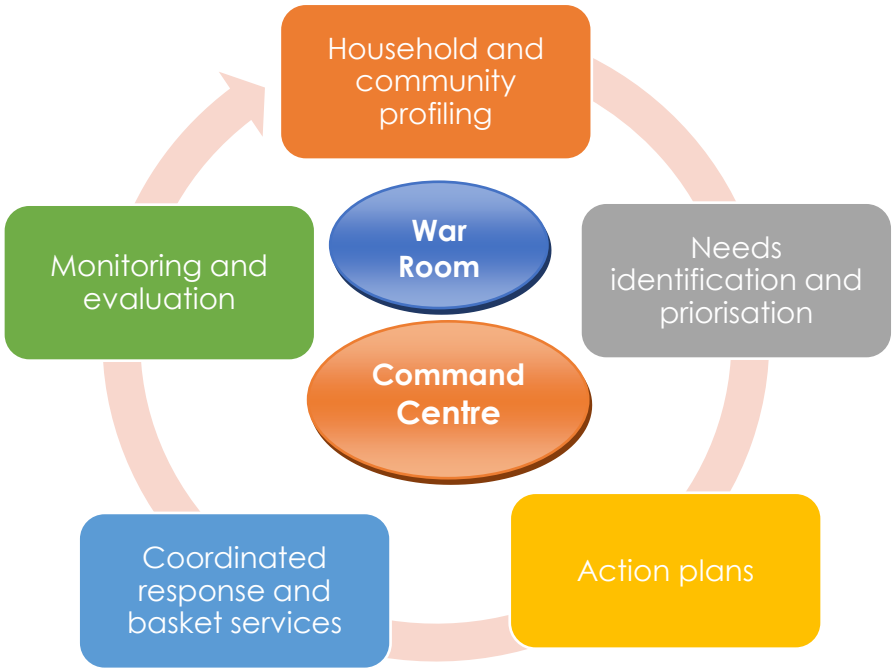
- Municipal Managers Forums
- SALGA Working Groups
- District Coordinating Forum
- IDP Managers Forum
- LED Managers Forum

2.5.5.1 IGR Joint Programmes/Interventions

- Provincial Public Participation Workshops and Training Courses
- Back to Basics
- SALGA BIGM partnership with Port Edward County
- Operation Masiphathisane

2.5.5.2 Integrated Service Delivery Model

Figure 17: Integrated Service Delivery Model



The benefits of the ISDM are:

- Coordination and alignment of public planning (Ward-based, IDP's, APPs,) to give credibility to IDPs.
- Integration of services in one structure and having services available in one location.
- Improved vertical and horizontal linkages and governance and pooling of resources (human and financial).
- People-centred and empowering: encouraging community participation.
- Streamlining of existing structures: working together for knowledge sharing and training.
- Integrative reporting from local government to all spheres of government and improved accountability.

The Kouga Municipality has not established war rooms as the ward committee system addresses the need for stakeholder and public participation processes in planning in the municipality.

Back to Basics Approach

The Back-to-Basics programme driven by the Department of Cooperative Governance relates to the core services that local government needs to provide namely clean drinking water, sanitation, electricity and waste removal. It also includes other essential services such as roads and shelter. The aim of the back-to-basics program is to ensure good governance. Municipalities are obliged to render these

services and to create a safe, healthy and economically sustainable environment for their respective communities. The goal of the back to basics is to improve the functioning of municipalities to better serve communities by getting the basics right.
The back-to-basics programmes also ensures legal compliance on the following:

1. The holding of council meetings as legislated.
2. The functionality of oversight structures such as municipal public accounts committees and other
3. Oversight meetings.
4. Progress on matters listed on the back-to-basics programme.
5. The existence and efficiency of anti-corruption measures.
6. The extent to which there is compliance with legislation and the enforcement of by-laws.
7. The rate of service delivery protests and approaches to address them.

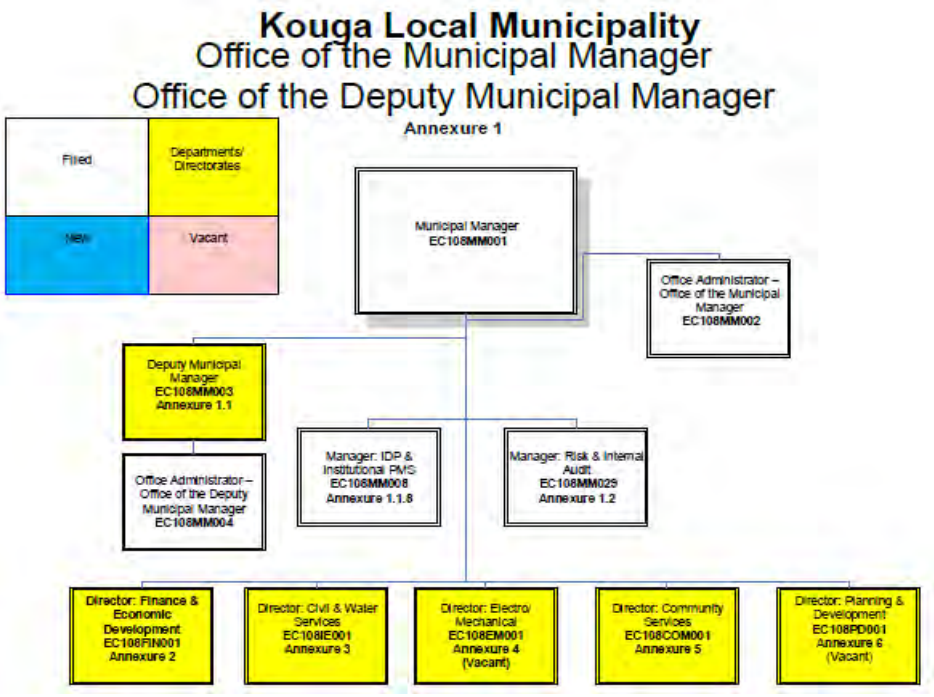
A further focus is on public participation and in this regard the following is highlighted.

1. Efficient communication systems to communicate regularly with communities and disseminate urgent information.
2. The existence of the required number of functional ward committees.
3. The number of effective public participation programmes conducted by councils.
4. The regularity of community satisfaction surveys carried out.

Sound financial management is a corner stone of the programme as it forms an integral part of the success of the municipality. The institutional capacity is another focus area to ensure that strong municipal administrative systems and processes are in place. It includes ensuring that administrative positions are filled with competent and committed people whose performances is closely monitored.

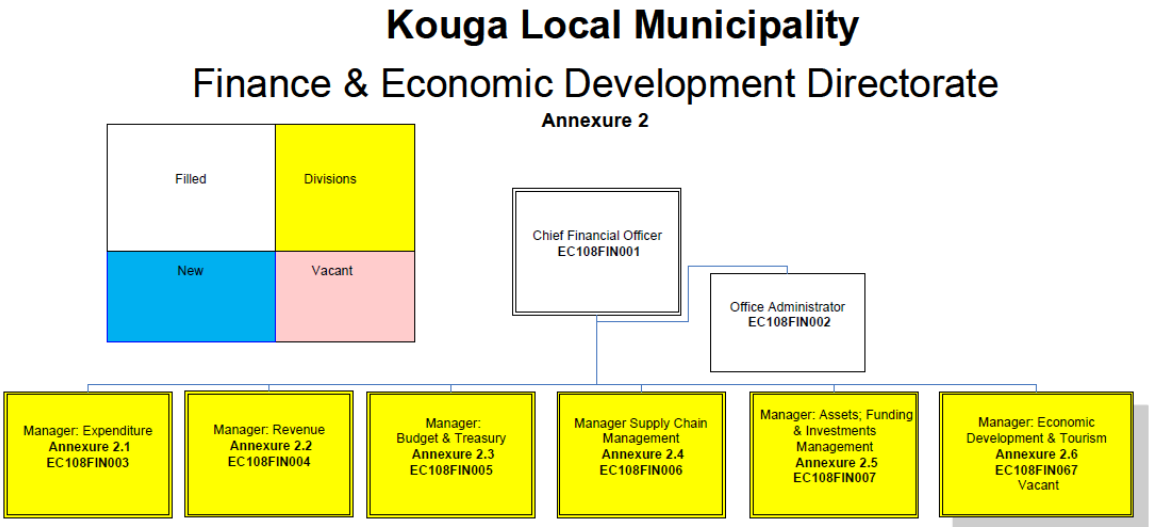
2.6 KPA: Institutional Arrangements

2.6.1 Macro Structure



DIRECTORATE	FUNCTIONS
Office of the Municipal Manager	Integrated Development Planning, Performance Management, Risk Management, Internal Audit
Civil & Water Services	Water Distribution and treatment, Roads, Wastewater Management, Fleet Management
Finance and Economic Development	Revenue Management, Budget and Treasury, Suply Chain Management, Assets, Funding and Investment, Expenditure and Local Economic Development, Tourism
Electromechanical	Electricity Distribution and Maintenance
Deputy Municipal Manager	Legal Advisory, Administration, Information Technology, Human Resources, Public Participation, Special Programmes, Communications, Political Services
Community Services	Solid Waste Management, Sport and Recreation, Traffic and Law Enforcement, Environmental Management
Development and Planning	Human Settlements, Property Management, Town Planning, Building Control & GIS

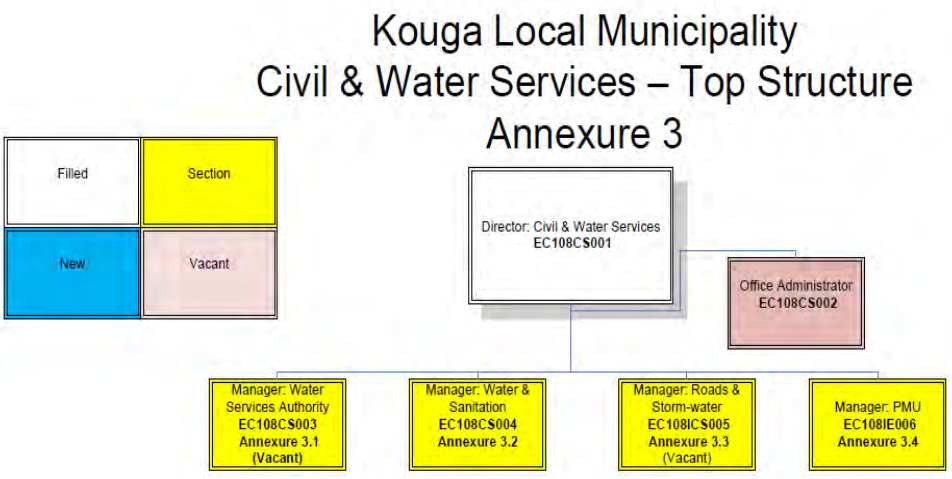
Directorate: Finance & Economic Development



The Finance & Economic Development Directorate comprises of the following Divisions:

Position	Vacancy
Manager: Expenditure	Filled
Manager: Revenue	Filled
Manager: Budget & Treasury	Filled
Manager: Supply Chain Management	Filled
Manager: Assets, Funding & Investments Management	Filled
Manager: Economic Development & Tourism	Vacant

Directorate: Civil and Water

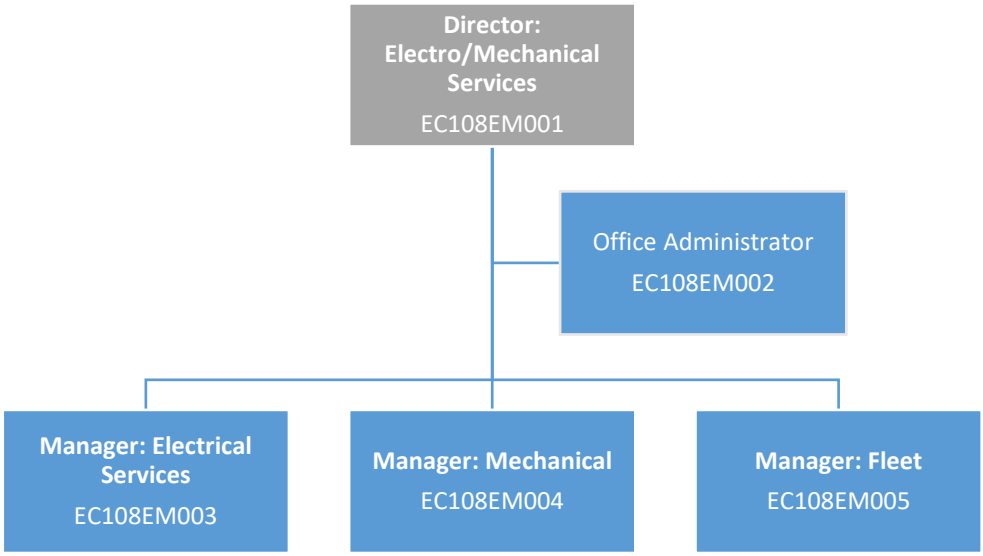


The Civil and Water Directorate comprises of the following sections:

Position	Vacancy
Manager: Water Services Authority	Vacant
Manager: Water & Sanitation	Filled

Position	Vacancy
Manager: Roads & Stormwater	Vacant
Manager: PMU	Filled

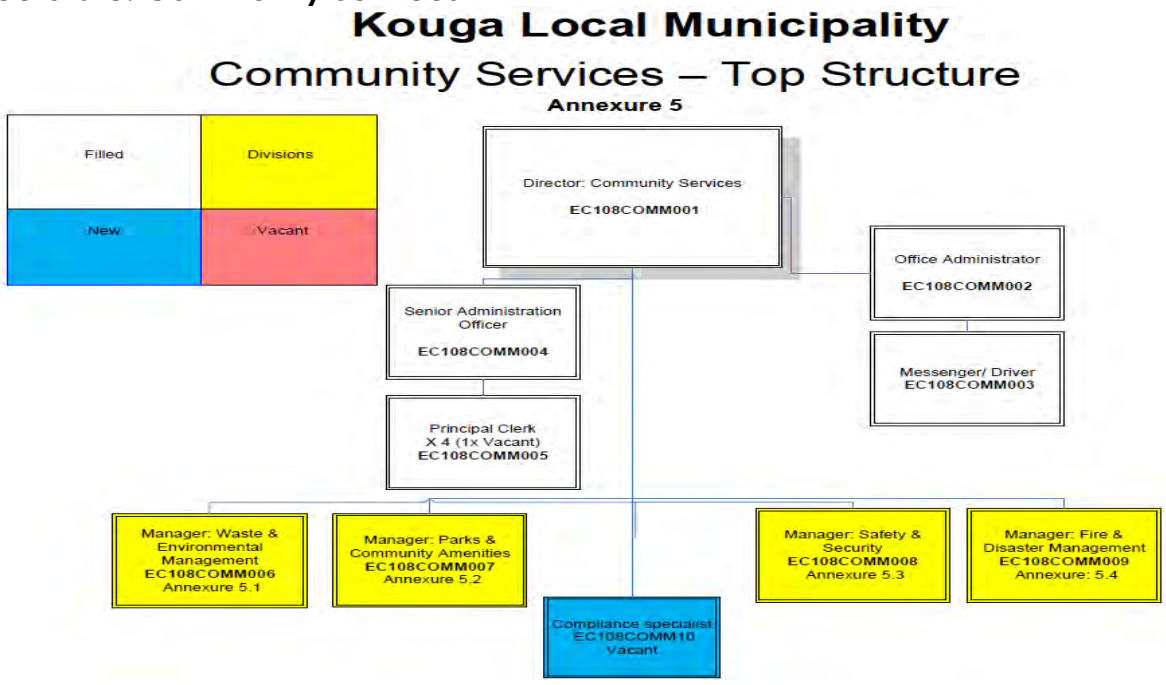
Directorate: Electromechanical



The Electromechanical comprises of the following Sections:

Position	Vacancy
Director: Electromechanical	Filled
Manager: Electrical Services	Filled
Manager: Mechanical Services	Vacant
Manager: Fleet	Filled

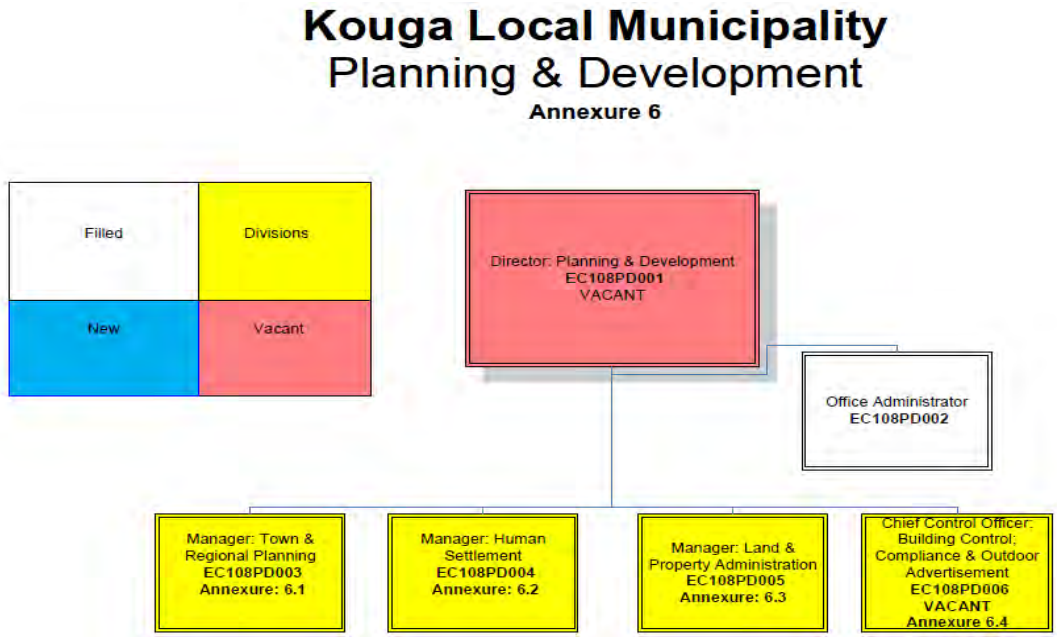
Directorate: Community Services



The Community Services comprises of the following sections:

Position	Vacancy
Manager: Waster & Environmental Management	Filled
Manager: Parks & Community Amenities	Filled
Manager: Safety & Security	Filled
Manager: Fire & Disaster Management	Filled
Compliance Specialist	Vacant

Directorate: Planning & Development



The Planning and Development Directorate comprises of the following Divisions:

Position	Vacancy
Director: Planning and Development	Vacant
Manager: Town & Regional Planning	Filled
Manager: Human Settlement	Vacant
Manager: Land & Property Administration	Filled
Chief Control Officer: Building Control; Compliance & Outdoor Advertisement	Filled

2.6.2 Municipal Capacity

The Municipal Systems Act, Section 67 requires municipalities to develop and adopt appropriate systems and procedures to ensure fair, efficient, effective and transparent personnel administration in accordance with the Employment Equity Act, 1998.

The Human Resources division comprises of Administration Services. This section is responsible for the following:

- Employee benefits;
- Occupational and Health and Safety;
- Labour Relations;
- Skills Development; and
- Organisational Development.

Good progress is being made with the adoption of HR Policies and procedures, and the municipality is well within its target of adopting at least 2 policies in a financial year.

The table below outlines Kouga Local Municipality's HR Policies:

Name of Policy/Plan	Date adopted or comment of failure to adopt
Employment Equity	2021
Code of Conduct for Employees	Schedule 2
Disciplinary Code and Procedures	Bargaining Council
Essential Services	
EAP	
Grievance Procedure	Bargaining Council
HIV/AIDS	
Human Resource and Development	
ICT Disaster Recovery Policy	29 March 2018
ICT User Access Management Policy	27 October 2023
Acting Policy: Section 57 Managers	31 March 2021
Policy on Prevention and Elimination of Harassment in the Workplace	29 June 2022
Leave	
Overtime Policy	28 August 2020
Occupational Health and Safety	11 December 2020
Personal Protective Equipment Policy	
Official Housing Subsidy	Adopted at Bargaining Council level
Main Collective Agreement	Bargaining Council
Absenteeism and Reporting	30 April 2024
Internship Policy	30 April 2024
Training and Development Policy	30 April 2024

2.6.2.1 Personnel

The municipality has currently staff component of 898 permanent employees and 116 temporary officials, who individually and collectively contribute towards the achievement of the municipality's objectives:

2.6.2.2 Injuries

An occupational injury is a personal injury, disease or death resulting from an occupational accident. Compensation claims for such occupational injuries are calculated according to the seriousness of the injury/disease and can be costly to a

municipality. Occupational injury will influence the loss of man hours and therefore financial and productivity performance.

The table below provides the total number of injuries within the different directorates:

Directorate	Financial Year	
	2022/23	2023/24
Office of the Municipal Manager	**0**	**0**
Office of the Deputy Municipal Manager	**4**	**0**
Civil and Water Services	**17**	**21**
Community Services	**53**	**56**
Electromechanical Services	**6**	**3**
Finance and Economic Development	**8**	**11**

2.6.2.3 Sick Leave

Directorate	Financial Year	
	2022/23	2023/24
Office of the Municipal Manager & DMM	**767.50**	**398**
Planning and Development	**210.50**	**126**
Civil and Water Services	**1427**	**769.50**
Community Services	**2503**	**218**
Electromechanical Services	**182**	**32**
Finance and Economic Development	**135**	**84**

2.6.2.4 Capacitating the municipal workforce

Section 68 (1) of the Municipal Systems Act states that municipality must develop its human resource capacity to a level that enables it to perform its functions and exercise its powers in an economical, effective, efficient and accountable way. For this purpose the human resource capacity of amunicipality must comply with the Skills Development Act (SDA), 1998, and the Skills Development Levies Act, 20 1999 (Act No. 28 of 1999).

2.6.2.5 Skills Development

The Skills Development Act (1998) and the Municipal Systems Act, (2000), require employers to supply employees with the necessary training in order to develop its human resource capacity. Section 55(1) (f) states that as head of administration the Municipal Manager is responsible for the management, utilization and training of staff.

The table below indicates the number of employees that received training in the year 2023/24:

Table 15: Skills Matrix

Financial Year 2023/2024					
Occupational Categories	**Gender**	**Number of Employees as the beginning of the financial year**	**Training provided within the financial year**		
			Learnerships	**Skills programmes & other short courses**	**Total**
MM and Directors	Female	1		1	1
	Male	2		2	2
Professionals	Female	3		1	1
	Male	8		1	1
Technicians	Female	0		1	1
	Male	2		1	1
Community and Personal Services workers	Male	4		1	1
	Female	82		1	1
Clerical and Administrative Workers	Male	17		1	1
	Female	29		1	1
Machine operators and drivers	Male	5		1	1
	Female	0		1	
Labourers	Male	0	1	1	2
	Female	10	1	1	2
Subtotal	**Female**	**125**		**7**	**7**
	Male	**38**		**8**	**8**
Total		**163**	**2**	**29**	

2.6.2.6 Municipal Finance Management Programme (MFMP)

In terms of Section 83 (1) of the Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003), the Accounting Officer, Senior Managers, the Chief Financial Officer, non-financial managers and other financial officials of a municipality must meet the prescribed financial management competency levels that are key to the successful implementation of the Municipal Finance Management Act. National Treasury has prescribed such financial management competencies in Government Notice 493 dated 15 June 2007.

To assist the above-mentioned officials to acquire the prescribed financial competencies, National Treasury, with the collaboration of various stakeholders and role players in the local government sphere, developed an outcome based NQF Level 6 qualification in municipal finance management. In terms of the Government Notice 493 of 15 June 2007, "(1) No municipality or municipal entity may, with effect 1 January 2013 (exempted until 30 September 2015 as per Government Notice 179 of 14 March 2014), employ a person as a financial official if that person does not meet the competency levels prescribed for the relevant position in terms of these Regulations."

The table below provides details of the financial competency development progress as required by the regulation:

Table 16: Financial Competency Development: Progress Report

Description	Total number of officials employed by municipality (Regulation 14(4) and (c))	Competency assessments completed (Regulation 14(4)(b) and (d))	Total number of officials whose performance agreements comply with Regulation 16 (Regulation 14(4))	Total number of officials that meet prescribed competency levels (Regulation 14(4))
Financials Officials				
Accounting Officer	1	1	1	1
Chief Financial Officer	1	1	1	1
Senior Managers	3	3	3	1
Any other financial officials	-	-	-	-
Supply Chain Management officials				
Heads of supply chain management units	1	1	1	1
Supply chain management senior managers	1	1	1	1
Sub Total	2	2	2	2
Other officials for purpose of acting and succession planning				
Other Officials	-	-	-	-
Total	7	7	7	7

2.6.2.7 Skills Development Expenditure

Financial Year	Budget Expenditure	% Spent
2022/2023	R624 736	86%
2023/2024	R412 665.65	61%

2.6.3 Risk Management

Risk management is the process of identifying, assessing and prioritising potential risks to minimise their impact on the organisation or project. It involves analysing potential risks, developing strategies to mitigate them, and implementing plans to monitor and control those risks. By effectively managing risks, organisation can protect its assets, reputation, and overall success.

2.6.3.1 Risk Register

Number	Risk name	Root causes to the risk	Mitigation action to further address the residual risk exposure
1	Water Security	1. Drought 2. Increase in demand for water 3. Limited allocations from Water supply sources (boreholes, fountains & supply from surrounding earthen dams) 4. Vandalism & theft (inadequate scope) 5. Lack of adequate human resources 6. Lack of adequately trained staff on alternative technology	1. Identification & development of a comprehensive **drought** funding stream document. 2.1 Installation, maintenance and upkeep of all water meters 2.2 Development of service standards and response times for addressing water leaks 2.3 Calibration and certification of all bulk water metres 4. Inclusion of Infrastructure Asset security management strategy as an agenda item at top management meeting. 5. Submission of an item to Council highlighting the necessity of filling of critical I&E critical posts that addresses compliance and regulatory services together with consequences 6. Identification of advanced technology and the management thereof (batch plants)
2	Lack of sufficient capacity of bulk infrastructure (Elec, water, sewerage). Too many	1. Lack of planning for informal developments occurring in Kouga 2. Unavailability of master plans on	1. Assess & identify future bulk infrastructure requirements 2. Lobby for budget allocation from grant funding

Number	Risk name	Root causes to the risk	Mitigation action to further address the residual risk exposure
	residents- too small treatment capacity. Note:" Lack of" refers to land and illegal informal settlements that cannot be serviced by bulk due to, amongst other, location which makes it impossible to be connected to existing services roads, Stormwater, waste)	certain type infrastructure (water & wastewater) 3. Lack of integration in planning and development (housing and infrastructure	options 3. Regular routine committed engagements driven by action plans
3	Financial sustainability of Kouga Local Municipality	1. Above CPIX increase in inflations for goods & services 2. Reprioritization of capital expenditure due to drought 3. Generation of operating deficits (non-cash items) 4. Lack of full enforcements of agency agreements (Fire Services) 5. Incompleteness of revenue (lack of data / outdated data) 6. Increase in debtors' balances 7. Unfunded mandates (Library)	1. Detailed assessment on costing of all high value expenditure items to assess effectiveness and efficiencies within the process. 2. DBSA Loan to be sourced 3. Long term financial plan to be developed for the municipality 4. System to be developed to enable all fire incidents to be billed 5. Data cleansing exercise 6. Appoint a service provider to implement credit control for all accounts handed over 7. Engage relevant department and request that grant be increased (formalised letter)
4	Inaccurate performance information reporting	1. Portfolios of evidence not provided 2. Portfolios of evidence provided too late 3. Performance reported too late 4. Inadequate portfolios of evidence	1.1 **(1 & 4)** Drafting of a standard operating procedure on performance reporting 1.2 **(2 & 3)** Implementation of an electronic drive for submission of performance evidence

Number	Risk name	Root causes to the risk	Mitigation action to further address the residual risk exposure
		provided 5. Technical indicator descriptions not developed for KPIs.	1.3 **(5)** Development of a draft technical indicator description template
5	Housing Backlog	1. Insufficient suitable land 2. Inadequate bulk infrastructure 3. Housing Setup Plan (outdated almost 12 years outdated) 4. Rural Urban immigration 5. Evictions 6. Lack of integration between Human Settlements & Infrastructure & Engineering	1. Land Audits 2. Assess & identify future bulk infrastructure requirements 3.1 Internal Review Housing setup plan 3.2 External Review Housing setup plan (Service provider) 5. Policy formulation to address alternative accommodation resulting from eviction applications 6. Establishment of interdepartmental engagement on housing projects (Human Settlements & I&E)
6	Nonfunctioning essential operations / facilities (Electricity Blackout)	1. Lack of sufficient electricity for functional water treatment / purification stations 2. Lack of sufficient electricity for functional sewerage pump stations 3. Lack of sufficient electricity for functional administrative buildings 4. Lack of sufficient electricity for functional security infrastructure	1-4. Develop a generator maintenance programme 1. Procure mobile standby generators WISG GRANT
7	Ageing bulk Infrastructure (water, pump stations sewage, storm water, electricity, Internal networks - water pipes)	1. Poor & non timeous maintenance and repair of existing assets (water, pump stations sewage, storm water, electricity, Internal networks - water pipes) 2. Limited funding 3. Unavailability of master plans on	1.1 Additional funding for audit of all infrastructure to establish status quo 1.2. Risk based approach adopted when lobbying for additional funds 2.Risk based approach adopted when lobbying for additional funds 3.1 Establish cloud-based data storage filling system for

Number	Risk name	Root causes to the risk	Mitigation action to further address the residual risk exposure
		certain type infrastructure (water, wastewater and roads)	all infrastructure (Meeting to take place between ICT Manager & Director to discuss) 3.2 Risk based approach adopted when lobbying for additional funds
8	Electricity losses	1. Linking of meters with Erven not completed2. Illegal connections 3. Tampering 4. Incorrect billing data and information5. Solar Installations	1 -5 Procure software to monitor & manage consumption in real time (non-technical losses)1-5 Procure service provider to manage metering infrastructure (AMR) (non-technical losses)1-5 Upgrade aged infrastructure to reduce technical losses (technical; losses)1-5 Procure loggers to manage transformer balancing at each substation (technical losses)
9	Ineffective service delivery	1. Lack of plans for maintenance of infrastructure assets caravan parks, sport field caretakers' cottages, recreational halls, ablutions facilities coastal, cemeteries (council leased properties PDT) 2. Limited funding for critical human resources 3.1. Abuse/ Misuse of Plant and Equipment 3.2 Vandalism of municipal buildings. 4. Lack of equipment (bush/plot clearing, skip bins) 5. Lack of skilled and competent staff (lack of project management skills)/ageing workforce Grass cutting, security, fire services, refuse loaders & environmental management practitioners. 6. Lack of support for Disaster unit by the	1. Submission of maintenance plans to Budget & Treasury Office. 3.2 Secure additional funding (original budget) for fencing for sports fields 5.1 The training of staff to be added to the workplace skills plan. 5.2 Discussions with Community Services Human Resources & Occupational Health & Safety regarding ageing workforce 6. Approved Disaster Management Plan to be reviewed 7.1 Development of a Master Plan for cemeteries 7.2 Identify land for cemeteries (PDT to advise) 7.3 Apply for Environmental impact Assessment (EIA) at Humansdorp and Loerie (cemeteries) 8.1 Train people in different areas as first responders (firefighting- bush & house fires) 9. Secure additional funding in adjustment bud process for security resources 10. Develop an internal report on informal settlements

Number	Risk name	Root causes to the risk	Mitigation action to further address the residual risk exposure
		district. Reviewal of the Disaster Management plan 7.1 Onerous process for approval of land for cemeteries 7.2 Lack of land for cemeteries in Humansdorp and Loerie 8. No Fire stations in Oyster Bay and Thornhill, Back yard shacks being built resulting in fires (refer to PDT) 9. Insufficient security resources (Budget to buy equipment and human resources) 10. Dense informal settlements resulting in fire services not being able to access/lack of sufficient road infrastructure/ not on approved spatial development plans (refer to PDT)	at portfolio level which will inform a management plan for informal settlements.
10	Inadequate disaster response readiness	1. Lack of staffing & resources to respond to cases and carry out emergency services - Inadequately skilled officials to respond to the disasters 2. Lack of attendance of members of the disaster advisory forum Committees (sector and state department entities) 3. Ageing infrastructure which is unable to cope / withstand disasters - (Stormwater drains not cleaned, water reticulation ageing, electrical & other areas) & short-term development planning. 4. Inadequate business continuity planning	1.1 Liaise with the District for the appointment of extra staff 1.2 Reprioritizing funds to acquire additional resources. 2. Include item relating to attendance of sector & state department entities at IGR meetings. 3,4 & 7 Development of an integrated business process between Infrastructure & Engineering, Community services & PDT 5. Development of a detailed centralized database of historic disasters database (research & document) 6. Develop a training plan for community & volunteer disaster training. .

Number	Risk name	Root causes to the risk	Mitigation action to further address the residual risk exposure
		5. Lack of a detailed centralised database of historic natural disaster events 6. Lack of regular disaster mitigation training 7. Lack of an integrated business processes developed between Community Services & Infrastructure & Engineering.	
11	Drop assessment non-compliance (Blue drop, Green drop, No-drop non-compliance) Blue drop requires 96% - currently at 91 % Green drop requires currently at 19% No drop requires currently	1. Insufficient resources (budgetary and human) to bring drop status within compliance levels. 2. Lack of an institutional strategy for the attainment of a compliant drop status. 3. Vandalism 4. Load shedding 5. Lack of maintenance and refurbishment plan 6. Dilapidated infrastructure (no assessment of remaining useful lives)	1. Request reprioritisation of budget allocations 2. Develop and institutional strategy for the attainment of a drop status 3. Deploy additional law enforcement security service resources at all WTW and WWTW. 4. Equip all WTW and WWTW with sufficient energy sources 5. Development of a maintenance and refurbishment plan 6. Development of a replacement plan for dilapidated infrastructure.

2.6.4 Anti-Corruption Strategy and Fraud Prevention Plan

The Anti-Corruption Strategy and Fraud Prevention Plan has been developed as a result of the expressed commitment of Council to fight corruption. It is also an important contribution to the National Anti-Corruption Strategy and supplements both the Public Service Anti-Corruption Strategy and Local Government Anti-Corruption Strategy.

Anti-corruption and Fraud related strategy

Name of Strategy	Developed	Date Reviewed	Approved by Council
Anti-corruption Strategy and Fraud Prevention Policy	Yes	25/05/2017	01/08/2017

2.6.5 By-Laws and Policies

Policies and by-laws are instruments that guide Council, the administration and communities and provide the framework for responsible local government in the municipal area.

The following by-laws have been approved by Council:

- Aerodrome By-law
- Cemeteries and Crematoria By-law
- Community Fire Safety By-law
- Customer Care and Revenue Management By-law
- Electricity By-law
- Fences and Fencing By-law
- Impoundment of Animals By-law
- Spatial Planning & Land Use Management By-law
- Liquor Trading By-law
- Outdoor Advertising and Signage By-law
- Prevention of Public Nuisance and Keeping of Animals By-law
- Public Amenities By-law
- Roads and Traffic By-law
- Solid Waste Disposal By-law
- Sporting Facilities By-law
- Standing Rules and Orders By-law
- Storm water Management By-law
- Street Trading By-law
- Water Supply and Sanitation By-law
- Waste Management By-law
- Toll Parking Areas By-law

2.6.5.1 Reviewed Policies

It is Council's intention to develop a schedule of all policies and by-laws that will indicate an annual rotation plan for reviewing all policies and by-laws. This process will assist the municipality to be developmental and innovative in doing its business. The systems should be continuously updated to ensure that it supports the administration.

Table 17: Policies

KOUGA MUNICIPALITY – MASTER POLICY REGISTER					
Policy Name	**Responsible Department**	**KLM Unit**	**Status**	**Resolution Reference**	**Review Res No**
Administration of immovable property	Assets	Finance	Draft adopted		Policy and Procedure for the Disposal of Immovable Assets 18/04/F7
Anti-Corruption Strategy and Fraud Prevention Policy 2015/17	Budget & Treasury	Finance	Approved	15/05/AME13	17/07/AME&SP2
Housing Beneficiary Allocation Policy	Human Settlement	PDT	To be developed		
Borrowing Policy	Budget & Treasury	Finance	Approved		
Cash Management and Investment Policy	Budget & Treasury	Finance	Approved		
Cemetery Management Policy	Parks	Community Services	Approved	23/05 CDS24	
Corporate Governance ICT Policy	ICT	OTDMM	Approved	18/03/F1	
Cost Containment Policy	Budget & Treasury	Finance	Approved		
Emergency Housing Policy	Human Settlement	PDT	To be developed		
Fixed Assets Policy	Assets	Finance	Approved		
Funding and Reserves Policy	Budget & Treasury	Finance	Approved		
Human Settlement Plan	Human Settlement	PDT	Approved. To be reviewed		
ICT Charter	ICT	OTDMM	Approved	18/03/F1	
ICT Disaster Recovery Policy	ICT	OTDMM	Approved	18/03/F1	
ICT Risk Management Framework	ICT	OTDMM	Approved	18/03/F1	
ICT Strategy	ICT	OTDMM	Approved	18/03/F1	

KOUGA MUNICIPALITY – MASTER POLICY REGISTER					
Policy Name	**Responsible Department**	**KLM Unit**	**Status**	**Resolution Reference**	**Review Res No**
ICT User Access Management Policy	ICY	OTDMM	Approved		
Indigent Support Policy	Revenue	Finance	Approved		18/03/F1
IT Policy	ICT	OTDMM	Approved		
Public Participation Policy	Public Participation	OTMM	Approved	23/06MM6	
Ward Committee Policy	Public Participation	OTMM	Approved	17/06/MM14	23/06/MM7
Media and Communication Policy	Communication	OTMM	Approved	23/05/MM4	
Model SCM Policy for Infrastructure Procurement and Delivery Management	SCM	Finance	Approved	17/07/F6	
National Treasury Standard for Infrastructure Procurement and Delivery Management	SCM	Finance	Approved	17/07/F6	
Preferential Procurement Policy	SCM	Finance	Approved		
Property Rates Policy	Revenue	Finance	Approved	17/12/F11	
Provision of doubtful debt a write-off of irrecoverable debt Policy	Revenue	Finance	Approved	15/05/F14	
Risk Management Policy	Budget & Treasury	Finance	Approved		
Supply Chain Management Policy	SCM	Finance	Approved		18/03/F1
Tariffs Policy	Revenue	Finance	Approved		
Virement Policy	Budget & Treasury	Finance	Approved		
Unallocated Revenue and Building Deposit Policy	Budget & Treasury	Finance	Approved		
SMME Development Policy	LED	Finance	Approved		
Grant in Aid	LED &Tourism	Finance	Approved		

2.7 KPA: BASIC SERVICE DELIVERY

2.7.1 WATER

Kouga Municipality is a Water Services Authority (WSA) in terms of the Water Services Act 108 of 1997 and has a duty to all customers or potential customers in its area of jurisdiction to progressively ensure efficient, affordable, economical and sustainable access to water services that promote sustainable livelihoods and economic development.

Sections 12 and 13 of the Water Services Act 108 of 1997 place a duty on WSAs to prepare and maintain a Water Services Development Plan (WSDP).

The current WSDP was updated in November 2010 and approved, together with the 2010/2011 IDP by the Kouga Municipal Council. The municipality is in a process of reviewing this plan.

2.7.2 Highlights on Water Provision

The table below set out all highlights on water provision:

Highlight/s	Description
Kouga Municipality has constructed 4 additional Water treatment plants	Effective removal of heavy metals in Groundwater.
Improved water security by developing groundwater sources	Several new boreholes were developed across Kouga to improve our water supply and reduce our reliance on NMBM water
Improved and Efficient Water treatment Chemicals	Cost effective and more effective chemicals identified and implemented for surface water treatment
Kouga is currently one of the top 3 Municipalities in the Eastern Cape (Blue Drop Report 2023)	Effective management of Water Treatment process.

2.7.3 Challenges on Water Provision

The table below set out all challenges experience by the department on water provision:

Challenge/s	Action to Adress
Storage Capacity in KwaNomzamo.	Build additional storage facility to meet Human Settlements Guideline standards.
Humansdorp water quality deteriorate after high rainfall negatively impacts on raw water colour.	Better chemicals implemented to remove high turbidity through flocculation process.
Loadshedding.	Loadshedding has several negative impacts on the water supply. - High cost to run boreholes and treatment plants on generators. - Reduced yield from boreholes

Challenge/s	Action to Adress
	- Potential damage to boreholes to frequent stop-start of pumping operation. - Damage to electrical equipment due to electrical surges caused by switching.

2.7.4 Current Water Situation

The towns Loerie, Thornhill, Jeffreys Bay, Aston Bay, Paradise Beach, Humansdorp and St Francis Bay receives potable water from the Nelson Mandela Metro Municipality. The water supply of Jeffreys Bay, Humansdorp and St Francis Bay are supplemented by subsurface (Ground/Borehole) water. The town of Oyster Bay is exclusively dependent on ground water obtained from boreholes and springs.

The Hankey and Patensie towns obtain raw water from the Kouga Dam through the canal system which is operated by the Gamtoos Irrigation Board on behalf of the Department of Water and Sanitation. Raw water is treated at the Patensie and Hankey water treatment works to potable water standard before distribution. A new borehole supplying Hankey with water has been equipped and piped to Hankey water treatment works to supplement supply from the Dam.

Kouga Local Municipality's Management area includes the following towns and Water Distributions Systems (WDS):

Town	WDS	Status
Hankey	Hankey WTW (New water treatment plant for groundwater and surface water treatment. Raw water received from Gamtoos Irrigation Board and boreholes)	Package plant status new. Original plant requires some attention.
Humansdorp	Humansdorp WTW (New water treatment plant for groundwater treatment). Old treatment plant for treating fountain water. Gill Marcus WTW – small package plant for treating surface water from dam.	Humansdorp Water Treatment works - old but functional. Ground Water Package Plant is New.
Jeffreys Bay	Jeffreys Bay WTW (original plant + Ground Water Package Plant)	Jeffreys Bay old plant in excellent functional condition scoring a 91% in the Blue Drop assessment. Ground Water Package Plant is New.
Loerie	Potable Water Supplied via NMBM Loerie Water Treatment Works	Water quality remains consistent with no major concerns
Patensie	Patensie WTW (Ground water supply + Surface water received from Kouga dam operated by Gamtoos Irrigation Board)	Good functional condition
St Francis Bay	New ground water batch plant constructed and currently being blended with potable water from the NMBM Churchill scheme	St. Francis Plant in new condition

Town	WDS	Status
Thornhill	Thornhill Water is supplied by Churchill Water scheme	No Plant required as treated water is received. Quality is being monitored and samples taken every second week to ensure quality water is delivered to the end user.
Oyster Bay	Oyster Bay Water Treatment works supplied by ground water and natural springs.	Water quality is constantly monitored. Water supply is sufficient to meet the current demand.

2.7.4.1 Water Service Levels

All residents on formal erven in the urban areas of Kouga municipality's management area have access to water service and free basic water (6kl) is provided to all registered indigent households.

Households in informal areas are provided with communal services as an intermediary measure. Thereare ±4 200 informal households in Kouga without any basic water or sanitation services (communal taps and ablution facilities).

Due to thephysical location and topography around these settlements, it makes it very difficult to provide the necessary services, as these areas are often sloping away from the existing infrastructure and therefore not possible to service with water borne sanitation services. These areas are seldom formalized townships and therefore not allowed to be serviced with permanent services. It is also estimated that there might still be households on the farms in the rural areas with existing services below RDP standards, which can only be verified through a detail survey.

The table below give an overview of the water service delivery access profile of the municipality's management area:

Table 18:Water Service Levels -2022



Water Service Levels: 2022	Number	%
Piped (tap) water inside dwelling	20 698	72.2%
Piped (tap) water inside the yard	4 612	16.1%
Pipe (tap) water on community stand	2 765	9.6%
No access to piped water	606	2.1%

Source: StatSA, Census 2022

2.7.4.2 Infrastructure Development: Water

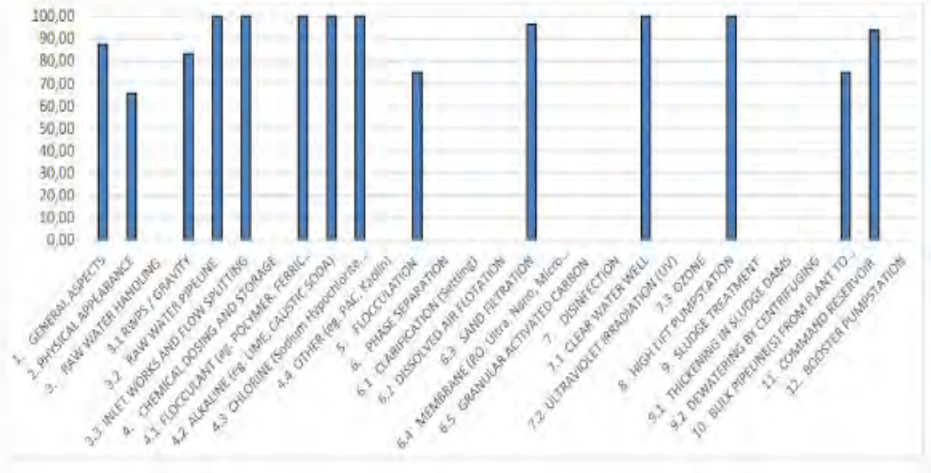
Town	Description											
	WTW (Hydraulic)			Bulk Water Needs			Reservoirs			Water Networks		
	Status	Year to upgrade	Cost (R)	Status	Year to upgrade	Cost (R)	Status	Year to upgrade	Cost (R)	Status	Year to upgrade	Cost (R)
Hankey	2.1Ml/d Good	2025/26	R1.5 mil	Good	2025/26	TBC	Good	2026/27	R6 mil	Poor	2024/26	R6.0 mil
Humansdorp	6.0 Ml/d Good	2024/25 (Gill Marcus)	R3.5 mil	Poor. Need 2.0Ml/d	2024/25	R6.0mil	Poor. Urgent	2024/25	R8.0mil	Poor	2024/30	R20.0 mil
Jeffreys Bay	7.9 Ml/d Good	2026/27	R3.0 mil	Poor. Need 2.0Ml/d	2025/26	R3.0mil	Good	2027/28	R10mil	Poor	2024/30	R50.0 mil
Loerie	N/A	N/A	N/A	Good	2024/25	R4.0mil	Good			Poor	2024/25	R1.0 mil
Patensie	2.0 Ml/d Poor	2025/26	R2.0 mil	Good	2025/26	TBC	Good	2025/26	R8.0mil	Poor	2024/28	R6.0 mil
St Francis Bay	1.9 Ml/d Good	2024/25	R1.0 mil	Poor. Need 1.0Ml/d	2024/25	R3.0mil	Average	2025/26	R10.0mil	Poor	2024/30	R20.0 mil
Thornhill	0.2 Ml/d N/A	2024/25	N/A	Good	2025/26	R0.3mil	Poor	2025/26	R6.0mil	Poor	2024/25	R1.0 mil
Oyster Bay	0.8 Ml/d Poor	2024/25	R2.5 mil	Good	2024/25	R1.0mil	Good	2028/29	R6.0mil	Poor	2024/26	R2.0 mil

2.7.4.3 Blue Drop Status

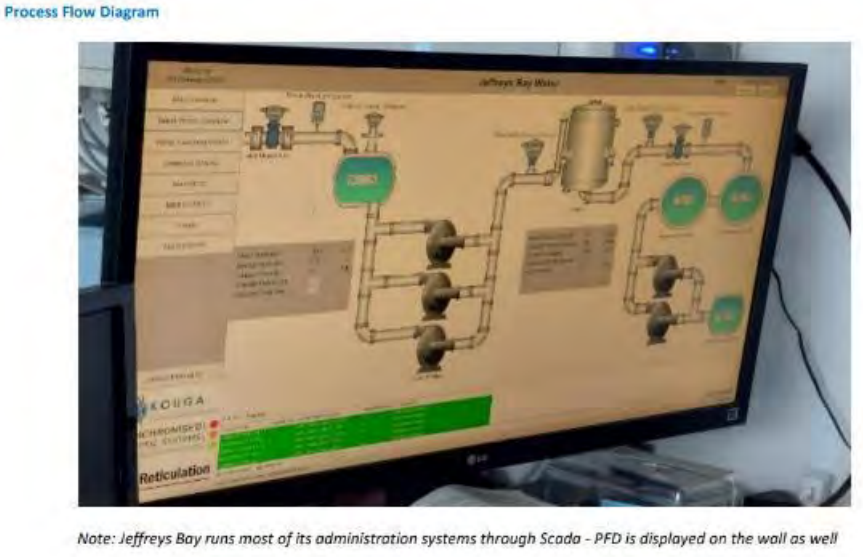
The Jeffreys Bay Water Treatment Works system was inspected to assess the condition and functionality of infrastructure and treatment processes on the ground, and to estimate the cost of restoration to full functionality. Jeffreys Bay Water Treatment Works: 91%

Performance Profile

The following process units were inspected and related according to the % score on the y-axis. Process units that score <50% are marked in red and need urgent intervention.



Source: Department of Water & Sanitation, Green Drop Watch Report, 2023



Note: Jeffreys Bay runs most of its administration systems through Scada - PFD is displayed on the wall as well

Source: Department of Water & Sanitation, Green Drop Watch Report, 2023

Condition Assessment Findings

Watch#	Process Unit Assessed	%TSA	Observations
1	**General aspects**	87.5	The Jeffreys Bay WTW has good administration in place on paper and on Scada. It is noted that a

Watch#	Process Unit Assessed	%TSA	Observations
			secondary pilot plant water purification process where the iron and manganese is removed from the water is being tested in a 6Ml/d plant. Based on preliminary results it would be possible to incorporate this plant into the existing plant and increase the design capacity to 10Ml/d.
2	**Physical appearance of plan**	65.6	The works itself is well fenced off with paving and enough area for circle turning and delivery of chemicals and other required equipment for the site. The works is not sign posted and the road leading to the works is a gravel road that could use attention if large vehicles need to reach the site. Also, the construction of the new works has left construction debris around the site which needs to removal
3	**Run water handling**		Screens are in place; this could not be assessed but it is reported to be cleaned. Raw water from Boreholes abstracted from all areas (8 boreholes operated) monitored on the telemetric system. All pumps are operation however not all boreholes are in operation. A total of 8 are operational and some are not being used to replenish ground water levels. Boreholes yield is 55kl/s. Flow meters are in place but need to calibrate. Single flow channel in the inlet where floc can be added which then creates even split through maize walls.
	Raw water pumpstation/ gravity feed	83.3	
	Raw water pipeline	100.0	
	Inlet work	100.0	
4	**Chemical dosing and storage**		Poly-aluminium being used, and sufficient storage is available and used as required as per Scada monitoring analysis.
	Flocculant	100.0	
	Alkaline (e.g. Caustic Soda)	100.0	Sodium hydroxide/Caustic Soda is used to increase the pH to precipitate iron and manganese. The storage volume is sufficient for 30 days' consumption. Addition supply in a 1000l tank available
	Chlorine (Sodium Hypochlorite, gas, HTH) or Chlorine Dioxide	100.0	Disinfection is one with chorine gas. All back systems, switch over and scales are in place as well as safety equipment. Signage to this unit is well done and is an example of a good functioning system. All safety equipment and shower units are in place.
5	**Flocculation**	75.0	No flocculation was done at this time however the channels are in good condition and inducive to proper mixing and floc formation.
6	**Phase Separation**	n/a	Five pressure filters are installed. Two back wash pumps are installed and in working condition and interchangeable. 1 standby, 1 operating and another on standby. 100% standby backwash pumps available. Three air blowers. One in use, one out for repair and one standby. The Filters are enclosed however the system allows for even flow to the units based on the pipework.
	Sand Filtration	96.4	
7	**Disinfection**		Chlorine is dosed at the entry of the clear water wells. Flows through reservoir and then measured at the end of the tank, just before being pumped away to command reservoir
	Clear water well	100.0	
8	**High Lift Pump Station**	100.0	Two pumps are in place however these pumps to an elevated reservoir and then measured at the end of the tank, just before being pumped away to command reservoir
9	**Sludge Treatment**		No sludge dam in place and recycled water is returned to the works and sludge is deposited on an adjacent field
	Thickening in Sludge Dams	n/a	
10	**Bulk pipeline from plan to command reservoir**	75.0	Bulk lines are in good condition according to the process controllers. Additional lines are being added

Watch#	Process Unit Assessed	%TSA	Observations
			by the pilot study. Valve chamber in good condition however need to be covered
11	**Command reservoir**	93.7	Two reservoirs and elevated tank are fenced in the works and are secure and is monitored and operated by Scada system. Flow meters are in place and monitored and analysed
12	**Booster Pump Station**	n/a	None
Total		**91%**	

Source: Department of Water & Sanitation, Blue Drop Report, 2023

High risk areas OR Key Hardware Risks/ Defects

1. Commissioning of the pilot project to add 6Ml and closing of open pipe trenches which were left open during testing phase.
2. Repair to backwash systems and possible alternative solution to back up systems, especially on the air blowers.
3. Site at reservoirs to be cleared and landscaped post construction

2.7.4.4 Water: Capital Projects

Water: Capital Projects: 2023 - 2026								
Project Nr.	**Project**	**Area**	**Detailed Scope**	**Funding Source**	**23/24 Budget**	**24/25 Budget**	**25/26 Budget**	**Value**
WA001	St Francis Bay replacement of ageing pipe infrastructure	St Francis	Old and leaking asbestos cement water reticulation pipes to be replaced along Sea Glades Drive, Canal Road, and Lyme Road South with new pipelines.	CAPEX	R106,687.00	R100 000.00	R0.00	R15,059,602
WA002	Connect Kruisfontein Boreholes Humansdorp	Humansdorp	The Scope of Work entails the installation of pipework from newly developed boreholes to the water treatment works in Humansdorp. It also involves the crossing of the N2.	WSIG				R11,824,969.57
WA003	Kouga Water Master Plan	Kouga	Water Master Plan for all areas of Kouga LM.	CAPEX	R0.00			R919,195.00
WA004	Sout River new Suspension Bridge (Zeekoei)	St Francis Cape St Francis	The Scope of Works include the upgrading of the reconstruction of the Soutriver Bridge	CAPEX	R120,733.00	R100,000.00		R11,180,361
WA005	Repair leaked concrete water tower Paradise Beach	Paradise Beach	The Scope of Work entails structural repairs to the Paradise beach Water Tower, as well as the replacing of pipework and the installation of a new fence.	WSIG	R9,772,639.00	R0.00	R0.00	R9,772,639.00
WA006	WSIG Drought Project	KLM						R57,400,000.00
WA007	Replace 250mm water main in Mimosa Street, Jeffreys Bay	Lower Wavecrest	The Scope of the project entails the replacing of the	WSIG	R12,836,056	R3,478,261	R0.00	R18,740,897.94

Water: Capital Projects: 2023 - 2026								
Project Nr.	**Project**	**Area**	**Detailed Scope**	**Funding Source**	**23/24 Budget**	**24/25 Budget**	**25/26 Budget**	**Value**
			pipeline in Mimosa Street					
WA008	Consulting Services for development of boreholes	All areas	Consulting services for development of boreholes	WSIG	R1,000,000.00	R0.00	R0.00	R1,000,000.00
WA009	Humansdorp: Develop new Berg Dam	All areas	Investigation stage for the development of Die Berg Dam	WSIG	R0.00	R0.00	R0.00	R3,000,000.00
WA010								
WA011	Develop 3 additional boreholes	St Francis Bay	Develop 3 new boreholes	WSIG	R0.00	R0.00	R0.00	R8,000,000.00
WA012	St Francis Bay connect two boreholes	St Francis Bay	Connect 2 boreholes in St Francis	WSIG	R3,000,000.00	R0.00	R0.00	R3,000,000.00
WA013	Upgrade of WTW	All Areas	Refurbishment of WTW	Internal		R10,000,000.00	R7,500,000.00	R2,500,000.00
WA014	KwaNomzamo New Reservoir	KwaNomzamo	Construct new 2.5Ml reservoir	Internal		R3,000,000.00	R7,500,000.00	
WA015	Appointment of PSP for water quality monitoring.	Kouga						Rates based.
WA016	Upgrade Gill Marcus WTW	Gill Marcus	Upgrade treatment plant	Internal	R3,500,000.00			

2.7.5 SANITATION/SEWERAGE

Wastewater or sanitation services form part of the overall water services as defined in the Water Services Development Plan (WSDP). The WSDP is available from the directorate Civil & Water Services on request and through completion of a PAIA (Promotion of Access to Information Act) application. The municipality is in process to review its sewer master plan.

Kouga Municipality adopted a policy in 2015, that provides that acceptable standard for sanitation services be a waterborne system in all areas. Due to limited own capital funding for projects, bulk infrastructure upgrading/rehabilitation is mostly funded by grant funding. The backlog that presently exists at all Kouga Wastewater Treatment Plants in terms of over capacitation and ageing infrastructure, is 10,5Ml/Day.

2.7.5.1 Current Situation: Sanitation

Sewer is conveyed to the treatment facilities either by a water borne collector system or vacuum tanker service. Sewer services are available throughout the whole service area of the Kouga Municipality. Ensuring that sufficient treatment capacity is available for present and future demand is a key focus area for the municipality.

The municipality is also thriving to comply at its best to the Green Drop standards set out by the Department of Water and Sanitation.

2.7.5.2 Highlights on Wastewater Provision

The table below set out all highlights on wastewater provision:

Highlights	Description
Upgrade of KwaNomzamo Wastewater Treatment Works (Contractor is on Site)	Refurbishment of all vandalized components of the works
Refurbishment of Hankey WWTW	Procuring contractor to conduct works
Refurbishment of Jeffreys Bay WWTW to improve quality of effluent discharged into downstream environment	Substantial repairs to mechanical and electrical equipment have been completed to improve the quality of discharged effluent to the required standard.

2.7.5.3 Challenges on Wastewater Provision

The table below indicates the challenges on wastewater provision:

Challenges	Action to Address
Vandalism in all areas	Security audit conducted to address security shortfalls and prevent vandalism
Foreign objects discarded into sewer reticulation network	Creating community awareness and regular preventative jetting of pipelines.
Failing infrastructure	Upgrading of Lamer rising main, and
Lack of monitoring on the critical pumpstation sites.	Scada implemented. Live sump level monitoring as well as pump running times and pipeline pressures.

2.7.5.4 Sanitation Service Levels

Table 19:Sanitation Service Levels -2022



Sanitation Service Levels: 2022	Number	%
Flush toilet	24 302	84,7%
Chemical toilet	106	0,4%
Pit toilet	903	3,1%
Bucket toilet	2 568	9,0%
Other	255	0,9%
None	547	1,9%

Source: StatsSA, Census, 2022

2.7.5.5 Infrastructure Development: Sanitation

Town	Description							
	Sewer Reticulation				Wastewater Treatment Works			
	Condition	Year to upgrade	Cost (R)	Description	Condition	Year to upgrade	Cost (R)	Description
Hankey	Poor	2024/25	R15mil	Expand sewer network	Completely vandalised. 25% functional.	2023/24	R5.3m	Refurbishment of Hankey WWTW
Humansdorp	Poor	2024/30	R25mil	Expand sewer network	Mostly vandalised. 10% functional	2023/24	R43m	Refurbishment of Humansdorp WWTW
Jeffreys Bay	Average	2024/30	R40mil	Expand sewer network	90% functional	2023/24	Internal O&M budget	Repairs and maintenance of recycling pumps, dehydrator scheduled to be repaired
Loerie	Poor	2024/7	R9mil	Expand sewer network	Pond System			
St Francis Bay	Poor	2024/30	R50mil	Expand sewer network	SBR Tank system, 95% functional		Internal O&M budget	
Thornhill	Poor	2024/28	R18mil	Expand sewer network	Thornhill 60% functional due to vandalism	2023/24 &2024/25	Internal O&M Budget to be verified.	Refurbish all vandalised components at the works
Kruisfontein WWTW					80% functional	2023/24 &2024/25	Internal O&M Budget to be verified.	Refurbish all vandalised components at the works

2.7.5.6 Green Drop Status

The municipality was identified to have the following wastewater treatment systems in critical state and was advised by the Regulator to issue a Corrective Action Plans (CAPs) and ringfenced grant allocation to the identified systems. The following results were found following analysis of the CAPs and funds as submitted by the WSA during the period 1 April 2022 to 31 March 2023.

BASELINE:

WSI Name	WSI 2021 GD Score	WSI TSA Score	Toral VROOM Cost	WWTW Names (<31% score)	WWTWW 2021 GD Score
Kouga LM	19%	11%	R169,856,400	Hankey	20.4%
				Kruisfontein	16.8%
				Loerie	13.0%
				Humansdorp	9.4%
				St Francis Bay	23.7%
				Jeffreys Bay	19.6%
				Thornhill	16.6%

Source: Department of Water & Sanitation, Green Drop Watch Report, 2023

Watch Area 1: PLANNING - Corrective Action Plan to improve on the Green Drop Scores

WSI Name	WWTW Name	Compliance Letters Issued	WSA Requested Support to develop the CAP	DWS Schedule Engagement with Non-response WSIs	Number of CAPs received by DWS	Date of CAPs receipt by DWS	CAP Implementation Status: Progress @ 31 March 2022	Quality of CAP
Kouga LM	Hankey	Yes	No	No engagement done. ECPO will review the submitted action plans and advise on the way forward w.r.t implementation of the action plans. ECPO will conduct a physical inspection to determine whether remedial actions are taken to address the deficiencies. C&WS in constant liaison with Department of Water and Sanitation Officials. Training scheduled to improve the current Green drop status.	1	Yes, 29/09/22	No Progress	Poor
	Kruisfontein	Yes	No		1		No Progress	Poor
	Loerie	Yes	No		1		No Progress	Poor
	Humansdorp	Yes	No		1		No Progress	Poor
	St Francis Bay	Yes	No		1		No Progress	Poor
	Jeffreys Bay	Yes	No		1		No Progress	Poor
	Thornhill	Yes	No		1		No Progress	Poor

Source: Department of Water & Sanitation, Green Drop Watch Report, 2023

Watch Area 2: IMPLEMENTATION - Securing of water services grants, funding, and appropriate resources to implement the CAP

None

Watch Area 3: INTERVENTION – Status and types of interventions by DWS

WSI Name	WWTW Name	Regulator's Compliance Monitoring and Enforcement Status	Action to follow and other comment
Kouga LM	Hankey	Issued non-compliance letter (s9(4) or 10; Issued NWA Notice (Pre-directive)	An updated notice is currently being drafted and will be routed to the delegated authority for signature. A telephonic engagement followed up with an email was sent to obtain further information w.r.t action plan.
	Kruisfontein	Issued non-compliance letter (s9(4) or 10; Issued NWA Notice (Pre-directive)	DWS will continue monitoring the system. The system is fairly new, and a follow-up was conducted, and no non-compliances were identified during the inspection and DWS will continue monitoring the system.
	Loerie	Issued non-compliance letter (S9(4) or 10	DWS will continue monitoring the system and engagement with water quality to determine issues of non-compliance.

WSI Name	WWTW Name	Regulator's Compliance Monitoring and Enforcement Status	Action to follow and other comment
	Humansdorp	Issued non-compliance letter (S9(4) or 10	A submission was drafted requesting support on court interdict and is currently waiting for approval from the delegated authority. A follow-up on the status of the submission will be done. Sever vandalism. An action plan was submitted and DWS found it unsatisfactory. An email was sent to LM requesting further information. A follow-up was conducted in September 2019.
	St Francis Bay	None	A follow-up inspection to be conducted. An audit was conducted on 20 October 2021 and a letter dated 19 November 2021 outlining the findings of the audit was sent to LM.
	Jeffreys Bay	Issued NWA Notice (Pre-directive)	A formal letter w.r.t to the action plans submitted. A directive will be followed-up to ensure issuance. A directive was drafted and submitted for comments and signature from delegated authority.
	Thornhill	Issued non-compliance letter (S9(4) or 10(4)	A formal letter w.r.t to the action plans submitted. A follow-up inspection is to be conducted. An audit was conducted on 21 October 2021 and a letter dated 19 November 2021 outlining the findings of the audit was sent to LM.

2.7.5.7 Sanitation: Capital Projects

Sanitation: Capital Projects – 2023/24 – 205/26 FY								
IDP Ref	Project	Area	Detailed Scope	Funding Source	23/24 Budget	24/25 Budget	25/26 Budget	Value
SAN001	Hankey Sanitation Phases 1-3	Hankey	Install sewer reticulation for Phillipsville, Old Hankey, Hankey and Hankey Town. Construct new sewer pump station in Phillipsville and reconstruct Centerton pump station.	MIG	R12,808,470.00	R0.00	R0.00	R62,158,560.00
SAN002	KwaNomzamo WWTW Upgrade	KwaNomzamo	Upgrade KwaNomzamo WWTW from 1.5ML to 3ML and refurbish plant. 2023/24	MIG	R7,391,378.00	R28,431,630	R0.00	R42,360,556.91

Sanitation: Capital Projects – 2023/24 – 205/26 FY								
IDP Ref	**Project**	**Area**	**Detailed Scope**	**Funding Source**	**23/24 Budget**	**24/25 Budget**	**25/26 Budget**	**Value**
			available budget is R12 227 572.42					
SAN003	La Mer New Sewer Rising Main - Planning Stage	Whole of Jeffreys Bay area	The scope of the work entails the upgrading of the sewer rising main from La Mer pump station to the Jeffreys Bay WWTW with a 315mm diameter pipeline.	MIG	R208,695.00	R356,522.00	R3,478,261.00	R51,911,805
SAN004	Oceanview Sewer Pipe Upgrade - Planning Stage	Oceanview	The scope of the work entails the planning stage for the replacement of the 160 mm pipeline from the top of Oceanview to the Oceanview Sewer Pump Station to eliminate the constant blockages at Kings College.	MIG	R304,347.00	R417,391.00	R1,739,140	R5,500,000.00
SAN005	Refurbishment of Weston WWTW and new sewer reticulation- Planning Stage	Weston	The Scope of the Work entails the planning for the refurbishment of the Weston WWTW and the installation of a sewer reticulation network.	MIG	R430,645.00	R434,783.00	R4,347,826.00	R20,000,000.00
SAN006	Upgrading of Umzamowethu Sewer Reticulation	Oyster Bay	The Scope of the Works entails the Design for the upgrading of the	MIG	0	R1,500,000.00		R1,500,000.00

Sanitation: Capital Projects – 2023/24 – 205/26 FY								
IDP Ref	**Project**	**Area**	**Detailed Scope**	**Funding Source**	**23/24 Budget**	**24/25 Budget**	**25/26 Budget**	**Value**
			Umzamowethu sewer reticulation					
SAN007	New Bypass Sewer Main Beach pump Station - Design Stage	All of Jeffreys Bay area.	The Scope of Work entails the planning for the upgrading of the Beach Sewer Pump station and an installation of a new sewer pipe to a connection point in the Sands. This will greatly reduce the sewage load on Sandkasteel and La Mer pump station.	CAPEX	R323,486.00	R0.00	R0.00	R1,916,463.86
SAN008	Super Sucker Services for a period of three years	Kouga						Rates based.
SAN009	Hankey WWTW and KwaNomzamo Pump Station replacement.	Hankey & Humansdorp	Refurbish Hankey WWTW and KwaNomzamo Pump Station	CAPEX	R7,200,000.00	R0.00	R0.00	7200000
SAN010	Request for Proposals - WWTW technology	Kouga	Opportunities to prospective developers to submit Proposals for Unique Processes, latest technology, best practices and equipment for the improvement of existing Wastewater Treatment Works					

Sanitation: Capital Projects – 2023/24 – 205/26 FY								
IDP Ref	**Project**	**Area**	**Detailed Scope**	**Funding Source**	**23/24 Budget**	**24/25 Budget**	**25/26 Budget**	**Value**
SAN011	La Mer New sewer Rising Main	Jeffreys Bay	Upgrade Phase 1 of pipeline to WWTW	CAPEX	R9,700,000.00	R9,700,000.00		
SAN012	Sanitation verification throughout Kouga	All areas	Verify all sanitation services and backlogs	Internal		R500,000.00		
SAN013	Jeffreys bay expand sewer reticulation network	Jeffreys Bay	Install new sewer reticulation	Internal		R5,000,000.00	R7,500,000.00	R2,500,000.00
SAN014	St Francis Bay expand sewer reticulation network	Jeffreys Bay	Install new sewer reticulation	Internal		R4,000,000.00	R4,500,000.00	R4,500,000.00
SAN015	Upgrade WWTW and on-site testing equipment	Kouga	Refurbish WWTW plants	Internal		R30,000,000.00	R20,000,000.00	R10,000,000.00
SAN016	Eradication of buckets in KwaNomzamo	Kouga	Install sewer reticulation to eradicate buckets	Internal		R5,000,000.00	R5,000,000.00	R5,000,000.00

2.7.6 ENERGY

The Kouga Municipality is the registered Electricity supply Authority for towns of Humansdorp, Jeffreys Bay, St Francis Bay, Cape St. Francis Bay and Oyster Bay, and at each town bulk supply is taken from the Eskom grid. Maintenance of the internal distribution networks is done by Kouga Municipality.

The Municipality's role is to construct, operate and maintain the electrical distribution network rendering services delivery to residential, commercial, and industrial consumers within these towns. Other operations include supply and maintain street lighting and pumpstation, etc. with electricity. Hankey, Patensie and Loerie are supplied with electricity by Eskom, while Thornhill is supplied with electricity by the Nelson Mandela Metro Municipality.

2.7.6.1 Energy for Lighting



Energy for Lighting	Number	%
Electricity from mains	27 786	96,9%
Gas	26	0,1%
Paraffin	464	1,6%
Candles	265	0,9%
Solar	81	0,3%
Other	27	0,1

Source: StatsSA, Census, 2022

2.7.6.2 Highlights on Electricity

The table below set out all highlights on electricity:

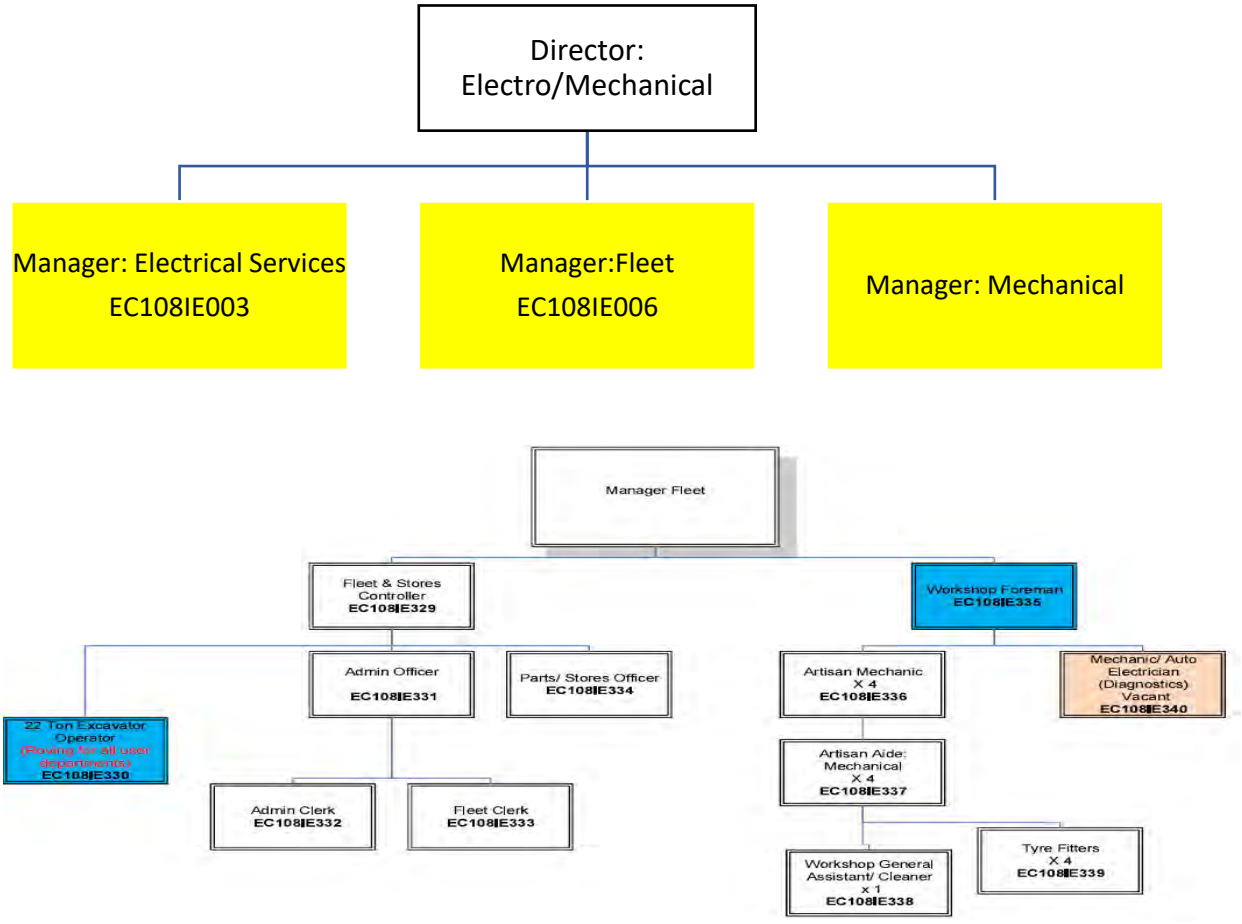
Highlights	Description
Electrifiaction	220 Houses in Humansdorp (Donkerhoek) 200 Housing program phase 1 in Oceanview.
Energy Efficiency	Installation of 504 LED streetlights replacing old streetlights.
Bulk Infrastructure improvement	Procure material and 66kV structures to replace the pole structures with new steel structures.
Supply security	Upgrade Appiesdraai substation with an additional 3 150kVA transformer as well as switchgear.
Supply security	Replace the cable between Jeffreys bay main substation and Caltex miniature substation upgraded from 70mm to 120mm 11kV medium voltage cable.
Pumpstation upgrading	Sewer pumpstations within Kouga has been upgraded with new pumps, one pumpstation connected to SCADA system for efficiency.
Fleet	Managing and maintaining 252 strong fleet, the department strive to maintain a 95% availability at all times.

2.7.6.3 Challenges on Electricity

The table below set out all challenges on electricity:

Challenges	Action to Address
Staff	Critical shortage with skilled and experienced staff. Technical as well as administrative. Metering which will improve revue management is also part of the department functions and can currently not be properly implemented.
Vehicles	Effective and efficient vehicles to perform the duties especially access to difficult terrain.
Training	Technology change constantly and staff need to be skilled to keep up with the latest technology and to be in compliance.
Vandalism and cable theft	Safety and security to be prioritized. Costly infrastructure damage occurs regularly resulting in extended power failures and environmental pollution.
Loadshedding	Critical to manage to prevent network damage, this requires great human resources, as a result, fatigue occur amongst staff. It also causes higher than average faults and network failures.
Regulatory requirements	The department is regulated and require the necessary regulatory requirements to be adhered to.
Office Accommodation	The department staff is scattered, proper coordination cannot be maintained due to staff separation.
Infrastructure development	Infrastructure does not receive the necessary upgrades due to budget allocations, higher budget allocations to be provided in order to upgrade networks.

2.7.6.4 Staff: Electro/Mechanical Services



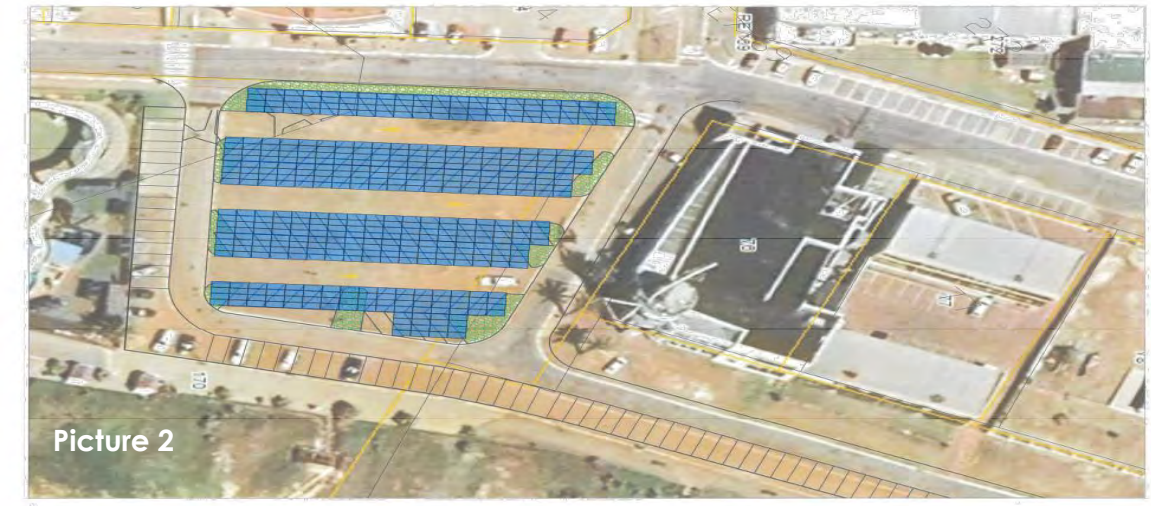
Renewable Energy

The Kouga Municipality has been a forerunner for the establishment of renewable energy projects, with specific reference to wind farms. Carious projects are under construction or still subject to planning and bid processes in terms of the Renewable Energy Independent Power Producer Programme (REIPPP).

Kouga was granted approval for its Environmental Impact Assessment to commence with its own 20MW solar and battery storage plant (picture 1). The plant will be located next to Eskom's Melkhout substation next to the N2 north of Humansdorp. This location is strategic as it is next to the source supplying all Kouga towns managed under its licence. while the department will be preparing tenders for this project, we will be commencing with a comprehensive feasibility study for an additional 40MW hybrid connection, this includes various renewable sources like wind, biomass, hydrogen, solar and battery storage that will accumulate to a total of 60MW in renewable energy. These projects will contribute directly to the local grid reducing the energy consumption from the Eskom grid.



The municipality is also in the process of upgrading a public parking area in Jeffreys and construct parking area covered with Solar panels. This electricity generated will be pushed into the main office in Da Gama Street adjacent to the property (picture 2).


Picture 2

These projects currently contribute significantly to the economy in the province and to renewable energy provision towards the national grid. **Map 3** indicates existing and proposed projects.

Map 3: Existing and Proposed Energy Renewal Projects



It is noted that the following projects have received approval from the Department of Energy and are currently in operation or under construction:

- Jeffreys Bay Wind Farm (Between Humansdorp and Jeffreys Bay)
- Kouga Wind Farm (North-East of Oyster Bay)
- Gibson Bay Wind Farm (West of Oyster Bay)

2.7.6.5 Capital Projects: Electricity

IDP REF	PROJECT DESCRIPTION	WARDS	ANNUAL BUDGET 2024/25	DRAFT ANNUAL BUDGET 2025/26
ELEC001	Electrification of Oceanview	4,5,6,7,9,10,13,14,15	7,300,000.00	7,000,000.00
ELEC002	Furniture and Equipment		100,000.00	
ELEC003	Substation security advance measures	2,3,4,5,6,8,11,12,14,15	300,000.00	200,000.00
ELEC004	New overhead lines 66kv overhead lines (Jbay to Melkhout)	2,3,4,5,6,8,11,12,14,15	10,000,000.00	10,000,000.00
ELEC005	Electrical Oil circuit breakers replacement with vacuum SCADA ready breakers	2,3,4,5,6,8,11,12,14,15	5,000,000.00	5,000,000.00
ELEC006	Cables from Saffery to KwaNomzamo 11kV	6,15	2,000,000.00	2,000,000.00
ELEC007	Two 5MV 22/11 transformer Humansdorp Main sub	4,5,6,15	2,500,000.00	2,500,000.00
ELEC008	Remove overhead lines in Humansdorp CBD	6.15	400,000.00	400,000.00
ELEC009	Auto reclosers 22 and 11kV	1,2,4,5,6,12,14,15	1,000,000.00	1,000,000.00
ELEC010	Line sectors 22 & 11kV	1,2,4,5,6,12,14,16	900,000.00	1,000,000.00
ELEC011	Protection upgrade	1,2,4,5,6,12,14,17	2,000,000.00	1,000,000.00
ELEC012	High mast lights	1,2,4, 5,7,9,10,13,14,15	2,000,000.00	3,000,000.00
ELEC013	Replace and extend streetlight poles Humansdorp	5.15	200,000.00	200,000.00
ELEC014	Two 3 150kVA 22/11 auto-transformer Cape St. Francis Main sub	1,2,4,5,6,12,14,16	1,500,000.00	1,500,000.00
ELEC015	Two 5 000kVA Transformers	1,2,4,5,6,12,14,15	3,000,000.00	3,000,000.00
ELEC016	Ring main units 11kV	1,2,4,5,6,12,14,16	3,000,000.00	3,000,000.00
ELEC017	Replace cable feeding Santerene link	1,2,4,5,6,12,14,17	400,000.00	400,000.00
ELEC018	Eskom intersection replace overhead	12	1,500,000.00	2,000,000.00
ELEC019	Streetlights St. Francis Bay	12	200,000.00	200,000.00
ELEC020	St. Francis Bay Protection upgrade	12	500,000.00	500,000.00
ELEC022	11kV cable installation between waterworks substation and Lifestyle development	3,8,11	2,000,000.00	
ELEC023	Appiesdraai & Paradise Substation	2,12	2,500,000.00	2,500,000.00
ELEC024	Replace Cable in Pellsrus	2	1,500,000.00	
ELEC025	Solar lights	2,3,4,5,6,8,11,12,14,15	400,000.00	500,000.00
ELEC026	Containers Storage	2,3,4,5,6,8,11,12,14,16	500,000.00	500,000.00
ELEC027	Smart metering project	2,3,4,5,6,8,11,12,14,17	10,000,000.00	10,000,000.00
ELEC028	AMR Metering system	2,3,4,5,6,8,11,12,14,18	1,000,000.00	2,000,000.00
ELEC029	Protection Scada network protection	2,3,4,5,6,8,11,12,14,19	5,000,000.00	2,000,000.00
ELEC030	Vehicles LDV	All wards 1-15	2,000,000.00	2,000,000.00
ELEC031	Overhead line switchgear 22 & 11kV	1,2,4,5,6,12,14,15	1,000,000.00	1,000,000.00

IDP REF	PROJECT DESCRIPTION	WARDS	ANNUAL BUDGET 2024/25	DRAFT ANNUAL BUDGET 2025/26
ELEC040	Miniature substations 22 & 11kV	2,3,4,5,6,8,11,12,14,19	3,000,000.00	3,000,000.00
ELEC041	Reconstruct Humansdorp existing overhead network	4,5,6,15	5,000,000.00	
ELEC042	Transformers pole mount 22 & 11kV 50; 100; 200; 315 & 500kVA	2,3,4,5,6,8,11,12,14,19	3,000,000.00	4,000,000.00
ELEC043	Design High Mast Lights	1,2,4,5,6,12,14,15	3,000,000.00	
		TOTAL	83,700,000.00	71,400,000.00

2.7.7 REFUSE REMOVAL/WASTE MANAGEMENT

The strategic objective of the Waste and Environmental Management Section is that all the communities of Kouga Municipality live in a clean and health environment that is maintained and managed in a sustainable manner.

Kouga Municipality's approach to changing course is informed by the Integrated Development Plan paradigm and Service Delivery and Budget Implementation Plan, which responds to the global, national, and regional challenges of climate change, resource constraints, the triple challenge, poverty, unemployment, and inequality, as well as improving the overall governance and compliance environment in the municipality.

2.7.7.1 Access to Refuse Removal/ Waste Management

Table 20: Access to Refuse Removal



Refuse Disposal 2022	Number	%
Removed by local authority at least once a week	24 652	86,0%
Removed by local authority less often	234	0.8%
Communal refuse dump	198	0,7%
Communal container/central collection point	2 522	8,8%
Own refuse dump	332	1,2%
No Rubbish Disposal	561	2,0%

Source: Statsa_Census, 2022

Most households in Kouga have access to refuse removal at least once a week by the municipality, 86,0% in terms of a weekly door to door collection programme compiled by the municipality and others are receiving a communal skip collection weekly. The refuse is transferred to licensed landfill sites in Humansdorp and Hankey which comply with the National Environmental Management Act (NEMA).

2.7.7.2 Highlights on Waste Management

The table below set out all highlights on waste management:

Highlights	Description
Climate Change Strategy approved for implementation	Climate Change affecting all communities
Public open spaces were cleared and beautified in partnership with "Dorp van Drome", Patensie Pronk, Woodlands, JBAY Surfers, community groups and schools during 2022/23.	Partnerships
Recycling introduced in schools, blue flag beaches and shopping centres	Implementation of waste minimization strategy
Received R5m for DEDEAT for Keep Kouga Clean and Green	Clean communities
Mandela Day 18 July 2022 – clean ups in Humansdorp, Pellsrus and main Beach Jeffreys Bay	Community involvement with cleaning up beaches
International Coastal Clean Up - 21 September 2022	Community involvement with cleaning up beaches
World Environmental Day 5 June 2021	Education and awareness

Highlights	Description
The Waste Management section procured 5 skips for designated areas for litter and waste disposal	Service delivery to areas where no door-to-door waste collection is taking place
Plot Clearing	
Mandela Day 18 July 2021 – clean ups in Humansdorp, Pellsrus and main Beach Jeffreys	
International Coastal Clean Up - 21 September 2020	

2.7.7.3 Challenges on Waste Management

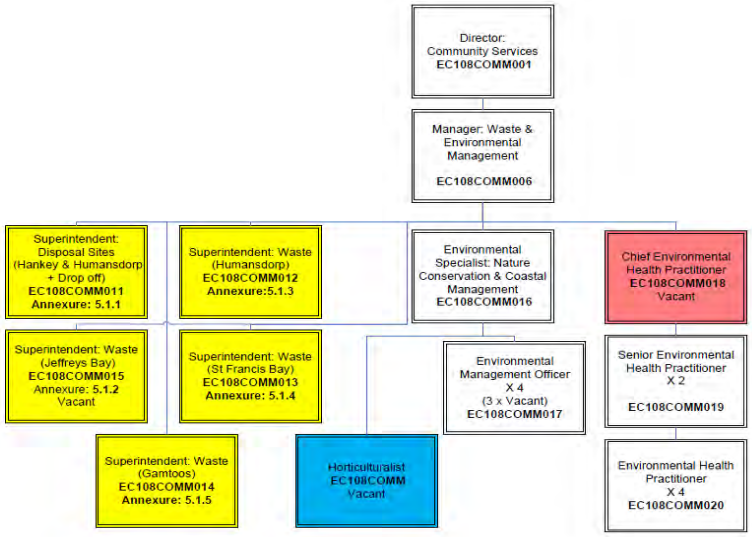
The table below set out all challenges on waste management:

Challenges	Action to Address
Illegal dumping	War on Waste, law enforcement
Ageing infrastructure (fleet)	Procurement of new fleet
Non - compliance with Landfill licenses – sites not fenced	External request for funding
Humansdorp Landfill site cell nearing full capacity	External request for funding for new cell
Burning of waste	Education and awareness
Lack of environmental awareness and understanding of the impact thereof	Education and awareness
Lack of security at landfills with number of waste pickers growing	Fencing of sites
Rapidly growing population • Growing per capita waste disposal from rising income and consumption levels • Pervasive throw away culture of disposal and illegal dumping	Fleet procurement, filling of vacancies

2.7.7.4 Waste Management Awareness Programmes/Projects

Project	Description
Operation Coca- Maak Skoon	- Affording residents the opportunity to get rid of unwanted items and waste - Include white goods, electronics and furniture
Clean-ups	- R5million received from Department of Environmental Affairs to employ youth as beneficiaries of the programme to clean up illegal dumping sites, litter picking, beach cleaning and education. - Beach clean-ups with communities and interested groups - Waste By-laws promulgated with approved fines
Waste Minimisation	- A total of 135 957 tonnes of waste were collected from July 2022 to April 2023. - 2 036 tons of waste recycled during this period of which most were paper and plastic. - Started recycling programmes in consultation with Woodlands Dairy at Bread and Milk Shops in Jeffreys Bay. - Vending machines where residents can place their recyclables and receive "moola" in return on their phones.

2.7.7.5 Waste Management Employees



2.7.7.6 Capital Projects: Waste Management

Sanitation: Capital Projects – 2023/24 – 205/26 FY								
IDP Ref	**Project**	**Area**	**Detailed Scope**	**Funding Source**	**23/24 Budget**	**24/25 Budget**	**25/26 Budget**	**Value**
WM001	Community Services purchase of Specialized waste vehicles	Kouga	Purchasing of specialized waste vehicles through the MIG Grant Funding for Community Services	MIG				R21,878,885.00

2.7.8 ROADS

The municipality has the mandate from Government to perform all relevant services regarding roads and stormwater in those areas included within its jurisdiction. There are roads that are still the responsibility of Province.

The Pavement management System compiled in 2017 is due to be revised and will be provided for in future financial years. Unfortunately, due to the extent of backlogs in resurfacing and upgrading and financial constraints, headway in eradicating these backlogs is not progressing as may be required but regarded as sufficient for purpose. There are more than 30km of provincial main roads within the urban edges of Drakenstein. Maintenance of these roads is dependent on the provision of the required subsidy by the Provincial Government, being a shared responsibility.

The principle to update all the different master plans every 3-5 years and to align the different master plans with the 20-year growth plan and Spatial Development Framework remains.

The municipality is process of updating its Pavement Management System (PMS and the system is used as a network level tool.

Due to ageing of current infrastructure the focus has shifted from only upgrading roads from gravel to paved, and now also includes rehabilitation, resealing and maintenance projects funded out of capital funding.

2.7.8.1 Backlogs, Maintenance and Rehabilitation

The tables below show the current condition of roads per different category including the maintenance needs per town:

Condition Category (VCI) of Flexible Road Length (km)

Town	Flexible Road Length(km) per Condition Category (VCI) by Town					Total Length (km)
	Very Good	Good	Fair	Poor	Very Poor	
Cape St. Francis	2,1	3,5	4,5	0,1	0,0	**10,1**
Hankey	1,3	5,3	5,3	0,3	0,0	**12,2**
Humansdorp	11,2	13,9	13,6	2,2	0,0	**40,9**
Jeffreys Bay	77,8	62,7	19,3	0,9	0,0	**159,7**
Loerie	0,4	0,4	1,2	0,0	0,0	**2,0**
Oyster Bay	0,0	1,7	1,2	0,0	0,0	**2,9**
Patensie	1,3	3,3	5,9	2,0	0,0	**12,5**
St. Francis Bay	19,0	20,7	5,7	0,0	0,0	**45,5**
Thornhill	1,5	0,5	0,1	0,0	0,0	**2,2**
Total	**114,7**	**111,9**	**55,7**	**5,5**	**0,0**	**287,8**

Paved Road Length (km) per Surface Type by Town

Town	Flexible	Block	Concrete	Total
Cape St. Francis	10,1	0,6	0,0	10,7
Hankey	12,7	2,0	0,0	14,7
Humansdorp	41,1	5,4	0,0	46,5
Jeffreys Bay	159,7	3,5	0,2	163,4
Loerie	2,0	0,0	0,0	2,0
Oyster Bay	2,9	0,1	0,1	3,1
Patensie	12,5	0,5	0,2	13,2
St. Francis Bay	45,6	0,5	0,0	46,1
Thornhill	2,2	0,0	0,0	2,2
Total	**288,8**	**12,6**	**0,5**	**301,9**

Unpaved Road Length (km) per Surface Type by Town

Town	Gravel	Earth	Track	Total
Cape St. Francis	3,2	0,0	0,0	**3,2**
Hankey	14,9	0,1	0,0	**15,0**
Humansdorp	65,3	0,1	0,2	**65,6**
Jeffreys Bay	17,4	0,0	0,1	**6,1**
Loerie	4,5	0,0	0,4	**4,9**
Oyster Bay	6,0	0,0	0,1	**6,1**
Patensie	1,1	0,0	0,0	**1,1**
St. Francis Bay	2,5	0,0	0,2	**2,7**
Thornhill	3,4	0,0	0,0	**3,4**
Total	**118,3**	**0,3**	**1,0**	**119,6**

Flexible Road Length (km) of Maintenance Needs per Town

Town	Rehabilitation	Special Maintenance	Preventative Maintenance	Total
Cape St. Francis	1,9	3,7	0,8	**6,3**
Hankey	1,4	3,5	4,6	**9,6**
Humansdorp	6,8	5,8	9,0	**21,6**
Jeffreys Bay	8,2	11,3	23,6	**43,1**
Loerie	0,4	0,5	0,3	**1,2**
Oyster Bay	0,7	0,0	1,4	**2,2**
Patensie	3,2	4,3	1,1	**8,7**
St. Francis Bay	2,3	4,2	16,	**22,5**
Thornhill	0,0	0,6	0,0	**0,6**
Total	**24,9**	**34,0**	**56,9**	**115,8**

2.7.8.2 Overview on the Level of Streets and Stormwater Services

Different road sections require different types of maintenance varying from routine and normal heavy rehabilitation. Possible project types range from routine maintenance (e.g. patching), to normal maintenance (resurfacing) through to heavy rehabilitation (e.g. thick overlays and reconstruction).

With limited financial resources available it is important that these funds be spent at the right place at the right time to ensure optimum use of funds. The use of PMS is generally accepted as essential for determining the maintenance and upgrading needs/programmes for pavements in a network of roads.

These programmes provide a good assessment of the total funds required to meet the maintenance needs of the network and, in most cases, of the type of maintenance required. The needs of individual projects should, however, be verified by further investigation to allow for additional unrecorded factors.

The total length of the paved network is 294.4km with an estimated replacement value of R2,738,709,178 for paved roads and R67,381,509 for the 126.5km length of unpaved roads. The average condition of the network can be rated as poor, with 63% of the surfacing and 57% of the structure in poor to very poor category. Roads that have been upgraded from gravel to paved roads in the 2023/24 financial year are 460m.

2.7.8.3 Highlights on Roads

The table below set out the highlights on roads:

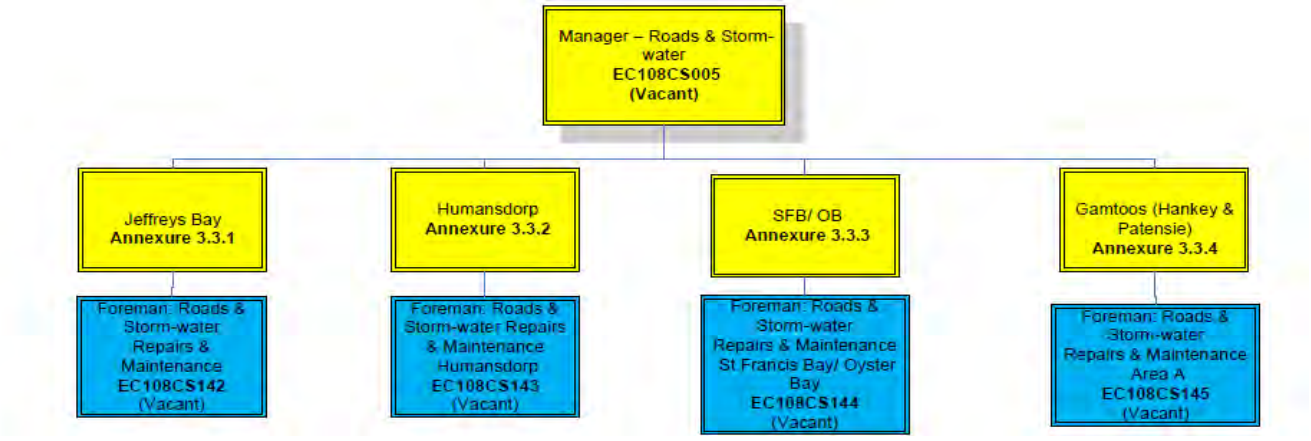
Highlights	Description
Kouga Gravel Raads Phase 2	- Completed stormwater channel in Coetzee Street - Upgrade Goeda Street to Asphalt surface – asphalt completed and busy with ancillary roadworks such as stormwater channels - Upgrade Silinga Street to Asphalt surface – asphalt completed and busy with ancillary roadworks such as stormwater channels.

2.7.8.4 Challenges on Roads

The table below set out all challenges on roads:

Challenges	Action to Address
The Roads and Stormwater Division is critically understaffed	The organizational structure to be reviewed and suitably budgeted for.
The vehicles, plant and equipment utilized for transport and carting of staff and materials is dilapidated.	A review of the efficiency of vehicles, plant and equipment traditionally used is to be undertaken and adequately budgeted for.

2.7.8.5 Employees: Roads and Stormwater



2.7.8.6 Capital Projects: Roads

IDP Ref	Project	Area	Detailed Scope	Funding Source	23/24 Budget	24/25 Budget	25/26 Budget	Value
R001	Gravel Roads Phase 2	Kouga	Road list to be finalized.	MIG	R3,339,130.00	R16,849,566.50	R16,849,566.50	R37,038,263.00
R002	Roads Reseal project in Kouga LM Phase 1	Kouga	Roads that will be resealed includes:	OPEX	R10,000,000.00			R17,362,529.00
R003	Roads Reseal project in Kouga LM: Phase 2	Kouga	Reseal of roads, pothole repairs, construction of speedhumps, installation of kerbs, etc.	OPEX	R0.00			Rates based.
				TOTAL	**R84,880,789.52**	**R54,247,895.35**	**R16,849,566.50**	**R461,769,651.94**

2.7.9 STORMWATER MANAGEMENT

Stormwater maintenance is done by operations department. Maintenance on stormwater is done in warmer months to prevent damage during the rainy season.

Stormwater network comprises of piped systems and open drainage channels. The drainage system is a fair condition with some instances of poor conditions. There are still some areas where there are no formal drainage networks, and this causes flooding during winter. In general, the remedial measures for the existing storm water drainage system have been based on conventional stormwater management practices.

Conveyances

Generally underground concrete pipes or rectangular culverts; or open channels where these are the primary existing conveyance system for the town. Where high peak flows or where channels are the primary existing conveyance system for the town, lined trapezoidal channels were selected with suitable linings dependent on flow velocities.

Flood lines were determined for each town/village located in close proximity to a river or stream with a catchment area exceeding 1km. The flood line studies were completed for the following reasons:

i) To comply with the legal requirements of:
   - Section 144 of the National Water Act No.36 of 1998
   - The Land Use Planning Ordinance of Eastern Cape

ii) To establish if any parts of the existing towns/villages or any future developments are exposed to a flood risk

iii) To determine if any stormwater drainage system discharges are below flood levels that may impact on that systems discharge capacity.

iv) Ascertain if detailed flood line studies need to be undertaken for any of the towns/village

Legislation Stormwater Management should comply with is as follows:

2.1.1 The Constitution of South Africa (1996)

2.1.2 National Environmental Management Act (1998)

2.1.3 Environmental Impact Assessment Regulations (2010)

2.1.4 Kouga Local Municipality Storm Water Management By-Laws

2.1.5 National Heritage Resources Act (1999)

2.1.6 Integrated Coastal Management Act (2008)

2.1.7 National Water Act No 36 of 1998

2.1.8 Guidelines For Human Settlement Planning and Design

In 1975 the statutory requirement for the insertion of the 1 in 50-year flood lines on the layout plans for proposed townships as a pre-requisite for approval was introduced as Section 169A of the Water Act, 1956 (Act 54 of 1956).

The Storm water Master plan compiled in 2015 by Hatch Goba Consulting Engineers (Pty) Ltd, appointed by the Department of Corporative Governance (COGTA), is planned to be reviewed, with the first phase in the 2024/25 financial year. This review addressed the entire length of storm water system and include the confirmation of flood lines. The Masterplan also identified 56 problem areas of focus, ranging in severity from low to very high in terms of flood risk.

A process of reviewing the risks areas identified in this report, and prioritising which projects need to enter the planning stage must be undertaken and agreed by Council. The maintenance of stormwater assets in good working order is critical to reduce flood risks. It is recommended that a stormwater asset maintenance management system be developed and implemented. To bring conformity to the structural and hydraulic design of stormwater infrastructure, it is proposed that Stormwater Standard Details and Stormwater Design Standards be developed. The principle to update all the different master plans every 2 - 3 years and to align the different master plans with a 20-year growth plan and Spatial Development Framework should be adhered to.

2.7.9.1 Highlights on Stormwater Drainage

The table below set out the highlights on stormwater drainage:

Highlights	Description
Kouga Gravel Roads Phase 2	Completed the installation of stormwater channel in Booysen Street

2.7.9.2 Challenges on Stormwater Drainage

The table below set out all challenges on stormwater drainage:

Challenges	Action to Address
The Roads and Stormwater Division is critically understaffed	The organisational structure to be reviewed and suitably budgeted for.
The vehicles, plant and equipment utilized for transport and carting of staff and materials is dilapidated.	A review of the efficiency of vehicles, plant and equipment traditionally used is to be undertaken and adequately budgeted for.

2.7.10 SOCIAL DEVELOPMENT

Local Government should exercise their powers and functions to have a maximum impact on social development of communities. Meeting the basic needs of the poor and grow the local economy. Local Government has an interest in attracting investment based on promotion the comparative advantages of the area for competitive industries, as well as supporting the growth of local enterprises. This will put Local Government in a position to leverage private sector resources for development and create and sustain humane, equitable and viable communities.

Slow economic growth has an impact on communities finding sustainable ways to meet their social economic and material needs and improve the quality of the lives.

The municipality has established a Special Programme Unit which is housed in the office of the Executive Mayor.

The Special Programmes Unit (SPU) is responsible for facilitating and mainstreaming issues of designated groups within the department and Municipality. Amongst other responsibilities is to conduct advocacy and awareness on legislative frameworks.

2.7.10.1 SPU Programmes and Interventions

Programme/Intervention	Date
Youth Summit: The summit was attended by young people all over Kouga Municipality from the 15 Wards as well as organization working directly with the youth. The summit created a platform for young people to voice their concerns. These young people had to not only identify their struggles but also had the opportunity to advise as to what they believe we as a Municipality can do to make a difference in their areas. The outcome of the summit will be to establish a Youth Forum that will run with the different remedies that were identified. The Forum will be established in the month of August 2023.	30 June 2023
Mandela Day: The SPU in conjunction with the Office of the Executive Mayor celebrated Mandela Day, which included a Coding competition for the youth, planting trees at Kruisfontein Primary and a visit to the paediatric ward at Kouga Partnership Hospital.	18 July 2023
Mentoring a Girl Child at Work: SPU in partnership with Kouga Municipality female employees hosted a Mentor a Girl Child at Work, the learners were from Jeffreys Bay Comprehensive High School and Humansdorp Senior Secondary School from Gr8 – Gr11, the purpose of the programme was to showcase the importance of having a mentor for guidance in life and the different career avenues available to pursue after they have matriculated.	29 August 2023
Women's Event: SPU embarked on the second Annual Kouga Powerful Woman Competition to show appreciation to females in the different communities of Kouga who go above and beyond to empower their communities and to live a life beyond themselves.	30 August 2023
Family Fun Day: SPU partnered with Rainbow School to host a successful family fun day for the whole family Aswell as an educational awareness regarding children living with disabilities and the programs that the rainbow village has for the children with their induvial needs.	9 September 2023
Disabled Programme: SPU in conjunction with Community Services had a Beach clean-up and Marine Climate change educational program for the Boy scholars of Rainbow school educating them on Marine Climate change and how they can make a difference where they are regarding Climate change.	15 September 2023
Kouga Prayer Day: Mayor's Office in conjunction with SPU conducted and interdenominational thanksgiving for rain at Mentors Kraal.	29 October 2023
Elderly Rights Awareness Programme: SPU partnered with NBPAM NOP to conduct an Elderly appreciation breakfast, the elderly present were given an education awareness on varies topics like Alzheimer disease, elderly rights, domestic violence and social grand.	04 November 2023

Programme/Intervention	Date
Community Educational and Awareness Campaign: Special Program Unit partnered with Correctional services and SAPS Gang unit to conduct an anti-Substance abuse and gangsterism campaign in Patensie. All community members were educated regarding substance that are addictive and warned against drugs and involvement of gangsterism.	13 November 2023
Men for Change Campaign: SAHKE Family Development and Special Program Unit embarked on a Men for Change campaign as a buildup program to the 16 days of Activism. Men were challenged to be change they want to see in the community and to raise boys with a mentality to protect woman and children.	22 November 2023
Services on Wheels: Special Program Unit partnered with other sister government stakeholders to render services on wheels to the community. Taking the services of Dept. of Health, SASSA, Legal AID, Home Affairs, and others to the community.	30 November 2023
World HIV/AIDS Day: SPU in collaboration with government departments as well as NPO'S and NGO'S within the Kouga Municipality hosted a successful World aids day as well as addressing other social ills and did an awareness campaign on elderly right as well GBV.	06 December 2023
Service on Wheels: SPU and other government departments rendered services on wheels to the community in Loerie ensuring that the community is well informed what services the government departments render and assisted those who are in need of their services.	07 December 2023
ECD Centre Handover: SPU in partnership with Kouga windfarm conducted a handover of an ECD centre to ensure that early childhood development can take place in a structure that is safe and secure for development of the children.	08 December 2023
16 Days of Activism: SAPS and SPU collaborated and conducted a successful GBV rapid response awareness campaign to the community. Victims of GBV shared their testimonies and encouraged the community to speak up against GBV and to report it to the SAPS ASAP and availed themselves as a safe place to seek help and encouragement.	
16 Days of Activism: SAPS AND SPU partnered to end off 16 days of activism by educating the community about all types of abuse, how to apply for a protection order, the importance of reporting any type of violence.	11 December 2023
Vegetable Distribution: SPU distributed fresh A-grade vegetables to various soup kitchens with Kouga municipality that was donated by Wildeklawer.	08 January 2024
MEC Stakeholder Engagement: SPU attended a great stakeholder engagement with the MEC of Dept. of Social Development. Patensie Primary School and Patensie Agricultural School were visited, and all school challenges were highlighted and discussed as well as a distribution of school cloths and sanitary towels.	17 January 2024
Vegetable Distribution: SPU distributed fresh A-grade vegetables to various soup kitchens with Kouga municipality that was donated by Wildeklawer.	18 January 2024
Scholar Leadership Camp: SPU in partnership with Jeffreys Bay Comprehensive High School coordinated another successful leader's camp for the scholar leadership of 2024. The children were motivated and encouraged to develop their leadership skills and to make a positive impact in their school and community.	30 January 2024

Programme/Intervention	Date
Healthcare Worker Graduation: SPU partnered with SAKHE family Development for the graduation of the healthcare workers who will assist families all over Kouga to take care of patients at home and to be a helping for the Dept of Health in different clinics over Kouga as well as the hospital.	31 January 2024
Back to School Programme: The Special Program Unit has led, as part of a mayoral initiative, a back-to-school program. The program will see the executive Mayor visit the high schools within the Kouga region. The aim of the program is for the mayor to engage with the principles to ascertain the existing challenges and where KLM can support, furthermore, to motivate the matriculants to apply and register at universities, and other career avenues available to them. Linking them with various career opportunities by involving local stakeholders, Dept. of Social Development, SAHKE Family Development NPO, SAPS, Nelson Mandela University, Dept. of Correctional Services and Prisoners NPO. The Theme is to focus on the youth Taking ownership of your life and of your country...by making the right choices early in life.	12-20 February 2024
Kehl University German Study Visit: Kehl University in Germany was hosted for their annual excursion to our municipality. Prof Gert arrived with 18 Bachelor students from their Public Management degree programme. The aim is to broaden the German students' horizons and compare South African administrations and municipalities with German administrations and municipalities. Kehl University feels that Kouga Municipality is very well suited for this, as it tackles the challenges of modern administration in a crisis-ridden world very dynamically. Kouga Municipality in February 2023 made such a good impression on the students that three of them applied for a three-month internship with KLM. Kehl university specifically trains around 400 students every year, most of whom work in local and regional administrations after graduating. Kehl University has an excellent reputation for being a 'mayors for	22-23 February 2024
Vegetable distribution to soup kitchens, ECD centres and Old Age Club: Special Program Unit facilitated the distribution of fresh A-grade vegetables to soup kitchens in the Gamtoos area. This is a mayoral initiative supported by the Wildeklawer farm in Barley East.	05 February 2024 12 February 2024 26 February 2024
<u>On Going Programme</u> The Special Programs Unit (SPU), in collaboration with the Mayor's Office, is actively supporting the launch of the PickMe Application, spearheaded by Mr. Attie Retief. PickMe endeavours to empower both employed and unemployed individuals as well as businesses by offering them a platform to showcase their skills, thereby facilitating access to employment opportunities or connecting their businesses with potential clients. Pick Me's objective is to foster lasting wealth for its users by offering opportunities and resources that empower individuals to generate income and enhance their living standards. This will be accomplished through diverse in-app segments, investments, entrepreneurship	

Programme/Intervention	Date
support, educational access, reduced food costs, job opportunities, improved transportation options, and enhanced access to financial services.	

2.7.11 TRAFFIC LAW ENFORCEMENT AND COMMUNITY SAFETY

Kouga Municipality is committed in the creation of an environment that is conducive to economic and social growth and development within then Kouga municipal area through effective law enforcement and community safety programmes. Creating a safe and secure Kouga with low crime levels where all can work and play in harmony.

2.7.11.1 Highlights on Law Enforcement and Community Safety

The table below set out the highlights on Law Enforcement and Community:

Highlights	Description
Neighbourhood watches	The gradual establishment of neighbourhood watches in all wards assists in the monitoring and prevention of crime.
Boots on the ground initiative	The Boots on the ground staff assists Law Enforcement in their duties and concentrate in known hot spot areas
Interaction with external law enforcement role players and community stakeholders	Regular joint operations with the SAPS and other role players by Traffic and Bylaw Enforcement have yielded success in crime prevention
Incident Command Centre	The ICC assists Law Enforcement and other Law enforcement role players with monitoring for incidents and assists with real time information through CCTV footage.

2.11.7.2 Challenges on Law Enforcement and Community Safety

Challenges	Action to Address
Security of municipal buildings (pump stations, transfer stations, sport fields, etc	Assessment of the security of all Municipal buildings and infrastructure was completed and remedies are addressed with the relevant departments.
Crime/community safety	Drug abuse awareness campaigns. Roaming animals – Privately owned pound proposals invited as interim solution.
Theft and vandalism of municipal property, goods and assets	Municipal property, goods and assets are being protected by internal and external security. Law enforcement also conduct special patrols to monitor municipal infrastructure.

2.11.8 SPORTS DEVELOPMENT

2.11.8.2 Problem Statement

The sporting Community has evolved in such a way that the Municipality is unable to provide the necessary assistance either in funding or hosting on a sport field. 23 Sporting codes has been identified in the Kouga region. Vandalism has taken a tall right through the Kouga region, and more and more facilities are being vandalized.

Kouga Municipality does not provide a top of the range facility that can cater for more than half the sporting codes, which leaves the athletes to travel to the metro or other towns to enjoy facilities that can accommodate their needs.
The schools in the area are also not able to accommodate their own learners and is constantly looking for assistance from our Municipality.

2.11.8.3 Highlights on Sports Development

The following table outlines all highlights on Sport Development:

Highlights	Description
Two (2) Sport fields are currently being upgraded through MIG Funding.	KwaNomzamo Sports Field (Ward 15) and Loerie Sport Field (Ward 7) has been approved by MIG funding and is nearing their end date, handover for these facilities is end April (Loerie) and end May (KwaNomzamo).
MIG Funding was just approved for Phillipsville Sports field to be upgraded in the 24/25 financial year	Phillipsville Sports field to be upgrade in the 24/25 financial year.
New Sports Coordinator appointed Oct 2023.	In October 2023 the municipality appointed a Sports Coordinator to assist with the development of Sport as well as coordinating the daily running of our facilities. The coordinator is also responsible to form relationships and partnerships with the sporting community to ensure that the needs of the athletes are being met through the assistance of the municipality.
Partnership with Local Organisations and Local Schools	During January 2024 meeting Secondary/ Primary Schools in terms of sharing training facilities and starting legacy projects. Forming Partnership with Irrigation Water Board, Windfarm assisting with upgrading of sports fields

2.11.8.4 Challenges on Sports Development

The following table outlines all the challenges on Sport Development:

Challenges	Action to Address
There are not enough facilities for all sporting codes in Kouga Municipality.	Identify open spaces that can be used to accommodate our different sporting codes
Due to the lack of funds very little, and in most cases, no support is given to the minor sport codes e.g. Boxing, Darts, Tennis, Pool, etc	Establishment of new Sports Council to address the needs of these sporting codes that has been left out.
Vandalism has a huge impact on the sporting facilities.	Constant communication with sporting community to take responsibility of their area

Challenges	Action to Address
	and to make sure that they look after their facility. Going into partnerships with community to sustain the facility to ensure that they take responsibility. Appointing caretakers to assist with the safety of our facilities.
45% of our sport facilities is either not in use due to vandalism or under construction currently	Apply through MIG funding to upgrade more sport facilities.

2.11.8.5 Current Status on Sports Facilities

KOUGA LOCAL MUNICIPALITY			
SPORT FIELDS			
WARD	NAME	CONDITION	COMMENTS
1	Sea Vista Sport Field	In Use	Good condition
2	Pellsrus Sport field	In Use	Good condition
4	Kruisfontein Sport Complex	In Use	Funding request 2024/2025 for fence to be replaced
4	Red Lions Sport Field	Out of Use	
5	Vaaldam Sport Field	Out of Use	
7	Thornhill Sport Field	In Use	Needs irrigation system
7	Loerie Sport Field	Under construction	Completion of Project April 2024
9	Phillipsville Sport Field	In Use	Minor Upgrading was done in 2023/2024. MIG funding approved for 24/25.
10	Patensie Sport Field	In Use	Needs irrigation system
13	Weston Sport Field	Not yet handed over to Community Services	The Sport field has not been handed over to Community Services
13	Centerton Sport Field	Out of Use	In discussion with Windfarm to assist with upgrading
14	Tokyo Sexwale Stadium	In Use	Good condition
15	KwaNomzamo Sport Field	Under construction	Completion of Project end May 2024
15	Swallows Sport Field	Out of Use	
15	Country Club	Out of Use	

2.11.9 ECONOMIC REALITIES

By spatially comparing Kouga Local Municipality with its neighbouring localities, Sarah Baartman District Municipality, Eastern Cape Province, and South Africa, one can gain perspective on the locality's economic situation.

Since the Kouga Local Municipality is interconnected with Sarah Baartman, the Eastern Cape Province, South Africa, and the rest of the world, having accurate economic data is more important than ever for informed planning decisions. In order for the municipality to establish and carry out policies that will promote the social and economic development of the residents and businesses within the municipality, respectively, information is required.

2.11.9.2 Gross Domestic Product By Region (GDP-R)

The Gross Domestic Product (GDP), an important indicator of economic performance, is used to compare economies and economic states.

Gross Domestic Product by Region (GDP-R) represents the value of all goods and services produced within a region, over one year, plus taxes and minus subsidies.

Table 21:Gross domestic product (GDP) - Kouga, Sarah Baartman, Eastern Cape and National Total, 2012-2022 [R billions, Current prices]

	Kouga	Sarah Baartman	Eastern Cape	National Total	Kouga as % of district municipality	Kouga as % of province	Kouga as % of national
2012	9.5	28.3	287.2	3,566.4	33.6%	3.3%	0.27%
2013	10.4	30.7	309.6	3,868.6	34.0%	3.4%	0.27%
2014	11.2	33.0	330.8	4,133.9	34.1%	3.4%	0.27%
2015	12.1	35.3	354.1	4,420.8	34.1%	3.4%	0.27%
2016	12.9	37.9	379.0	4,759.6	34.2%	3.4%	0.27%
2017	13.8	40.3	403.4	5,078.2	34.2%	3.4%	0.27%
2018	14.3	41.7	420.9	5,363.2	34.2%	3.4%	0.27%
2019	14.7	43.1	437.2	5,625.2	34.1%	3.4%	0.26%
2020	14.5	42.5	430.3	5,568.0	34.0%	3.4%	0.26%
2021	15.8	46.5	472.9	6,208.8	34.0%	3.3%	0.25%
2022	16.7	49.0	501.0	6,628.6	34.1%	3.3%	0.25%

Source: South Africa Regional eXplorer v2443.
Data compiled on 15 Jan 2024.
© 2024 S&P Global.

The Kouga Local Municipality increased its GDP from R 9.51 billion in 2012 to R 16.7 billion in 2022, or 34.09%, of the R 49 billion GDP of the Sarah Baartman District Municipality. This represents a rise in the Sarah Baartman's share of the GDP from 33.60% in 2012.

With a total GDP of R 6.63 trillion in 2022 (measured in nominal or current prices), the Kouga Local Municipality contributes 3.34% to the GDP of the Eastern Cape Province and 0.25% to the GDP of South Africa. Although it is less than the peak of 0.27% in 2015, its contribution to South Africa's national economy has remained relatively stable since 2012, when it was worth 0.27%.

Table 22:Gross domestic product (GDP) - Kouga, Sarah Baartman, Eastern Cape and National Total, 2012-2022 [Annual percentage change, Constant 2010 prices]

	Kouga	Sarah Baartman	Eastern Cape	National Total
2012	2.5%	1.9%	1.9%	2.4%
2013	2.0%	1.6%	1.4%	2.5%
2014	1.0%	1.1%	0.8%	1.4%
2015	0.7%	0.8%	0.9%	1.3%
2016	0.3%	0.2%	0.8%	0.7%
2017	1.2%	1.4%	0.5%	1.2%
2018	1.0%	0.9%	1.1%	1.6%
2019	-0.4%	-0.3%	0.1%	0.3%
2020	-5.9%	-6.1%	-5.8%	-6.0%
2021	3.9%	4.3%	4.9%	4.7%

	Kouga	Sarah Baartman	Eastern Cape	National Total
2022	1.3%	1.4%	2.1%	1.9%
Average Annual growth 2012-2022	***0.48*%**	***0.48*%**	***0.64*%**	***0.92*%**

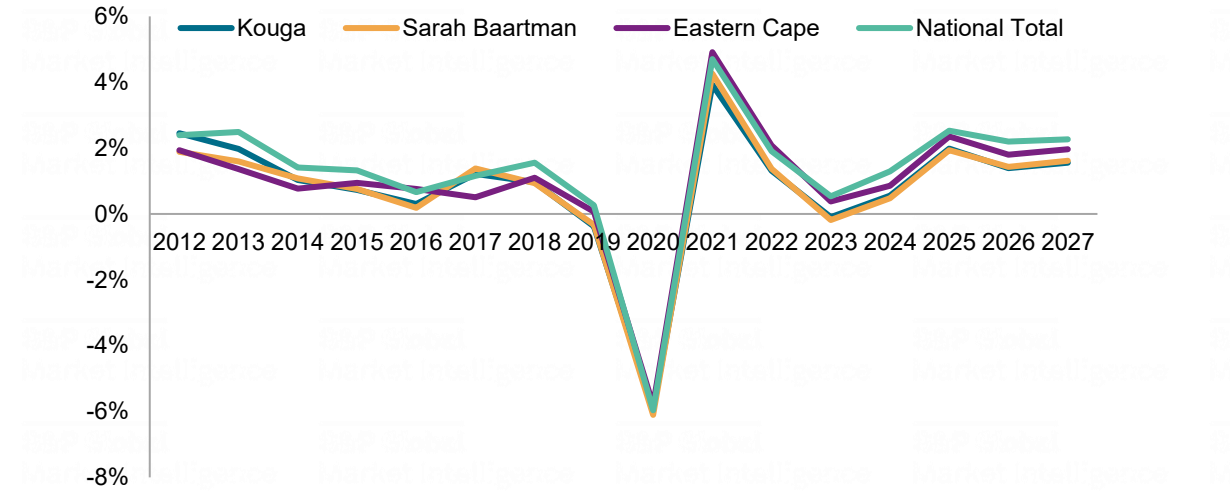
Source: South Africa Regional eXplorer v2443.
Data compiled on 15 Jan 2024.
© 2024 S&P Global.

The GDP growth rate for the Kouga Local Municipality in 2022 was 1.31%, which is lower than the GDP growth rate for the Eastern Cape Province, which was 2.08%, but higher than the GDP growth rate for South Africa, which was 1.91%. The longer-term average growth rate for Kouga (0.48%) is marginally lower than South Africa's (0.92%) growth rate, which is comparable to that of 2022. Kouga's economic growth reached a peak in 2021, growing by 3.92%.

2.11.9.3 Economic Growth Focus

From 2022 to 2027, Kouga Local Municipality is projected to increase at an average annual rate of 1.08%. It is anticipated that the GDPs of the Eastern Cape Province and Sarah Baartman District Municipality will expand at average annual rates of 1.47% and 1.05%, respectively. South Africa is expected to grow at a rate that is higher than the Kouga Local Municipality, with an average annual growth rate of 1.76%.

Chart 3:Gross domestic product (GDP) - Kouga, Sarah Baartman, Eastern Cape and National Total, 2012-2027 [Average annual growth rate, constant 2010 prices]



Source: South Africa Regional eXplorer v2443.
Data compiled on 15 Jan 2024.
© 2024 S&P Global.

Kouga is expected to have a GDP of R 13.1 billion (in constant 2010 currency) in 2027, which is 34.4% of the total GDP of the Sarah Baartman District Municipality. The Kouga Local Municipality will continue to rank the same in terms of size between 2022 and 2027, contributing 34.4% more to the GDP of the Sarah Baartman District Municipality in 2027 than it did in 2022. Kouga's GDP grew at an average annual rate of 1.08% between 2022 and 2027, placing it in third place among the regional economies.

Table 23:Gross domestic product (GDP) - regions within Sarah Baartman District Municipality, 2012 to 2027, share and growth

	2027 (Current prices)	Share of district municipality	2012 (Constant prices)	2027 (Constant prices)	Average Annual growth
Kouga	22.59	33.96%	11.84	13.11	**0.68**%
Dr Beyers Naude	8.20	12.32%	4.48	4.54	**0.09**%
Blue Crane Route	4.09	6.14%	2.16	2.36	**0.58**%
Makana	12.02	18.07%	6.07	6.90	**0.86**%
Ndlambe	10.87	16.35%	5.70	6.27	**0.64**%
Sundays River Valley	3.88	5.83%	1.88	2.19	**1.03**%
Kou-Kamma	4.88	7.34%	2.36	2.76	**1.05**%

Source: South Africa Regional eXplorer v2443.
Data compiled on 15 Jan 2024.
© 2024 S&P Global.

2.11.9.4 Gross Added Value by Region (GVA-R)

The economy of the Kouga Local Municipality is composed of several industries. A sector breakdown is provided by the GVA-R variable, where each sector is valued according to the value added it generates in the regional economy.
The Gross Value Added (GVA) of each region is compared to the Kouga Local Municipality's in the summary table below.

Table 24:Gross value added (GVA) by broad economic sector - Kouga Local Municipality, 2022 [R billions, current prices]

	Kouga	Sarah Baartman	Eastern Cape	National Total	Kouga as % of district municipality	Kouga as % of province	Kouga as % of national
Agriculture	1.7	4.8	11.2	187.6	35.4%	15.2%	0.91%
Mining	0.0	0.5	1.5	483.3	1.7%	0.5%	0.00%
Manufacturing	1.5	4.0	64.8	813.1	38.6%	2.4%	0.19%
Electricity	0.2	0.6	9.1	192.8	38.4%	2.4%	0.11%
Construction	1.1	2.3	11.7	146.6	49.4%	9.7%	0.77%
Trade	3.2	7.9	75.3	807.5	40.8%	4.3%	0.40%
Transport	0.7	2.1	23.9	451.4	35.2%	3.1%	0.17%
Finance	2.4	6.8	80.9	1,386.9	35.0%	2.9%	0.17%
Community services	4.6	16.5	174.1	1,483.6	27.9%	2.6%	0.31%
Total Industries	**15.5**	**45.3**	**452.5**	**5,952.7**	**34.2%**	**3.4%**	**0.26%**

Source: South Africa Regional eXplorer v2443.
Data compiled on 15 Jan 2024.
© 2024 S&P Global.

As of 2022, Kouga Local Municipality's community services sector is the biggest, making up R 4.59 billion, or 29.6%, of the municipality's overall GVA. The trade industry, at 20.7%, is the second-largest contributor to the Kouga Local Municipality's GVA, behind the financial sector (15.2%). With a contribution of R 7.7 million, or 0.05% of the total GVA, the mining industry is the one that makes the least economic contribution to Kouga Local Municipality.

2.11.9.5 Historical Economic Growth

The transport sector's GVA had Kouga's highest average annual growth rate between 2022 and 2012, at 2.36%. The banking sector has the second-highest average annual growth rate among all industries, at 2.11% annually. With an average annual growth rate of -3.12%, the construction industry outperformed the electrical sector, which had the lowest average annual growth rate of -3.93%. With an annual growth rate of 1.27% from 2021, all industries saw overall positive growth in 2022.

Table 25:Gross value added (GVA) by broad economic sector - Kouga Local Municipality, 2012, 2017 and 2022 [R millions, 2010 constant prices]

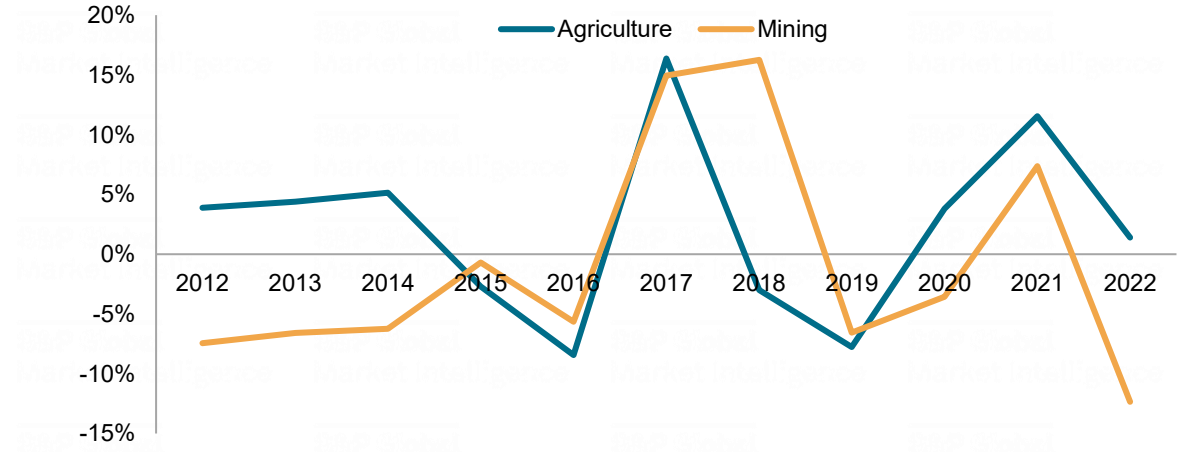
	2012	2017	2022	Average Annual growth
Agriculture	871.5	991.9	1,041.8	**1.80**%
Mining	4.6	4.4	4.3	**-0.72**%
Manufacturing	1,078.8	1,075.5	1,008.5	**-0.67**%
Electricity	169.7	130.0	113.7	**-3.93**%
Construction	1,183.3	1,174.1	862.0	**-3.12**%
Trade	2,367.0	2,416.5	2,337.8	**-0.12**%
Transport	563.3	634.7	711.5	**2.36**%
Finance	1,551.8	1,686.6	1,912.3	**2.11**%
Community services	3,258.1	3,450.7	3,550.7	**0.86**%
Total Industries	**11,048.1**	**11,564.4**	**11,542.6**	**0.44%**

Source: South Africa Regional eXplorer v2443.
Data compiled on 15 Jan 2024.
© 2024 S&P Global.

2.11.9.6 Primary Sector

The mining and agricultural industries make up the two main economic sectors that comprise the primary sector. The average growth rate in the GVA for each of these sectors in Kouga Local Municipality between 2012 and 2022 is shown in the following chart.

Chart 4:Gross value added (GVA) by primary sector - Kouga, 2012-2022 [Annual percentage change]



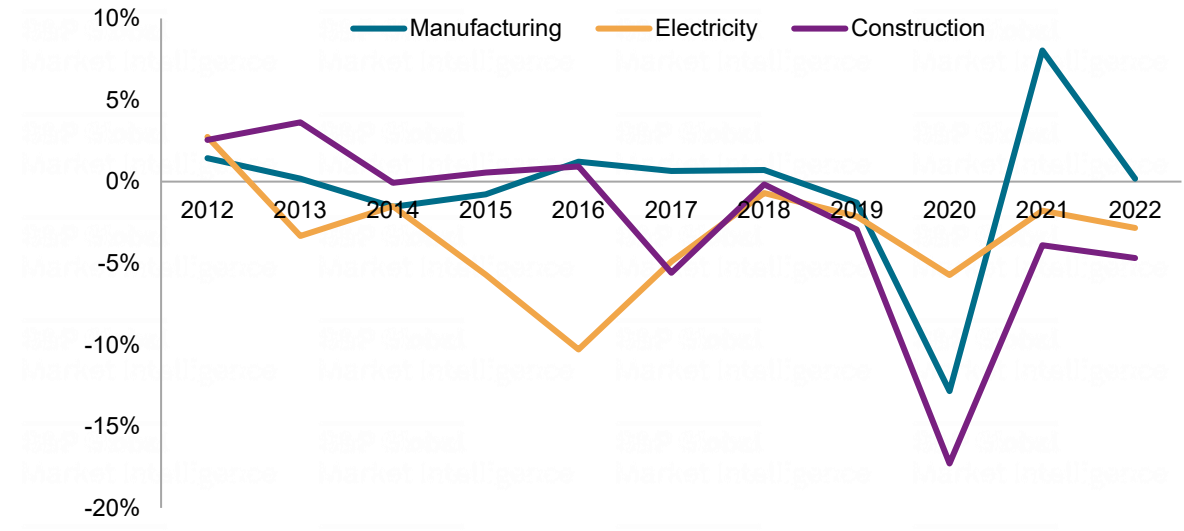
Source: South Africa Regional eXplorer v2443.
Data compiled on 15 Jan 2024.
© 2024 S&P Global.

With an average growth rate of 16.4% between 2012 and 2022, the agriculture industry saw the strongest positive growth in 2017. In 2018, the mining industry experienced its highest growth rate of 16.3%. The mining sector reached its lowest point of growth in 2022 at -12.3%, while the agricultural sector recorded the lowest growth for the period during 2016 at -8.4%. The mining and agriculture industries are both typically characterized by growth that is erratic over time.

2.11.9.7 Secondary Sector

Three major economic sectors make up the secondary sector: manufacturing, power, and construction. The average growth rates in the GVA for various sectors in Kouga Local Municipality between 2012 and 2022 are shown in the following chart.

Chart 5: Gross value added (GVA) by secondary sector - Kouga, 2012-2022 [Annual percentage change]



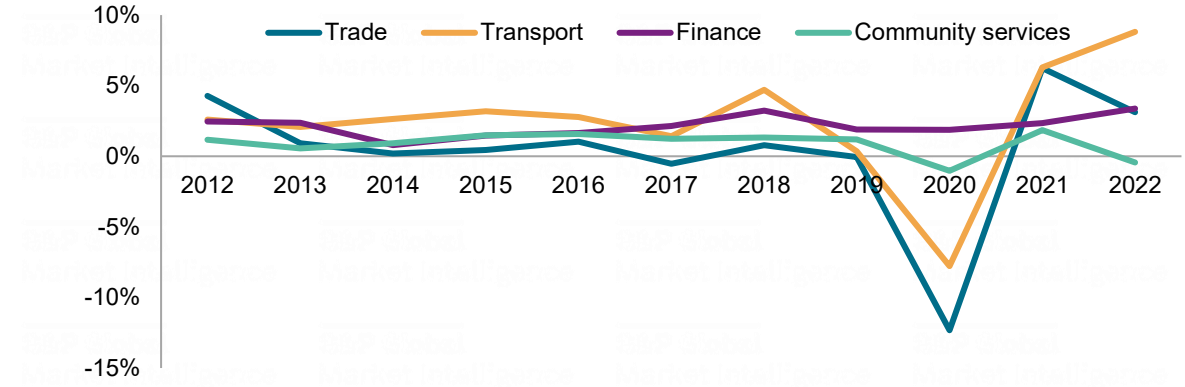
Source: South Africa Regional eXplorer v2443.
Data compiled on 15 Jan 2024.
© 2024 S&P Global.

With a growth rate of 8.0% in 2021, the manufacturing sector had the strongest positive growth between 2012 and 2022. 2013 saw the construction industry increase at its fastest rate ever, 3.6%. The construction sector likewise had the lowest growth rate in 2020, with a negative growth rate of -17.3%, which is larger than that of the manufacturing sector. The manufacturing sector saw its lowest growth rate in 2020, at -12.8%. The electrical industry grew at its fastest rate of 2.7% in 2012 and at its slowest rate of -10.3% in 2016.

2.11.9.8 Tertiary Sector

The tertiary sector consists of four broad economic sectors namely the trade, transport, finance and the community services sector. The following chart represents the average growth rates in the GVA for these sectors in Kouga Local Municipality from 2012 to 2022.

Chart 6: Gross value added (GVA) by tertiary sector - Kouga, 2012-2022 [Annual percentage change]



Source: South Africa Regional eXplorer v2443.
Data compiled on 15 Jan 2024.
© 2024 S&P Global.

With a growth rate of 6.2%, the trade sector saw the strongest positive increase in 2021. In 2022, the transportation sector experienced its highest growth rate of 8.8%. In 2022, the finance industry grew at the fastest pace of 3.4%, while in 2014, it grew at the slowest rate of 0.8%. In 2020, the trade sector grew at the slowest rate -12.3%. The government makes up the majority of the community services sector, which grew at its fastest pace of 1.9% in 2021 and at its slowest rate of -1.0% in 2020.

2.11.9.9 Sector Growth Forecast

The GVA projections are predicated on anticipated growth rates that come from two sources: national industry forecasts and estimates of historical growth rates. Thus, the projections are based in part on the idea that areas with strong recent performance are likely to continue doing so (and vice versa), and in part on the idea that areas with significant industries that are anticipated to grow quickly in the national economy such as finance and telecommunications are likely to do well (and vice versa). The emphasis switches from historical growth rates to national level industry growth rates as the target year gets closer to the base year (2010).

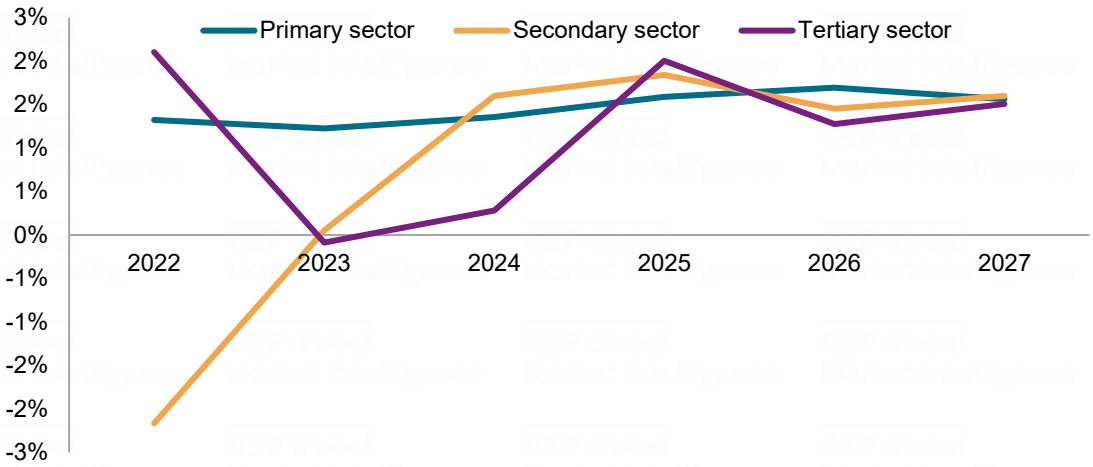
Table 26:Gross value added (GVA) by broad economic sector - Kouga Local Municipality, 2022-2027 [R millions, constant 2010 prices]

Sector	2022	2023	2024	2025	2026	2027	Average Annual growth
Agriculture	1,041.8	1,055.0	1,069.3	1,086.4	1,104.8	1,122.1	***1.50%***
Mining	4.3	4.0	3.9	3.9	3.9	4.0	***-1.72%***
Manufacturing	1,008.5	992.4	990.5	1,007.4	1,014.3	1,023.6	***0.30%***
Electricity	113.7	108.6	107.2	107.9	109.0	110.5	***-0.56%***
Construction	862.0	884.2	919.2	938.7	960.6	983.0	***2.66%***
Trade	2,337.8	2,362.5	2,346.1	2,406.1	2,398.0	2,407.8	***0.59%***
Transport	711.5	722.7	733.8	753.1	773.2	792.6	***2.18%***
Finance	1,912.3	1,932.0	1,968.5	2,027.8	2,087.1	2,144.1	***2.31%***
Community services	3,550.7	3,487.7	3,480.4	3,512.5	3,552.1	3,598.6	***0.27%***
Total Industries	**11,542.6**	**11,549.0**	**11,619.0**	**11,843.9**	**12,003.1**	**12,186.4**	***1.09%***

Source: South Africa Regional eXplorer v2443.
Data compiled on 15 Jan 2024.
© 2024 S&P Global.

The construction sector is expected to grow fastest at an average of 2.66% annually from R 862 million in Kouga Local Municipality to R 983 million in 2027. The community services sector is estimated to be the largest sector within the Kouga Local Municipality in 2027, with a total share of 29.5% of the total GVA (as measured in current prices), growing at an average annual rate of 0.3%. The sector that is estimated to grow the slowest is the mining sector with an average annual growth rate of -1.72%.

Chart 7:Gross value added (GVA) by aggregate economic sector - Kouga Local Municipality, 2022-2027 [Annual growth rate, constant 2010 prices]



Source: South Africa Regional eXplorer v2443.
Data compiled on 15 Jan 2024.
© 2024 S&P Global.

The Primary sector is expected to grow at an average annual rate of 1.48% between 2022 and 2027, with the Secondary sector growing at 1.31% on average annually. The Tertiary sector is expected to grow at an average annual rate of 0.99% for the same period.

2.11.9.10 Labour

Everyone who is of working age (after a particular age and under retirement) and engaged in the labour force is defined as those who are actively seeking employment or are employed. The economically active population (EAP) is another name for this group. Students, retirees, stay-at-home parents, inmates in jails or comparable facilities, those in occupations or professions with undisclosed income, and discouraged workers who are jobless are not included.

Table 27:Working age population in Kouga, Sarah Baartman, Eastern Cape and National Total, 2012 and 2022 [Number]

	Kouga		Sarah Baartman		Eastern Cape		National Total	
	2012	2022	2012	2022	2012	2022	2012	2022
15-19	7,620	8,040	38,100	36,800	744,000	699,000	5,010,000	5,100,000
20-24	10,200	9,200	50,400	42,600	761,000	591,000	5,410,000	4,580,000
25-29	11,300	13,300	48,700	52,600	634,000	672,000	5,220,000	5,210,000
30-34	8,660	13,700	36,000	53,300	441,000	690,000	4,220,000	5,600,000
35-39	6,630	11,400	28,500	48,700	315,000	577,000	3,470,000	5,220,000
40-44	5,850	8,640	25,700	37,700	273,000	404,000	2,950,000	4,060,000

	Kouga		Sarah Baartman		Eastern Cape		National Total	
	2012	2022	2012	2022	2012	2022	2012	2022
45-49	5,320	6,280	24,000	26,700	268,000	288,000	2,590,000	3,240,000
50-54	4,400	4,760	21,600	21,800	269,000	249,000	2,240,000	2,710,000
55-59	3,880	4,390	18,200	19,900	234,000	242,000	1,850,000	2,340,000
60-64	3,600	4,390	15,100	18,000	195,000	237,000	1,490,000	1,970,000
Total	**67,500**	**84,100**	**306,000**	**358,000**	**4,130,000**	**4,650,000**	**34,500,000**	**40,000,000**

Source: South Africa Regional eXplorer v2443.
Data compiled on 15 Jan 2024.
© 2024 S&P Global.

In Kouga, there were 84 200 people of working age in 2022, having grown at a 2.24% average annual rate since 2012. During that same period, the Eastern Cape Province's working-age population increased at a rate of 1.18% annually, whereas the population of Sarah Baartman District Municipality increased at a rate of 1.57% annually. The number of South Africans in working age climbed from 34.5 million in 2012 to 40 million in 2022, an annual growth of 1.51%.

Total employment

An essential component of estimating unemployment is employment data. Furthermore, patterns in employment across various sectors and industries typically point to important structural shifts in the economy. Productivity, earnings per worker, and other economic indicators are computed using employment data.

Total employment consists of two parts: employment in the formal sector, and employment in the informal sector

Table 28:Total employment - Kouga, Sarah Baartman, Eastern Cape and National Total, 2012-2022 [numbers]

	Kouga	Sarah Baartman	Eastern Cape	National Total
2012	32,500	140,000	1,240,000	14,000,000
2013	33,700	145,000	1,270,000	14,400,000
2014	35,800	153,000	1,340,000	15,000,000
2015	37,400	160,000	1,400,000	15,500,000
2016	38,400	164,000	1,430,000	15,800,000
2017	38,900	165,000	1,440,000	16,000,000
2018	38,900	165,000	1,440,000	16,200,000
2019	38,800	163,000	1,430,000	16,200,000
2020	36,900	153,000	1,350,000	15,400,000
2021	35,700	147,000	1,300,000	14,800,000
2022	37,700	156,000	1,370,000	15,300,000
Average Annual growth				
2012-2022	***1.49***%	***1.09***%	***1.05***%	***0.92***%

Source: South Africa Regional eXplorer v2443.
Data compiled on 15 Jan 2024.
© 2024 S&P Global.

37 700 people were employed by Kouga in 2022, which represents 24.19% of all jobs in the Sarah Baartman District Municipality (156 000), 2.75% of all jobs in the Eastern Cape Province (1.37 million), and 0.25% of all jobs in South Africa (15.3 million). From 2012 to 2022, Kouga's employment grew at an average yearly rate of 1.49%.

Table 29:Total employment per broad economic sector - Kouga and the rest of Sarah Baartman, 2022 [Numbers]

	Kouga	Dr Beyers Naude	Blue Crane Route	Makana	Ndlambe	Sundays River Valley	Kou-Kamma	Total Sarah Baartman
Agriculture	9,300	2,220	347	1,590	3,890	9,290	7,000	33,639
Mining	7	4	1	2	17	1	1	33
Manufacturing	3,010	3,620	1,250	2,800	1,450	1,290	1,770	15,200
Electricity	97	32	11	28	12	38	101	318
Construction	3,510	1,840	653	2,020	2,080	1,220	1,790	13,122
Trade	7,640	5,050	2,330	4,610	3,480	3,510	3,710	30,327
Transport	1,570	1,910	549	1,380	727	708	866	7,714
Finance	3,340	2,420	1,070	3,040	1,910	1,200	1,500	14,496
Community services	6,290	3,930	1,890	6,350	3,710	2,760	2,910	27,845
Households	2,940	1,790	859	2,330	1,940	1,800	1,500	13,151
Total	**37,700**	**22,800**	**8,960**	**24,200**	**19,200**	**21,800**	**21,200**	**155,846**

Source: South Africa Regional eXplorer v2443.
Data compiled on 15 Jan 2024.
© 2024 S&P Global.

Within its local municipality, Kouga Local Municipality employs 37,700 people. Moreover, Kouga Local Municipality has the greatest employment rate in Sarah Baartman District Municipality. Blue Crane Route local municipality, which employs 8 960 people overall, is the one with the fewest workers compared to the other sections of Sarah Baartman District Municipality.

With a total of 9 300 employed individuals, or 24.7% of all jobs in Kouga Local Municipality, the agriculture sector was the economic sector with the highest number of jobs in 2022. Compared to the other industries, the trade industry employs the second most people, with a total of 7, 640 (20.3%). In Kouga Local Municipality, the industry with the fewest employees is mining, employing 6.69 (0.0%), followed by the power sector, which employs 97.3 (0.3%).

Unemployment

The unemployed includes all persons 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).

Unemployment rate (official definition) - Kouga, Sarah Baartman, Eastern Cape and National Total, 2012-2022 [Percentage]

	Kouga	Sarah Baartman	Eastern Cape	National Total
2012	16.2%	18.3%	28.9%	25.1%
2013	16.7%	18.8%	29.6%	25.2%
2014	16.4%	18.6%	29.4%	25.2%
2015	16.1%	18.3%	29.2%	25.5%
2016	17.1%	19.5%	30.5%	26.4%
2017	19.1%	21.8%	32.9%	27.2%
2018	20.9%	23.6%	35.0%	27.4%
2019	23.6%	26.5%	38.0%	28.4%
2020	26.9%	30.4%	41.5%	30.3%
2021	30.4%	34.2%	44.9%	33.6%
2022	**29.1%**	**32.8%**	**43.8%**	**33.7%**

Source: South Africa Regional eXplorer v2443.
Data compiled on 15 Jan 2024.
© 2024 S&P Global.

According to the official definition of unemployment, Kouga Local Municipality's unemployment rate was 29.06% in 2022—a rise of 12.8 percentage points. Compared to Sarah Baartman, Kouga Local Municipality has a lower unemployment rate. When Kouga Local Municipality's unemployment rate was compared to the Eastern Cape Province, it was less than the latter's 43.77% rate. South Africa's unemployment rate increased by -8.58 percentage points from 25.15% in 2012 to 33.73% in 2022.

2.12 KPA: LOCAL ECONOMIC DEVELOPMENT

2.12.7 Introduction

Local Economic Development (LED) is the process by which partners from public, business and non-governmental sectors work together to create an enabling environment and better conditions for sustainable economic growth and employment generation. The aim is to improve the quality of life for all.

The key principles underpinning LED, according to the Department of Local Government, are as follows:

- LED strategies must prioritise job creation and poverty alleviation
- LED must target previously disadvantaged people, marginalised communities, black economic empowerment, SMMEs and enterprise development in order to ensure an inclusive economy where all can participate fully in the economic life of the area.
- LED should aim to promote tourism, develop local tourist sites and facilities, as well as improve security.
- LED should promote investment through marketing the area, its infrastructure and people to local and international businesses and investors.

Effective LED strategies encompasses the generation of informed local responses to local problems, aligned with broad overall development guidelines by provincial and national spheres.

2.12.8 Broader Planning Imperatives

BROADER PLANNING IMPERATIVES			
National			Provincial
National Outcome	Sustainable Development Goals	National Development Plan	Provincial Strategic Objective
NOC 4: Decent employment through inclusive economic growth. **NOC 5:** A skilled and capable workforce to support an inclusive growth path.	**SDG 4:** Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all. **SDG 11:** Make cities and human settlements inclusive, safe,	**NDP 1:** Economy and Employment. Create 11 million new jobs **NDP 3:** Environmental sustainability and resilience. Economy using clean, renewable energy.	**PSO 1:** Strengthened policy coordination and integrated planning in province. **PSO 2:** Improved cooperative governance.

BROADER PLANNING IMPERATIVES			
NOC 8: Sustainable human settlements and improved quality of household life.	resilient and sustainable.		
District			**Local**
Sarah Baartman District Municipality Objectives			**KPA 2: LED**
DMO 3: LED - Increase agricultural income to achieve a year-on year growth in the agriculture and agro-processing sector - Facilitate investment in natural capital to contribute towards government's target of creating "green" and "blue" jobs by 2020. - Broaden economic participation and inclusion by increasing the number of small enterprises and support to small enterprises. - Developing skills and education base by increasing the number of semi-skilled and skilled people. - Regenerating at least one of the core towns as a service and economic hub. - Building local and regional networks and collaboration through the creation of partnerships with government, the private sector and education/research. - To grow tourism sector's absolute contribution to the district economy. - To position the District as a nationally recognised tourism brand.			**Goal:** Create and facilitate a conducive environment that builds inclusive local economies, sustainable and decent employment. **Objective:** To create an enabling environment for economic growth that attracts investors and tourists, encourages innovation and facilitates pro-poor initiatives.

2.12.9 LED Implementation Timeline (2020-2030)

Strategi Focus Area (Strategic Pillars)	High level Action Plan	Short Term 2020-2022	Medium Term 2023-2025	Long Term 2025-2030
Agriculture	**SFA 1:** Expand the agricultural sector of Kouga Municipality into new products and markets, specifically niche and exports markets.		✓	✓
	SFA 2: The development of an agricultural hub, with specific focus on adding value to agricultural products, processing, storage and distribution.		✓	✓
	SFA 3: Link emerging farmers in modern and sustainable farming techniques.	✓		
	SFA 4: Training farmers in modern and sustainable farming technique.	✓	✓	✓

Strategi Focus Area (Strategic Pillars)	High level Action Plan	Short Term 2020-2022	Medium Term 2023-2025	Long Term 2025-2030
	SFA 5: Establish a Fresh Produce Market	✓		
	SFA 6: Establish Local Farmers Association	✓		
Tourism	**SFA7:** Diversify & Improve Tourisms offerings.	✓	✓	
	SFA 8: Market Kouga Tourism destination and events capital	✓	✓	
	SFA 9: Urban renewal/ Beach front development initiatives to improve Tourism Infrastructure	✓	✓	✓
	SFA 10: Develop a web-based and /or mobile cell-based system for visitors to complete visitor satisfaction form at various locations		✓	✓
	SFA 11: Coordinate and implement tourism safety support programmes.	✓	✓	✓
	SFA 12: Facilitate Development of Tourism Enterprise to contribute Inclusive Economy and Job Creation (Focus on PDI and Township/rural tourism).	✓	✓	✓
	SFA 13: Develop and link a database of all Kouga tourism assets and business to National & Provincial databases	✓	✓	
Green & Oceans Economy	**SFA 14:** Green Economy Develop existing industry and create new educational industry (clean industry for the coast) – Recycle Projects, Climate Change mitigation programmes, Renewable Energy Opportunities.	✓	✓	✓
	SFA 15: Promote initiatives for inclusion of local SMMEs in the Renewable Energy Sector.	✓	✓	✓
	Loadshedding proof the municipality by targeting IPP Energy procurement by 2030.		✓	✓
	SFA: 16 Ocean Economy Forge Public/Private Partnerships for infrastructure	✓	✓	✓

Strategi Focus Area (Strategic Pillars)	High level Action Plan	Short Term 2020-2022	Medium Term 2023-2025	Long Term 2025-2030
	development to support and grow Ocean Economy.			
Business & Entrepreneurship Support	**SFA 17:** Reduce Red Tape: prioritise building plan & land use approvals.	✓		
	SFA 18: Conduct Annual Business Retention & Expansion survey per industry/sector.	✓		
	SFA 19: Facilitate Industry Information Sharing and Networking Platforms.	✓	✓	✓
Knowledge Management & Communication	**SFA 20:** Develop and enhance institutional capacity to conduct and manage tourism research.	✓	✓	
	SFA 21: Develop Communication Plan for LED & Tourism initiatives	✓	✓	
Investment Attraction & Promotion	Develop Investment Promotion Strategy & Incentive Policy	✓		
	Identify Special Development Zones/Renewal Zones	✓	✓	

2.13 KPA: SPATIAL PLANNING, LAND, HUMAN SETTLEMENTS AND ENVIRONMENTAL MANAGEMENT

2.13.7 SPATIAL ANALYSIS

The Municipal Systems Act (Act 32 of 2000) created the first requirement that a municipality establish an SDF. An SDF is a fundamental part of an IDP, according to the Act. The MSA Regulations go one step further, outlining the components of an SDF and drawing a connection between it and a local land use management system. Guide Plans and Structure Plans were the spatial planning instruments in use in South Africa prior to the MSA. One of the biggest shortcomings of the latter was that they failed to connect planning to a municipality's actual budget.

However, by mandating that an SDF provide a "capital investment framework for the municipality's development programs," the MSA clarifies the link between an SDF and the IDP as well as the Municipal Budget.

The Land Use Planning Act (Act 3 of 2014) and the Spatial Planning and Land Use Management Act (Act 16 of 2013) increased the status and role of SDFs. While LUPA offers additional guidelines on the procedure that Municipalities should adhere to while creating their SDF, SPLUMA specifies what should be included in the SDF.

Section 22(1) of the SPLUMA, which states that a Municipal Planning Tribunal or any other authority obliged to make a land development decision, cannot make a decision that is contradictory with an SDF, is arguably one of the most important parts of the law regarding the legal standing of SDFs. The Act's provision provides the SDF a status. Beyond merely serving as a directive, which is the SDF's standing with respect to the MSA. Development proposals that do not comply with the SDF can no longer be approved by municipalities unless there are "site specific" factors to support them.

Before approving an application, SPLUMA mandates that the SDF be changed if there are no "site specific" factors to support an "inconsistent development."

The connection between other sector strategies and an SDF It is essential that the SDF and other sector strategies be integrated. The spatial requirements of these plans must serve as a guide for the SDF, which must then spatially reflect the locations where these requirements will be satisfied. Understanding the current state of the municipality's infrastructure and any gaps in it is necessary for all of this to take place. Furthermore, the SDF must address the expense of building the necessary infrastructure to cover any deficits in the short- and medium-term.

2.13.7.2 Biophysical Environment

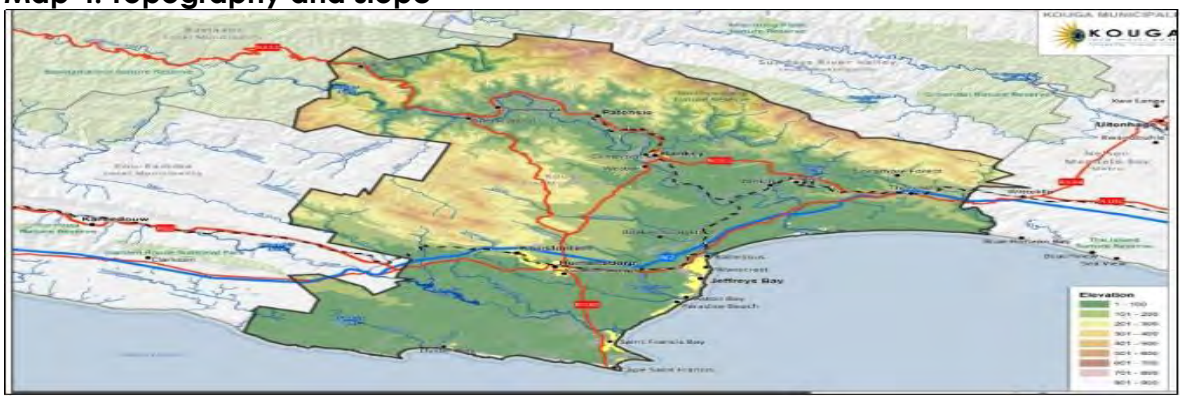
Climate: Climate within the study area differs between the 3 main geographical features, i.e., Coastal Region, Humansdorp and the Gamtoos River Valley.

The area is classified as subtropical and is situated in an intermediate zone between the summer and winter rainfall zones of the country, with annual precipitation between 400 and 650mm along the coast and in the Humansdorp area with slightly lower rainfalls in the Gamtoos River Valley.
Climatic conditions along the coast and Humansdorp inland areas are moderate with harsher minimum and maximum temperature extremes in the Gamtoos Valley. Summer temperatures in the Gamtoos Valley average between a maximum of 28° to an average minimum of 15° with winter maximum and minimums approximately 19° and 9° respectively.

Temperatures along the coast vary from an average maximum of 19.8° to average minimum of 14.5°. The prevailing wind direction is generally westerly to south-westerly with equally dominantly easterly winds during the summer month. Hot, dry berg winds from the interior occur towards the end of winter. Light frost might occur during winter in high-lying areas.

2.13.7.3 Topography and slope

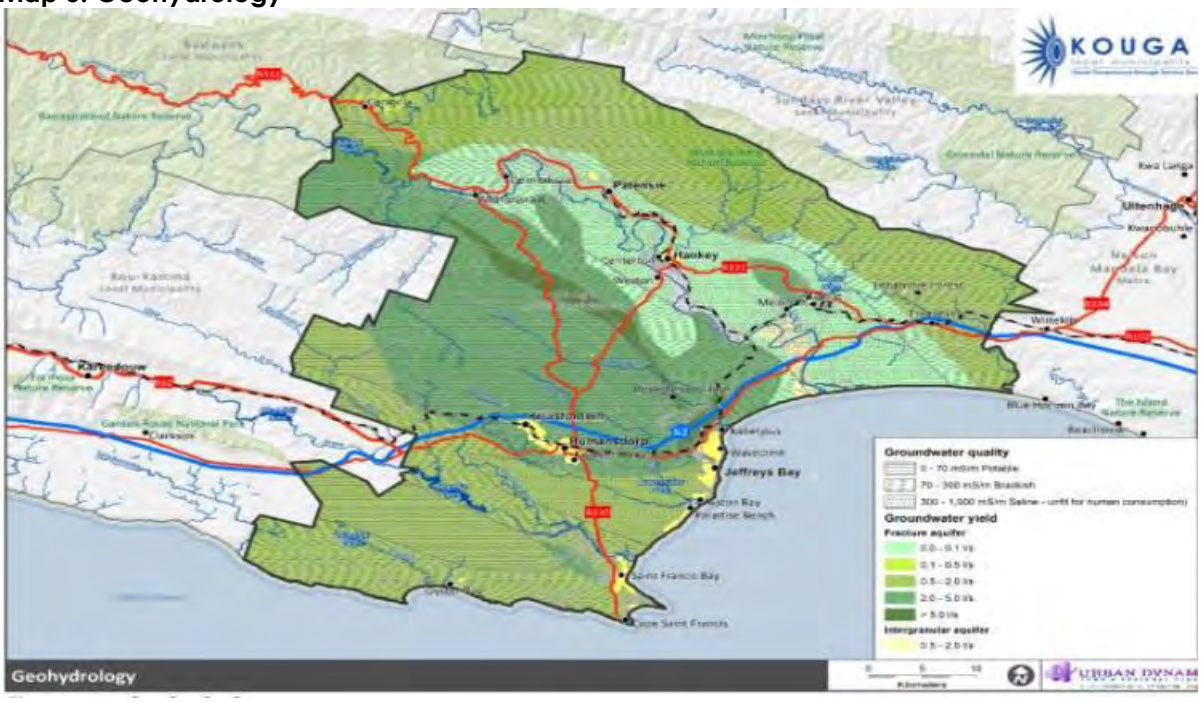
Map 4: Topography and slope



Source: Kouga SDF, 2020

The Elands Mountains to the north rise from the river Valley to a height of over a thousand metres above main sea level. The region's mountain areas add scenic value and character to the region, which contributes to Kouga being one of South Africa's premier tourist destination.

Map 5: Geohydrology

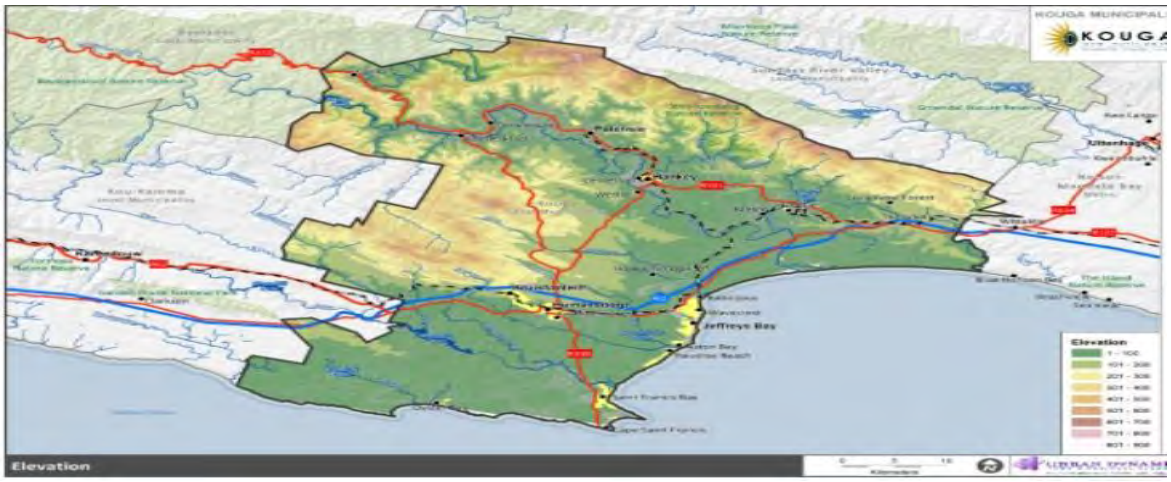


Source: Kouga SDF, 2020

The municipality recently increased the supply of water from groundwater sources through the development of borehole fields. The protection of these water resources has become a municipal priority.

These areas are situated in a central band across the municipality. Highlighted in dark green in map below:

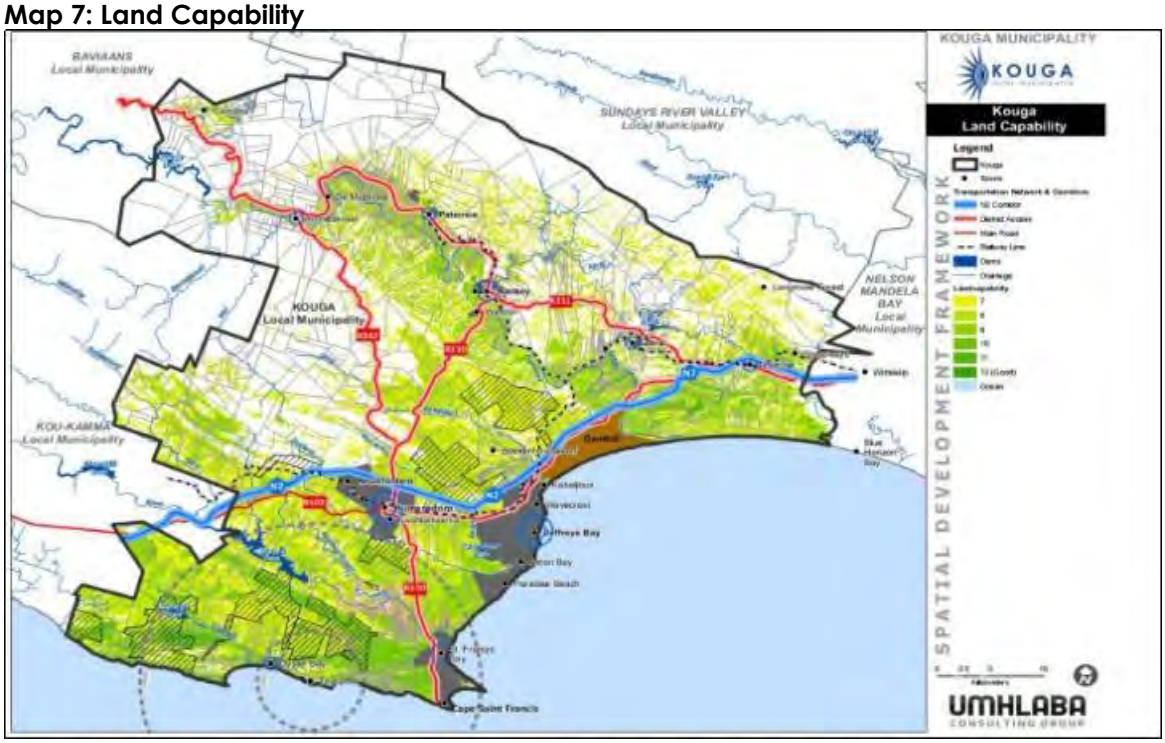
Map 6: Elevation



Source: Kouga SDF 2020

2.13.7.4 Land Capability Map

Map 7: Land Capability

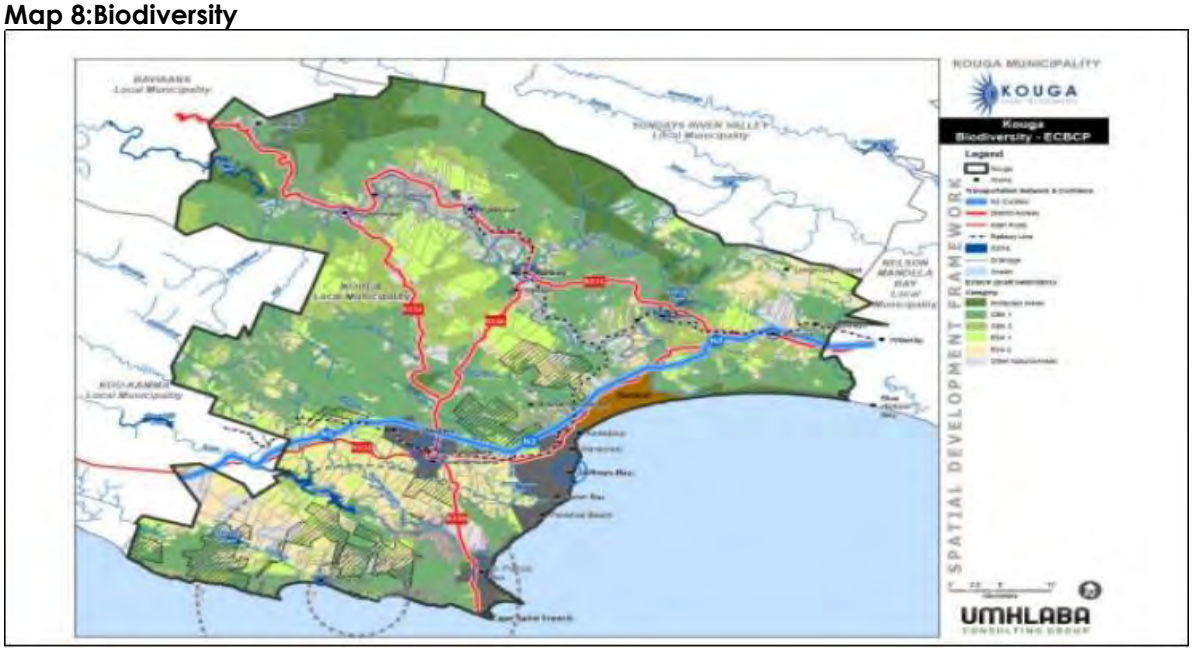


Source: Kouga SDF 2020

2.13.7.5 Biodiversity

The Eastern Cape Biodiversity Conservation Plan (ECBCP) biodiversity conservation status is reflected on the map below:

Map 8:Biodiversity



Source: Kouga SDF 2020

2.13.7.6 Protected Areas

Map 9: Protected Areas



Source: Kouga SDF 2020

2.13.7.7 Coastal Management

The Sarah Baartman District Municipality (SBDM) has developed a Coastal Management Programme (CMPr) to guide integrated management of the coastal zone within the district. The CMPr is structured to be a coherent municipal policy directive for coastal zone management which is consistent with relevant legislation, available programs, and policies It includes a 'Vision' for the management of the SBDM coastal zone including the sustainable use of coastal resources, objectives for the coastal zone, priorities, and strategies, as well as performance indicators to measure progress. The coastline of the SBDM is ~320 KLM long, and includes 4 coastal

LMs – Koukamma, Kouga, Sundays River Valley and Ndlambe LMs. The 1 KLM buffer inland from the high-water mark of the sea is used as the landward boundary of the study area. In addition, a catchment management approach has been adopted in this CMPr, where a catchment area has been designated for each LM considering topography, land cover and physical boundaries. The intention is to incorporate activities within the catchment that have bearing on what happens at the coast and to consider these in integrated coastal management planning. The seaward extent of the study area is 500m seawards of the high-water mark of the sea, however where important attributes occur beyond this distance, they are included in the program.

Nine principles have been identified for the SBDM coastal zone; these are:

- Approach coastal zone management holistically, using a 'catchment' approach that considers the inter-relationships of people and ecosystems.
- Conserve natural, archaeological, cultural and heritage resources.
- Prevent pollution and maintain a clean, healthy environment.
- Promote sustainable and responsible economic development and natural resource utilization.
- Create an informed and resilient community and place, where people have consideration for one another and their environment.
- Preserve and respect 'sense of place' where the unique character and its intrinsic value is appreciated.
- Promote collective responsibility for coastal zone management by the public and government.
- Ensure equitable access to the coastal zone and freedom of movement for the whole community.
- Prioritise safe use of the coastal zone for all people.

The 'catchment area' of the segments is also shown in the image, as activities within the catchment have bearing on what happens at the coast (for e.g., poor waste management in the catchment may impact on the coastal zone).

2.13.7.8 Coast Management Programme



Source: Kouga SDF 2020



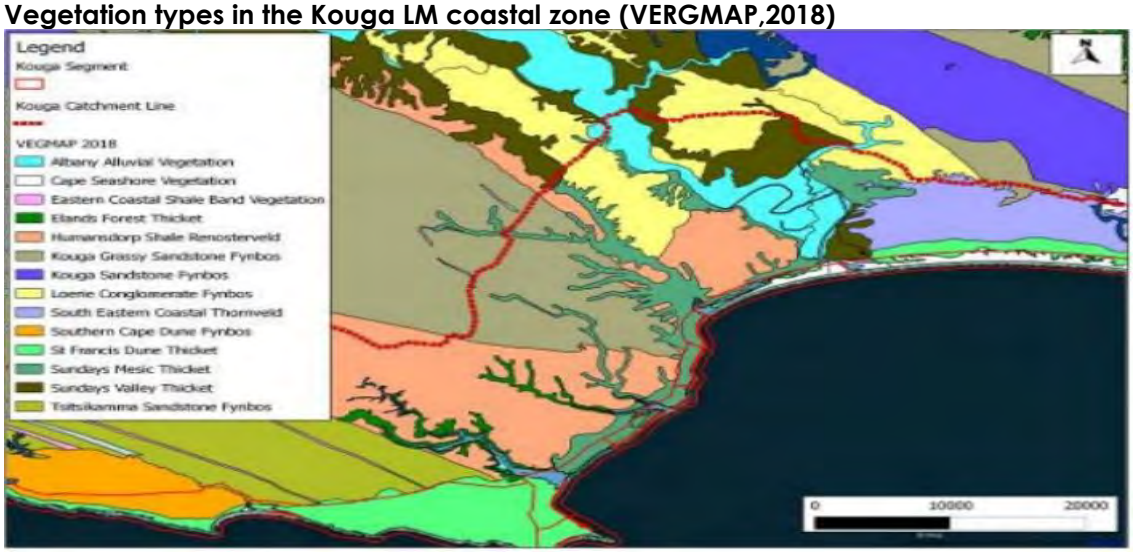
Source: Kouga SDF 2020

Threatened ecosystems in the catchment of the Kouga LM coastal zone.

Map 10:Threatened ecosystem



Vegetation types in the Kouga LM coastal zone (VERGMAP,2018)



Critical Biodiversity Area and Ecological Support Areas I the Kouga LM coastal zone



2.13.7.9 Coastal Pollution

Coastal pollution includes effluent runoff, seepage, or discharge, solid waste, air emissions, lighting, and noise and vibrations.

Effluent runoff, seepage and discharge can be via diffuse overland flow or groundwater seepage, or from point sources discharges (e.g., stormwater outlets or wastewater treatment plant outfalls). Pollution along the coastline is a function of activities in the catchment area and not just the area directly adjacent thereto.

Predominant land use types in the catchment of the Kouga LM are agriculture (cultivation and dairy), urban development in coastal nodes or towns, and natural or secondary natural areas. Associated pollutants are nutrients and bacteria from farming and domestic sewage, pesticides and insecticides from cultivated lands, high sediment loads from erosion in the catchment, litter and rubble from urban areas, and hydrocarbons from vehicles along access corridors. Sewage discharge also contains hormones and other pharmaceuticals.

2.13.8 Built Environment

Kromme River Estuary: The CAPE project has identified the lower Kromme River Valley as a priority corridor for the movement of plants and animals between the Kareedouw and Tsitsikama Mountain ranges and the coast. Consequently, every effort should be made to manage future development within this environmentally sensitive area. An audit of the current development, building plan approvals, planning and environmental authorisations needs to be undertaken.

Existing development outside the urban edge: There is a trend toward the development of small rural settlements, estates, resorts or nature reserves outside the

urban edges. These developments tend to result in the creation of permanent residential units as opposed to resort or holiday accommodation. Current planning approaches restrict this type of development due to the potential negative impact on the limited agricultural and environmental resources of the area. These developments can, if sensitively approached, create additional housing accommodation without the need for the municipality to provide the normal municipal services beyond road access to the entrance and contribute to the municipal rates base. An audit also needs to be undertaken of the developments along the Gamtoos River, which have historically been based on the development of resorts, which have, over time provided permanent accommodation as opposed to short term tourism accommodation.

Thuyspunt: The Thuyspunt site, west of Cape St Francis has been acquired by ESKOM for possible future power generation purposes. As a result, the Kouga Coast Sub-Regional Structure Plan was prepared based on the need to maintain the viability of the Thuyspunt site for possible future nuclear power generation. The Kouga Municipality SDF takes into cognisance the spatial impact of this megaproject in the pipeline and a phased approach towards state of readiness is thus required from a forward planning point of view should this project become a reality.

Settlement Pattern and Hierarchy: Settlement hierarchy and Nodal Development refers to the distribution of urban nodes and settlements throughout the study area and their locational characteristics.

Table 30: Settlement Pattern and Hierarchy

Nodes	Areas
Primary Nodes	Humansdorp
	Jeffreys Bay
Secondary Nodes	Hankey
	Patensie
	St Francis Bay / Cape St Francis
Rural Nodes	Oyster Bay
	Loerie
	Thornhill
Other Nodes	Matjiesfontein
	Melon
	Longmore Forest Village
	Cambria
	Andrieskraal

Challenges

The biggest challenges are the lack of bulk infrastructure. The Provincial Department of Human Settlements assisted the municipality to address some of the challenges and as a result thereof the municipality had applied for funding for the top structures of the following projects, namely:

1. Hankey 728 (990)
2. Patensie 278
3. Weston 196

4. Arcadia 139

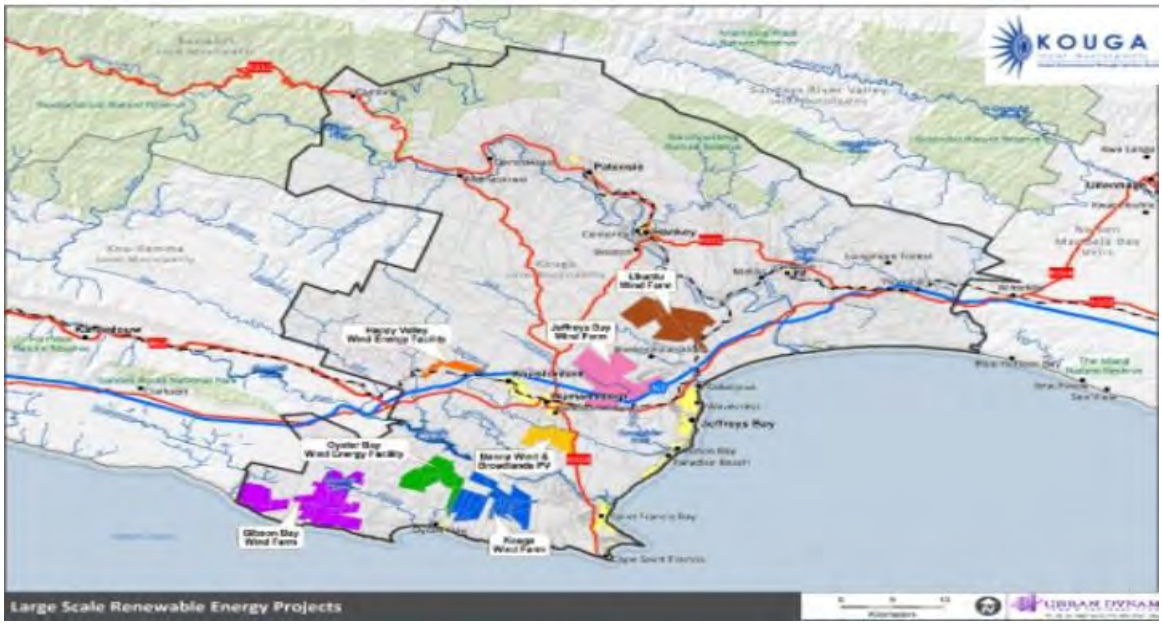
Renewable Energy Projects: The Kouga Municipality has been the forerunner for the establishment of renewable energy projects, with specific reference to wind farms. Various projects are under construction or still subject to planning and bid processes in terms of the Renewable Energy Independent Power Producer Programme (REIPPP).

These projects currently contribute significantly to the economy in the province and to renewable energy provision towards the national grid.

The following diagram indicates existing and proposed projects. It is noted that the following projects have received Department of Energy approval and are currently in the operation or under construction:

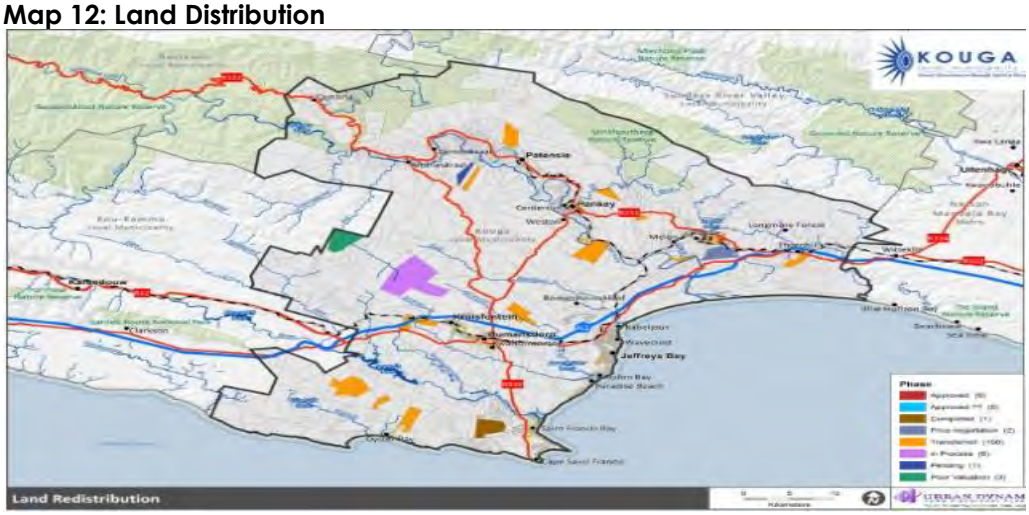
1. Jeffreys Bay Wind Farm (Between Humansdorp and Jeffreys Bay)
2. Kouga Wind Farm (North-East of Oyster Bay)
3. Gibson Bay Wind Farm (West of Oyster Bay)

Map 11:Renewable Energy Projects



Land distribution: The Department of Rural Development has compiled an Area Based Plan for the Sarah Baartman District Municipal Area (2008). An Area Based Plan essentially is a sector plan that seeks to address land related issues at a municipal level. Fundamentally the plan seeks to integrate land reform into the municipal planning process wherein identified projects are supported during and post implementation phases to ensure sustainability.

Map 12: Land Distribution



2.14 INTEGRATED HUMAN SETTLEMENTS/HOUSING

The Human Settlements Division under the Department of Planning and Development is responsible for the development of Sustainable Integrated Human Settlements within the Kouga Municipal Areas. Kouga Municipality applied for pre-planning funding for 10 x Human Settlements Projects in 2009. Out of the 10 x Human Settlements Projects, the PDoHS assisted the Kouga Local Municipality with bulk services assistance to unlock some of the Projects that was approved in 2009, namely Pellsrus 220, Kruisfontein 391and Ocean View 1500 (services).

The Provincial Department of Human Settlements appointed Kouga Municipality as Implementing Agent for the Hankey 990 Housing Projects (Services) and for the Upgrading of Informal Settlements (Permanent Services).

Housing Projects that are currently in the Implementing phase are Ocean View 1500 (Phase 1 – 200 top-structures and phase 2 -468 top-structures). In respect of the Upgrading of Informal Settlements Programme, the following Informal Projects form part of the Upgrading Programme:

- Shukushukuma 93
- Polar Park 553
- Polar Park 257
- Bungalows 103
- Donkerhoek 663
- Thornhill 160
- Patensie 278
- No R10 (226)
- Ocean View 1250

2.14.7 Problem Statement

The rapid population growth contributed to a high increase in demand for housing in KLM area. The major challenge that the municipality is experiencing is rapid urbanization which result in housing delivery process not meeting the housing demand recorded on the municipal housing database and this also results in a lot of challenges

such as land invasions, mushrooming of informal settlements. Lack of bulk services is a major contributor to the slow delivery of housing opportunities.

2.14.8 Access to Housing



Type	Number	%
Formal dwellings	24 301	84,7%
Traditional dwellings	236	0,8%
Informal dwellings	4 070	14,2%
Other	74	0,3%

Source: StatsSA, Census, 2022

The majority of households or 84,7% in Kouga currently resided in formal dwellings, and 14,2% lives in informal dwelling. 2011.

2.14.9 Highlights on Human Settlements

The following table outlines all highlights on Human Settlement:

Highlights	Description
Pellsrus 220	Successful completion of the Pellsrus 220 Housing Project
Kruisfontein 391	Successful completion of the Kruisfontein 391 Housing Project
Ocean View 1500	Successful Installation of internal services and completion of roads infrastructure
Ocean View 1500 (200) Housing Project	Appointment of Contractor for the construction of first 200 Top-structures as phase 1 in Ocean View.
Ocean View 1500 (468) Housing Project	Appointment of CDC as Implementing Agent for the construction of 468 Top-structures as phase 2 in Ocean View.
Hankey 990 (Services)	Appointment as Implementing Agent for the installation of internal services in Hankey 990 Housing Project.
Donation of PPC land	PPC donated land in Hankey for the construction of houses.
Implementing Agent (ISUP)	Municipality appointed as Implementing Agent for the installation of permanent services with an estimated value of R68.9 million rand)
Land Donation – Farm Geelhoude Farm	The Farm Geelhoude was purchased by HDA for KLM.
Land Donation – Farm Klaarenfontein	The Farm Klaarenfontein was purchased by HDA for KLM for the construction of houses.
Social Housing and FLISP	Own Haven was appointed for the construction of Social and FLISP houses in Jeffreys Bay as a first pilot project within the Sarah Baartman District.

2.14.10 Challenges on Human Settlements

The housing department is experiencing a lot of challenges that affects the delivery of housing such as:

Challenges	Action to Address
Lack of Bulk Infrastructure	Working group between different Departments has been established to ensure that the successful implementation of all Human Settlements Projects and to do forward planning.
Land invasion	KLM Human Settlements are monitoring Informal Settlements on a daily basis to ensure that no municipal land is invaded. Land Invasion by-law will be reviewed to ensure appropriate action are taken against transgressors.
Security of tenure	All low-cost houses will be transferred to approved beneficiaries to promote ownership.
Land shortage	HDA will be approached to assist with the purchase of privately owned land to address the housing backlog.
EIA compliance	Forward planning to be undertaken and to submit to environmental authorization timeously to prevent delays in housing deliveries.

2.14.11 Informal Settlements Services Profile

	Service Points			
Settlement	No. of Structures	No. of Water Points	No. of Toilets	No. of Structures Electrified
Jeffreys Bay				
Chris Hani	51			51
No R10	226			226
Transit Camp	214			163
New Rest	68			68
Ebumnyameni	695			200
London	467			0
Humansdorp (KRUISFONTEIN)				
Donkerhoek	363			363
Hopeville	200			200
Mooiuitsig	300			300
Humansdorp (KWANOMZAMO)				
Shukushukuma	93			93
Polar Park	257			257
Bangalows	103			103
Polar Park (Sewer)	304			0
Beda Street	41			0
Golf Course	400			400
Lower Golf course	153			153
Golf course G Numbers	128			128
Hankey (Weston)				
Weston	94			94
HANKEY				
Silvertown	257			257
Stofwolk	110			110
Sewende Laan	26			26
Mountain View	100			0
St Francis Bay				
Sea Vista	1208			0
Oyster Bay				
Umzamawethu	88			0
Patensie				

Settlement	Service Points			
	No. of Structures	No. of Water Points	No. of Toilets	No. of Structures Electrified
Cyril Ramaphosa	979			203
Thornhill				
Loerie				
Loerieheuwel	204			

2.14.12 KLM Housing Demand and Intervention

The current Housing Demand in Kouga according to beneficiaries captured on the National Housing Needs Register (NHNR) is 17309. Kouga Local Municipality is in the process of unlocking a number of Housing Projects namely the Kruisfontein 2109, Hankey 990, Ocean View 1500, Arcadia 139, Weston 196 and the Weston Mud-houses 126. To unlock these projects, bulk infrastructure challenges need to be addressed and the Environmental approval needs to be expedited.

Kouga Municipality was recently appointed by the Provincial Department of Human Settlements for the upgrading of Informal Settlements and 9 projects are currently listed on the business plan. To elevate the demand for Housing a new paradigm shift by Department of Human Settlements to rather focus on the upgrading of Informal Settlements and to give the current occupiers security of tenure on sites currently being occupied and also to provide permanent services to these beneficiaries.

2.14.13 KLM Housing Backlog

The current housing backlog in Kouga is 17309, and this number will reduce significantly once we kickstart with the implementation of the approved housing projects. The current approved housing projects will cater for 5060 housing opportunities which will reduce the backlog significantly.

2.14.14 Current Housing Projects

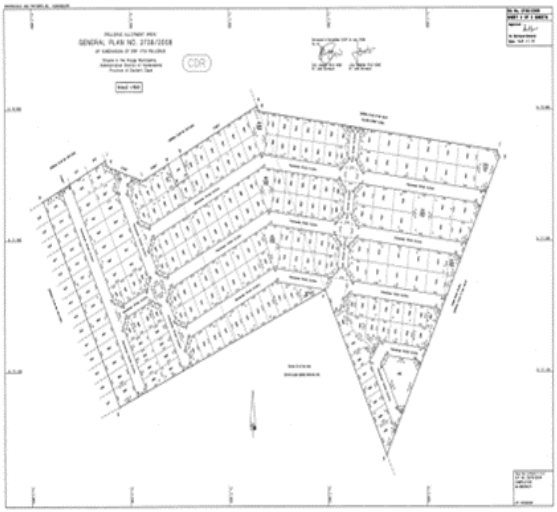
The Municipality is currently busy with a number of housing projects, namely, the Hankey 990 (services), Ocean View 1500 (200) and Ocean View 1500 (468). An application was submitted to PDoHS for the construction of 911 top-structures in Hankey and application also for the augmentation of bulk services in Weston 196 Housing Project.

2.14.15 Spatial Representation

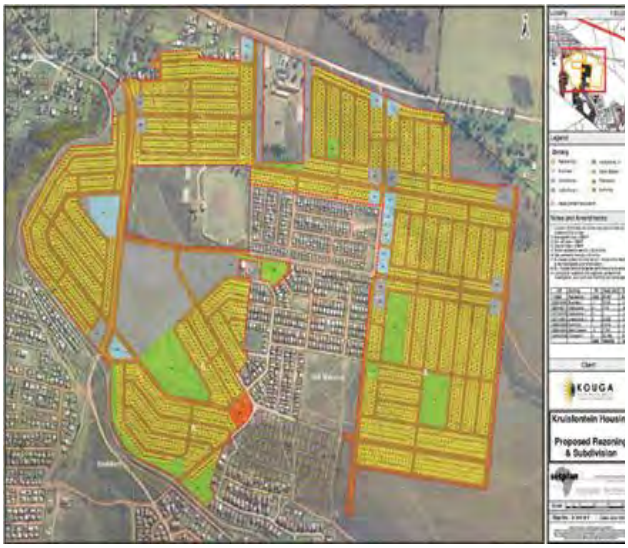
OCEAN VIEW 1500 HOUSING PROJECT



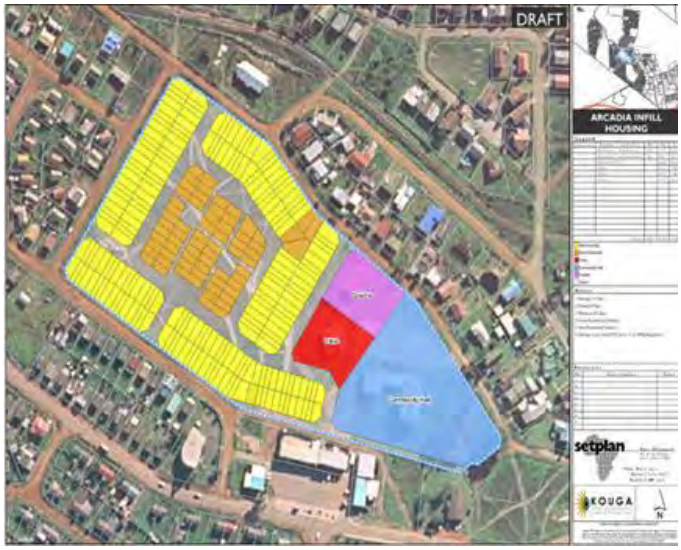
PELLSRUS 220



KRUISFONTEIN 2500



ARCADIA 139



HANKEY 990 HOUSING PROJECT



WESTON 196 HOUSING PROJECT



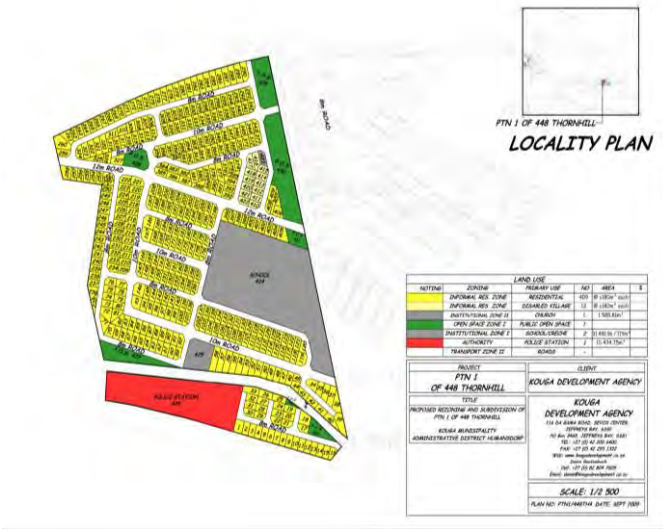
PATENSIE 278 HOUSING PROJECT



GALJOEN STREET 51 & Trevor Manuel 23



THORNHILL 390

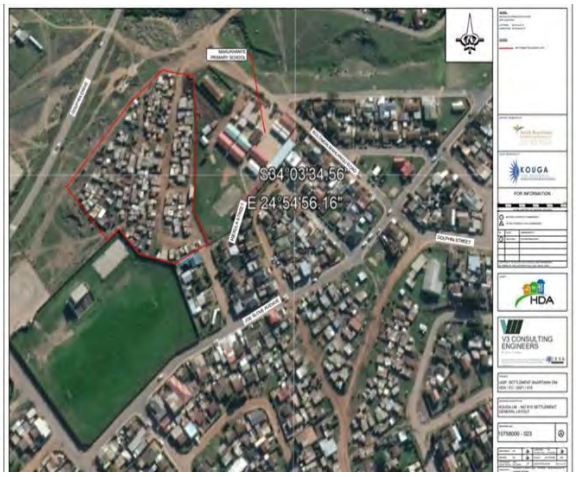


KWANOMZAMO 400



INFORMAL PROJECTS – ISUP

NO R10 INFORMAL SETTLEMENT



OCEAN VIEW 1250 INFORMAL SETTLEMENT



BUNGALOWS 103



SHUKUSHUKUMA 93



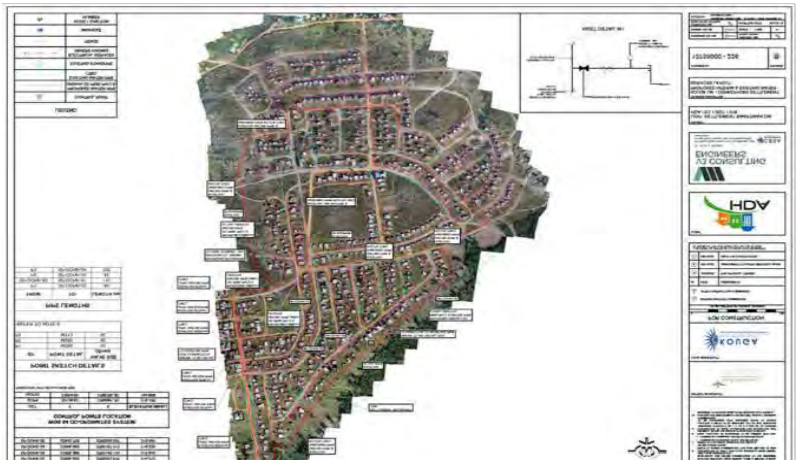
POLAR PARK 257



POLAR PARK 553



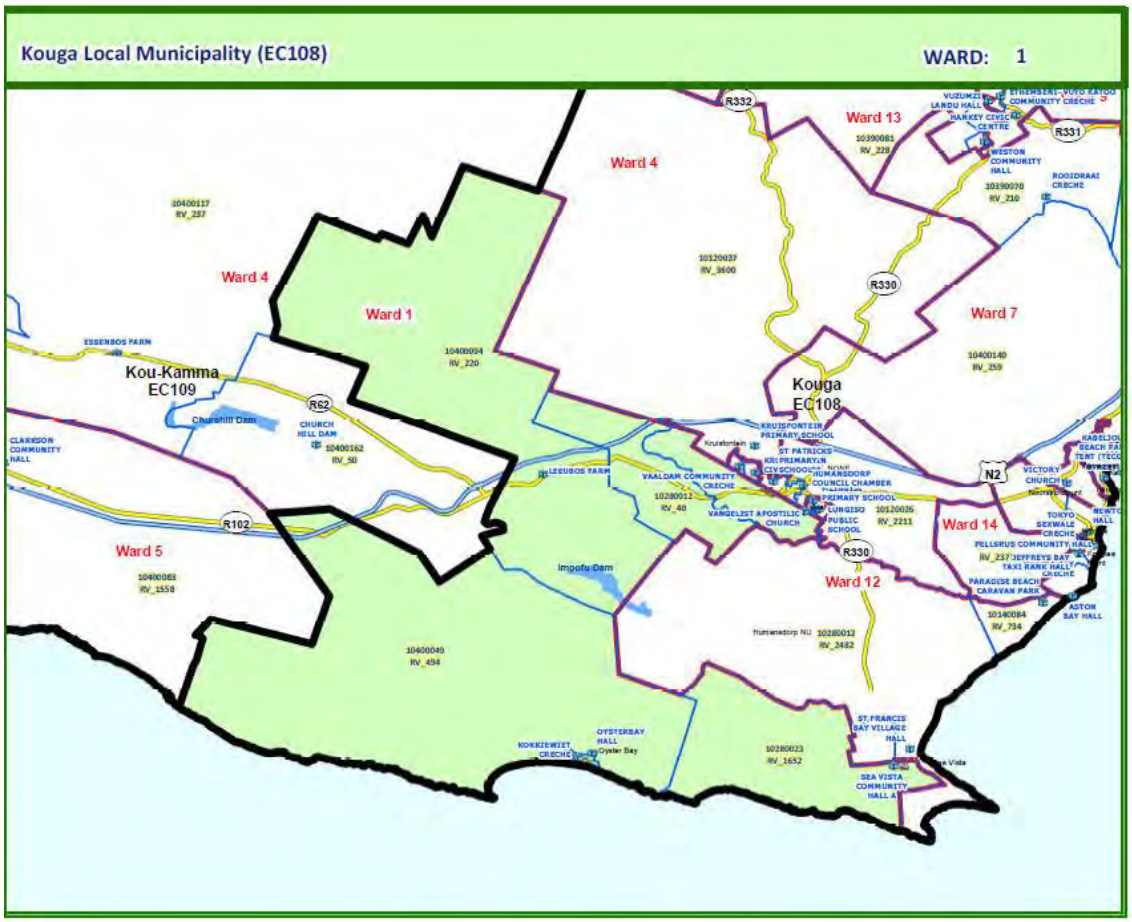
DONKERHOEK 463



2.15 COMMUNITY NEEDS (ANALYSIS)

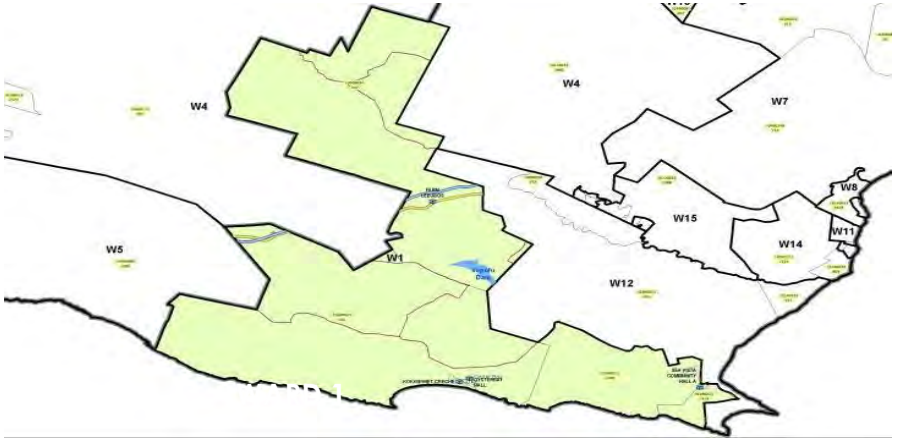
2.15.7 Ward Profile

Kouga Local Municipality consists of 15 wards.



2.15.8 Ward Priorities

Ward 1:



Ward 1 consists of the following areas: Oyster Bay, Sea Vista, Umzamowethu, Leeubos, Lower Golf course and surrounding farm areas. The Ward is a very diverse area with different socio-economic characteristics.

Ward1 Development Priorities

IDP REF.	Ward Priority	Implementation Status	Budget Linkage		
			2024/25	2025/26	2026/27
IDP-W1/01	Storm water drainage	Storm water master in process to be reviewed. Risk and hotspots have been identified and will form part of the internal operational maintenance program. **Storm water budget to be divided for all wards*	R0	R0	
IDP-W1/02	Water borne Sewer System	PSP has been appointed to start with designs of proposed sewer network. Project is approved by Council and will upon receipt of designs be submitted to SBDM/AC for funding approval.	TBC	TBC	
IDP/W1/03	Stray animals	Process for the establishment of pound will start in the third quarter of 2023/24. It will be implemented in stages over a 5-year period. Animal Impoundment By- Law to be reviewed in the first quarter of 2024/25.			
IDP-W1/04	Fixing of (gravel) roads	Certain roads will be upgraded under phase 2 of the gravel road program. *(Total gravel road budget to be divided for all wards)*	R1M	R1M	
IDP-W1/05	Formalization on informal settlement	Zwelitsha and Cosovo informal settlements upgrading programme and Malema Village will be accommodated in Phase 2. The land transfer of Ongegunde Vryheid, remains a big bottleneck for the implementation of ISUP in Sea Vista. The informal settlement at Lower Golf Course in KwaNomzamo will also be accommodated in Phase 2. The settlements are however provided with interim electrical Services.			

Ward 2:



Jeffrey's Bay is situated right near the tip of Southern-most Africa in the Eastern Cape province. It sits at the gateway of the beautiful Garden Route – the famous route between Port Elizabeth (Nelson Mandela Bay) and Cape Town. From Jeffreys Bay, this scenic road winds through the beautiful Tsitsikama forest, Nature's Valley, and the seaside towns of Plettenberg Bay and Knysna. Due to this prime situation, Jeffrey's Bay provides travellers with an ideal base from which to explore the enchanting east coast of South Africa.

Ward 2 is one of the Jeffreys bay ward which includes ***Pellsrus, Madiba Bay, Marina Martinique, and Aston Bay.***

Ward 2: Development Priorities

IDP REF.	Priority	Implementation status	Budget Linkage		
			2023/24	2024/25	2025/26
IDP-W2/01	Upgrading of storm water and sewer system	The storm water challenges will be addressed under the road resealing Phase 2 project of which the bulk of the work will be done in the 2024/2025 FY. Storm water masterplan is also in process to be reviewed. Total budget will be divided in all wards.	R5M	R10M	R15M
IDP-W2/02	Youth Development	Pellsrus is indeed landlocked. The Land Section of Planning and Development is currently looking at ideally located land that can be used for such a facility. The need for a Youth Development Centre will be presented to the next IGR Meeting in November 2023.	Opex	Opex	Opex
IDP-W2/03	Upgrade of Estuary	The Seekoei River Management and Maintenance Plan are in the process to be reviewed. It is anticipated that all the recent associated challenges raised on the Seekoei River will be included into the reviewed Management and Maintenance Plan.	Opex	Opex	Opex
ID-W2/04	Installation of Camera Systems	The CCTV Cameras will be funded from the Capital Budget of the municipality. Hotspots in all the wards will be identified to benefit in the program. A tender has been advertised recently to acquire CCTV Cameras to curb crime in most of the wards	R5M	R0	R0
IDP/W2/05	Upgrading of gravel roads (Phase 2)	Consultant has been appointed and Roads has been designed. The bulk of the Phase 2 project will be done in the 24/25 and 25/26 FY.	R0	R5M	R5M

Ward 3:



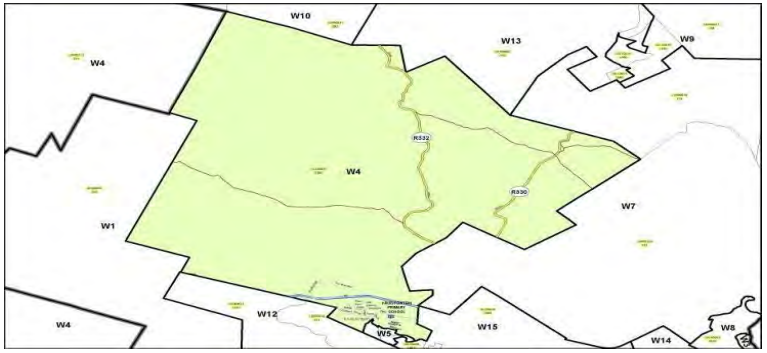
The town of Jeffreys Bay is bordered on both sides by nature reserves and rivers. The Kabeljous Estuary in the Kabeljous Nature Reserve is known as one of the best-preserved estuaries in the Eastern Cape, and every year the flamingos return to spend the summer here.

For the nature lovers, there are wonderful hiking trails in Kabeljous Nature Reserve as well as in the Noorsekloof Nature Reserve. Wavecrest is a rather large suburb in Jeffreys Bay, taking up a huge chunk of the area.

Ward 3: Development Priorities

IDP REF.	Priority	Implementation status	Budget Linkage		
			2023/24	2023/24	2023/24
IDP-W3/01	Resealing of 1km road: Kiepersol Street	Will be implemented under Roads Reseal Phase 2	R0	R2M	R0
IDP-W3/02	Providing of curbing for internal roads	Kerbs for internal roads to be replaced in-house	R25K	R25K	R25K
IDP-W3/03	Take over of Da Gama Road	Apply for transfer of ownership	TBC	TBC	TBC
IDP-W3/04	Maintenance of internal roads (potholes) and stormwater infrastructure	Ongoing operations and maintenance. The Roads Reseal Phase 2 Contractor can also assist with pothole repairs. An Additional Contractor has also been appointed to assist with pothole repairs.	OPEX	OPEX	OPEX
IDP-W3/05	Replacement of Mimosa water-pipe	Contractor was appointed 30 August 2023 for a 12-month Contract. As part of the Contract, Mimosa Street will also be resealed.	R15M	R4M	
IDP-W3/05	Replacement of Mimosa water-pipe	Contractor was appointed 30 August 2023 for a 12-month Contract. As part of the Contract, Mimosa Street will also be resealed.	R15M	R4M	

Ward 4:



Ward 4 is located in the southwest part of Kouga Local Municipality. It consists of Kruisfontein, Jeugkamp, Die Berg, Ext 391-Northside, 7de Laan, Maak 'n Las, Gill Marcus, Mooi-uitsig, and Donkerhoek. The extent of the ward is 308.4 square kilometres. The oldest hand rung bell can be found at the historic United Congregational Church that was built in 1839.

The surrounding beautiful mountains can offer day hikes, bike rides and unforgettable adventures. The community in Kruisfontein and Die Berg use to be small scale crop and cattle farmers.

Ward 4: Development Priorities

IDP REF.	Priority	Implementation status	Budget Linkage		
			2023/24	2024/25	2025/26
IDP-W4/01	High Mast Lights	High mast lights project has been registered with MIG for Ward 4. The site has been identified and the leading department is busy with the designs and specifications. The Project will commence in the 2024/25 FY.	R5M	R5M	R5M
IDP-W4/02	Upgrading, tarring, or paving of roads (Freezier, Aalwyn, Tolbos, Aandblom, Besembos, Suiderkant, Bloulelie, Pendoring, Fynbos, and Suikerbos	A consultant has been appointed and the designs of all the roads has been done. Most of the roads will be accommodated in Phase 2, during the 2024/2025 and 2025/2026 Financial years	R0	R5M	R5M
IDP-W4/03	Containerize toilets	The containerize toilet at the emergency houses is operational and the chemical toilets are serviced on a regular basis by the Service Provider	Opex	Opex	Opex
IDP-W4/04	Land for livestock farming and agriculture	Suitable and available land within the Land Audit Register to be identified and presented to Finance & LED for consideration into strategy to promote live-stock farming and agriculture	Opex	Opex	Opex
IDP-W4/05	SMME Development	The Economic Development Unit has implemented key interventions to capacitate Kouga SMME's in a workshop on pre-tendering	Opex	Opex	Opex

Ward 5:



Ward 5 is located in Humansdorp one of the 9 towns in Kouga Local Municipality. It consists of Arcadia, Bo-Blok, Van Lingen Park, Ext 391-South Side, Vaaldam and Johnson's Ridge. The extent of the Ward is 1.7 square kilometres with a population of 6643.

Ward 5: Development Priorities

IDP REF.	Priority	Implementation status	Budget Linkage		
			2023/24	2024/25	2025/26
IDP-W5/01	Storm water	The storm water challenges will be addressed under the road resealing Phase 2 project of which the bulk of the work will be done in the 2024/2025 FY. Storm water masterplan is also in process to be reviewed. Total budget will be divided in all wards.	R5M	R10M	R15M
IDP-W5/02	Safety and security	Joint operations have been established with all the relevant stakeholders and security clusters to curb the crime problem in the area.	R0	R0	R0
IDP-W5/03	Paving of side-walks	All paving of sidewalks will be performed by the municipality. The procurement process will soon be started.	Opex	Opex	Opex
IDP-W5/04	Restoration of Old age home	No budget has been provided for the refurbishment of the building.	R0	R0	R0
IDP-W5/05	Waterborne sewer system for Johnson-ridge, Prins Street and Bo-blok	The municipality has appointed a service provider to prepare a feasibility study and a technical report. A business plan with follow and will upon receipt thereof and sent to MIG for funding.	R0	R0	R10M

Ward 6:



Ward 6 is located in Humansdorp of Kouga Local Municipality. It consists of KwaNomzamo Eastside, Vergenoeg, Shukushukuma, Humansdorp Town, Boskloof and Phola Park. The extent of the Ward is 1.1 square kilometres with a population of 7395.

Ward 6: Development Priorities

IDP REF.	Priority	Implementation status	Budget Linkage		
			2023/24	2023/24	2023/24
IDP-W6/01	High Mast Lights	High mast lights project has been registered with MIG for approval. Project will commence in 2024/2025			
IDP-W6/02	Street Names	The street names of ward 6 has been advertised, with no objections and will be taken to Council for approval.			
IDP-W6/03	Land	Alternative vacant land has been identified for housing by HDA, which confirms that there 2xfarms that can be used for housing and other activities			
IDP-W6/04	Beautification of entrance	It is advisable that inputs and or a site visit be conducted to clarify the exact scope of works			
IDP-W6/05	CCTV Cameras	The CCTV Cameras will be funded from the Ward Cllr Ward Development Fund. Areas to be identified.			

Ward 7:

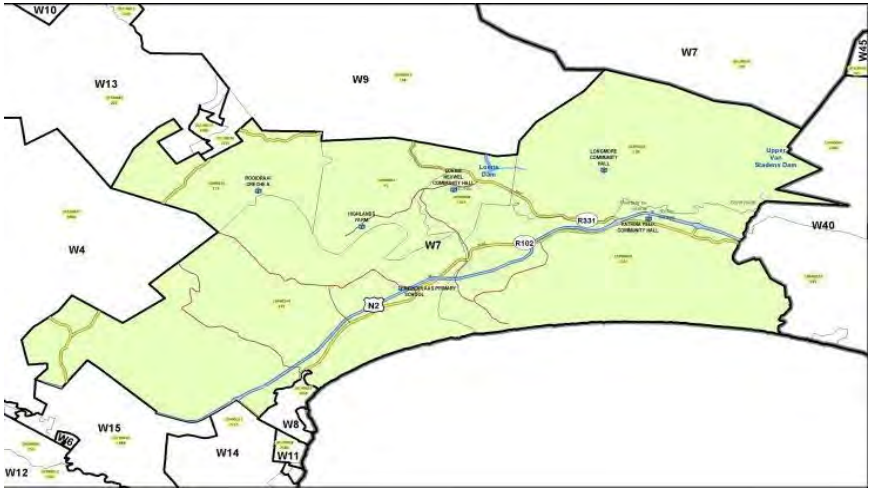


Ward 7 consists of Loerie, Thornhill & Gamtoos Mouth. **Loerie** Apart from hosting the annual Naartjie Festival which, obviously, naartjies are the main attraction, but visitors are also able to sample a variety of vegetables and food and enjoy music from the stage, the small town of Loerie has an interesting history.

Ward 7: Development Priorities

IDP REF.	Priority	Implementation status	Budget Linkage		
			2023/24	2024/25	2025/26
IDP-W7/01	Land for cemetery, commonage and housing	In process to identify land owned by National- and Provincial Government as well as Sarah Baartman District Municipality for a cemetery, commonage and housing. The land unit is waiting for feedback that will be shared with council and the Ward representatives.	TBC	TBC	TBC
IDP-W7/02	Job Creation	This priority will be discussed at the next IGR Meeting as well as the next municipal Strategic Workshop where strategies will be developed to address the need for more job creation opportunities in all 15 Wards.	TBC	TBC	TBC
IDP-W7/03	Bulk Infrastructure	Currently no funding. The cost for the drafting of the Bulk Infrastructure Master Plans is estimated at R1.5M. WSIG funding for BH to the value of R18M	R0	R0	R18M
IDP-W7/04	High School	The need for a high school for Ward 7 has been raised in the last municipal IGR Meeting.			
IDP-W7/05	Skills Development Programmes	This priority is indeed vital for the SMME's of the municipality.			

Ward 8:



Wavecrest is a rather large suburb in Jeffreys Bay, taking up a huge chunk of the area. Property investment in a holiday home in Wavecrest is a brilliant opportunity to make your investment work for you. When you are not enjoying the peace and tranquillity of a coastal getaway, rent out your holiday home to earn extra income or let the property pay for itself. The suburb was established in the mid-1970s and is almost 90% developed.

Ward 8 is located is centre of Kouga LM. It consists of Upper Wavecrest. 8 square kilometres and 799.1 people per square kilometre.

Ward 8: Development Priorities

IDP REF.	Priority	Implementation status	Budget Linkage		
			2023/24	2024/25	2025/26
IDP-W8/01	Replacement of old asbestos water pipes	Funding to be applied for.			
IDP-W8/02	Quality fixing of potholes	Ongoing operations and maintenance. The Roads Reseal Phase 2 Contractor can also assist with pothole repairs. An Additional Contractor has also been appointed to assist municipal team with pothole repairs.	OPEX	OPEX	OPEX
IDP-W8/03	Pedestrian walkways in Noorsekloof, Seetuin, Dogwood and Myrtle Street	The section has started with a feasibility and accessibility report on what the best option will be to accommodate the priority that was raised by the ward. The report will be costed and will be considered in the 2024/2025 draft budget process.			
IDP-W8/04	Upgrading and resealing of Dogwood Street	Roads Reseal Phase 2 tender closed 18 August 2023. Under Roads Reseal Phase 2. The Contractor appointed by end October 2023.	Capex	Capex	Capex
IDP-W8/05	Newer and disabled friendly accessible playparks and walkways to beaches and municipal buildings	New playparks are in the process to be installed. Areas has already been identified. There are disabled friendly accessible walkways at the beaches as well as the municipal offices. The playparks at Kabeljauws, Poplar and Supertubes have been completed recently.			

Ward 9



Ward 9 is located in the Northeast part of Kouga Local Municipality. It consists of Phillipsville, Hankey Town, Rosedale, Kleinfontein, Old Hankey, Stofwolk, Silvertown, Smartietown and Ext 3. The extent of the ward is 319.6 square kilometres.

Ward 9: Development Priorities

IDP REF.	Priority	Implementation status	Budget Linkage		
			2023/24	2024/25	2025/26
IDP-W9/01	Water security	Boreholes to be equipped once funding becomes available. WSIG funding will be applied for.	R0	0	R3M
IDP-W9/02	Fencing of existing graveyards	There is no funding available in the current year for the fencing of the graveyard. The section will re-enter the need for funding of the graveyard in the 2024/2025 FY.			
IDP-W9/03	Clinic and ambulance service	In process to investigate suitable land. Priority with the Department of Health.			
IDP-W9/04	Safety and Security	The CCTV Cameras will be funded from the Capital Budget of the municipality. Hotspots in all the wards will be identified to benefit in the program. A tender has been advertised recently to acquire CCTV Cameras to curb crime in most of the wards.	R5M	R0	R0
IDP-W9/05	Land for livestock farming	Farm 187, portion 0 (Zoetkloof) has been identified to accommodate Emerging Farmers in Hankey area. A formal submission will be taken to Council to look at how live-stock farming in the greater Hankey area can be promoted to the betterment for al.			

Ward 10:



Ward 10 is located in the northern point of Kouga. The extent of the ward is 478.5 square kilometres with a population of 6932. The Ward is surrounded by Citrus and host a striving Citrus Industry.

Ward 10: Development Priorities

IDP REF.	Priority	Implementation status	Budget Linkage		
			2023/24	2024/25	2025/26
IDP-W10/01	Upgrading of Human Settlements (IRDP, Housing 278, Informal Settlements upgrading. Electrification for Shack Dwellers in Patensie & Agri-village) Andrieskraal and Patensie	• The Patensie 278 IRDP Project is an approved housing Project on the farm Stuurmanskop. The ROD has lapsed, and the section has liaised with DEDEA on what the best way forward is to address the matter. • The Cyril Ramaphosa informal settlements are not part of the Phase 1 ISUP Project but will be included in Phase 2. • HDA is in process to attend to the acquisition of land surrounding that village that can be used for future housing development. There are sufficient bulk services available to accommodate the current 278 project and the inclusion of Phase 2 ISUP Project. The electrification of the informal settlements cannot be entertained if there are no formal layouts of the area. The Electro section will engage with Eskom, once there is a formal layout available. The section will prepare an application for a Agri-village to ECDHS for consideration, upon the identification of suitable and available land.			
IDP-W10/02	Land: Cemetery & Agricultural School (Andrieskraal)	• The following private farms has been identified for an Agri Village (incl. Agri School): • A portion of Farm 40, portion 21 • Farm 40, portion 14 • A portion of Farm 40, portion 17 • The suitability of these land parcels will now be investigated for such use and will receive further attention with regards on progress. The Agri-School will once again be addressed at the next IGR Meeting.			
IDP-W10/03	Fencing of 1st graveyard and Ramaphosa	Fencing will of the graveyard will commence in November 2023.	Opex	Opex	Opex
IDP-W10/04	Sport field in Andrieskraal	The need for a sport Field for Andrieskraal has been investigated and it will form part of a round of discussions with farm owners.			
IDP-W10/05	Bulk Sewer Provision	Appointment of PSP has been concluded.			

Ward 11



Ward 11 is located in the Northeast part of Kouga Local Municipality. It consists of Jeffreys Bay Central, C-Place and The Sands Jeffreys Bay Central, C-Place and The Sands. The extent of the ward is 3.6 square kilometres.

Ward 11: Development Priorities

IDP REF.	Priority	Implementation status	Budget Linkage		
			2023/24	2024/25	2025/26
IDP-W11/01	Tarring of Dolley Varden Street to be entered into the list of streets for upgrading and tarring	To be done 24/25 and 25/26 FY.	R0	R3M	R0
IDP-W11/02	Link the whole CBD with a broad pedestrian pavement	Tender to appoint a service provider will be concluded 2023/2024	TBC	TBC	TBC
IDP-W11/03	Sewer oxidation dam at Koraal pumpstation to be reassessed and fixed to minimize smelling	To be done under La Mer Rising main upgrade. R300k is available in the 23/25 FY for the construction of an emergency overflow pond at the Koraal Street pumpstation.	R300 000	R0	R0
IDP-W11/04	Upgrading of St Croix Street	To be placed in the roads reseal project phase 2.	TBC	TBC	TBC
IDP-W11/05	CCTV Cameras for open spaces	The CCTV Cameras will be funded from the Capital Budget of the municipality. Hotspots in all the wards will be identified to benefit in the program. A tender has been advertised recently to acquire CCTV Cameras to curb crime in most of the wards	R5M	R0	R0

Ward 12



Ward 12 is situated in St Francis Bay and extends to Cape St Francis and includes the Paradise Beach areas. It is generally characterized by the unique sense of an exclusive paradise as well as suburban bliss seaside retreat.
The seaside village not only boasts glorious beaches, excellent water sports and a leisurely lifestyle, but also has safe, secluded homes, making it a uniquely styled town.

Ward 12: Development Priorities

IDP REF.	Priority	Implementation status	Budget Linkage		
			2023/24	2024/25	2025/26
IDP-W12/01	Water security	More ground water investigations will be conducted to ensure more mega-litres of water to be secured			
IDP-W12/02	Fixing of Roads	All roads that require maintenance and pot-hole repairs has been assessed and will form part of the road maintenance program for 2023/2024.			
IDP-W12/03	Seekoei Estuary and Causeway	The Seekoei River Management and Maintenance Plan are in the process to be reviewed. It is anticipated that all the recent associated challenges raised on the Seekoei River will be included into the reviewed Management and Maintenance Plan.			
IDP-W12/04	Resealing of Johan Muller, Protea, Derik (Paradise Beach) and Grand Camore	Identified roads to be resealed in Phase 2 of the Roads Resealing Programme of 2023/2024.			
IDP-W12/05	Leaking reservoir in Paradise Beach (ongoing project)	Funding has been secured from WSIG to do structural repairs to the P/Beach Water Tower. The Tender process has commenced, and a contractor will soon be appointed.	R9 772 639	R37 880	R0

Ward 13



Ward 13 consists of Hankey Weston, a portion of Centerton, Patensie Town, and surrounding farms. Situated where the Klein and Gamtoos rivers converge, Hankey is a small town. The Gamtoos River Valley is characterised by wide, fertile flood plains associated with low-lying land. Steep and less-fertile slopes flank the Valley.

The hubs of this high-potential agricultural region are the towns of Patensie and Hankey situated in the Gamtoos River Valley and offers significant services to its surroundings areas. The Gamtoos and Kromme are also two major water source supply for the Kouga area.

Ward 13: Development Priorities

IDP REF.	Priority	Implementation status	Budget Linkage		
			2023/24	2024/25	2025/26
IDP-W13/01	Sewerage (Weston)	An amount of R 1,150,000.00 has been secured from MIG for the design and refurbishment of the Weston WWTW and new sewer outfall and reticulation.	R495k	R655k	R0
IDP-W13/02	Streetlights (1 x High Mast Light for Weston and 1 for Vergenoeg)	An application has been made to MIG for funding. The section of Electro and Mechanical will liaise with the Ward Cllr on the exact locality of the High Mast Light.			
IDP-W13/03	Eradication of mud houses	A business plan for the inclusion of all the historical mud-house in Weston to be part of the Weston 196 IRDP Project was submitted to ECDHS, and they have supported the application. The section is also in process to address the Environmental Authorization of the Weston 196 with DEDEA to include the total 126 of mud-houses. The total number of IRDP units will then be 322 units.			
IDP-W13/04	Sport fields	Weston Sport field was Renovated through MIG Funding, but the field was never handed over to Community Services Caretaker on site to monitor vandalism. Continuous Grass cutting and maintenance are being done at the Centerton Sport Field.			
IDP-W13/05	Stormwater Drainage System (Madlwabinga Street)	To be done through OPEX	OPEX	OPEX	OPEX

Ward 14



Ward 14 is located in Jeffreys Bay south side of Kouga Local Municipality. It consists of Tokyo Sexwale and Ocean View. The extent of the Ward is 41.6 square kilometres with a population of 11 182.

Ward 14: Development Priorities

IDP REF.	Priority	Implementation status	Budget Linkage		
			2023/24	2024/25	2025/26
IDP-W14/01	Land for Ocean View Clinic	The land ownership of the 80 hectares is still in the process to be negotiated with ECDHS. This is the only available piece of land that will forms part of the next IRDP housing development for Jeffrey Bay			
IDP-W14/02	New Housing Project	Ocean view 200: Has been blocked and there's a litigation process underway to address the challenges that has been raised. Ocean view 468: CDC has been appointed as the implementation agent to take charge of the housing project. Contractor will be onsite before end of the year.			
IDP-W14/03	Converting of illegal dumping areas into church sites	The Land Section has made an investigation into the use of the public open spaces as dumping sites. The outcome of the investigation will be discussed with the Park and Cleansing Section.			
	Paving & re-tarring of roads: Griffits Mxenge, Cyril Ramaphosa, Zwelinzima Vavi, Solomon Mahlangu, Sparrow Mkhonto, Blade Nzimande, Dulcie September, Vali Musa, Beyers Naude & Jeff Radebe.	The upgrading of the roads in ward 15 will be re-assessed. There is a total budget of R37M made available over the next 2-years for road upgrading in all wards.	Capex	Capex	Capex
IDP-W14/05	Electrification of backyard dwellers	• The provision of prepaid electricity for the back yard dwellers has also been prioritized as a project, that will minimize illegal connections. • Data capturing of the beneficiaries will commence soon on all backyard dwellers in Ocean View. This will be followed up with a business plan to DOHS and INEP for funding.	Opex	TBC	TBC

Ward 15



Ward 15 is located is the centre of Kouga LM. It consists of Panorama, Arcadia, Graslaagte, Humansdorp Central, Westside, Moerasrivier, Boskloof and Upper Golf Course. 53 square kilometres and 126. 9 people per square kilometre.

Ward 15: Development Priorities

Ward 15 Ward Councillor: Timothy Jantjes					
IDP Ref	**Ward Priority**	**Departmental Response to Priorities**	**Budget Linkage**		
			2023/24	**2024/25**	**2025/26**
IDP-W15/01	Eradication of bucket system	It is part of the Informal Settlements upgrading program.			
IDP-W15/02	Safety – establishing neighbourhood watch, street committees, CCTV Cameras	CCTV pole with two cameras is being planned for 2023/24 for each ward. The established of a neighbourhood watch should be encouraged.			
IDP-W15/03	Upgrading of roads	Reseal Humansdorp Main Road. Upgrading ongoing process. Tarring of Gravel Roads in phase 2. Entrance of KwaNomzamo done.	R10m	R10m	R10m
IDP-W15/04	Bush clearing	Monthly clearing as per operational schedule			
IDP-W15/05	Upgrading, cleaning and maintenance of sport field	MIG Project. To go out on tender. Busy with consultant.			

2.15.9 Other Important Community Needs Identified

Ward 1:

Ward 1 Ward Councillor: Nozuko Ntshota					
IDP Ref	**Ward Priority**	**Departmental Response to Priorities**	**Budget Linkage**		
			2023/24	**2024/25**	**2025/26**
IDP-W1/06	Youth Development Centre	In the process to investigate if there is suitable land. This process should be completed before June 2023. Referred to IGR.			
IDP-W1/07	Rehab Centre for drug and substance abuse	In the process to investigate if there is suitable land. This process should be completed before June 2023. Referred to IGR.			
IDP-W1/08	Fixing of Houses (leakage and water issues when raining	New Priority			
IDP-W1/09	Skills Development for Youth and Career Expo	In the process to investigate if there is suitable land. This process should be completed before June 2023. Referred to IGR.			
IDP-W1/10	Rehabilitation of dunes	Oyster Bay – sand build up removal and planting of vegetation as part of annual rehabilitation (Yearly Programme) by 2023 / 24	Opex		
IDP-W1/11	CCTV Cameras	CCTV pole with two cameras is being planned for 2023/24 (Specific areas to be identified)			
IDP-W1/12	Shelter for Scholars	Referred to IGR			
IDP-W1/13	Promotion of SMME's	SMME Policy in Review. Currently list of SMME's on database after roadshow in 2022.	No budget required		
IDP-W1/14	Disabled Centre	In the process to investigate if there is suitable land. This process should be completed before June 2023. Referred to IGR.			
IDP-W1/15	Speed humps	To be investigated (specific location of speed humps)			
IDP-W1/16	Illegal dumping site	Cleared on daily basis – war on waste (WoW)illegal dumping starting by 2023 / 24 – door to door education (EPWP Programme)	Grant Funding		
IDP-W1/17	RDP renovation	New Priority			
IDP-W1/18	Fire Station	New Priority			
IDP-W1/19	High mast light for Lower Golf Course	To be investigated (specific location of lights)			
IDP-W1/20	Overgrown erven	Notices send to owners when complaints are received - EPWP attending to overgrown erven and open spaces in Oyster Bay	Opex		

Ward 2:

Ward 2 Ward Councillor: Henry Murray					
IDP Ref	**Ward Priority**	**Departmental Response to Priorities**	**Budget Linkage**		
			2023/24	**2024/25**	**2025/26**
IDP-W2/06	Streetlights (Solar)	To be investigated (location of lights)			
IDP-W2/07	Improvement of existing health facilities	Priority referred to Provincial Department of Health			
IDP-W2/08	Business Park for SMME's	Needs Analysis must be done to determined specific intervention	No budget required		
IDP-W2/09	Athletic running track	Referred to IGR			
IDP-W2/10	Neighbourhood watches	Aston Bay, Madiba Bay and Oceanview has established neighbourhood watches. Pellsrus is busy establishing a neighbourhood watch and working with Madiba Bay.	No budget required		
IDP-W2/11	Beach boardwalk and disabled ramp	To be investigated (indicate location)			
IDP-W2/12	Capacity workshop for existing SMME's	Needs Analysis must be done to determined training intervention.	No budget required		
IDP-W2/13	Upgrading of sport field	To investigate the upgrade needs			
IDP-W2/14	Safety committee forum	To be established in 2023/24 FY	No budget required		
IDP-W2/15	Business partnership	Needs Analysis must be done to determine intervention			
IDP-W2/16	Workshop training for vulnerable groups	Needs Analysis must be done to determined intervention	No budget required		
IDP-W2/17	NPO's and NGO's development	Referred to IGR			
IDP-W2/18	Indoor sport centre	Referred to IGR			

Ward 3:

Ward 3 Ward Councillor: Willem Gertenbach					
IDP Ref	**Ward Priority**	**Departmental Response to Priorities**	**Budget**		
			2023/24	**2024/25**	**2025/26**
IDP-W3/06	Street names for the new ward extension	In implementation through the Ward Development Fund process.			
IDP-W3/07	Boardwalks along beaches	No budget. KLM needs to partner with the private sector / NGOs. Area to be identified.			
IDP-W3/08	Walkways along da Gama Road	No budget. KLM needs to partner with the private sector / NGOs. Area to be identified.			
IDP-W3/09	Wi-fi	KLM does not provide free Wi-Fi. Refer to windfarms.			
IDP-W3/10	Sustainable electrical bulk supply	Ongoing project in Jeffreys bay.			
IDP-W3/11	3 Safety Cameras in the Ward	In process with the first one.			

Ward 4:

Ward 4 Ward Councillor: Jaques Alexander					
IDP Ref	**Ward Priority**	**Departmental Response to Priorities**	**Budget Linkage**		
			2023/24	**2024/25**	**2025/26**
IDP-W4/06	Street names	Proposed street names for Jeugkamp, Sewende Laan and Kruisfontein 391 received no objection during public participation and will be tabled to Council for final approval. However, objections were received against street names and area names for Maak 'n Las as well as the proposed area name for Kruisfontein 391 which will be addressed in line with provisions made in the policy.			
IDP-W4/07	Land tenure ship	The Municipality is going to engage the Department of Land Reform and Rural Development on assistance with registration of estates, re-pegging and new title deeds for die Berg, Kruisfontein Proper, Graslaagte and Moerasrivier.			
IDP-W4/08	Animal Impoundment Centre	Serviced by holding pen in Humansdorp and private animal pound in Loerie.			
IDP-W4/09	MPCC Community Hall Kruisfontein opposite graveyard	New Priority.			
IDP-W4/10	Community Hall	New Priority.			
IDP-W4/11	Restoration and Rehab Centre	Refer to IGR.			
IDP-W4/12	Access road (N2 and internal link roads)	The Access to the N2 will be referred to IGR for engagement.			
IDP-W4/13	Clinic	New Priority.			

Ward 4 Ward Councillor: Jaques Alexander					
IDP Ref	Ward Priority	Departmental Response to Priorities	Budget Linkage		
			2023/24	2024/25	2025/26
IDP-W4/14	Agri-school	The ward does not have sufficient agricultural land. The relevant Provincial Department/s will be engaged on the matter before end of April 2023.			
IDP-W4/15	Water connection for agriculture in Kruisfontein	New Priority.			
IDP-W4/16	Mini Skip Bins	Funding has been secured for additional mini skip for 2023/2024			
IDP-W4/17	Jojo Tanks for households	New Priority.			
IDP-W4/18	Recycling	Investigate partnership for buy back centre for recycling by 2023/24			

Ward 5:

Ward 5 Ward Councillor: Melani Biko					
IDP Ref	Ward Priority	Departmental Response to Priorities	Budget Linkage		
			2023/24	2024/25	2025/26
IDP-W5/06	Visible Policing	Visible policing through daily patrols. Regular Patrols at night with assistance on SAPS when attending to complaints.			
IDP-W5/07	Streetlights	The area has lights. The areas of dark spots need to be specified. The department will investigate and prepare costing upon receipt of info.			
IDP-W5/08	Housing FLISP	No suitable land for FLISP projects. Bulk infrastructure challenges.			
IDP-W5/09	Multipurpose Centre	In the process to investigate if there is suitable land and it is anticipated that it will be completed before end of April 2023.			
IDP-W5/10	Bulk Infrastructure Services	The Directorate of I&E will do a detail Bulk Infrastructure Assessment on water, sewer and electricity to unlock and to promote development.			
IDP-W5/11	Restoration of playgrounds	An application has been submitted for funding to MIG for the 2024/25 FY.			
IDP-W5/12	Land (Kruisfontein Civic)	Land at Civic is limited. A slide will give more detail on what is available			

Ward 6:

Ward 6 Ward Councillor: Kholisile Ndzelani					
IDP Ref	**Ward Priority**	**Departmental Response to Priorities**	**Budget Linkage**		
			2023/24	**2024/25**	**2025/26**
IDP-W6/06	High Mast Lights	High mast lights project has been registered with MIG. Project to commence in 2024/25 FY. Hot spots to be identified			
IDP-W6/07	Street Names	Un-named streets to be identified.			
IDP-W6/08	Land	Land procured for future Human Settlements Development. (R 2 950 000.00 was paid from internal funds in 2019). Municipality and ECDHS has extended scope with HAD for more land acquisition to augment the need to accommodate the backlog.			
IDP-W6/09	Beautification Entrance	Beautification of entrances included in monthly program. (The Ward Cllr and Ward should advice if specific designs are needed). Feasibility study to follow.			
IDP-W6/10	CCTV Cameras	CCTV pole with two cameras is being planned for 2023/24 (Specific areas to be identified).			
IDP-W6/11	Stormwater Drainage	Roads and Stormwater Maintenance Plan Prioritized and is part of the Roads and stormwater master plan. Assessment plan will be done, which will be followed with a Business plan to MIG to secure funding.			
IDP-W6/12	Sport field development	Business plan completed and is submitted to MIG for funding			
IDP-W6/13	Upgrading of WWTP treatment plant	Project is on-going and funding is secured for 2-years	R17m		
IDP-W6/14	Clinic	Refer to IGR			
IDP-W6/15	Convert Hall into Multi-purpose Centre	Municipality in process to engage windfarms for CSI assistance			
IDP-W6/16	Upgrading of Gravel Road	Roads to be identified to form part of the future Road Upgrading Programme.			
IDP-W6/17	Eradication of Bucket System	Interim water and sewer services to be installed for Phola Park, Shukushukuma and Bungalows which forms part as the Human Settlements Informal Settlement projects funded by ECDHS			
IDP-W6/18	Development of informal settlements	Baledi Engineering is the appointed contractor for the provision of interim services to 7 informal settlements (HDA)	R22 000 000 (ISUP funding)		
IDP-W6/19	Unfinished housing projects	Be more specific under which projects.			

Ward 7:

Ward 7 Ward Councillor: Eric Mbuqu					
IDP Ref	Ward Priority	Departmental Response to Priorities	Budget Linkage		
			2023/24	2024/25	2025/26
IDP-W7/06	Construction and rectification of houses	Detail of needs are on record. The Program was put on hold. The Housing section will however re-engage the MEC on how the historical projects as well as the dilapidated housing units can be completed and restored.			
IDP-W7/07	Upgrading of roads	Internal roads were upgraded in Thornhill and 3 roads has been earmarked for upgrading in Loerie for 2023/24. New roads to be identified.			
IDP-W7/08	Need for Sport field and playparks	The 2nd Phase of MIG Funding for Loerie has been approved. It will be a state-of-the-Art project and there is a slide with an illustration of the facility. A New Playpark is part of the 2023/24 budget. (The Ward Cllr and the Parks section will soon identify the most suitable area)			
IDP-W7/09	Streetlights	NMMM supplies electricity for Thornhill. To log enquiries on behalf of the community the Municipality needs to be provided with the street names and dark spots where streetlights are required and non-working lights to be fixed			
IDP-W7/10	Night Clinic	This priority was already brought to the attention of the applicable department through the IGR Forum.			
IDP-W7/11	Abet School for Adults	This priority has been referred to referred to the IGR Forum.			
IDP-W7/12	Mobile Police Station	This priority for Loerie has been referred to the IGR Forum.			
IDP-W7/13	Rehabilitation Centre	This priority has been referred to the IGR Forum.			
IDP-W7/14	Fire Station	There is no budget available. The leading department has established a management unit that will deal any fire disaster in Ward 7. The need for a station will remain in the radar for investigation with SBDM.			

Ward 8:

Ward 8 Ward Councillor: Reinhardt Foley					
IDP Ref	Ward Priority	Departmental Response to Priorities	Budget Linkage		
			2023/24	2024/25	2025/26
IDP-W8/06	Influx control and enforcement of municipal by-laws	Be more specific and indicate which by-law to be enforced.			
IDP-W8/07	Internal sewer reticulation of houses not connected to the sewer system	Assessment to be done to determine the needs before costing.			
IDP-W8/08	Entertainment for the youth (skatepark)	Public, Private Partnership to be investigated for 2023/24. Identify area.			

Ward 8 Ward Councillor: Reinhardt Foley					
IDP Ref	Ward Priority	Departmental Response to Priorities	Budget Linkage		
			2023/24	2024/25	2025/26
IDP-W8/09	Solar Street lights	The area has lights, please specify if we have certain specific areas to concentrate on and the Dept will investigate.			
IDP-W8/10	CCTV Cameras	CCTV pole with two cameras is being planned for 2023/24 (Specific areas to be identified).			
IDP-W/811	Old Age retirement centre	Refer to IGR			
IDP-W8/12	Job creation	Not a function of KLM. Private Sector function The Municipality to unlock new investment opportunities which forms part of the Keep Kouga Growing Narrative.			
IDP-W8/13	New Clinic	Refer to IGR.			
IDP-W8/14	Drug Abuse	Referred to IGR.			
IDP-W8/15	Upgrade of Noorsekloof Nature Reserve (wooden walkways, bush clearing to open walkways, signs in Da Gama and in Dogwood Road)				

Ward 9:

IDP Ref	Ward Priority	Departmental Response to Priorities	Budget Linkage		
			2023/24	2024/25	2025/26
IDP-W9/01	Upgrading of gravel roads	Nzongo Street; Thangana Street McCabe Street	R3.3m	R13.4m	R23.6m
IDP-W9/02	Rehabilitation Centre	In the process to investigate if there is suitable land. This should be completed before June 2023. Refer to IGR.			
IDP-W9/03	Land for churches	In the process to investigate if there are Church sites available.			
IDP-W9/04	SMME Development for locals	The municipality has developed a database. The section will embark on a roadshow to all towns for verification and needs assessment after 1 of July to aligned training and specific services to be rendered to database.			
IDP-W9/05	Need for Social and FLISP Housing	Hankey is not declared as a Restructuring Zone for Social housing project.			
IDP-W9/06	Stormwater drainage system	Roads and stormwater master plan to be developed.			
IDP-W9/07	Redevelopment of Yellow Woods	Maintenance work was done (refurbished ablutions, bush clearing, installing electricity and flood lights, December 2022. Ongoing R&M			

IDP Ref	Ward Priority	Departmental Response to Priorities	Budget Linkage		
			2023/24	2024/25	2025/26
IDP-W9/08	Multipurpose Centre	In process to identify land for Amenities. Refer to IGR.			
IDP-W9/09	Early Childhood Development Centre	In the process to investigate if there is suitable land. This should be completed before June 2023. Refer to IGR.			
IDP-W9/10	Maintenance of R333 link road	The upgrading of the was reported to the Provincial Department of Roads on 3 March 2023. I & E is waiting on feedback and any receipt thereof will be communicated.			
IDP-W9/11	Refurbishment of Old Stofwolk Hall	A full assessment will be conducted to record all heritage building and sites in all towns. The outcome thereof will be discussed with DSRAC on how to declare and how to seek funding for such process			
IDP-W9/12	Refurbishment of heritage assets	A full assessment will be conducted to record all heritage building and sites in all towns. The outcome thereof will be discussed with DSRAC on how to declare and how to seek funding for such process			
IDP-W9/13	Upgrading of Old Sport field	Applied for MIG funding for Hankey Sport field			
IDP-W9/14	Proper seating municipal facilities	All sport fields have seating stands, stands not sufficient for big games. To secure Funding for additional grandstands by 2023/24.			

Ward 10:

Ward 10 Ward Councillor: Msingathi Mbandana					
IDP Ref	Ward Priority	Departmental Response to Priorities	Budget Linkage		
			2023/24	2024/25	2025/26
IDP-W10/06	Upgrading ambulance building	The matter has been relayed to the Building Control Department for a way forward in terms of the structural integrity of the building and whether it can be upgraded or if it needs to be demolished.			
IDP-W10/07	Creche: Andrieskraal	New Priority			
IDP-W10/08	Streetlights	Eskom supplies electricity for Patensie and the entire Ward 10. To log enquiries on behalf of the community the Municipality needs to be provided with the street names and dark spots where streetlights are required and non-working lights to be fixed			
IDP-W10/09	Chemical Toilets	The maintenance of the toilets is ongoing. A need for more toilets must be communicated to ward office.			
IDP-W10/10	Mobile Clinic	Refer to next IGR Meeting			

Ward 10 Ward Councillor: Msingathi Mbandana					
IDP Ref	Ward Priority	Departmental Response to Priorities	Budget Linkage		
			2023/24	2024/25	2025/26
IDP-W10/11	Speedhumps	Speedhump requests to be forwarded to Area Coordinator.			
IDP-W10/12	Resealing of Roads	New Priority			
IDP-W10/13	Upgrade Kouga Dam	This priority was addressed in IGR Meeting - 3 March 2023 and we are waiting for feedback from Department of Water and Sanitation.			
IDP-W10/14	Water	Water Master Plan to be developed. No current Capital projects			
IDP-W10/15	Stormwater Drainage	Grading programme of the roads will re-address the storm water hot spots in townships. Maintenance thereof will be on-going.			
IDP-W10/16	Library between school and clinic: Patensie	New Priority			
IDP-W10/17	Mobile Clinic	New Priority			
IDP-W10/18	Upgrade Road 331	This priority was addressed in IGR Meeting - 3 March 2023 and we are waiting for feedback from Department of Roads and Transport			
IDP-W10/19	Wastewater Treatment Plant	Patensie WWTW recently upgraded			
IDP-W10/20	Demarcation of areas for SMMEs (Support Centre)	Re-engagement with the ward members on the topic for improved context is needed for LED to get more information.			
IDP-W10/21	Township Tourism	No plans currently for Ward 10.			
IDP-W10/22	Graveyard Andrieskraal	New Priority			

Ward 11:

Ward 11 Cllr Fanie Heystek					
IDP Ref	Ward Priority	Departmental Response to Priorities	Budget Linkage		
			2023/24	2024/25	2025/26
IDP-W11/06	Circle at the Dogwood and Koraal Street inter-section	Feasibility study done by traffic. Next step to get roads transferred.			
IDP-W11/07	General flow and future demand of sewer in Jeffreys Bay	La Mer Pipeline Upgrade – Implementation phase from July 2023.	R208k	R347k	R730k
IDP-W11/08	Urgent upgrading of Koraal and La Mer sewer pumpstation	Item submitted to Council to register O&M on MIG			
IDP-W11/09	Playpark for main beach	Completed: Playpark was installed in December 2022.			
IDP-W11/10	Widening of Da Gama, Woltemade and St Francis Street	Da Gama is high on the priority list. Waiting feedback from Roads and Transport Dept.			

Ward 11 Cllr Fanie Heystek					
IDP Ref	Ward Priority	Departmental Response to Priorities	Budget Linkage		
			2023/24	2024/25	2025/26
IDP-W11/11	Pavement of St Francis Street	No budget. KLM needs to partner with the private sector / NGOs. Area to be identified.			
IDP-W11/12	Prioritization of functioning and annual allocation of grant-in-aid to Kouga Sports Council	The SPU section is in the process to arrange for a special meeting between DSRAC and Sports Council. In Progress.			
IDP-W11/13	Pedestrian traffic lights at Da Gama and Woltemade	Completed.			
IDP-W11/14	Ski-boat clubhouse and slipway	Investigation was done in and completed 2022. Need to look at other alternatives 2023/24.			
IDP-W11/15	More attractive shops	Implementation of the recommendations in the Precinct plan. Also, a responsibility of the private sector.			
IDP-W11/16	Give street air with the right indigenous trees and other plants who don't attract the birds or make damage to the pavement	Tree Management Policy to be developed by 2023/24			
IDP-W11/17	Redirect traffic to Neptunes terrace	Traffic assessment report by end 2023/24. Be more specific.			

Ward 12:

Ward 12 Ward Councillor: Lorraine Maree					
IDP Ref	Ward Priority	Departmental Response to Priorities	Budget Linkage		
			2023/24	2024/25	2025/26
IDP-W12/06	Rock revetment, spit and dune management	Dune management plans been finalised, Rock revetment, impact on climate change repairs and maintenance plan to be reviewed by 2023/24.	No budget required		
IDP-W12/07	Law enforcement to curb stray animals, by-laws and crime	SFB and surrounds serviced by Humansdorp holding pen and private pound in Loerie.	No budget required		
IDP-W12/08	Waterborne sewer system	Install sewer reticulation for 64 erven – planning stage and budget to be confirmed.			
IDP-W12/09	Wastewater pump upgrading (on-going project)	A study has been done and the technical aspects are in process to be addressed. Regular maintenance is however on-going			
IDP-W12/10	Replacement of all old asbestos water pipelines (on-going project)	Planning Stage Underway – budget to be finalized			

Ward 12 Ward Councillor: Lorraine Maree					
IDP Ref	**Ward Priority**	**Departmental Response to Priorities**	**Budget Linkage**		
			2023/24	**2024/25**	**2025/26**
IDP-W12/11	Maintenance of V-Drains in Lyme Road south and north, Terragona Johan Muller Boulevard and Protea.	Maintenance of V-drains are ongoing and will be monitored regularly			
IDP-W12/12	Installation of fire hydrants at braai areas in Paradise Beach	Project completed.			
IDP-W12/13	Illegal shacks in Sea Vista	Informal settlements are being monitored and illegal are demolished	No budget required		
IDP-W12/14	Cycle lanes	Location where lanes are needed should be identified.			
IDP-W12/15	Upgrading of water pipeline in Canal Road	Planning Stage Underway – budget to be finalized			
IDP-W12/16	Faster reaction time from municipality on reported complaints	The municipality will be trying to react more speedily to complaints that has been reported.			
IDP-W12/17	Dune Road Project (on-going project)	Project has been stopped.	No budget required		
IDP-W12/18	Upgrading of Canal bridges (on-going project)	The condition of the bridge is monitored regularly, and any defects are attended too.			
IDP-W12/19	Prioritization of the Future use of Erf 554	EIA appointed to conduct a full EIA study			
IDP-W12/20	Enforcement of plot clearing policy	New by law to be aligned with policy for enforcement and developed by 2023/24			
IDP-W12/21	Fire breaks and bush clearing	Project done			
IDP-W12/22	Upgrading and maintenance of storm water drainage	The critical storm water areas subjected to storm water challenges has been identified and is in process to be investigated			
IDP-W12/23	4-Day turnaround of sewerage trucks for septic tank services	This is on-going and the municipality is indeed trying to improve on the time of re-action to deal with tank services			
IDP-W12/24	Maintenance of beach facilities (on-going project)	Ongoing R&M Plan and Budget	Opex		
IDP-W12/25	Illegal signage	Law-enforcement will investigate the placement of all illegal signage in all towns of the municipality			
IDP-W12/26	Upgrading of road to boat launching site at Kromme River Bridge (on-going project)	The upgrading of the road has been re-prioitised and the road maintenance section will attend to the works that requires attention, since the project is on-going			
IDP-W12/27	Street names and signage	Areas to be identified and expenditure for signage will be determined			

Ward 13:

Ward Councillor: Vuyani Zana					
IDP Ref	**Ward Priority**	**Departmental Response to Priorities**	**Budget Linkage**		
			2023/24	**2024/25**	**2025/26**
IDP-W13/06	Day Hospital	In the process to investigate if there is suitable land. This should be completed before June 2023. The vacant space at the Old Police Barracks and the Masakhane Clinic can be utilize for a Day Hospital to cater for the GV.			
IDP-W13/07	Land cemeteries (Identify new land)	Municipal land identified that is available, Erf 1453HD, KwaNomzamo, Erf 1, Humansdorp and Erf 1626 Hankey/Weston. To apply for EIA 2023/24.			
IDP-W13/08	Paving/Tar (Thangana Str.)	Main street to be resealed	R10m	R10m	R10m
IDP-W13/09	Indoor Sport Centre (Centerton)	In the process to investigate if there is suitable land. This should be completed before June 2023. It is however important to note that there is sufficient vacant space at the Vusumzi Landu Hall for extension/conversion into a MPC Centre.			
IDP-W13/10	Soetkloof Farm (land for commonage & agriculture)	The land belongs to the municipality. The Land and Property Section of the Directorate of Planning and Development are busy with a feasibility study on how this farm can be utilised optimally to the benefit the farmers. The outcome thereof will be dealt with by Council.			
IDP-W13/11	Upgrading of RDP houses (Bad workmanship)	New Priority			
IDP-W13/12	Ambulance Depot	In the process to investigate if there is suitable land. This should be completed before June 2023.			
IDP-W13/13	Internet for Libraries	Internet requirements identified and will be implemented by 2023/24			
IDP-W13/14	Church Sites	There are currently no vacant church sites available in Weston. All the church sites are occupied.			
IDP-W13/15	TVET College	In the process to investigate if there is suitable land. This should be completed before June 2023.			

Ward 14:

Ward 14 Ward Councillor: Mzwandile Yali					
IDP Ref	**Ward Priority**	**Departmental Response to Priorities**	**Budget Linkage**		
			2023/24	**2024/25**	**2025/26**
IDP-W14/06	Multi-Purpose Centre	In the process to investigate if there is suitable land. This should be completed before June 2023.			
IDP-W14/07	Land for Ocean View Library	Erf 8783 is central to all in Ocean View and a portion thereof can be made available for a library. Such need will be discussed at next IGR meeting with DSRAC			

Ward 14 Ward Councillor: Mzwandile Yali					
IDP Ref	Ward Priority	Departmental Response to Priorities	Budget Linkage		
			2023/24	2024/25	2025/26
IDP-W14/08	Electrification of Informal Area (Ocean View)	The Infrastructure Network Electrification Program (INEP) has granted approval for bulk upgrading and internal reticulation for Ocean over the next 3 years at a t total cost of R25.1M	4M	11.4M	9.5M
IDP-W14/09	Eradication of Bucket System	VIP toilets installed. Interim water and sanitation services to be installed at No R10 and Oceanview under HDA project.			
IDP-W14/10	Investigate transit camps	Engagements with ECDHS to use a portion of the 80ha as a TRA for No. R10 and de-densification of Ebumnyameni is ongoing.			

Ward 15:

Ward 15 Ward Councillor: Timothy Jantjes					
IDP Ref	Ward Priority	Departmental Response to Priorities	Budget Linkage		
			2023/24	2024/25	2025/26
IDP-W15/06	Streetlights	Identify streets.			
IDP-W15/07	Storm water drainage and flooding of roads and houses during heavy rains	Part of the Roads and stormwater master plan. Assessment plan to be done. Business plan to MIG to address solutions.			
IDP-W15/08	Establish a business forum	KLM already has an established LED Forum which convene quarterly for meetings.			
IDP-W15/09	Fixing of potholes	Ongoing maintenance project.			
IDP-W15/10	Local economic development	Specify what is needed.			

2.15.10 Ward Priorities Per Sector Department

The tables below indicate community identified needs that are falls within the ambit of Sector Departments, the priorities have been assigned to the specific department:

SECTOR DEPARTMENT: DEPARTMENT OF AGRARIAN REFORM						
PRIORITY	DESCRIPTION	WARD/AREA	BUDGET YEAR			
			23/24	24/25	25/26	26/27
Agri-school facility	Provide agricultural skills and provide the necessary/ relevant qualification	Ward 4				

SECTOR DEPARTMENT: DEPARTMENT OF ARTS AND CULTURE						
PRIORITY	DESCRIPTION	WARD/ AREA	BUDGET YEAR			
			23/24	24/25	25/26	26/27
Refurbishment of heritage buildings and assets	Refurbishing of heritage buildings and assets	Ward 9				

SECTOR DEPARTMENT: DEPARTMENT OF COMMUNITY SAFETY						
PRIORITY	DESCRIPTION	WARD/AREA	BUDGET YEAR			
			23/24	24/25	25/26	26/27
Safety Committee Forum	Safety Committee Forum	Ward 2				
Safety and security	Curbing of Gangsterism at schools and communities Establishment of Neighbourhood Watches within both wards	Ward 5 Ward 9				
Mobile Police Station	Mobile Police Station	Ward 7				

SECTOR DEPARTMENT: DEPARTMENT OF CORPORATE GOVERNANCE AND TRADITIONAL AFFAIRS						
PRIORITY	DESCRIPTION	WARD/AREA	BUDGET YEAR			
			23/24	24/25	25/26	26/27
Upgrading, tarring, or paving of roads	Municipality requires assistance with MIG funding	Ward 4				
Upgrading of treatment plant	Municipality requires assistance with MIG funding	Ward 6				
Upgrading of Old Sport Field	Upgrading of old sport field	Ward 9				
Resealing of the following streets: St Francis Drive Grand Camore Triton Da Gama Derik Johan Muller Boulevard	Resealing of streets	Ward 12				
Upgrading and grading of gravel roads in Cape St Francis Bay and Paradise Beach	Upgrading and grading of gravel roads in Cape St Francis and Paradise Beach	Ward 12				
Upgrading, cleaning & maintenance of sport fields	Upgrading, cleaning & maintenance of sport fields	Ward 15				

SECTOR DEPARTMENT: DEPARTMENT OF ECONOMIC DEVELOPMENT AND TOURISM						
PRIORITY	DESCRIPTION	WARD/AREA	BUDGET YEAR			
			23/24	24/25	25/26	26/27
SMME Development for locals	Create opportunities for small business owners including training on financial management.	Ward 9				

SECTOR DEPARTMENT: DEPARTMENT OF EDUCATION						
PRIORITY	DESCRIPTION	WARD/AREA	BUDGET YEAR			
			23/24	24/25	25/26	26/27
Shelter for Scholars	Shelter for Scholars	Ward 1				
Abet School for adults	Abet School for adults	Ward 7				
High School	High School	Ward 7				

SECTOR DEPARTMENT: DEPARTMENT OF ENVIRONMENTAL AFFAIRS						
PRIORITY	DESCRIPTION	WARD/AREA	BUDGET YEAR			
			23/24	24/25	25/26	26/27
Rehabilitation of Dunes	Rehabilitation of Dunes	Ward 1				
Seekoei Estuary and Causeway	Intervention with regards to the odour experience in the area. Engagement between all affected stakeholders to address matter.	Ward 12				
Rock revetment, spit, and dune management	Rock revetment, spit and dune management	Ward 12				
Land cemeteries	Identify new land	Ward 13				

SECTOR DEPARTMENT: DEPARTMENT OF HEALTH						
PRIORITY	DESCRIPTION	WARD/AREA	BUDGET YEAR			
			23/24	24/25	25/26	26/27
Improvement of existing health facilities	Improvement of existing health facilities	Ward 2				
Clinic	Construction of a clinic	Ward 6				
Night Clinic	Provision of mobile health services. Availing of ambulance services within the area. The ambulance can be parked at a central point where it can arrive quickly at point of request.	Ward 7				
Clinic and ambulance services		Ward 9				
Mobile Clinic		Ward 10				
Ambulance Depot	Ambulance Depot	Ward 13				

SECTOR DEPARTMENT: DEPARTMENT OF HEALTH						
PRIORITY	DESCRIPTION	WARD/AREA	BUDGET YEAR			
			23/24	24/25	25/26	26/27
Day Hospital	After hour health services are huge need within the area. The current situation is causing serious financial strain on the community as they have to attend hospital services.	Ward 13				

SECTOR DEPARTMENT: DEPARTMENT OF HUMAN SETTLEMENTS						
PRIORITY	DESCRIPTION	WARD/AREA	BUDGET YEAR			
			23/24	24/25	25/26	26/27
Formalisation of informal settlement	Formalisation of informal settlement	Ward 1				
Housing FLISP	Provision Housing FLISP	Ward 5				
Eradication of Bucket System	Eradication of Bucket System	Ward 6 Ward 15				
Construction and rectification of houses	Construction and rectification of houses	Ward 7				
Need for Social and FLISP Housing	Need for Social and FLISP Housing	Ward 9				
Housing 278	Housing 278	Ward 10				
Illegal Shacks in Sea Vista	Illegal Shacks in Sea Vista	Ward 11				
New Housing Project	New Housing Project	Ward 14				

SECTOR DEPARTMENT: DEPARTMENT OF SOCIAL DEVELOPMENT						
PRIORITY	DESCRIPTION	WARD/AREA	BUDGET YEAR			
			23/24	24/25	25/26	26/27
Rehab Centre for drug and substance abuse	Establishment of a Rehab Centre for drug and substance abuse	Ward 1				
Youth Development Centre	Establishment of a Youth Development Centre	Ward 1				
Centre for the Differently abled persons	Centre for the Differently abled persons	Ward 1				
Rehabilitation Centre	Establishment of a Rehabilitation Centre	Ward 7 Ward 9				
Early Childhood Development Centre	Early Childhood Development Centre	Ward 9				

SECTOR DEPARTMENT: DEPARTMENT OF PUBLIC WORKS						
PRIORITY	DESCRIPTION	WARD/AREA	BUDGET YEAR			
			23/24	24/25	25/26	26/27
Multi-Purpose Centre	Multi-Purpose Centre	Ward 9				

SECTOR DEPARTMENT: DEPARTMENT OF ROADS AND TRANSPORT						
PRIORITY	DESCRIPTION	WARD/AREA	BUDGET YEAR			
			23/24	24/25	25/26	26/27
Takeover of Da Gama Road	Takeover of Da Gama Road	Ward 3				
Access road (N2 and interlink roads)	Access road (N2 and interlink roads)	Ward 4				
Maintenance of R333 link road	Maintenance of R333 link road	Ward 9				
Upgrade Road R331	Upgrade Road R331	Ward 10				
Widening of Dama, Woltemade and St Francis Streets	Widening of Dama, Woltemade and St Francis Streets	Ward 11				
Upgrading of roads	Upgrading of roads	Ward 15				

SECTOR DEPARTMENT: DEPARTMENT OF LAND REFORM AND RURAL DEVELOPMENT						
PRIORITY	DESCRIPTION	WARD/AREA	BUDGET YEAR			
			23/24	24/25	25/26	26/27
Animal impoundment Centre	Animal impoundment Centre	Ward 4				
Land tenureship	Land tenure ship	Ward 4				
Land for livestock farming and agriculture	Land for livestock farming and agriculture	Ward 4				

SECTOR DEPARTMENT: DEPARTMENT OF LAND REFORM AND RURAL DEVELOPMENT						
PRIORITY	DESCRIPTION	WARD/AREA	BUDGET YEAR			
			23/24	24/25	25/26	26/27
Land for livestock farming	Land for livestock farming	Ward 9				
Agricultural School Land	Agricultural School Land	Ward 10				

SECTOR DEPARTMENT: DEPARTMENT OF PUBLIC WORKS						
PRIORITY	DESCRIPTION	WARD/AREA	BUDGET YEAR			
			23/24	24/25	25/26	26/27
Land (Kruisfontein Civic)	Land (Kruisfontein Civic)	Ward 5				

SECTOR DEPARTMENT: DEPARTMENT OF WATER AND SANITATION						
PRIORITY	DESCRIPTION	WARD/AREA	BUDGET YEAR			
			23/24	24/25	25/26	26/27
Upgrade Kouga Dam	Upgrade Kouga Dam	Ward 10				

CHAPTER 3: STRATEGIC GOALS AND INTERGOVERNMENTAL ALIGNMENT

3.1 INTRODUCTION

The Strategic Framework is the principal informant of the Kouga 5-year Performance Plan, Multi-year Budget, Annual Service Delivery and Budget Implementation Plan and Performance Agreements of senior managers. The setting of key performance indicators and targets against which the performance of the municipality and its senior management and leadership are measured derive its mandate from the IDP.

In the State of the Municipal Address (SOMA) the Executive Mayor mapped out the strategic direction for the 2024/2025 financial year.

The Executive highlighted the following ongoing key development priorities:

- Streamlining Customer Care: Kouga is committed to bringing open, accessible, transparent, and accountable government to all residents across the Kouga region.
- Roads
- Renewable energy
- ISUP

The municipality went through a 2-day strategic session where the strategy of the municipality was discussed in depth and a new way of taking forward the organisation was crafted by the political and administrative leadership of Kouga.

3.2 ORGANISATIONAL SWOT ANALYSIS



3.3 VISION.MISSION AND VALUES

The strategic deliberations led to council identifying the most critical challenges and agreed on a new vision and mission that will craft a new developmental path for the Kouga municipal area.

The Kouga vision is characterised by the following fundamental components:

- **Sustainability**
- **Shared vision,** all working together to forge partnerships with communities and other key stakeholders including sector departments.
- **Clean Governance**, where political and administrative leaderships uphold the principles of good governance.
- All of its **people living in dignity** with the desperate conditions of informal settlements in mind
- All **living in harmony** with the high degree of diversity in our communities in mind
- A **viable economy** able to create employment and wealth opportunities to all of its communities

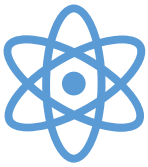


Vision: Service Excellence through Good Governance.



Mission:

- To be a trustworthy government that addresses the needs and respects the values of 'ubuntu' in our communities.
- To deliver inclusive and affordable services to improve the quality of life of all residents.
- To be a safe environment with diverse opportunities for economic growth and development.
- To be a responsive, accountable and caring government for all our people.
- To be an efficient, well-managed, corruption free and legally compliant municipality.
- To be an effectively governed administration that I committed to financial sustainability.
- To be a government that empowers residents to take a collective accountability in Kouga.



Values:

- Accountability and Transparency
- Efficiency and Effective
- Morality and Honesty

- Equity, Dignity and Respect
- Freedom and Fairness
- Integrity, Professionalism and Discipline
- Empathy and Compassion

Kouga Municipality conforms and is committed to uphold the Batho Pele Principles as set out in the White Paper on Transformation on Public Services, 1995.



Goals:

The following goals have been identified for Kouga Municipality:

Goal 1: Provide quality, sustainable municipal infrastructure to consistently maintain and improve the needs of the people of Kouga.

Goal 2: Create and facilitate a conducive environment that builds inclusive local economies, sustainable and decent employment.

Goal 3: Build financial sustainability of Kouga Municipality by empowering staff to achieve good outcomes governance and clean administration which is committed to prudent management of public funds by promoting accuracy and transparency.

Goal 4: Create an enabling environment for active public participation and an administrative culture characterised by accountability, transparency and efficiency.

Goal 5: Provide professional, efficient, people-centred human resources and administrative services to Kouga citizens, staff and council for a transformed, equitable and efficient local government.

3.4 KEY DEVELOPMENT CHALLENGES

The Kouga Municipal Council has through numerous strategic engagements and platforms identified the most critical challenges and what the impact thereof is caring for the present and future sustainability of the municipality.

i) Infrastructure Developments

- Aging Infrastructure (Roads, Fleet)
- Insufficient & Dilapidated Sever Infrastructure
- Dysfunctional Pump Station
- Waste collection / Rehabilitation of landfill sites/ Sewerage Systems / Illegal Dumping / Waste Consumption
- Lack of Maintenance
- Capacity of Cemetries

ii) Information Management

- Poor / Lack of Records & Data
- Lack of Systems (Limited Electronics Automated Systems)
- Delays or Lack of accurate information / Clear guidelines received from departments.

iii) Organisational / Capacity Development

- Lack skills in most departments
- Staff issues / Low staff morales, Productivity
- Efficiency, discipline, staff retention, more position to be funded & staff having to work in dangerous conditions in certain departments
- Lack of Communication
- Lack of resources in most departments
- Lack of inter departmental cooperation
- Insufficient workshop & office spaces
- Staff employed on contract for extend period/ Temporary Staff (may not work on Machines / Drive Official Vehicles/ may not work overtime to address emergencies)
- Shortage of Management & Supervisors
- No proper strategy for some areas in place
- Change Management it's not being discussed

iv) Compliance

- Mayors' office having to attend escalated Public Queries, which are not being delt with timeously by other departments.
- Failure if directorates to adhere to provisions of the SOPs for legal services.
- Non-compliance with legislative provisions by Directorates posing a risk to the municipality.
- Submission from agents not complaint with legal requirements

v) Safety & Security

- Stray Animals
- Fire Risk is evidence in Satellite Offices
- Gangsterism / Theft / Vandalism

vi) Communication & Public Participation

- Inconsistent evaluation of public involvement in decision making
- Vast geographical spread of the wards (Impacts on the visibility & meaningful Public Participation of these communities.
- Reactive approach rather than a proactive approach
- Non responsiveness on the Social Media Communication Platform

vii) Climate change

- Draught

- Soil erosion

In addressing these challenges, the municipality believes that it will unlock economic development and also improve socio conditions.

The municipality developed eight (8) Strategic Focus Areas (SFAs) based on the National Key Performance Areas (KPAs) with 7 Strategic Objectives aligned to the SFAs:

Strategic Map:

SFA	KEY FOCUS AREA	SO	STRATEGIC OBJECTIVE
FIN	Financial Viability	SO1	Enhance financial management and effective utilisation of resources, thereby ensuring the long-term viability and sustainability of the organisation.
BSD	Basic Service Delivery	SO2	Provide excellent, sustainable service delivery to all residents.
SPLHSE	Spatial Planning, Land, Human Settlements and Environmental Management	SO3	Facilitate the sustainable incorporation and effective management of human settlements, to provide an equitable, inclusive, and resilient living environment that enhances the quality of life for all residents.
INST	Institutional Development Talent Management	SO4	Attract, develop and retain a highly skilled and motivated workforce for the municipality, ensuring effective talent management practices that align with its objectives, promote innovation, and enhance overall municipal performance.
SS	Safety and Security	SO5	Establish and maintain a robust safety and security framework for municipal assets, protecting critical infrastructure, resources, and information, while fostering a resilient and secure environment for the community.
LED	Tourism and Economic Development	SO6	Create and facilitate a conducive environment, with core focus on tourism, that builds inclusive economies, sustainable and decent employment.
GOV	Good Governance	SO7	Adherence to implementation of effective and efficient governance processes

3.5 STRATEGIC POLICY DIRECTIVE

At several points during the IDP process, alignment with other tiers of government is required. The tool used to integrate and synchronize the IDP Process across many government sectors is alignment. How the District Municipality, the National and the Provincial Government can help the municipality meet its development goals must be made clear by the alignment process.

In terms of the Constitution of South Africa, all spheres of government and all organs of state within each sphere must co-operate with one another in mutual trust and good faith fostering friendly relations. They must assist and support one another; inform and consult one another on matters of common interest; coordinate their actions;

adhering to agreed procedures and avoid legal proceedings against each one another.

Kouga Municipality identified critical focus areas listed below at the beginning of the 2022-2027 IDP cycle and these focus areas still remain as a priority to the organisation:

Focus Areas	Narrative
	▪ Adopt a broad, integrated approach to improving the efficiency of "city" operations, the quality of life for its citizens, and growing the local economy. ▪ A smart city is a developed area that creates sustainable economic development and high quality of life by excelling in multiple key areas: Economy, Environment, Living, Mobility, People, Government.
	▪ Kouga is growing. ▪ Municipality has to keep pace by offering: ▪ Service delivery excellence ▪ Financially stability, ▪ Well-structured organization that is an enabler of a resilient economy
	▪ Deploys smart waste, disposal and monitoring solutions. ▪ Deals with more than just litter, waste collection and disposal. ▪ Manage pollution in both the air and all bodies of water as well as noise levels in neighbourhoods ▪ Provides humane sanitation services to all of its citizens and ensures that water to their taps is free of harmful bacteria and chemicals and meets acceptable standards. ▪ Creates clean, well-maintained public spaces that foster community pride, ▪ Builds a sense of public ownership and ▪ Deters anti-social behaviour such as vandalism and destruction of public spaces & facilities ▪ Harnesses technological innovation to measure safety e.g. Air pollution
	▪ Deliver services to our citizens, in an efficient, cost effective and timely manner and at a level of quality that residents can expect for the charges they pay. ▪ Success is based on: ▪ centralization of data and ▪ access to information at the click of a button, ▪ customer relationship management, ▪ strong communication systems and customer centricity ▪ correct organizational structure ▪ appropriately skilled personnel

Focus Areas	Narrative
	▪ its local development in the principles of green growth and equity: ▪ reducing waste ▪ expanding recycling – creating circular economic activities ▪ lowering emissions ▪ increasing housing density ▪ mixed land use and social mix practices in its planning systems ▪ housing and buildings are energy efficient and water saving ▪ expanding open space ▪ creating and preserving green spaces ▪ encouraging the development of sustainable local businesses ▪ generating energy through renewable sources
	▪ A safe municipality engages in activities that enables municipality and security partners to better protect their citizens from a range of threats. It is an essential pillar supporting the development of smart cities.
	▪ To display kindness and concern for the well-being of the citizens of the Kouga Municipal area. ▪ The Municipality shows a caring attitude towards its residents.

The following four strategic targets are key focus points have been added to the above focus areas in order to enhance the municipality's strategic thrust for the remainder of the term of council that will contain three budget cycles.

- The resealing of Kouga Municipality surfaced roads is a priority that could no longer be postponed and needs immediate intervention. Due to the rapid deterioration of municipal surfaced roads after good rains received in 2023 there is a need to invest at least R 200 million in the resealing of 150 km surfaced roads over the next three years. A roads master plan was completed, and the intention is to implement the recommendations in this roads master plan to improve the quality of surfaced roads in Kouga Municipality.

- The second strategic target is to incrementally implement its renewable energy strategy with its main objective of avoiding load shedding and saving money on expensive Eskom electricity tariffs. The main project of this strategy is the construction of a 20 MW solar plant in Humansdorp.

- The third strategic target is the repair and upgrading of all wastewater treatment plants in Kouga Municipality to achieve a minimum of 70% Green Drop compliance score.

- The fourth strategic objective to improve customer services by achieving a 95% achievement of turnaround times according to the approved Customer Service Charter.

3.5.1 Strategic Alignment

The strategic alignment between the National, Provincial, District and Local Government KPA'S that guide the mandate of the municipality are listed, but not limited to, the following:

National Key Performance Area (NKPA)	National Outcome (NOC)	Sustainable Development Goals (SDG)	National Development Plan (NDP)	Provincial Strategic Objectives	Sarah Baartman District Municipality Objectives	Municipal Key Performance Area (MKPA)	
NKPA	**NOC**	**SDG**	**NDP**	**PSO**	**SBDM**	**MKPA**	
NKPA1	NOC1	SDG3	NDP4	PSO3	DMO1	KPA1	Basic Services and Infrastructure
NKPA2	NOC6	SDG4	NDP10	PSO4			
NKPA3	NOC7	SDG9	NDP16				
NKPA4	NOC8	SDG10					
NKPA5	NOC9	SDG12					
	NOC10						
	NOC11						
NKPA4	NOC4	SDG4	NDP1	PSO1	DMO3	KPA2	Local Economic Development
	NOC5	SDG11	NDP3	PSO4			
	NOC8						
NKPA1	NOC4	SDG8	NDP9	PSO4	DMO2	KPA3	Municipal Financial Viability and Transformation
NKPA4	NOC9		NDP10				
			NDP11				
NKPA2 NKPA1 NKPA5 NKPA1	NOC6	SDG8	NDP3	PSO2	DMO4	KPA4	Good Governance and Public Participation
	NOC10	SDG15	NDP7	PSO4			
	NOC12	SDG17	NDP13				
NKPA5	NOC5	SDG9	NDP11	PSO2	DMO5	KPA5	Municipal Transformation and Organisational Development
NKPA4	NOC4	SDG4	NDP1	PSO1	DMO3	KPA6	Spatial Planning

3.5.2 Key Government Priorities

Key Government priorities to be implemented in District against each of the six pillars:

Table 31:Key Government Priorities

LIST OF GOVERNMENT PRIORITIES TO BE IMPLEMENTED IN DISTRICT			
PILLAR NAME	**NATIONAL/PROVINCIAL/MTSF PRIORITIES**	**EC PDP PRIORITIES**	**DISTRICT/ METRO PRIORITIES**
PILLAR 1: DEMOGRAPHIC CHANGE AND PEOPLE DEVELOPMENT	**Priority 3:** Education, Skills and Health **Priority 4:** Consolidating the Social Wage through Reliable and Quality Basic Services **Priority 6:** Social Cohesion and Safer Communities	**Goal (Impact Area) 4: Human Development** 1. Increase access to Early childhood development. 2. Improved quality of primary and secondary education for improved educational outcomes. 3. Increase skills for development of the province. 4. Improved health profile and health outcomes in communities. 5. Improve the safety of the people in the Eastern Cape. 6. Promotion of Social Cohesion and moral regeneration. 7. Social Protection and Viable Communities.	1. Improve Service Delivery 2. Socio-economic upliftment
PILLAR 2: ECONOMIC POSITIONING	**Priority 2:** Economic Transformation and Job Creation	**Goal (Impact Area) 1: Innovative and Inclusive Growing Economy** 1. Stronger industry and enterprise support. 2. Rapid development of high-potential economic sectors. 3. Spatially balanced economic development, urban development and small-town revitalization. 4. Digital transformation and development of the ICT sector. 5. Goal (Impact Area) 3: Rural Development and an Innovative and High-Value Agriculture Sector	1. Job Creation 2. Local Economic Development

LIST OF GOVERNMENT PRIORITIES TO BE IMPLEMENTED IN DISTRICT			
PILLAR NAME	**NATIONAL/PROVINCIAL/MTSF PRIORITIES**	**EC PDP PRIORITIES**	**DISTRICT/ METRO PRIORITIES**
		6. Sustainable community agriculture and diversified livelihoods. 7. Development of agricultural value chains. 8. Accelerate land reform and land rehabilitation programmes.	
PILLAR 3: SPATIAL RESTRUCTURING AND ENVIRONMENTAL SUSTAINABILITY	**Priority 5:** Spatial Integration, Human Settlements and Local Government	**Goal (Impact Area) 2: An Enabling Infrastructure Network** 1. Develop sustainable and integrated settlements. 2. Goal (Impact Area) 5: Environmental Sustainability 3. Safeguarding ecosystems and existing natural resources. 4. Respond to climate change and green technology innovations. 5. Improvement of environmental governance.	Spatial integration
PILLAR 4: INFRASTRUCTURE ENGINEERING	**Priority 2:** Economic Transformation and Job Creation **Priority 5:** Spatial Integration, Human Settlements and Local Government	**Goal (Impact Area) 2: An Enabling Infrastructure Network** 1. Build resilient economic infrastructure that promotes economic activity. 2. Universal access to basic infrastructure. 3. Sustainable energy and electricity provision. 4. Develop sustainable and integrated settlements. 5. Improve infrastructure planning, delivery, operations and maintenance.	Basic Service Delivery and Infrastructure
PILLAR 5: INTEGRATED SERVICE PROVISIONING	**Priority 4:** Consolidating the Social Wage through Reliable and Quality Basic Services	**Goal (Impact Area) 2: An Enabling Infrastructure Network** 1. Universal access to basic infrastructure.	Basic Service Delivery and Infrastructure
PILLAR 6: GOVERNANCE AND FINANCE	**Priority 1:** A Capable, Ethical and Developmental State **Priority 7:** A Better Africa and World	**Goal (Impact Area) 6: Capable Democratic Institutions** 1. Building the Capability of the State to deliver.	1. Build Institutional Capacity & Financial Viability 2. Single window of co-ordination

LIST OF GOVERNMENT PRIORITIES TO BE IMPLEMENTED IN DISTRICT			
PILLAR NAME	**NATIONAL/PROVINCIAL/MTSF PRIORITIES**	**EC PDP PRIORITIES**	**DISTRICT/ METRO PRIORITIES**
		2. Transformed, Integrated and Innovative Service Delivery. 3. Instilling a culture of good corporate governance. 4. Build multi-agency partnerships.	3. Governance and Public Participation 4. Municipal Transformation and Organisational Development

3.5.3 Strategic Objectives aligned to Departmental Objectives

Strategic Alignment					
NKPA	**SO**	**Strategic Objective**	**Outcome**	**Directorate**	**Pre-Determined Objective**
MFVM	SO1	Enhance financial management and the effective utilization of resources, thereby ensuring the long-term viability and sustainability of the organization	The municipality aims to build a resilient financial foundation, maximize the effective use of financial resources, and sustain long-term viability	Finance & Economic Development	To manage and provide financial services to ensure financial viability, compliance and reporting.
BSD	SO2	Provide excellent, sustainable service delivery to all residents	All residents have equal access to essential municipal services	Civil & Water Services	To manage and ensure the provision of basic municipal services and the reduction of infrastructure backlogs.
			150km worth of roads upgraded	Civil & Water Services	To manage and ensure the provision of basic municipal services and the reduction of infrastructure backlogs.
			1 megawatt (phase 1), 20 megawatt (phase 2) and 40 megawatt (phase 3) projects realized and electrification of areas	Electromechanical Services	To manage and ensure the provision of basic municipal services and the reduction of infrastructure backlogs.
			70% compliance with Green Drop requirements and 5 plants upgraded	Civil & Water Services	To manage and ensure the provision of basic municipal services and the reduction of infrastructure backlogs.

Strategic Alignment					
NKPA	**SO**	**Strategic Objective**	**Outcome**	**Directorate**	**Pre-Determined Objective**
MTID	SO2	Provide excellent, sustainable service delivery to all residents	Achievement of 95% of service charter timeframes	All Directorates	To manage and ensure the provision of basic municipal services and the reduction of infrastructure backlogs.
BSD	SO3	Facilitate the sustainable incorporation and effective management of human settlements, to provide an equitable, inclusive, and resilient living environment that enhances the quality of life for all residents	Human settlements are established and managed to be functional, resilient and contribute positively to the well-being and prosperity of the residents while respecting the principles of sustainability and inclusivity	Planning and Development	To manage and provide planning services in order to ensure the economic upliftment, growth and development of the municipal area.
MTID	SO4	Establish and maintain a robust safety and security framework for municipal assets, protecting critical infrastructure, resources and information	Municipal infrastructure, resources, and information are effectively safeguarded against theft, physical damage, cyber-attacks, and unauthorized access	Office of the Deputy Municipal Manager	Ensure the safeguarding of municipal infrastructure and information through the implementation of appropriate safety measures
			Pro-active security measures minimize the risk of disruptions to essential services and operations, allowing municipal functions to proceed smoothly	Community Services	To render integrated community services to enhance community development in general and promote a clean and safe environment
			Emergency response plans are well-established and regularly tested, enabling a prompt and efficient response to incidents, which helps mitigate potential damages		
			Access control mechanisms are implemented effectively, preventing unauthorized individuals from gaining entry to sensitive areas and information	Office of the Deputy Municipal Manager	Ensure the safeguarding of municipal infrastructure and information through the implementation of appropriate safety measures

Strategic Alignment					
NKPA	**SO**	**Strategic Objective**	**Outcome**	**Directorate**	**Pre-Determined Objective**
BSD	SO5	Establish and maintain a robust safety and security framework fostering a resilient and secure environment for the community	Residents and stakeholders have confidence in the safety and security of municipal assets, fostering a sense of well-being and trust in local governance	Community Services	To render integrated community services to enhance community development in general and promote a clean and safe environment
LED	SO6	Create and facilitate a conducive environment, with core focus on tourism, that builds inclusive local economies, sustainable and decent employment	The economic benefits generated by tourism are distributed among various sectors of the community and businesses, ensuring that a broad cross-section of the population participates in the local economy	Finance & Economic Development	To manage and promote financial services to ensure financial viability, compliance and reporting.
GGPP	SO7	Adherence to and implementation of effective and efficient governance processes	A foundation for effective and efficient governance that serves the best interests of the community, promotes accountability, and facilitates sustainable development, has been establish and is adhered to	Office of the Municipal Manager	To ensure that municipal services are administered with the objectives of local government as prescribed in Chapter 7 of the Constitution.
MTID	SO8	Attract, develop, and retain a highly skilled and motivated workforce for the municipality, ensuring effective talent management practices that align with its objectives, promote innovation, and enhance overall municipal performance	A dynamic and capable municipal workforce that can effectively address current and future challenges, contribute to the municipality's success, and provide high-quality services to the community. This includes an established work environment that attracts top talent, nurtures professional growth, and maximizes the potential of its workforce	Office of the Deputy Municipal Manager	To transform the institution into high-performance organisation with a skilled and diverse workforce.

3.6 STRATEGIC FOCUS AREAS

a) KPA1: Basic Services and Infrastructure

Key Performance Area	KPA 1: Basic Services and Infrastructure
Strategic Goal	**Goal 1:** Provide quality, sustainable municipal infrastructure to consistently maintain and improve the needs of the people of Kouga
Strategic Objective	**SO2:** Provide excellent, sustainable service delivery to all residents. **SO5:** Establish and maintain a robust safety and security framework fostering a resilient and secure environment for the community
Key Focus Areas (KFAs)	**KFA 1:** Transport, Roads, Stormwater and Infrastructure **KFA 2:** Water, Sanitation Services and Infrastructure **KFA 3:** Electricity Supply, Efficiency and Infrastructure **KFA 4:** Project Management **KFA 5:** Equipment and Plant **KFA 6:** Solid Waste Management & Infrastructure **KFA 7:** Municipal & Public Facilities **KFA 8:** Safety and Security **KFA 9:** Disaster Management **KFA 10:** Emergency Management **KFA 11:** Traffic, Vehicle Licensing and Parking Control **KFA 12:** Municipal Law Enforcement **KFA 13:** Environmental Management & Climate Change **KFA 14:** Public Health **KFA 15:** Libraries **KFA 16:** Cemeteries
Outcome(s)/Impact	All residents have equal access to essential municipal services 150km worth of roads upgraded. 1 megawatt (phase 1), 20 megawatt (phase 2) and 40 megawatt (phase 3) projects realized and electrification of areas. 70% compliance with Green Drop requirements and 5 plants upgraded Residents and stakeholders have confidence in the safety and security of municipal assets, fostering a sense of well-being and trust in local governance
Strategic Risks	Water Security and Load Shedding. Lack of sufficient capacity of bulk infrastructure (Elec, water, sewerage). Too many residents- too small treatment capacity. Note:" Lack of" refers to land and illegal informal settlements that cannot be serviced by bulk due to, amongst other, location which makes it impossible to be connected to existing services roads, Stormwater, waste).

Municipal Function	Directorate: Civil & Water	Directorate: Electromechanical	Directorate: Community Services
Priority	Water Services Wastewater (Sewer) Stormwater Roads Buildings	Electricity Fleet	Environmental Management Community Amenities Protection Services Environmental Health Parks and Recreation
Predetermined Objectives	To manage and ensure the provision of basic municipal services and the reduction of infrastructure backlogs		

b) KPA2: Local Economic Development

Key Performance Area	KPA 2: Local Economic Development
Strategic Goal	**Goal 2:** Create and facilitate a conducive environment that builds inclusive local economies, sustainable and decent employment
Strategic Objective	**SO6:** Create and facilitate a conducive environment, with core focus on tourism, that builds inclusive economies, sustainable and decent employment.
Key Focus Areas (KFAs)	**KFA 24:** Tourism **KFA 25:** Arts and Culture **KFA 26:** Skills Development and Facilitation **KFA 27:** LED and Poverty Alleviation
Outcome/Impact	The economic benefits generated by tourism are distributed among various sectors of the community and businesses, ensuring that a broad cross-section of the population participates in the local economy.
Municipal Function	Directorate: Finance & Economic Development
Pre-determined Objectives	To manage and provide town planning services and ensure the economic upliftment and development in the municipal area

c) KPA3: Municipal Financial Viability and Transformation

Key Performance Area	KPA 3: Municipal Financial Viability and Transformation
Strategic Goal	**Goal 3:** Build financial sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration which is committed to prudent management of public funds by promoting accuracy and transparency
Strategic Objective	**SO1:** Enhance financial management and effective utilisation of resources, thereby ensuring the long-term viability and sustainability of the organisation.
Key Focus Areas (KFAs)	**KFA 28:** Financial Legislation and Compliance **KFA 29:** Financial Management Policies

Key Performance Area	KPA 3: Municipal Financial Viability and Transformation
	KFA 30: Overview of Budget Assumptions **KFA 31:** Operating Revenue Framework **KFA 32:** Operating Expenditure Framework **KFA 33:** Capital Expenditure **KFA 34:** Annual Budget Tables **KFA 35:** Overview and Budget Funding **KFA 36:** Cash Flow Management **KFA 37:** Property Valuation and Property Management **KFA 38:** Information and Communication Technology (ICT) **KFA 39:** Revenue Strategies **KFA 40:** Supply Chain Management
Outcome/Impact	The municipality aims to build a resilient financial foundation, maximize the effective use of financial resources, and sustain long-term viability
Municipal Function	**Finance & Economic Development**
Pre-determined Objectives	To manage and provide financial services to ensure financial viability, compliance, and reporting

d) KPA4: Good Governance and Public Participation

Key Performance Area	KPA4: Good Governance and Public Participation
Strategic Goal	**Goal 4:** Create an enabling environment for active public participation and administrative culture characterized by accountability, transparency and efficiency
Strategic Objective	**SO7:** Adherence to implementation of effective and efficient governance processes
Key Focus Areas (KFAs)	**KFA 41:** Governance Structures **KFA 42:** Audit and Compliance **KFA 43:** Policies and By-laws **KFA 44:** Intergovernmental Relations **KFA 45:** Complaints Management **KFA 46:** SLAs and MOUs entered to **KFA 47:** Legal Services **KFA 48:** Municipal Court **KFA 49:** Communication (Internal and External) **KFA 50:** Marketing and Branding **KFA 51:** Social Cohesion
Outcome/Impact	A responsive municipality based on sound principles which embodies and embrace the rule of law, public participation, accountability and responsibility.

Municipal Function	Office of the Municipal Manager
Pre-determined Objectives	To render integrated community services to enhance community development in general and promote a clean and safe environment

e) Institutional Transformation

Key Performance Area	KPA5: Institutional Transformation
Strategic Goal	**Goal 5:** Provide professional, efficient, people centred human resources and administrative services to Kouga citizens, staff and council for a transformed, equitable and efficient local government.
Strategic Objectives	**SO8:** Attract, develop and retain a highly skilled and motivated workforce for the municipality, ensuring effective talent management practices that align with its objectives, promote innovation, and enhance overall municipal performance.
Key Focus Areas (KFAs)	**KFA 52:** Organisational Structure **KFA 53:** HR Policies and other related documents **KFA 54:** Human Capital and Skills Development
Outcome/Impact	A dynamic and capable municipal workforce that can effectively address current and future challenges, contribute to the municipality's success, and provide high-quality services to the community. This includes an established work environment that attracts top talent, nurtures professional growth, and maximizes the potential of its workforce.
Municipal Function	Office of the Deputy Municipal Manager
Pre-determined Objectives	To transform the institution into a high-performance organization with a skilled and diverse work force

f) KPA6: Spatial Planning, Land Use, Human Settlements, Environment Management

Key Performance Area	KPA6: Spatial Planning, Land Use, Human Settlements, Environment Management
Strategic Goal	**Goal 2:** Create and facilitate a conducive environment that builds inclusive local economies, sustainable and decent employment
Strategic Objectives	**SO3**: Facilitate the sustainable incorporation and effective management of human settlements, to provide an equitable, inclusive, and resilient living environment that enhances the quality of life for all residents.
Key Focus Areas (KFAs)	**KFA 55:** Compliance **KFA 56:** Spatial Rational **KFA 57:** SPLUMA Implementation **KFA 58:** Access to Land and Human Settlements **KFA 59:** Air Quality Management **KFA 60:** Climate Change and Natural Environmental analysis

Key Performance Area	KPA6: Spatial Planning, Land Use, Human Settlements, Environment Management
Outcome/Impact	Creating a more rational territorial organization of land uses and the linkages between them, to balance demands for development with the need to protect the environment and to achieve social and economic development objectives.
Municipal Function	**Planning and Development**
Pre-determined Objectives	To manage and provide town planning services and ensure the economic upliftment and development in the municipal area.

3.7 KEY PERFORMANCE AREAS RATING AS PER THE MEC ASSESSMENT

The following Key Performance Areas have been identified by the Kouga Municipality.

1. Basic Services and Infrastructure
2. Local Economic Development
3. Municipal Financial Viability and Transformation
4. Good Governance and Public Participation
5. Institutional Transformation
6. Spatial Planning, Land Use, Human Settlements, Environmental Management

Overall, KPA ratings

Each Key Performance Area was allocated an overall rating within the following context:

Levels of performance	Scores	Performance description	Action required
Low	1-33%	Poor	Immediate and intensive intervention
Medium	34-66%	Satisfactory	Minimum support required
High	67-100%	Good	Benchmarking

The table below displays comparative ratings of the municipality over a three-year period:

KPAs	Ratings 2021/2022 IDP Review	Ratings 2022/2023 IDP Review	Ratings 2023/2024 IDP Review
KPA 1: Service Delivery & Infrastructure Planning	**High**	**High**	**Medium**
KPA 2: Financial Planning & Budgets	**High**	**High**	**High**
KPA 3: Local Economic Development	**High**	**High**	**High**
KPA 4: Good Governance & Public Participation	**High**	**High**	**Medium**
KPA 5: Institutional Arrangements	**High**	**Medium**	**Low**
KPA6: Spatial Planning, Land Use, Human Settlements, Environmental Management	**High**	**Medium**	**High**
Overall Rating	**High**	**High**	**Medium**

The municipality received an overall HIGH rating from the Office of the MEC which places the municipality in a benchmarking category. All 6 key performance areas received a high score. This is significant progress from the previous years as can be seen in the table above. The municipality maintained a trend of HIGH scoring over the period of its IDP assessment cycle of the 2022-23 IDP.

3.7.1 MEC Comments/Findings

The table below provides feedback on action taken by the Kouga Municipality on the MEC Comments/Findings on the municipality's IDP Review for the 2023/24 financial year:

ASSESSMENT OF THE IDP 2023/2024 ACTION SHEET					
KPA	**ITEM DESCRIPTION**	**COMMENTS BY MEC**	**ACTION TAKEN**	**LEADING DEPARTMENT**	**CURRENT STATUS**
KPA 1	Spatial Planning, Land, Human Settlements and Environmental Management	The municipality must expedite the development of an Air Quality Management Plan (AQMP) as contemplated in Section 15(2) of the National Environmental Management: Air Quality Act, No.39 of 2004.	The municipality is currently busy with the Procurement Process for the Air Quality Management Plan at Bid Adjudication Level for the appointment of a Service Provider to commence with the Baseline Air Quality Assessment. The Baseline Report will be submitted to DEDEAT upon receipt. A Project Steering Committee will be established to assist all internal directorates and external departments of government.	Planning & Development/ Community Services & Safety	**In progress**
KPA 1	Spatial Planning, Land, Human Settlements and Environmental Management	The municipality must develop a plan to address land degradation and enhance revitalization.	The municipality is the process to review the MSDF and policies on biodiversity conservation, environmental protection, climate change, water management, poverty reduction, capacity building and social protection.	Planning & Development	**In progress**
KPA 2	Service Delivery and Infrastructure Planning	The municipality must develop Rural Road Asset Management System (RRAMS).	Municipality in collaboration with the District is in process of conducting an assessment and updating the current Roads Master Plan.	Civil & Water	**In progress**
KPA 2	Service Delivery and Infrastructure Planning	The municipality must develop a storm water master plan.	The existing 2015 Stormwater Master Plan to be updated. Budget provision to be made in the FY 2024/25.	Civil & Water	**In progress**
KPA 2	Service Delivery and Infrastructure Planning	The municipality must establish a coordinated forum for roads and transport planning with support from the Department of Transport as per agreement solicited between the two parties in April 2023.	Municipality commenced with the Public Participation on the establishment of a Co-ordinated Roads and Transport Forum in support of the Provincial Department as agreed.	Civil & Water	**In progress**

ASSESSMENT OF THE IDP 2023/2024 ACTION SHEET					
KPA	**ITEM DESCRIPTION**	**COMMENTS BY MEC**	**ACTION TAKEN**	**LEADING DEPARTMENT**	**CURRENT STATUS**
KPA 2	Service Delivery and Infrastructure Planning	The municipality must prioritise budgeting for non-motorised facilities	The municipality has flagged the need for non-motorised facilities for 2025/26	Electro & Mechanical Services	**In progress**
KPA 2	Service Delivery and Infrastructure Planning	The municipality must develop a plan for Coastal Zone Management and establish municipal Coastal Committees	Coastal Management Plan/Programme was adopted in Council 2020. The Municipality is part of the District and Provincial committee and has an Environmental Monitoring Committee in place.	Community Services & Safety	**In progress**
KPA 2	Service Delivery and Infrastructure Planning	The municipality must reflect on existence of a Waste Management Plan as contemplated in Section 11 of the National Environmental Management Act (NEMWA), No. 59 of 2008.	The Municipality has an adopted IWMP which is currently being reviewed and Mamadi & Company is the appointed consultants.	Community Services & Safety	**In progress**
KPA 2	Service Delivery and Infrastructure Planning	The municipality must appoint a designated waste management officer	Christa Venter is the appointed Waste Management Officer as from 2019.	Community Services & Safety	**Completed**
KPA 2	Service Delivery and Infrastructure Planning	The municipality must develop a budgeted trade effluent policy.	The Directorate of Community Services and Civil & Water has prioritised the development of a budgeted trade policy in 2024/2025.	Community Services & Safety Civil and Water	**In progress**
KPA 2	Service Delivery and Infrastructure Planning	The municipality must develop an Integrated Community Safety Forum.	To be established after 1 July 2024.	Community Services & Safety	**Completed**
KPA 2	Service Delivery and Infrastructure Planning	The municipality must establish an Integrated Community Safety Plan.	The Kouga Integrated Community Safety Plan was adopted by Council on 28 October 2022.	Community Services & Safety	**In progress**
KPA 2	Service Delivery and Infrastructure Planning	The municipality must ensure that that the disaster vulnerability and risk assessment reports inform the Spatial Development Plan.	the Directorate of Community Services and Safety will ensure that inputs are provided during the Reviewal of the Municipal Spatial Development Framework.	Planning & Development/Community Services& Safety/Municipal Manager	**In progress**
KPA 2	Service Delivery and Infrastructure Planning	The municipality must incorporate emergency procurement measures into the Disaster Management Plan.	The Emergency Procurement Measures is fully implemented into the Municipal Disaster Management Plan as required in terms of the MFMA.	Community Services & Safety	**Completed**

ASSESSMENT OF THE IDP 2023/2024 ACTION SHEET					
KPA	**ITEM DESCRIPTION**	**COMMENTS BY MEC**	**ACTION TAKEN**	**LEADING DEPARTMENT**	**CURRENT STATUS**
KPA 2	Service Delivery and Infrastructure Planning	The IDP must reflect on existence of Disaster Management by-laws.	The Disaster Management Plan was adopted in Council on 31st May 2023 and due to be reviewed by June 2024.	Community Services & Safety	**Completed**
KPA 2	Service Delivery and Infrastructure Planning	The IDP must reflect on existence if the Fire Services tariffs that are implemented and reviewed periodically.	Fire Services has been determined and forms part of the budget tariff's structure.	Community Services & Safety/Finance & Economic Development	**In progress**
KPA 2	Service Delivery and Infrastructure Planning	The municipality must develop a plan to address veld and forest fires, oil spillages and floods.	An Oil Spills Contingency Plan has been developed and has been endorsed by the Minister for the Department of Forestry, Fisheries and Environment. The Plan was also approved in Council in 2021.	Community Services & Safety	**Completed**
KPA 2	Service Delivery and Infrastructure Planning	The municipality must provide current statistics on electricity backlogs.	0% all registered erven have access to electricity or already have an electrical connection. Illegal settlements not on registered erven is excluded and cannot form part of the backlog for electricity.	Electro & Mechanical Services	**Completed**
KPA 2	Service Delivery and Infrastructure Planning	The municipal IDP reflect on alternative sources of renewable energy.	The municipality has already started with a Renewable energy project to mitigate loadshedding and to reduce the load from the national grid. Project has an IDP Ref. No. IE99 and is at an advance stage. Environmental Approval has been granted on 10 November 2023 for the construction of a 20MW plant.	Electro & Mechanical Services	**In progress**
KPA 2	Service Delivery and Infrastructure Planning	The municipality must reflect a summary of water planning and current requirements per sector (housing, agriculture, mining, tourism) in accordance with the Water Service Development Plan (WSDP).	The municipality went out on a Consultant Roster tender that makes provision for the update of the WSDP. The process is currently at BEC.	Civil & Water	**In progress**

ASSESSMENT OF THE IDP 2023/2024 ACTION SHEET					
KPA	**ITEM DESCRIPTION**	**COMMENTS BY MEC**	**ACTION TAKEN**	**LEADING DEPARTMENT**	**CURRENT STATUS**
KPA 2	Service Delivery and Infrastructure Planning	The municipality must develop infrastructure maintenance plans.	The municipality went out on Consultant Roster tender that makes provision for the update of the Infrastructure Maintenance Plans. The process is currently at BEC.	Civil & Water	**In progress**
KPA 3	Financial Planning & budget	The municipality must expedite approval of water and electricity loss reduction plan by Council.	The Electricity and the Water loss reduction plan is currently being finalized and will be submitted to Council for approval.	Civil & Water/Electro& Mechanical Services	**In progress**
KPA 3	Financial Planning & budget	The municipality must reflect on the annual review of indigent register.	The municipality continuously reviews the indigent register - a reminder will be sent to all indigents, three months before the end of the relevant financial year, informing all beneficiaries to apply for such benefits in each consecutive calendar year. The process will be detailed in a SOP. The Municipality does have Indigent Drives throughout the year where the Municipality goes to the relevant communities to register new indigents.	Finance & Economic Development	**On-going**
KPA 4	Local Economic Development	The IDP situational analysis must reflect available economic opportunities	The municipality in the process to review the LED Strategy which will detail the key opportunities within Kouga	Finance & Economic Development	**In progress**
KPA 4	Local Economic Development	The municipality must clearly indicate its comparative and competitive advantages of the locality.	The Municipal area has many advantages - international surfing beaches, blue flag beaches, borders on the Baviaanskloof, St Francis Bay being a key holiday destination for both national and international tourists - this will be reflected in the IDP.	Finance & Economic Development	**In progress**
KPA 4	Local Economic Development	The municipality must indicate mechanisms for business expansion, retention of existing businesses and attraction of further investments.	The municipality in the process to review the LED Strategy which will detail the mechanisms for business expansion, retention of existing businesses and attraction of further investments.	Finance & Economic Development	**In progress**

ASSESSMENT OF THE IDP 2023/2024 ACTION SHEET					
KPA	ITEM DESCRIPTION	COMMENTS BY MEC	ACTION TAKEN	LEADING DEPARTMENT	CURRENT STATUS
KPA 5	Good Governance and Public Participation	The municipality must develop public participation and communication strategies.	Completed and adopted by Council	Corporate & Communication Services	Completed
KPA 5	Good Governance and Public Participation	The municipal IDP must reflect social cohesion programmes.	A dedicated special programmes unit led by the Office of the Executive Mayor lead the unit. A list of the projects will find expression in the 2024/2025 Reviewed IDP.	Corporate & Communication Services	Completed
KPA 5	Good Governance and Public Participation	The municipality must engage in inter-municipal planning programmes.	IGR sessions take place every quarter. 2023 has seen the municipality recorded the highest participation from sector departments ever known.	Corporate & Communication Services/Finance & Economic Development	Completed
KPA 5	Good Governance and Public Participation	The municipality must establish an institutionalised compliant management system.	Completed - the Call Centre is fully operational, and reporting is done through monthly Portfolio Committees	Corporate & Communication Services	Completed
KPA 5	Good Governance and Public Participation	The municipality must develop and adopt fraud prevention policy and plan.	The Fraud Prevention Policy and Plan was drafted for consultation and approval by Council.	MM Office	In progress
KPA 5	Good Governance and Public Participation	The municipality must indicate whether council and its structures are convened according to the adopted council calendar.	Yes, there is an Annual Calendar for all meetings of Council and other Structures that are closely monitored by the Office of the Speaker.	Corporate & Communication Services	Completed
KPA 5	Good Governance and Public Participation	The municipality must reflect on the existence and functionality of the Municipal Public Accounts Committee (MPAC)	MPAC appointed and is functional.	MM Office	Completed
KPA 5	Good Governance and Public Participation	The municipal IDP must reflect audit opinions for the past 3 years.	the municipality will include all opinions for the past three years into the 2024/2025 IDP	Finance & Economic Development	In progress
KPA 5	Good Governance and	The municipal IDP must reflect the legal management system (litigation register)	The municipality does have an updated Litigation register that reflects on the Legal Management System.	Corporate & Communication Services	Completed

ASSESSMENT OF THE IDP 2023/2024 ACTION SHEET					
KPA	**ITEM DESCRIPTION**	**COMMENTS BY MEC**	**ACTION TAKEN**	**LEADING DEPARTMENT**	**CURRENT STATUS**
	Public Participation				
KPA 5	Good Governance and Public Participation	The municipality must reflect the findings on predetermined objectives and compliance issues.	Audit Corrective Action Plan has been prepared and is in process to be implemented	MM Office	**In progress**
KPA 5	Good Governance and Public Participation	The municipality must reflect on implementation of Performance Management below Section 56 Managers.	Performance Agreements for staff has been developed	Human Resources	**On-going**
KPA 5	Good Governance and Public Participation	The municipal IDP must indicate capacity building programmes targeting women, disabled people and youth.	All these programmes including capacity building targeting woman, disabled people and youth has been captured in the Work Skills Plan	Corporate & Communication Services	**Completed**
KPA 6	Institutional Arrangements	The municipality must put in place mechanisms for proper management of satellite offices.	The municipality has appointed Area Engineers to assist with proper management of satellite offices in so far of the rendering of services are concerned.	Corporate & Communication Services	**Completed**
KPA 6	Institutional Arrangements	The municipality must indicate the filled and vacant posts per department.	The Municipality is in the process to address the filled and vacant post per department for inclusion into the 2024/ 2025 reviewed IDP	Corporate & Communication Services	**Completed**
KPA 6	Institutional Arrangements	The municipal IDP must reflect on compliance with Occupation Health and Safety measures.	The Municipality are in the process of reviewing the OHS policy	Corporate & Communication Services	**In progress**
KPA 6	Institutional Arrangements	The municipal IDP must indicate critical and scarce skills that remains a challenge to the municipality.	The municipality has adopted a scarce and critical skills policy, that has been prioritised for reviewal and is also reflected in the Work Skills Plan	Corporate & Communication Services	**Completed**
KPA 6	Institutional Arrangements	The municipal IDP must reflect on the availability of Human Resource policies.	The municipality is in a process of reviewing a number of Human Resources policies that must go to the Policy Committee before the end of February 2024	Corporate & Communication Services	**In progress**
KPA 6	Institutional Arrangements	The municipal IDP must reflect on the establishment and functionality	There is no LLF as SAMWU has dismally failed to elect shop stewards.	Corporate & Communication Services	**On-going**

ASSESSMENT OF THE IDP 2023/2024 ACTION SHEET					
KPA	**ITEM DESCRIPTION**	**COMMENTS BY MEC**	**ACTION TAKEN**	**LEADING DEPARTMENT**	**CURRENT STATUS**
		of structures (Local Labour Forum and Disciplinary Hearings) that discuss matters of mutual interest between Employee.			
KPA 6	Institutional Arrangements	The municipality must reflect on strategies for employee wellness.	The strategies of the Employee wellness as per policy and programme remains a priority that the municipality will maintain.	Corporate & Communication Services	**On-going**
KPA 6	Institutional Arrangements	The municipality IDP must reflect the Disaster Recovery Plan and its implementation.	The municipality has prioritised the need for a Disaster Recovery Plan. The Plan has been approved on 23 October 2023 for implementation.	Corporate & Communication Services	**Completed**

3.8 MUNICIPAL SERVICE DELIVERY BUDGET AND IMPLEMENTATION PLAN 2024/2025

SDBIP REF	NATIONAL STRATEGIC LINK	MUNICIPAL STRATEGIC LINK			MUNICIPAL PLANNED DELIVERY				MEDIUM TERM TARGET 2024-2027	2024/25 TARGET	2024/2025 TARGET				Directorate
	National Key Performance Area	Predetermined Objective	Strategic Objective	SO Ref	Key Performance Indicator	Indicator Type	Unit of Measurement	Baseline			Q1	Q2	Q3	Q4	
I1	IBSD	To manage and ensure the provision of basic municipal services and the reduction of backlogs	**Provide excellent, sustainable service delivery to all residents**	SO2	Capital Grant Funding Expenditure	Output	*% Expenditure of MIG Capital Grant funding*	100%	90%	90%	5%	45%	75%	90%	CWS
I2	IBSD	To manage and ensure the provision of basic municipal services and the reduction of backlogs	**Provide excellent, sustainable service delivery to all residents**	SO2	Capital Grant Funding Expenditure	Output	*% Expenditure of WSIG Capital Grant funding*	100%	90%	90%	5%	45%	75%	90%	CWS

SDBIP REF	NATIONAL STRATEGIC LINK	MUNICIPAL STRATEGIC LINK			MUNICIPAL PLANNED DELIVERY				MEDIUM TERM TARGET 2024-2027	2024/25 TARGET	2024/2025 TARGET				Directorate
	National Key Performance Area	Predetermined Objective	Strategic Objective	SO Ref	Key Performance Indicator	Indicator Type	Unit of Measurement	Baseline			Q1	Q2	Q3	Q4	
I3	IBSD	To manage and ensure the provision of basic municipal services and the reduction of backlogs	**Provide excellent, sustainable service delivery to all residents**	**SO2**	Capital Grant Funding Expenditure	**Output**	*% Expenditure of DMRE Capital Grant funding*	100%	90%	90%	5%	45%	75%	90%	ETM
I4	IBSD	To manage and ensure the provision of basic municipal services and the reduction of backlogs	**Provide excellent, sustainable service delivery to all residents**	**SO2**	*Households for which refuse is removed once per week*	**Output**	*Number of formal residential properties for which refuse is removed once per week (Based on Residential Account Holders)*	24 488	25 712	24 500	24 500	24 500	24 500	24 500	CS
I5	IBSD	To manage and ensure the provision of basic municipal services and the reduction of backlogs	**Provide excellent, sustainable service delivery to all residents**	**SO2**	*Achieve water quality compliance as per SAN 241:2015 by 30 June 2025*	**Output**	*Percentage of drinking water samples complying to SANS241 (Annual Target)*		95%	95%	-	-	-	95%	CWS
I6	IBSD	To manage and ensure the provision of basic municipal services and the reduction of backlogs	**Provide excellent, sustainable service delivery to all residents**	**SO2**	*Limit water network losses to less than 35% measured annually*	**Outcome**	*Percentage of water losses at 30 June 2025*	45%	<35%	<35%	-	-	-	<35%	CWS

SDBIP REF	NATIONAL STRATEGIC LINK	MUNICIPAL STRATEGIC LINK			MUNICIPAL PLANNED DELIVERY				MEDIUM TERM TARGET 2024-2027	2024/25 TARGET	2024/2025 TARGET				Directorate
	National Key Performance Area	Predetermined Objective	Strategic Objective	SO Ref	Key Performance Indicator	Indicator Type	Unit of Measurement	Baseline			Q1	Q2	Q3	Q4	
I7	IBSD	To manage and ensure the provision of basic municipal services and the reduction of backlogs	**Provide excellent, sustainable service delivery to all residents**	**SO2**	*households with access to potable water*	**Output**	*Number of formal residential with access to potable water (Based on Residential Account Holders)*	24 488	25 712	24 500	24 500	24 500	24 500	24 500	CWS
18	IBSD	To manage and ensure the provision of basic municipal services and the reduction of backlogs	**Provide excellent, sustainable service delivery to all residents**	**SO2**	*households with access to sanitation services*	**Output**	*Number of formal residential with access to sanitation services (Based on Residential Account Holders)*	24 488	25 712	24 500	24 500	24 500	24 500	24 500	cws
I9	IBSD	To manage and ensure the provision of basic municipal services and the reduction of backlogs	**Provide excellent, sustainable service delivery to all residents**	**SO2**	*households with access to electricity*	**Output**	*% of households with access to electricity (Based on Residential Account Holders)*	100%	100%	100%	100%	100%	100%	100%	ETM
I10	IBSD	To manage and ensure the provision of basic municipal services and the reduction of backlogs	**Provide excellent, sustainable service delivery to all residents**	**SO2**	*total electricity losses*	**Output**	*Percentage total electricity losses*		**<16%**	<16%	>16%	>16%	<16%	<16%	ETM
I11	IBSD	To manage and ensure the provision of basic municipal services and the reduction of backlogs	**Provide excellent, sustainable service delivery to all residents**	**SO2**	*Green Drop compliance*	**Output**	*% Green Drop compliance*	19%	**50%**	40%				40%	CWS

SDBIP REF	NATIONAL STRATEGIC LINK	MUNICIPAL STRATEGIC LINK			MUNICIPAL PLANNED DELIVERY				MEDIUM TERM TARGET 2024-2027	2024/25 TARGET	2024/2025 TARGET				Directorate
	National Key Performance Area	Predetermined Objective	Strategic Objective	SO Ref	Key Performance Indicator	Indicator Type	Unit of Measurement	Baseline			Q1	Q2	Q3	Q4	
I12	IBSD	To manage and ensure the provision of basic municipal services and the reduction of backlogs	**Provide excellent, sustainable service delivery to all residents**	SO2	*Achieve water quality compliance (Blue Drop Compliance)*	Output	*% Blue Drop Compliance*	64.95%	75%	70%	70%	70%	70%	70%	CWS
I15	IBSD	To manage and ensure the provision of basic municipal services and the reduction of backlogs	**Provide excellent, sustainable service delivery to all residents**	SO2	*Ensure Indigent Resident have access to Basic Service*	Output	*% of residents as per the Indigent Register with access to free basic Services*	100%	**90%**	90%	90%	90%	90%	90%	CWS/ ETM /CS
MT1	MTID	To render integrated community services to enhance community development in general and promote a clean and safe environment	**Establish and maintain a robust safety and security framework for municipal assets, protecting critical infrastructure, resources and information**	SO4	*Ensure 75% of emergency response time is within 15min from when called received to areas where service is available*	Output	*% Response time for fire and emergency incidents*	75%	**75%**	75%	75%	75%	75%	75%	CS

SDBIP REF	NATIONAL STRATEGIC LINK	MUNICIPAL STRATEGIC LINK			MUNICIPAL PLANNED DELIVERY				MEDIUM TERM TARGET 2024-2027	2024/25 TARGET	2024/2025 TARGET				Directorate
	National Key Performance Area	Predetermined Objective	Strategic Objective	SO Ref	Key Performance Indicator	Indicator Type	Unit of Measurement	Baseline			Q1	Q2	Q3	Q4	
MT2	MTID	To render integrated community services to enhance community development in general and promote a clean and safe environment	**Establish and maintain a robust safety and security framework for municipal assets, protecting critical infrastructure, resources and information**	SO4	*Establish a Kouga Community Safety Forum*	Output	*Number of Kouga Community Safety Forums established by 31 December 2024*	New	**1**	1	-	1	-	-	CS
MT3	MTID	Facilitate the sustainable incorporation and effective management of human settlements, to provide an equitable, inclusive, and resilient living environment that enhances the quality of life for all residents	**To manage and provide planning services in order to ensure the economic upliftment, growth and development of the municipal area**	SO3	*Submit revised Municipal Spatial Development Framework to Council*	Output	*Number of revised of the Spatial Development Framework completed by 30 June 2025*	1	**1**	1	-	-	-	1	PD

SDBIP REF	NATIONAL STRATEGIC LINK	MUNICIPAL STRATEGIC LINK			MUNICIPAL PLANNED DELIVERY				MEDIUM TERM TARGET 2024-2027	2024/25 TARGET	2024/2025 TARGET				Directorate
	National Key Performance Area	Predetermined Objective	Strategic Objective	SO Ref	Key Performance Indicator	Indicator Type	Unit of Measurement	Baseline			Q1	Q2	Q3	Q4	
MT4	MTID	To transform the institution into high performance organisation with a skilled and diverse workforce.	Attract, develop, and retain a highly skilled and motivated workforce for the municipality, ensuring effective talent management practices that align with its objectives, promote innovation, and enhance overall municipal performance	SO8	*Spend 90% of Skills Development Training Budget*	Output	*%Expenditure of Skills Development Training Budget*	86%	**90%**	90%	90%	90%	90%	90%	DMM
MT5	MTID	To transform the institution into high performance organisation with a skilled and diverse workforce.	Attract, develop, and retain a highly skilled and motivated workforce for the municipality, ensuring effective talent management practices that align with its objectives, promote innovation, and enhance overall municipal performance	SO8	*Limit the vacancy rate to less than 10% of funded posts*	Output	*Staff Vacancy Rate*	2.4%	**10%**	10%	10%	10%	10%	10%	DMM

SDBIP REF	NATIONAL STRATEGIC LINK	MUNICIPAL STRATEGIC LINK			MUNICIPAL PLANNED DELIVERY				MEDIUM TERM TARGET 2024-2027	2024/25 TARGET	2024/2025 TARGET				Directorate
	National Key Performance Area	Predetermined Objective	Strategic Objective	SO Ref	Key Performance Indicator	Indicator Type	Unit of Measurement	Baseline			Q1	Q2	Q3	Q4	
MT5	MTID	To transform the institution into high performance organisation with a skilled and diverse workforce.	Attract, develop, and retain a highly skilled and motivated workforce for the municipality, ensuring effective talent management practices that align with its objectives, promote innovation, and enhance overall municipal performance	SO8	*The number of people from employment equity target groups employed*	Output	*Number of appointments made in the top three layers of employment in compliance with the Employment Equity Plan*	4	**3**	1	-	-	-	1	DMM
L1	LED	To manage and promote financial services	Create and facilitate a conducive environment, with core focus on tourism, that builds inclusive local economies, sustainable and decent employment	SO6	*Create number of work opportunities through EPWP*	Output	*Number of work opportunities created through Public Employment Programmes (EPWP)*		**500**	300	50	50	100	100	FED

SDBIP REF	NATIONAL STRATEGIC LINK	MUNICIPAL STRATEGIC LINK			MUNICIPAL PLANNED DELIVERY				MEDIUM TERM TARGET 2024-2027	2024/25 TARGET	2024/2025 TARGET				Directorate
	National Key Performance Area	Predetermined Objective	Strategic Objective	SO Ref	Key Performance Indicator	Indicator Type	Unit of Measurement	Baseline			Q1	Q2	Q3	Q4	
L2	LED	To manage and promote financial services	Create and facilitate a conducive environment, with core focus on tourism, that builds inclusive local economies, sustainable and decent employment	SO6	Spend 90% of EPWP Grant funding	Output	*% Expenditure of the EPWP grant funding received*	100%	**90%**	90%	5%	40%	70%	90%	FED
L4	LED	To manage and promote financial services	Create and facilitate a conducive environment, with core focus on tourism, that builds inclusive local economies, sustainable and decent employment	SO6	*Days from the point of advertising to the letter of award per 80/20 procurement process*	Output	*Average number of days from the point of advertising to the letter of award per 80/20 procurement process*	New	**90**	90	90	90	90	90	FED
F1	MFVM	To manage and provide financial foundation, maximize	Enhance financial management and the effective utilization of resources, thereby ensuring the long-term viability and sustainability of the organization	SO1	Operating expenditure against total budget	Output	*Percentage of operating expenditure against total budget (excluding non-cash items)*	89.5%	**90%**	90%	22.5%	45%	67.5%	90%	FED

SDBIP REF	NATIONAL STRATEGIC LINK	MUNICIPAL STRATEGIC LINK			MUNICIPAL PLANNED DELIVERY				MEDIUM TERM TARGET 2024-2027	2024/25 TARGET	2024/2025 TARGET				Directorate
	National Key Performance Area	Predetermined Objective	Strategic Objective	SO Ref	Key Performance Indicator	Indicator Type	Unit of Measurement	Baseline			Q1	Q2	Q3	Q4	
F2	MFVM	To manage and provide financial foundation, maximize	Enhance financial management and the effective utilization of resources, thereby ensuring the long-term viability and sustainability of the organization	SO1	Capital expenditure against internally funded capital budget provisions	Output	*Percentage expenditure against capital budget provisions for internally funded projects*	81.0%	**90%**	90%	10%	40%	60%	90%	MM
F3	MFVM	To manage and provide financial foundation, maximize	Enhance financial management and the effective utilization of resources, thereby ensuring the long-term viability and sustainability of the organization	SO1	Capital grant expenditure	Output	*Percentage of capital expenditure against Capital grant funding received (Conditional Grants received by 1 July 2024)*	100%	**100%**	100%	20%	60%	80%	100%	MM
F4	MFVM	To manage and provide financial foundation, maximize	Enhance financial management and the effective utilization of resources, thereby ensuring the long-term viability and sustainability of the organization	SO1	FMG Grant funding expenditure	Output	*% Expenditure of the FMG grant funding received*	100%	**90%**	90%	5%	40%	70%	90%	FED

SDBIP REF	NATIONAL STRATEGIC LINK	MUNICIPAL STRATEGIC LINK			MUNICIPAL PLANNED DELIVERY				MEDIUM TERM TARGET 2024-2027	2024/25 TARGET	2024/2025 TARGET				Directorate
	National Key Performance Area	Predetermined Objective	Strategic Objective	SO Ref	Key Performance Indicator	Indicator Type	Unit of Measurement	Baseline			Q1	Q2	Q3	Q4	
F5	MFVM	To manage and provide financial foundation, maximize	Enhance financial management and the effective utilization of resources, thereby ensuring the long-term viability and sustainability of the organization	SO1	*Cash and cash equivalent*	Output	*Percentage change in cash and cash equivalent (short term) between approved budget versus actual (Annual Target)*	New	**50%**	25%	-	-	-	25%	FED
F6	MFVM	To manage and provide financial foundation, maximize	Enhance financial management and the effective utilization of resources, thereby ensuring the long-term viability and sustainability of the organization	SO1	*expenditure on remuneration*	Output	*Percentage of total operating expenditure on remuneration (Excluding Councillors and non-cash items) (Annual Target)*	34%	**35%**	35%	-	-	-	35%	DMM
F7	MFVM	To manage and provide financial foundation, maximize	Enhance financial management and the effective utilization of resources, thereby ensuring the long-term viability and sustainability of the organization	SO1	*Revenue Growth excluding capital grants*	Output	*Percentage of Revenue Growth excluding capital grants (Annual Target)*	New	**CPIX + 0.5%**	CPIX + 0.5%				CPIX + 0.5%	FED

SDBIP REF	NATIONAL STRATEGIC LINK	MUNICIPAL STRATEGIC LINK			MUNICIPAL PLANNED DELIVERY				MEDIUM TERM TARGET 2024-2027	2024/25 TARGET	2024/2025 TARGET				Directorate
	National Key Performance Area	Predetermined Objective	Strategic Objective	SO Ref	Key Performance Indicator	Indicator Type	Unit of Measurement	Baseline			Q1	Q2	Q3	Q4	
F8	MFVM	To manage and provide financial foundation, maximize	Enhance financial management and the effective utilization of resources, thereby ensuring the long-term viability and sustainability of the organization	SO1		Output	*Cash/Cost coverage ratio (Annual Target)*	0.06:1	**0.75:1**	0.25:1	-	-	-	0.25:1	FED
F9	MFVM	To manage and provide financial foundation, maximize	Enhance financial management and the effective utilization of resources, thereby ensuring the long-term viability and sustainability of the organization	SO1		Output	*Current ratio (current assets/current liabilities) (Annual Target)*	0.95:1	**1.5:1**	1:1	-	-	-	1:1	FED
F10	MFVM	To manage and provide financial foundation, maximize	Enhance financial management and the effective utilization of resources, thereby ensuring the long-term viability and sustainability of the organization	SO1		Output	*Liquidity ratio (Annual Target)*	0.04:1	**0.6:1**	0.2:1				0.2:1	FED

SDBIP REF	NATIONAL STRATEGIC LINK	MUNICIPAL STRATEGIC LINK			MUNICIPAL PLANNED DELIVERY				MEDIUM TERM TARGET 2024-2027	2024/25 TARGET	2024/2025 TARGET				Directorate
	National Key Performance Area	Predetermined Objective	Strategic Objective	SO Ref	Key Performance Indicator	Indicator Type	Unit of Measurement	Baseline			Q1	Q2	Q3	Q4	
F11	MFVM	To manage and provide financial foundation, maximize	Enhance financial management and the effective utilization of resources, thereby ensuring the long-term viability and sustainability of the organization	SO1		Output	*% Revenue collected against revenue raised on municipal service accounts*		**95%**	95%	95%	95%	95%	95%	FED
F12	MFVM	To manage and provide financial foundation, maximize	Enhance financial management and the effective utilization of resources, thereby ensuring the long-term viability and sustainability of the organization	SO1	Submit Annual Financial Statements to the Auditor General by 31 August	Output	*Number of Annual Financial Statements Submitted to the Auditor General by 31 August*	1	**1**	1	1	-	-	-	FED
F13	MFVM	To manage and provide financial foundation, maximize	Enhance financial management and the effective utilization of resources, thereby ensuring the long-term viability and sustainability of the organization	SO1	Submit Final Budget to Council for approval by legislated deadline	Output	*Number of Final Annual Budgets approved by Council by the legislated deadline*	1	**1**	1	-	-	-	1	FED

SDBIP REF	NATIONAL STRATEGIC LINK	MUNICIPAL STRATEGIC LINK			MUNICIPAL PLANNED DELIVERY				MEDIUM TERM TARGET 2024-2027	2024/25 TARGET	2024/2025 TARGET				Directorate
	National Key Performance Area	Predetermined Objective	Strategic Objective	SO Ref	Key Performance Indicator	Indicator Type	Unit of Measurement	Baseline			Q1	Q2	Q3	Q4	
F13	MFVM	To manage and provide financial foundation, maximize	Enhance financial management and the effective utilization of resources, thereby ensuring the long-term viability and sustainability of the organization	SO1	Submit adjustments Budget to Council for approval by legislated deadline	Output	*Number of Adjustments Budgets approved by Council by the legislated deadline*	1	**1**	1	-	-	1	-	FED
F14	MFVM	To manage and provide financial foundation, maximize	Enhance financial management and the effective utilization of resources, thereby ensuring the long-term viability and sustainability of the organization	SO1	*Creditor Payments*	Output	*% Creditors payment paid within 30 days of receipt of a compliant invoice*	100%	**90%**	90%	90%	90%	90%	90%	FED
G1	GGPP	To ensure that municipal services are administered with the objectives of local government as prescribed in Chapter 7 of the Constitution	Adherence to and implementation of effective and efficient governance processes	SO7	*Obtain and maintain an unqualified audit opinion on Annual Financial Statements*	Output	*Number of Unqualified Audits achieved on the Annual Financial Statements*	1	**1**	-	-	-	-	-	MM

SDBIP REF	NATIONAL STRATEGIC LINK	MUNICIPAL STRATEGIC LINK			MUNICIPAL PLANNED DELIVERY				MEDIUM TERM TARGET 2024-2027	2024/25 TARGET	2024/2025 TARGET				Directorate
	National Key Performance Area	Predetermined Objective	Strategic Objective	SO Ref	Key Performance Indicator	Indicator Type	Unit of Measurement	Baseline			Q1	Q2	Q3	Q4	
G2	GGPP	To ensure that municipal services are administered with the objectives of local government as prescribed in Chapter 7 of the Constitution	Adherence to and implementation of effective and efficient governance processes	SO7	*Institutional SDBIP approved by the Executive Mayor within 28 days after Annual Budget Approval*	Output	*Number of days for the approval of the Institutional SDBIP by the Executive Mayor after annual budget approval*	28	**28**	28	28	-	-	-	MM
G3	GGPP	To ensure that municipal services are administered with the objectives of local government as prescribed in Chapter 7 of the Constitution	Adherence to and implementation of effective and efficient governance processes	SO7	*Timeous development and conclusion of Section 57 Performance Agreements*		*% of signed Section 57 Manager Performance Agreements by 31 July 2024*	100%	**100%**	100%	100%	-	-	-	MM
G4	GGPP	To ensure that municipal services are administered with the objectives of local government as prescribed in Chapter 7 of the Constitution	Adherence to and implementation of effective and efficient governance processes	SO7	*Timeous development and conclusion of Section 57 Performance Agreements*		*% of signed Section 56Manager Performance Agreements by 31 July 2024*	100%	**100%**	100%	100%	-	-	-	MM

SDBIP REF	NATIONAL STRATEGIC LINK	MUNICIPAL STRATEGIC LINK			MUNICIPAL PLANNED DELIVERY				MEDIUM TERM TARGET 2024-2027	2024/25 TARGET	2024/2025 TARGET				Directorate
	National Key Performance Area	Predetermined Objective	Strategic Objective	SO Ref	Key Performance Indicator	Indicator Type	Unit of Measurement	Baseline			Q1	Q2	Q3	Q4	
G5	GGPP	To ensure that municipal services are administered with the objectives of local government as prescribed in Chapter 7 of the Constitution	Adherence to and implementation of effective and efficient governance processes	SO7	*Formal evaluation of the performance of Section 57 Employees*		*Number of formal performance evaluations conducted per Section 57 Employee*	4	**2**	1	-	-	1	-	MM
G6	GGPP	To ensure that municipal services are administered with the objectives of local government as prescribed in Chapter 7 of the Constitution	Adherence to and implementation of effective and efficient governance processes	SO7	*Formal evaluation of the performance of Section 56 Employees*	Output	*Number of formal performance evaluations conducted per Section 56 Employee*	4	**2**	1	-	-	1	-	MM
G7	GGPP	To ensure that municipal services are administered with the objectives of local government as prescribed in Chapter 7 of the Constitution	Adherence to and implementation of effective and efficient governance processes	SO7	*Informal evaluation of the performance of Section 57 Employees*	Output	*Number of informal performance evaluations conducted per Section 57 Employee*	2	**2**	1	-	1	-	1	MM

SDBIP REF	NATIONAL STRATEGIC LINK	MUNICIPAL STRATEGIC LINK			MUNICIPAL PLANNED DELIVERY				MEDIUM TERM TARGET 2024-2027	2024/25 TARGET	2024/2025 TARGET				Directorate
	National Key Performance Area	Predetermined Objective	Strategic Objective	SO Ref	Key Performance Indicator	Indicator Type	Unit of Measurement	Baseline			Q1	Q2	Q3	Q4	
G8	GGPP	To ensure that municipal services are administered with the objectives of local government as prescribed in Chapter 7 of the Constitution	Adherence to and implementation of effective and efficient governance processes	SO7	*Informal evaluation of the performance of Section 56 Employees*	Output	*Number of informal performance evaluations conducted per Section 56 Employee*	2	**2**	1	-	1	-	1	MM
G9	GGPP	To ensure that municipal services are administered with the objectives of local government as prescribed in Chapter 7 of the Constitution	Adherence to and implementation of effective and efficient governance processes	SO7	*Review and prioritize Risk Register*	Output	*Number of Risk Registers reviewed by 30 June 2025*	1	**1**	-	-	-	-	1	MM
G10	GGPP	To ensure that municipal services are administered with the objectives of local government as prescribed in Chapter 7 of the Constitution	Adherence to and implementation of effective and efficient governance processes	SO7	*Functional performance audit measured by means of meetings where the Audit Committee dealt with performance reports*	Output	*Number of meetings where the Audit Committee considered Institutional Performance Reports*	4	**2**	2	-	1	1	-	MM

SDBIP REF	NATIONAL STRATEGIC LINK	MUNICIPAL STRATEGIC LINK			MUNICIPAL PLANNED DELIVERY				MEDIUM TERM TARGET 2024-2027	2024/25 TARGET	2024/2025 TARGET				Directorate
	National Key Performance Area	Predetermined Objective	Strategic Objective	SO Ref	Key Performance Indicator	Indicator Type	Unit of Measurement	Baseline			Q1	Q2	Q3	Q4	
G11	GGPP	To ensure that municipal services are administered with the objectives of local government as prescribed in Chapter 7 of the Constitution	Adherence to and implementation of effective and efficient governance processes	SO7	*Submit Final Annual Report and Oversight Report to Council before legislated deadlines*		*Number of Final Annual Report and Oversight Report to Council before legislated deadlines*	1	1	1	-	-	1	-	MM
G12	GGPP	To ensure that municipal services are administered with the objectives of local government as prescribed in Chapter 7 of the Constitution	Adherence to and implementation of effective and efficient governance processes	SO7	*Approval of IDP/Budget Process Plan by 31 August*	Output	*Number of IDP/Budget Process Plans approved by Council by 31 August*	1	**1**	1	1	-	-	-	MM
G13	GGPP	To ensure that municipal services are administered with the objectives of local government as prescribed in Chapter 7 of the Constitution	Adherence to and implementation of effective and efficient governance processes	SO7	*Submit the Draft IDP to Council by 31 March 2025*	Output	*Number of Draft IDP submitted to Council by 31 March 2025*	1	**1**				1		

SDBIP REF	NATIONAL STRATEGIC LINK	MUNICIPAL STRATEGIC LINK			MUNICIPAL PLANNED DELIVERY				MEDIUM TERM TARGET 2024-2027	2024/25 TARGET	2024/2025 TARGET				Directorate
	National Key Performance Area	Predetermined Objective	Strategic Objective	SO Ref	Key Performance Indicator	Indicator Type	Unit of Measurement	Baseline			Q1	Q2	Q3	Q4	
G14	GGPP	To ensure that municipal services are administered with the objectives of local government as prescribed in Chapter 7 of the Constitution	Adherence to and implementation of effective and efficient governance processes	SO7	*Submit the final reviewed IDP to Council by 30 June 2025*	Output	*Number of IDP's approved by Council 30 June 2025*	1	**1**	1	1	-	-	-	MM

CHAPTER 4: PROGRAMMES AND PROJECTS

4.1 MUNICIPAL UNFUNDED PROGRAMMES/PLANS/STRATEGY IN ACTION

This section outlines the projects identified during the IDP process. These projects are either Capital or Operational in nature and may be funded or unfunded. The projects funded will be included in the Service Delivery and Budget Implementation Plan for monitoring and evaluation of performance. The unfunded projects are placed under outer years to enable time for planning and lobbying for funding. Upon confirmation of funding, these projects will be incorporated into the SDBIP for M&E and reporting.

4.1.1 Municipal Manager's Office: Programmes/Plans/Strategy in Action

Programmes and Projects: Municipal Manager's Office

NATIONAL KPA	MUNICIPAL KPA	Project Name	Ward Nr	Project Number	TARGET YEAR				
					22/23	23/24	24/25	25/26	26/27
KPA 1: Basic Services and Infrastructure	Basic Services and Infrastructure	Renewable energy Strategy	All	MM_002	X	X			
KPA 1: Basic Services and Infrastructure	Basic Services and Infrastructure	Bio-economy zone		MM_003			X		
KPA 1: Basic Services and Infrastructure	Basic Services and Infrastructure	Upgrading of Water related Infrastructure in Kruisfontein and Swartenbosch Area.	All	MM_0024	X	X	X	X	X
KPA 2: Local Economic Development	Local Economic Development	Investment Hub	All	MM_017			X		
KPA 2: Local Economic Development	Local Economic Development	SPU: Youth Council and youth development	All	MM_028	X	X	X	X	X

NATIONAL KPA	MUNICIPAL KPA	Project Name	Ward Nr	Project Number	TARGET YEAR				
					22/23	23/24	24/25	25/26	26/27
KPA 2: Local Economic Development	Local Economic Development	SPU: 16 Days of Activism Campaign	All	MM_032	X	X	X	X	X
KPA 2: Local Economic Development	Local Economic Development	SPU: HIV/AIDS Awareness and Council	All	MM_033	X	X	X	X	X
KPA 2: Local Economic Development	Local Economic Development	SPU: Sports Council	All	MM_034	X	X	X	X	X
KPA 2: Local Economic Development	Local Economic Development	SPU: Mayors Cup	All	MM_035	X	X	X	X	X
KPA 2: Local Economic Development	Local Economic Development	WDF: Operational x 15 wards (R50 000)	All	MM_036	X	X	X	X	X
KPA 2: Local Economic Development	Local Economic Development	WDF: Capital x 15 wards (R50 000)	All	MM_037	X	X	X	X	X

4.1.2 Directorate Infrastructure & Engineering: Programmes/Plans/Strategy in Action

Programmes and Projects: Infrastructure and Engineering

NATIONAL KPA	MUNICIPAL KPA	Project Name	Ward	Project Number	TARGET YEAR				
					22/23	23/24	24/25	25/26	26/27
KPA1: Basic Services & Infrastructure	Infrastructure Planning	Infrastructure Master Plans (Stormwater; Roads &Sewer)	Municipal wide	I&E_001			X		
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Water loss reduction	Municipal wide	I&E_003	X	X	X	X	X

NATIONAL KPA	MUNICIPAL KPA	Project Name	Ward	Project Number	TARGET YEAR				
					22/23	23/24	24/25	25/26	26/27
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Water Quality Management	Municipal wide	I&E_004	X	X	X	X	X
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Waste site licensing conditions	1,4,5,6,9,13 & 15		X	X	X	X	X
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Waste site rehabilitation	10&12		X	X	X	X	X
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Construction of Reservoirs	1,4,67,9,10 &12	IE_001			X	X	X
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	St Francis Bay – Install water borne sewer reticulation.	1&12	IE_003			X	X	X
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Jeffreys Bay – Paradise Beach Install water borne sewer reticulation,	12	IE_004			X	X	X
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Loerie – Install water borne sewer reticulation	7	IE_005		X	X	X	X
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Oyster Bay – Install water borne sewer reticulation including Wastewater treatment works	1	IE_006			X	X	X
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Upgrade main sewer rising main from La Mer pump station to Wastewater treatment works	11	IE_007					
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Jeffreys Bay Wavecrest – Install Internal sewer reticulation	3,8&11	IE_008					
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Humansdorp – Industrial area new bulk outfall gravity sewer to Kruisfontein WWTW	4,5&15	IE_009					

NATIONAL KPA	MUNICIPAL KPA	Project Name	Ward	Project Number	TARGET YEAR				
					22/23	23/24	24/25	25/26	26/27
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Paradise beach Upgrade main bulk water supply line	12	IE_010					
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Humansdorp - Kruisfontein replace aging water line	1,4,5,6&15	IE_013			X	X	X
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Humansdorp new main water rising main	1,4,5,6&15	IE_014			X	X	X
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Humansdorp KwaNomzamo new water reservoir 5Ml	1&6	IE_015			X	X	X
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Thornhill new water storage reservoir 2Ml	7	IE_016			X	X	X
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Humansdorp Water treatment works new storage reservoir 5 Ml	1,4,5,6&15	IE_017		X	X	X	X
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Humansdorp -Kruisfontein new water storage reservoir (Jeugkamp/Kruisfontein proper) 5Ml	1,4,5,6&15	IE_018		X	X	X	X
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Paradise Beach new bulk storage reservoir 5Ml	12	IE_019			X	X	X
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Jeffreys Bay Wavecrest – Upgrade Beach sewer pump station and rising main	3,8&11	IE_020					
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Loerie Upgrade sewer pump station and rising main	7	IE_021					

NATIONAL KPA	MUNICIPAL KPA	Project Name	Ward	Project Number	TARGET YEAR				
					22/23	23/24	24/25	25/26	26/27
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Thornhill -Upgrade wastewater treatment works (Additional capacity)	7	IE_022					
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Upgrade sewer pump stations St Francis Bay	1&12	IE_023					
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Jeffreys Bay – Upgrade wastewater treatment works Additional Clarifier	3,8&111	IE_025			X	X	X
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Paradise Beach New wastewater treatment works	12	IE_026			X	X	X
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Humansdorp KwaNomzamo Upgrade/refurbish wastewater works	1,4,5,6&15	IE_027			X	X	X
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Humansdorp – Upgrade water treatment plant	1,4,5,6&15	IE_028			X	X	X
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	St Francis Bay/Links expand existing RO plant at links to increase capacity to treat boreholes	12	IE_029		X	X	X	X
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Humansdorp – Equip and connect 4 x existing boreholes near Melkhout to water treatment plant. Including pipeline	1,4,5,6&12	IE_31			X	X	X
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Jeffreys Bay – construct emergency overflow pond Koraal sewer pump station	11	IE_32					
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Upgrade sewer lines all areas	Municipal wide	IE_33					

NATIONAL KPA	MUNICIPAL KPA	Project Name	Ward	Project Number	TARGET YEAR				
					22/23	23/24	24/25	25/26	26/27
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Hankey – Upgrade and expand water treatment plant to treat saline borehole water and increase treatment capacity	9&13	IE_30					
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Jeffreys Bay – Construct / upgrade existing main incoming 66KV line	2,3,8&11	IE_34					
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Develop water master plan	Municipal wide	IE_35					
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Develop Sewer master plan	Municipal wide	IE_36					
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Develop transport master plan	Municipal wide	IE_37					
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Upgrade Provincial roads (Da Gama/Voortrekker/St Francis Drive)	3,8&11	IE_38					
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Upgrade gravel roads to full surfaced roads	Municipal wide	IE_39					
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Upgrade Stormwater as per Master Plan	Municipal wide	IE_40					
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Upgrade Parking layout Main str Humansdorp	6	IE_41					
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Establish fleet/mechanical workshop in Humansdorp	6	IE_42					

NATIONAL KPA	MUNICIPAL KPA	Project Name	Ward	Project Number	TARGET YEAR				
					22/23	23/24	24/25	25/26	26/27
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Isolation Valve Replacement	Municipal wide	IE_43					
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Asbestos Cement Pipe Replacement	Municipal wide	IE_44					
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Installation of air valves on distribution mains	Municipal wide	IE_45					
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Installation of Pressure Reducing Valves	Municipal wide	IE_46					
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Repair and installation of telemetry systems, fencing installation of alarm systems and cameras in all pumpstations and WTW for Hdorp, SF, CSF, OB	1,4,5,6,12 &15	IE_47					
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Repair and installation of data logging devices	Municipal wide	IE_48					
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Installation of Zone meters	Municipal wide	IE_49					
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Upgrade of Humansdorp WTW to at least 10ML/day	1/4/5/6&15	IE_50					
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Investigation/ Feasibility Study of Alternative Water Supply	Municipal wide	IE_51					
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Construction of the Western Dam Pumpstation in Humansdorp	1&6	IE_52					

NATIONAL KPA	MUNICIPAL KPA	Project Name	Ward	Project Number	TARGET YEAR				
					22/23	23/24	24/25	25/26	26/27
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Construction of a Reservoir and Pumpstation at the NMBM to Humansdorp take off point	1,4,5,6&15	IE_53					
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Upgrade gravity raw water pipeline from the fountains in Humansdorp	1,4,5&15	IE_54					
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Construction of an access pathway for repairs and maintenance of the Bulk Water Supply Pipeline from Humansdorp to Kruisfontein WTW	4,5&15	IE_55					
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Finalization of Kruisfontein WTW	4&5	IE_57					
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Upgrade/ formalise water supply infrastructure for Donkerhoek, Mooiuitsig, Vaaldam, KwaNomzamo new houses	4&5	IE_58					
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Upgrade Boblok and Graslaagte Water Reticulation	4&5	IE_59					
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Construction of Die Berg 50KL Reservoir and 1 KLM Rising Main	4	IE_60					
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Construct 110mm pipeline Caravan Park in KwaNomzamo	6	IE_61					
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Upgrade Oyster Bay WTW	1	IE_62					
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Pipe replacement at the Kromme River Bridge	12	IE_63					

NATIONAL KPA	MUNICIPAL KPA	Project Name	Ward	Project Number	TARGET YEAR				
					22/23	23/24	24/25	25/26	26/27
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Installation of permanent standby generators at WTWs and Pumpstations	Municipal wide	IE_64					
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Installation of smart meters	Municipal wide	IE_65					
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Reconstruction of Golf Course – KwaNomzamo Sewer Pumpstation	1&6	IE_66					
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Upgrade of Vergenoeg Sewer Pumpstation	6	IE_67					
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Upgrade/ Replacement of Kemp Street Sewer Pipeline	6&15	IE_69					
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Upgrade/ Replacement of Matmelville to Queens Street Sewer PS	15	IE_70					
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Eradication of buckets (H/Dorp, SFB, GV)	1,4,5,6,7,9,10,12&15	IE_71					
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Eradication of conservancy tanks (H/Dorp, SFB, GV)	1,4,5,6,7,9,10, 12&15	IE_72					
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Eradication of Chemical toilets (H/Dorp, SFB, GV)	1,4,5,6,7,9,10&15	IE_73					
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Installation of permanent standby generators at WWTWs and Pumpstations	Municipal wide	IE_74			X	X	X
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Fencing and installation of alarm systems and cameras in all sewer pumpstations	Municipal wide	IE_75		X	X	X	

NATIONAL KPA	MUNICIPAL KPA	Project Name	Ward	Project Number	TARGET YEAR				
					22/23	23/24	24/25	25/26	26/27
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Completion of Weston WWTW in Hankey	13	IE_76		X	X	X	
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Construction of Weston Sewer Reticulation Network	13	IE_77		X	X	X	
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Upgrade of Loerie WWTW	7	IE_78		X	X	X	
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Upgrade Kruisfontein Stream Crossing	4&5	IE_79		X	X	X	
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Construction of Die Berg Access Road	4	IE_80		X	X	X	
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Provision of stormwater infrastructure Golf Course, Shukushukuma, Vergenoeg, Vaaldam, Town, KwaNomzamo etc	1,4,5, 6&15	IE_81		X	X	X	
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Provision of stormwater infrastructure St Francis Bay and Cape St Francis	12	IE_82		X	X	X	X
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Upgrade/ Refurbish Humansdorp Depot/ Workshop	6&15	IE_83		X	X	X	
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Upgrade/ Refurbish St Francis Depot/ Workshop	12	IE_84		X	X	X	X
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Capacity building and training	Municipal wide	IE_85		X	X	X	X

NATIONAL KPA	MUNICIPAL KPA	Project Name	Ward	Project Number	TARGET YEAR				
					22/23	23/24	24/25	25/26	26/27
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Purchase of Software Applications for drawings and design	Municipal wide	IE_86		X	X	X	X
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Jbay fencing around Koraal Pump Station	11	IE_87		X	X	X	X
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Upgrade sewer pipes at Oceanview College	11	IE_88		X	X	X	X
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Install 5 PRV's in Jeffreys Bay and Paradise Beach	2,3,8,11,12&14	IE_89		X	X	X	X
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Emergency Overflow chamber at La Mer Sewer Pump Station	11	IE_90		X	X	X	X
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Jeffreys Bay – Construct/upgrade existing main incoming 66KV line	11	IE_91		X	X		
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Jeffreys Bay – New ring feed Paradise Beach/Aston Bay/Oceanview	2,12&14	IE_92		X	X	X	
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Humansdorp -KwaNomzamo 2nd 22kV Overhead line	1,4,5,6&15	IE_93		X	X	X	X
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Jeffreys Bay Upgrade Main Electrical Substation	11	IE_94		X	X	X	X
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Upgrade Arcadia 22/11kV substation	4&5	IE_95		X	X	X	X
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Upgrade Appiesdraai substation	2&14	IE_96		X	X	X	X

NATIONAL KPA	MUNICIPAL KPA	Project Name	Ward	Project Number	TARGET YEAR				
					22/23	23/24	24/25	25/26	26/27
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Develop Electrical master plan Kouga	Municipal wide	IE_98				X	
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Develop renewable energy plant	15	IE_99			X	X	X
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Installation of High mast lights	1,2,4,5,6,7,9,10,14 &15	IE_100		X	X	X	
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Humansdorp CBD to KwaNomzamo replace 16 & 25mm cables with 120mm cables. Part of the Saffery Street upgrade to avail capacity to lower town.	6&15	IE_101		X	X	X	
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	St. Francis Bay main intake from Eskom upgrade	12	IE_102		X	X	X	
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	St. Francis Bay Load centre nr. 2 upgrades	12	IE_103		X	X	X	
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Humansdorp Main substation upgrade	15	IE_104			X	X	X
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Humansdorp MND upgrade from 11MVA to 15MVA	15	IE_105		X	X	X	
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	St. Francis Bay NMD upgrade from 5 to 8MVA	12	IE_106			X	X	X
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Green buildings installation of solar generation on our infrastructure plants sewer and water	Municipal wide	IE_107			X	X	X

NATIONAL KPA	MUNICIPAL KPA	Project Name	Ward	Project Number	TARGET YEAR				
					22/23	23/24	24/25	25/26	26/27
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Substation protection upgrades in Kouga	Municipal wide	IE_108			X	X	X
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Construction of a new Dam in the Die Berg Area	4	IE_109	X	X	X		
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Upgrading of Water related Infrastructure in Kruisfontein / Zwartenbosch Area	4	IE_110		X	X	X	

4.1.3 Directorate Community Services: Programmes/Plans/Strategy in Action

Programmes and Projects: Community Services

NATIONAL KPA	MUNICIPAL KPA	Project Name	Ward Nr	Project Number	TARGET YEAR				
					22/23	23/24	24/25	25/26	26/27
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Climate Change Management Strategy	Ward All	CS_00			X		
SECTION: SOLID WASTE									
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Integrated Waste Management Plan for Kouga Municipality reviewed every 3 years	Ward All	S_001				x	
KPA1: Basic Services & Infrastructure	Waste management	Education and awareness campaigns door to door	Ward All	CS_004	x	X	x	x	x
KPA1: Basic Services & Infrastructure	Waste Management	Fencing of 2 operational sites,		CS_006		X		X	

NATIONAL KPA	MUNICIPAL KPA	Project Name	Ward Nr	Project Number	TARGET YEAR				
					22/23	23/24	24/25	25/26	26/27
		Humansdorp Hankey CAPEX							
KPA1: Basic Services & Infrastructure	Waste Management	Installation of monitoring boreholes Humansdorp, Hankey, Patensie St Francis landfill sites CAPEX	Ward 1,4,5,6,9,10,12	CS_008	x	X	x	X	x
KPA1: Basic Services & Infrastructure	Waste Management	Implementation monitoring program for Humansdorp, Hankey, Patensie, St. Francis Bay and Papiesfontein landfill sites OPEX	Ward 1,4,5,6,9,10,12	CS_009		x	X	X	
KPA1: Basic Services & Infrastructure	Waste Management	Planning, design and approval for construction of lined landfill cells Humansdorp Hankey Landfill site CAPEX	Ward 4,9	CS_010			X	X	
KPA1: Basic Services & Infrastructure	Waste Management	Rehabilitation and closure permit applications for Patensie, St Francis Bay and Papiesfontein landfill site OPEX	Ward12	CS_011				X	
KPA1: Basic Services & Infrastructure	Waste Management	Construction of Lined landfill cells at Humansdorp and Hankey landfill sites. CAPEX	Ward 4,5,6 & 15	CS_012				X	

NATIONAL KPA	MUNICIPAL KPA	Project Name	Ward Nr	Project Number	TARGET YEAR				
					22/23	23/24	24/25	25/26	26/27
KPA1: Basic Services & Infrastructure	Waste Management	Planning, design and approval construction of stormwater management Humansdorp and Hankey Landfill sites CAPEX	Ward All	CS_013				X	X
KPA1: Basic Services & Infrastructure	Waste Management	Construction of stormwater management system CAPEX	Ward All	CS_014					X
KPA1: Basic Services & Infrastructure	Waste Management	Eradication of illegal dumping spots OPEX	Ward All	CS_015	X	X	X	X	X
KPA1: Basic Services & Infrastructure	Waste Management	Organic waste composting CAPEX	Ward All	CS_016	X				
KPA1: Basic Services & Infrastructure	Waste Management	Partnership with private sector for recycling	Ward All	CS_017	x	X	x	x	X
KPA 1: Basic Services and Infrastructure	Environmental Management	Water Quality Control	Ward All	EH_001	X	X	x	x	x
KPA 4: Governance and Public Participation	Climate Change	Drought Mitigation	Ward All	EH_002	X	X	X	X	X
KPA 1: Basic Services and Infrastructure	Environmental Management	Illegal dumping eradication and beautification	Ward All	EH_003	X	X	X	X	X
KPA 1: Basic Services and Infrastructure	Coastal Management	Social Responsibility and community partnerships	Ward All	EH_004	X	X	X	X	X

NATIONAL KPA	MUNICIPAL KPA	Project Name	Ward Nr	Project Number	TARGET YEAR				
					22/23	23/24	24/25	25/26	26/27
KPA 4: Governance and Public Participation	Environmental Management	Ensuring a safe and healthy environment	Ward All	EH_005	X	X	X	X	X
KPA 2: Local Economic Development	Climate Change	Climate Change Mitigation	Ward All	EH_006	X	X	X	X	X
KPA 2: Local Economic Development	Environmental Management	Animal management	Ward All	EH_007	X	X	X	X	X
KPA 2: Local Economic Development	Environmental Management	Plot clearing	Ward All	EH_008	X	X	X	X	X
KPA 1: Basic Services and Infrastructure	Cemeteries	Cemeteries Management System	Ward All	PA_001	X	X	X	X	X
KPA 1: Basic Services and Infrastructure	Coastal Management	Public ablution facilities (beaches)	Ward 1,2,12	PA_007	X	X	X	X	X
KPA 1: Basic Services and Infrastructure	Coastal Management	Beaches	Ward 1,2,12	PA_008	X	X	X	X	X
KPA 1: Basic Services and Infrastructure	Coastal Management	Animal management	Ward All	PA_009	X	X	X	X	
KPA 1: Basic Services and Infrastructure	Parks and Recreation	Caravan Parks	Ward 2,3,9	PA_010	X	X			
KPA 1: Basic Services and Infrastructure	Community Services	Libraries	Ward All	PA_026	1	1	1		
KPA 1: Basic Services and Infrastructure	Disaster Management	Disaster Management	Ward All	FR_001	X	X	X	X	X

NATIONAL KPA	MUNICIPAL KPA	Project Name	Ward Nr	Project Number	TARGET YEAR				
					22/23	23/24	24/25	25/26	26/27
KPA 1: Basic Services and Infrastructure	Disaster Management			FR_002	X	X	X	X	X
KPA 1: Basic Services and Infrastructure	Disaster Management	Fire		FR_003	X	X	X	X	X
KPA 1: Basic Services and Infrastructure	Disaster Management	Drought Mitigation		FR_004	X	X	X	X	X
KPA 5: Institutional Development and Transformation	Safety and Security	Procurement of new patrol vehicles	Reviewed and implement animal By Law OPEX	SS_001	1	2	2		
KPA 5: Institutional Development and Transformation	Safety and Security	Revise Animal by Law	Humansdorp Feasibility Study CAPEX	SS_002		1			
KPA 5: Institutional Development and Transformation	Safety and Security	Establishment of animal pound	Ward All	SS_003			1		
KPA 1: Basic Services and Infrastructure	Waste minimisation	Roll out of safety equipment for Kouga area	CCTV cameras on all main entrances and exits in Kouga (4 per pole) OPEX	SS_004		1			
KPA 1: Basic Services and Infrastructure	Safety and Security	Procurement of Smart Law Enforcement technology	Fitted to Law Enforcement vehicles (ANPR system) Officers – body cam OPEX	SS_005	1	2	2	2	2
KPA 5: Institutional Development and Transformation	Safety and Security	Point clock system for security officers at	Jeffreys Bay Humansdorp GV area St	SS_009	10	20	30	40	

NATIONAL KPA	MUNICIPAL KPA	Project Name	Ward Nr	Project Number	TARGET YEAR				
					22/23	23/24	24/25	25/26	26/27
		identified municipal sites	Francis Bay OPEX						
KPA 5: Institutional Development and Transformation	Safety and Security	Procurement of Metal Detection system for Municipal site entrances	Jeffreys Bay Humansdorp GV area St Francis Bay OPEX St Francis Bay GV Area (Hankey) OPEX	SS_010	2	3	1	1	
KPA 1: Basic Services and Infrastructure	Coastal Management	Oyster Bay Dune Rehabilitation	Ward 1	EM_002	X	X	X	X	X
KPA 1: Basic Services and Infrastructure	Multi-disciplinary	St Francis Spit management	Ward 1 & 12	EM_003	X	X	X	X	X
KPA 1: Basic Services and Infrastructure	Environmental Management	Number of trees planted	Ward All	EM_005	X	X	X	X	X
KPA 1: Basic Services and Infrastructure	Environmental Management	Number of Environmental Management Forum Meetings conducted	Ward All	EM_006	4	4	4	4	
KPA 1: Basic Services and Infrastructure	Environmental Management	Development Management Plans for nature reserves	Ward All	EM_007	1	1	1		
KPA 1: Basic Services and Infrastructure	Environmental Management	Monitoring of Recreational Waters Blue Flag beaches; Kromme River, Gamtoos River, Seekoei Estuary; Yellowwoods	Ward 2,3,7, 8,9,11,12	EM_008	30	30	30		

NATIONAL KPA	MUNICIPAL KPA	Project Name	Ward Nr	Project Number	TARGET YEAR				
					22/23	23/24	24/25	25/26	26/27
KPA 1: Basic Services and Infrastructure	Environmental Management	Management of Kromme River, Gamtoos River, Seekoei Estuary	Ward 3,7,8,11,12	EM_009	4	4	4	4	4

Maintenance Management Plan for Dune Maintenance

	Activities	Action	Year
Development Activities	Develop a new parking area at the Triangular erf	• Rezoning erf and appoint service provider	2024/2025
	Carpark landscaping	• Appoint landscaping or surveying service provider	2024/2025
	Erect Coastal informative signage	• Informative signages to highlight biodiversity and cultural heritage	2024/2025
	Upgrade existing coastal parking areas	• Upgrade and maintain the Main Beach; carpark-paving.(Cape St Francis, Jeffreys Bay, St Francis and Oyster Bay) • Upgrade and maintain 3 gravel carparks on Wildside • Pave with grass block pavers • Adress coastal erosion	
	Erect 2 ablution facilities at 2 parking areas on the Wildside and 1 at St Francis Drive	• Appoint a construction/building service provider	
	Erect signage to direct traffic and pedestrians to beach access points along the coast	• Select appropriate areas to erect signs	
	Access and boardwalks	• Development of coastal access points, new boardwalk design & direction (Jeffreys Bay, Paradise Beach, Aston Bay, St Francis, Cape St Francis)	
	Upgrade and maintain the existing stairway	• Draft a maintenance schedule	
	Demarcate the boundary of identified access ways to the beach	• Erect signage to direct access and no-go areas	
	Demarcate off-street parking in road reserves along Seal Point Boulevard	• Erect signage to direct off street parking	
	Boulder Beach: improve condition of access road and implement proper drainage crossing to allow for flow under all conditions	• Tar gravel road or carparks • Plan for storm water drainage	2025/2026
	Erect a remembrance wall to prevent further ad hoc erection of public benches	• Select an appropriate site/ area	

	Activities	Action	Year
Dune management intervention	Removal of access sand that presents a risk of slumping	• Dune survey	
	Removal of sand from landward structures and infrastructure (e.g. Carparks and sand toppling on properties)	• (Cape St Francis, Jeffreys Bay, St Francis and Oyster Bay)	
	Establish a suitable dune profile along the base of the dune to remedy the impact of private landowners stabilizing a large area of the dune		
	Removal of illegal gardens and structures in open public space		
	Rehabilitation of decommissioned areas		
	Stabilize areas in the dune at risk of slumping/ erosion- brush packing or planting	• Cape St Francis, Jeffreys Bay, Paradise Beach, Aston Bay, St Francis and Oyster Bay)	
	Erosion protection along seal point	• Construction of Rock Revetment	2024/2025
	Add sand fences	• Maintain 10m stabilization zone through planting and silt fencing	
Maintenance activities	Storm water management	• Have a storm water maintenance schedule/plan	
	Maintenance of carpark areas	• Sand removal and trimming vegetation	
	Ablution blocks- maintain, clean and service		

4.1.4 Directorate Planning, Development & Tourism: Programmes/Plans/Strategy in Action

Programmes and Projects: Planning, Development & Tourism

NATIONAL KPA	MUNICIPAL KPA	Project Name	Ward Nr.	Project Number	TARGET YEAR				
					22/23	23/24	24/25	25/26	26/27
KPA 3: Local Economic Development	Spatial Planning and Development	Upgrading GIS and Integrated Land Use System	Ward All	PD_002	X	X	X	X	X
KPA 3: Local Economic Development	Spatial Planning and Development	Manage Outdoor Advertising	Ward All	PD_004	X	X	X	X	X

NATIONAL KPA	MUNICIPAL KPA	Project Name	Ward Nr.	Project Number	TARGET YEAR				
					22/23	23/24	24/25	25/26	26/27
KPA 3: Local Economic Development	Local Economic Development	LED Special Purpose Entity	All wards	LED_001					
KPA 3: Local Economic Development	Local Economic Development	SMME development	All Wards	LED_002	X	X	X	X	X
KPA 3: Local Economic Development	Local Economic Development	Corporate Social Responsibility	All Wards	LED_003					
KPA 3: Local Economic Development	Local Economic Development	Smart City	All Wards	LED_004					
KPA 3: Local Economic Development	Local Economic Development	Establishment of a LED projects SPV / Development entity	All Wards	LED_001					
KPA 3: Local Economic Development	Local Economic Development	Township Economy Development	Ward 2 & 14	LED_002	X	X	X	X	X
KPA 3: Local Economic Development	Local Economic Development	Township Event	Ward 2 & 14	LED_003	X	X	X	X	X
KPA 3: Local Economic Development	Local Economic Development	Heritage sites refurbishment and beautification	Ward 2 & 9	LED_005	X	X	X	X	X
KPA 3: Local Economic Development	Local Economic Development	Installation of Tourism Signage	All wards	LED_006	X	X	X	X	X
KPA 3: Local Economic Development	Local Economic Development	Hosting Annual Events: Yellow Woods Jazz Festival (hankey)	Ward 9 & 13	LED_007	X	X	X	X	X
KPA 3: Local Economic Development	Local Economic Development	Hosting Annual Events: International Surf Competition	Ward 3,8 &11	LED_008	X	X	X	X	X

NATIONAL KPA	MUNICIPAL KPA	Project Name	Ward Nr.	Project Number	TARGET YEAR				
					22/23	23/24	24/25	25/26	26/27
KPA 3: Local Economic Development	Local Economic Development	Hosting Annual Events: PGA Championship	Ward 12	LED_009	X	X	X	X	X
KPA 3: Local Economic Development	Local Economic Development	Hosting Annual Events: Amanzi Challenge	Ward 12	LED_010	X	X	X	X	X
KPA 3: Local Economic Development	Local Economic Development	LED incubation programme	All wards	LED_011	X	X	X		X
KPA 3: Local Economic Development	Local Economic Development	Establish Kouga as Events Capita: secure 1 new anchor event annually.	All wards	LED_012	X	X	X	X	X
KPA 3: Local Economic Development	Local Economic Development	To position Kouga as a events capital of South Africa	All Wards	LED_013	X	X	X	X	X
KPA 3: Local Economic Development	Local Economic Development	Kouga Arts Development Program	All wards	LED_014	X	X	X	X	
KPA 3: Local Economic Development	Local Economic Development	Business Retention & Expansion programme Annually	All Wards	LED_015	X	X	X	X	X
KPA 3: Local Economic Development	Local Economic Development	Destination Marketing & Tourism Indaba	All wards	LED_016	X	X	X	X	X
KPA 3: Local Economic Development	Local Economic Development	SMME development	All Wards	LED_017		X	X	X	X
KPA 3: Local Economic Development	Local Economic Development	Investor's Conference / Seminar	All Wards	LED_018					

NATIONAL KPA	MUNICIPAL KPA	Project Name	Ward Nr.	Project Number	TARGET YEAR				
					22/23	23/24	24/25	25/26	26/27
KPA 3: Local Economic Development	Local Economic Development	Functioning of the LED Forum	All wards	LED_019	X	X	X	X	X
KPA 3: Local Economic Development	Local Economic Development	Feasibility Study & Establishment of LED Special Purpose Vehicle	All Wards	LED_020					
KPA1: Basic Services & Infrastructure	Human Settlements	Farm Dwellers facilitation for Housing	Ward	IHS_002	X	X	X		
KPA1: Basic Services & Infrastructure	Human Settlements	Land identification for decanting of Sea Vista informal settlements	Ward 1 & 12	IHS_003	X	X	X		
KPA1: Basic Services & Infrastructure	Human Settlements	Development of Social Housing in Humansdorp	Ward 15	HIS_004	X	X	X	X	X

4.1.5 DIRECTORATE FINANCE: PROGRAMMES/PLANS/STRATEGY IN ACTION

Table 32: Programmes and Projects: Finance

NATIONAL KPA	MUNICIPAL KPA	Project Name	Ward Nr	Project Number	TARGET YEAR				
					22/23	23/24	24/25	25/26	26/27
KPA 4: Municipal Financial Viability and Management	Financial Viability	Revenue Collection	ALL	FIN_001	X	X	X	X	X
KPA 4: Municipal Financial Viability and Management	Financial Viability	Creditor's Payment	ALL	FIN_002	X	X	X	X	X
KPA 4: Municipal Financial Viability and Management	Financial Viability	Audit Outcomes	ALL	FIN_003	X	X	X	X	X

NATIONAL KPA	MUNICIPAL KPA	Project Name	Ward Nr	Project Number	TARGET YEAR				
					22/23	23/24	24/25	25/26	26/27
KPA 4: Municipal Financial Viability and Management	Financial Viability	Indigent Support	ALL	FIN_004	X	X	X	X	X
KPA 4: Municipal Financial Viability and Management	Financial Viability	Procurement Planning	ALL	FIN_005	X	X	X	X	X
KPA 4: Municipal Financial Viability and Management	Financial Viability	Budgeting	ALL	FIN_006	X	X	X	X	X
KPA 4: Municipal Financial Viability and Management	Financial Viability	Reduction of external interest	ALL	FIN_007	X	X	X	X	X
KPA 4: Municipal Financial Viability and Management	Financial Viability	Functionality of Finance Management System	ALL	FIN_008	X	X	X	X	X
KPA 4: Municipal Financial Viability and Management	Financial Viability	Develop A Long-Term Financial Sustainability Plan	ALL	FIN_009	X	X	X	X	X
KPA 4: Good Governance and Public Participation	Service Delivery	Audit Corrective Action Plan	ALL	FIN__010	X	X	X	X	X

4.1.6 Directorate Corporate Services: Programmes/Plans/Strategy in Action

Table 33: Programmes and Projects: Corporate Services

NATIONAL KPA	MUNICIPAL KPA	Project Name	Ward Nr	Project Number	TARGET YEAR				
					22/23	23/24	24/25	25/26	26/27
KPA 4: Good Governance	Service Delivery	Call Centre Job Card integration	All wards with municipal offices	Corp-Serv_001	X	X	X	X	X

NATIONAL KPA	MUNICIPAL KPA	Project Name	Ward Nr	Project Number	TARGET YEAR				
					22/23	23/24	24/25	25/26	26/27
and Public Participation									
KPA 4: Good Governance and Public Participation	Staff Wellness	Staff Clinic	All wards with municipal offices	Corp-Serv_002			X	X	X

4.2 PROJECTS OF OTHER ORGANS OF STATE IMPLEMENTED IN KOUGA MUNIPALITY

DEPARTMENT OF SPORTS RECREATION, ARTS & CULTURE

ARTS & CULTURE

Town	Activities	Month	Budget
St Francis Bay KwaNomzamo _Humansdorp	Festival Auditions for Tsitsikamma Arts Festival	September 2024	R75 000

MUSEUM & HERITAGE

Town	Activities	Month	Budget
Patensie	School Outreach Programme - Role and importance of the museums in our communities	August	Null
Hankey	National symbols at Vukani Primary School promotion of I Am the flag in October	October	Null

LIBRARY & INFORMATION SERVICES

Town	Activities	Month	Budget
Kouga Area	Subsidy Grant	April 2024 -March 2025	R 2 050 000,00
Kouga Area	Provision of Library Material	Ongoing	Ongoing

SCHOOL SPORT – SCHOOLS THAT WILL BE ASSISTED

Town	Activities	Month	Budget
Kouga Area	Chigwell PS, Equipment and/or Attire	October	R12 833
Kouga Area	Loerieheuwel Combined Equipment and/or Attire		R12 833
Kouga Area	Patensie Agricultural HS, Equipment and/or Attire		R12 833
Kouga Area	Sea Vista PS, Equipment and/or Attire		R12 833
Kouga Area	Sandwater Farm School Equipment and/or Attire		R12 833
Kouga Area	Patensie PS, Equipment and/or Attire		R12 833
Kouga Area	Weston Junior Sec Equipment and/or Attire		R12 833

SCHOOL SPORT – LEAGUES TO BE SUPPORTED

Town	Activities	Month	Budget
Kouga Area	Chess interschool leagues	**May - September**	R 7 500
Kouga Area	Football interschool leagues		R17 500
Kouga Area	Netball interschool leagues		R 17 500
Kouga Area	Rugby interschool leagues		R 5 000
Kouga Area	Hockey interschool leagues		R 2 500
Kouga Area	Tennis interschool leagues		R 3 000

RECREATION

Town	Activities	Month	Budget
Humansdorp	Recreation Against Crime	June	R15 000
Hankey	Hub Festival	September	R15 000
Humansdorp	Community Recreation Festival	February 2024	R25 000

SPORT DEVELOPMENT

Town	Activities	Month	Budget
Thornhill	Kouga Football Tournament	September	R21 000
Kouga Area	Kouga Netball Association League	May – September	R93 000
Hankey	Hankey Netball Club Equipment and/or Attire	June – December	R23 000

Town	Activities	Month	Budget
Kouga Area	Mayoral Cups in preparation of Premiers Cup – U/19 (Netball, Football, Rugby 7's and Cricket	November	Null

COGTA

Gender Based Violence and Femicide

To reduce gender-based violence and femicide, human trafficking and child abuse within the district. This runs concurrent with teenage pregnancy and substance abuse.

MUNICIPALITY	MAIN PLACE	SUB PLACE	WARD	PROJECT PHASE	BUDGET OF GOVERNMENT	PROJECT START DATE	PROJECT END DATE	NUMBER OF JOB CREATED
Kouga	Humansdorp	Humansdorp VSC		Existing	R151 152.00	04/01/2023	31/03/27	3
Kouga	Hankey	Hankey VSC		Existing	R150 000.00	04/01/2023	31/03/27	3
Kouga	Humansdorp	Humansdorp TADA		Existing		04/01/2023	31/03/27	3
Kouga	Hankey	Hankey SAPS	9	New				
Kouga	Humansdorp	Humansdorp SAPS	4	Existing				
Kouga	Jeffreys's Bay	Jeffrey's Bay SAPS	2	Existing				
Kouga	Patensie	Patensie SAPS	10	Existing				
Kouga	St Francis Bay	St Francis Bay SAPS	1	Existing				
Kouga	Thornhill	Thornhill SAPS	7	Existing				
Kouga	Humansdorp	Kruisfontein Primary School	5	Existing				
Kouga	Humansdorp	Graslaagte Primary School	5	Existing				
Kouga	Humansdorp	St Patricks Primary School	2	Existing				
Kouga	St Francis Bay	Sea vista Primary School	1	Existing				
Kouga	Humansdorp	Lungisa Primary School	6	Existing				
Kouga	Humansdorp	Mzingis Primary School	6	Existing				

CHILD POVERTY

To reduce child mortality and malnutrition through ensuring that all children have access to the nutritious food in the first 1000 days of their lives. To prevent malnutrition and child poverty through linking mothers with socio-economic programmes to promote food and nutrition security as well as sustainable livelihoods.

MUNICIPALITY	MAIN PLACE	SUB PLACE	WARD	PROJECT PHASE	BUDGET OF GOVERNMENT	PROJECT START DATE	PROJECT END DATE	NUMBER OF JOB CREATED
Kouga	Humansdorp	Elderly and Children Resort Soup Kitchen and Development Centre	5	Existing	R 476 933.70	04/01/2023	31/03/24	4
Kouga	Hankey	Simayeni Western Agricultural Coop	13	New	R 40 000	04/01/2023	31/03/24	0
Kouga	Humansdorp	Yonga Bakery	6	New	R198 000	04/01/2023	31/03/24	0

ACCESS TO GOVERNMENT

To improve access to Government Services according to Batho Pele principles through safe and security infrastructure and taking integrated services to the most rural areas on a regular basis.

MUNICIPALITY	MAIN PLACE	SUB PLACE	WARD	PROJECT PHASE	BUDGET OF GOVERNMENT	PROJECT START DATE	PROJECT END DATE	NUMBER OF JOB CREATED
Kouga	Hankey	DSD Hankey Service Delivery Point (SDP)	7	Planning	Lease	04/01/2024	31/03/2027	
Kouga	Humansdorp	DSD Kouga LSO/ DOE Circuit Office	15	Planning	Lease	04/01/2024	31/03/2027	
Kouga	Humansdorp	DSD Humansdorp SDP	15	Existing				

DEPARTMENT OF HUMAN SETTLEMENTS

Allocation per Municipality

MUNICIPALITY	No. of Projects (district)	No. of Projects (local)	Annual Allocation
Kouga Municipality		8	R 32 618 200.00
District Total Allocation	42		R 98 025 600.00

CURRENT PROJECTS:

Project Name Jeffreys Bay:	Unit/Sites	Estimated Budget	Status	23/24	24/25	25/26	Outer Years
Oceanview 1500	1500 (1183 sites)	R51,2m	1183 sites completed	R21m	R30m	R28,60m	R42,55m
Oceanview 200	200	+R28,5m	The Contractor is on site	R15m – R20m	R15m	R30m	
Oceanview 468	468	R 73,60m	Coega Dev Corp appointed implementing Agent.				
Oceanview 515	515	R82.40m	Kouga to connect sanitation line to the existing infrastructure				
Pellsrus 220	220	R 40,7m	218 houses are complete,				
Kruisfontein 2500 (391)	391	R66,6m	391 houses are complete				
Kruisfontein 2500 (400 ph2)	2109 (400-p2)	R74,0m	The project is in design stage. EIA approval is in progress				
Hankey 990 (919)	919	R32,0 m + R147,04m	The installation of internal services is in progress.	R12m R4m	R30m	R30m	R83,04m

Project Name Jeffreys Bay:	Unit/Sites	Estimated Budget	Status	23/24	24/25	25/26	Outer Years
			Kouga to install pumps for houses construction to commence.				
Hankey Weston	700	R38,50m	ECHDS has gazetted funds for bulk infrastructure on 23/24 FY. Kouga to submit funds application ASAP. Houses to be constructed when infrastructure is completed.	R4m	R10m	R28,5m	
Hankey Weston 196 (Mud Structures)	196	R36,26m	Municipality is finalising pre-planning processes. The beneficiary administ ration has commenced.				
Patensie 278	278	R51,43m	Municipality is finalising pre-planning processes. The beneficiary administ ration has commenced.	The finalisation of the GP and Engineering designs. WWT PLANT is still under the Dept of LG, in process.		On Going	Kouga
SEA VISTA 2 000, KwaNomzamo 400 and Thornhill 390	2790	-	1. The mentioned three (3) projects are affected by land and insufficient bulk infrastructure services.	1. Municipality to fast-track plans to address the bulks services challenges for all these projects.		On going	Kouga
DESTITUTE 25: Hankey 1 Oyster Bay 1 Jeffreys Bay 23	25	R3,50	There are 25 destitute beneficiarie s that were identified and approved by the Dept.	Due to unavailability of serviced sites these beneficiaries should be integrated to the project in the area.		On Going	Kouga
Oyster Bay	-	-	No Project identified.	Due to unavailability of serviced sites		-	Kouga

Project Name Jeffreys Bay:	Unit/Sites	Estimated Budget	Status	23/24	24/25	25/26	Outer Years
				the municipality should design other types of services. (New Technologies)			
Project 2022 - 2027		+ 444,07 MIL.	Six Projects almost ready for implementation	Work hard to achieve our goals			ECDHS Kouga

Upgrading Informal Settlement Programme

Name of Informal Settlements	Households	Progress	Comments
Patensie - Cyril Ramaphosa	103	Phase 1 activities are complete Municipality also contracted for Ph 2 & 3 Financial years 2021-2023 budget is R49 427 631 Claims not paid - R13,7m which is long overdue Contractor – Baledi Re-Engineering appointed for Basic Services Land parcel for Polar Park KwaNomzamo 553 was purchased and paid on 8/09/22 amounting to R15,115 616,50 Bulk is a serious challenge in some towns like Humansdorp List of bulk infrastructure needs with multi-year cashflow projections was submitted to HDA on 31/1/23– procurement process is complete, project ready Current FY – R 54 730 000 ending June 2023 April 2023 – March 2024 – R 97 570 000 So far claims are for following items: ▪ Social Facilitation ▪ GIS Map per settlement ▪ Structure Count ▪ Cadastral description ▪ Alternative Services	Delayed payment by HDA All projects' constraints delayed appointment of contractors Sarah Baartman DM not reported performance since appointed Delays by HDA in finalizing Kouga as an Implementing Agent as they are advanced with their progress Delayed in signing Implementing Protocol between HDA & Kouga LM Expenditure will improve now that contractor is on site
Patensie - Cyril Ramaphosa	278		
Humansdorp – Shukushukuma	93		
Thornhill	160		
Humansdorp - Polar Park (KwaNomzamo)	257		
Jeffreys Bay - No R10	58		
Jeffreys Bay - Ocean View	1250		
Polar Park (KwaNomzamo Humansdorp)	553		
Humansdorp - Donkerhoek	234		

Name of Informal Settlements	Households	Progress	Comments
		▪ Electrification ▪ Wheelie Bins	

DEPARTMENT OF RURAL DEVELOPMENT AND AGRARIAN REFORM
PROPOSED PROJECTS FOR 24/25

Project name	Assistance Required	FUNDING PROGRAM	STATUS
CR BOSBOEDERY FARM – Ward 7	ONE ANGUS BULL AND TEN HEIFERS (23/24)	LIS	RECOMMENDED FOR ONE BULL WAITING FOR DELIVERY
BANKKOP - Ward 7	DRILLING OF BOREHOLE (23/24) EIA 24/25	CASP	COMPLETED APPROVED
PAMPOENLAND - Ward 4	DRILLING AND TESTING OF BOREHOLE, SPRAYRACE AND HANDLING FACILITY EQUIPING OF BOREHOLE	CASP	COMPLETE WAITING OF UPDATED OF TRUST DEED WITH THE EXC LUSION OF GOVERNMENT OFFICIALS

FOOD SECURITY 2024/25

Project name	No of beneficiaries / ha	BUDGET
Households	91 For 283 applications	Waiting for budget allocation
Small holder vegetables	6 applications: 28ha (Hugh Bosman- 2ha, Lutiwise 10, Jonas 2ha, shalom gardens 2ha, Kruiskop 2, Gamtoos 10)	
FODDER	2Application: 21ha (Witteklip 11 – Ward 10 and Kruisfontein Ward 4 -10)	
Citrus	3 applications (Three Pence 9, Entabeni 10& Peter Family Trust 13) – 30ha	

ANTI POVERTY PLANS

MUNICIPALITY	PLANS
Kouga	Ward 5: Victory smallholder (arcadia) (in be supported by seedlings and fertilizer
	Ward 7: 44 household and 1 small holder will be supported by seeds& seedlings, poultry, piggery feed under food security. (Rooidraai, Loerie, Thorn hill,)
	Ward 14: 11 household will be supported by poultry and piggery feed under food security. (Sea vista, ocean view)

DEPARTMENT OF PUBLIC WORKS & INFRASTRUCTURE

COVID 19 PROJECTS

NO	Name of Projects	Amount
1.	Humansdorp Hospital – Isolation Wards	R3 506 350,00
2.	Jeffreys Bay Library	R12 949 842, 15

DEPARTMENT OF TRANSPORT

ROAD MAINTENANCE

MUNICIPALITY	NAME OF PROJECT	ALLOCATED BUDGET			PROGRAMME/ PROJECT PROFILE & STATUS	NO OF JOBS CREATED/NO OF BENEFICIARIES			
		2024/25	2025/26	2026/27		Men	Women	Youth	People with Disabilities
KOUGA LM	Maintenance of provincial roads, through blading, grading and back patching.	**R 39 049 201,48**	**R 41 392 153,57**	**R 43 875 682,78**	Ongoing road maintenance with a length of 964,30km surfaced and gravel road network.	**22**	**10**	**15**	**0**

COMMUNITY BASED PROGRAMMES (EPWP) PROJECTS

PROJECT	PROJECT DESCRIPTION	NUMBER OF PARTICIPANTS	WOMEN	YOUTH	PWD	MEN	BUDGET 2024/25
Household Contractor	Maintenance and cleaning of roads through labour intensive methods.	265	54	0	27	54	R3 154 560
Scholar Transport Monitors	Monitoring of contracted scholar transport.	25	14	0	5	14	R 7 440 000

PROJECT	PROJECT DESCRIPTION	NUMBER OF PARTICIPANTS	WOMEN	YOUTH	PWD	MEN	BUDGET 2024/25
Supervisors	Supervision And Monitoring of Household Contractors.	18	02	0	8	02	R859 680
She Cleaners	Covid -19 response project in prevention of the spread of the virus	03	03	0	0	03	R89 280
Total work opportunities created in Kouga LM		331	272	71	01	40	R11 543 520

DEPARTMENT OF WATER & SANITATION

OVERVIEW OF INFRASTRUCTURE INVESTMENT 23/24 FY FUNDED WSIG 5B

Local Municipality	Implementing Agent (IA)	Project	Progress %	Affected Areas	Projects Cost (R)	Completely	Revised Completion
Kouga	Kouga LM	Replacement of the Existing Water Main in Mimosa Street, Jeffreys Bay	49%	Jeffreys Bay	R 9 356 879,38	30 Sept 2024	30 Sept 2024
Kouga	Kouga LM	Structural Repairs to the Paradise Beach Elevated Water Tower	51%	Paradise Beach	R 7 443 120, 62	30 April 2024	30 April 2024
Kouga	Kouga LM	Connection of two boreholes in St Francis Bay	0%	St Francis Bay	R 3 000 000, 00	30 June 2024	30 June 2024
Kouga	Kouga LM	Consulting Services for development of boreholes	70%	Humansdorp, Jeffreys Bay, St Francis	R 1000 000, 00	30 June 2024	30 June 2024

OVERVIEW OF APPROVED PROJECTS – 24/25FY – WSIG 5B – FUNDING LETTERS NOT RECEIVED YET

Local Municipality	Implementing Agent (IA)	Project	Affected Areas	Project Cost (R)
Kouga	Kouga LM	Replacement of the existing water reticulation in St Francis Bay	St Francis Bay	R 15 059 602,94
Kouga	Kouga LM	Upgrading of the Loerie sewer pumpstation and rising main	Loerie	R 8 094 521,24
Kouga	Kouga LM	St Francis bay groundwater treatment	St Francis Bay	R 7 999 995,00
Kouga	Kouga LM	Zeekoei River Bridge Crossing	St Francis Bay	R 11 180 361,36
Kouga	Kouga LM	Upgrading of beach sewer pumpstation and new rising main Jeffreys Bay	Jeffreys Bay	R 17 424 429,29

DROUGHT INTERVENTION

TOWN AFFECTED	DROUGHT INTERVENTION	COMMENTS
Jeffreys Bay	Equipping of BH's and Construction of WTW's to remove Iron and Manganese – R7,4M	Jeffrey's Bay: Additional GW 3.5Ml/day WTW's package plant completed – successfully remove Iron and Manganese
Humansdorp	Construction of WTW's to remove Iron and Manganese – R8,2M	Humansdorp: Additional GW 1,5Ml/day WTW's package plant completed - successfully remove Iron and Manganese
Kruisfontein	Groundwater Development – R21,9M	Successfully Completed
St Francis Bay	Drilling and Equipping of Boreholes and Construction of WTW's to remove Iron and Manganese – R9,5M	St Francis Bay: Additional GW 0.5Ml/day – BH's still to be connected – successfully remove Iron and Manganese
Hankey	Drilling and Equipping of Boreholes and Construction of WTW's to remove Iron and Manganese – R6.9M	Drilling not successful no additional water - WTW's package plant completed - successfully remove Iron and Manganese
Loerie	Drilling and Equipping of Boreholes - R1.9M	Loerie Additional GW 0,8Ml/day – BH's not equipped and connected due to budget constraints.
Thornhill	Drilling and Equipping of Boreholes - R1.6M	Drilling not successful – not significant additional water found

CACADU DEVELOPMENT AGENCY

Corporate Social Investment (CSI) Programme

Municipality	Town	Name of NPO	CDA Mandate Area	NPO Main Function	Amount Awarded
Kouga	Hankey	Ethembeni Community Organisation Project	Community Development	HIV/AIDS, Orphans and Vulnerable Care and Support Centre	T1. R30 000
Kouga	Humansdorp	Sakhe Singamadoda Youth Programme	Youth Development	Skills Development Programme	T2. R17 398

4.3 LIST OF NATIONAL PROJECTS IMPLEMENTED BY PRIVATE SECTOR WITHIN THE KOUGA MUNICIPALITY

Kouga Windfarms Key Projects – 2023/2024:

Enterprise Development

Projects	Town/Area	Budget
2 x Fishing Coops	Jeffreys Bay, Humansdorp, Hankey, Patensie	R600k
Textile Coop	Thornhill	R260k
Piggery	Kruisfontein	R1.6m
Cattle Farming	Kruisfontein	R500k
Wi-Fi Coop	Humansdorp	R600k

Socio-Economic Development

	Town/Area	Budget
Bursary	All Communities	R3.6m
After-School	Humansdorp, Oyster Bay, Hankey	R1m
Literacy & Numeracy	Oyster Bay, Sea Vista, Jeffreys Bay, Hankey	R200k
ECD Support	All Communities	R3m
Agric Scholarship	All Communities	R500k
High School Scholarship	All Communities	R650k
School Development	Thornhill	R4m
Environmental Internship	All Communities	R350k
Psychosocial Support	All Communities	R820kk
Graduate Development	All Communities	R1.2m
NGO/CBO Support	All Communities	R250k
Drought Mitigation	Sea Vista, Humansdorp, Oyster Bay	R3m
Wi-Fi Connectivity	Oyster Bay, Sea Vista, Humansdorp,	R1.7m
Food & Bev, Poultry, Drivers, Carpentry	Sea Vista/Oyster Bay/Humansdorp	R3.5m
Health Promotion	All Communities	R200k
Substance Abuse	All Communities (schools)	R300k
Palliative Care, Primary Health		
Additional Classrooms (paving)	Humansdorp, Oyster Bay	R1.7m
Special Support Fund (SRD)	All Communities	R1.5m

CHAPTER 5: SECTOR PLANS

5.1 High level Spatial Development Framework

5.1.1 Status of SDF

The Municipality is in a process of reviewing the current Spatial Development Framework.

5.1.2 Spatial Vision

"Kouga is a municipal area where well protected natural resources provide economic opportunities" and a framework within which a network of well-connected SMART settlements, with a small-town feel, provides social and economic opportunities for all residents".

5.1.3 PRECINCT PLAN

Background to the Jeffreys Bay Precinct Plan (Local Spatial Development Framework)

This section represents the Local Spatial Development Framework (LSDF) for the Jeffreys Bay Central Business District (CBD) Precinct in the Kouga Local Municipality (KLM).

The LSDF further aims to formulate spatially based policy guidelines whereby changes, needs and growth in the region can be managed to the benefit of the community. The LSDF will further guide and inform all decisions of the Municipality relating to use, development and planning of land, within a balanced assessment of need and to provide adequately for social and economic demands within a growing economy and population.

LSDF Objectives

The main objective in developing a Precinct Plan for the Jeffreys Bay CBD is:

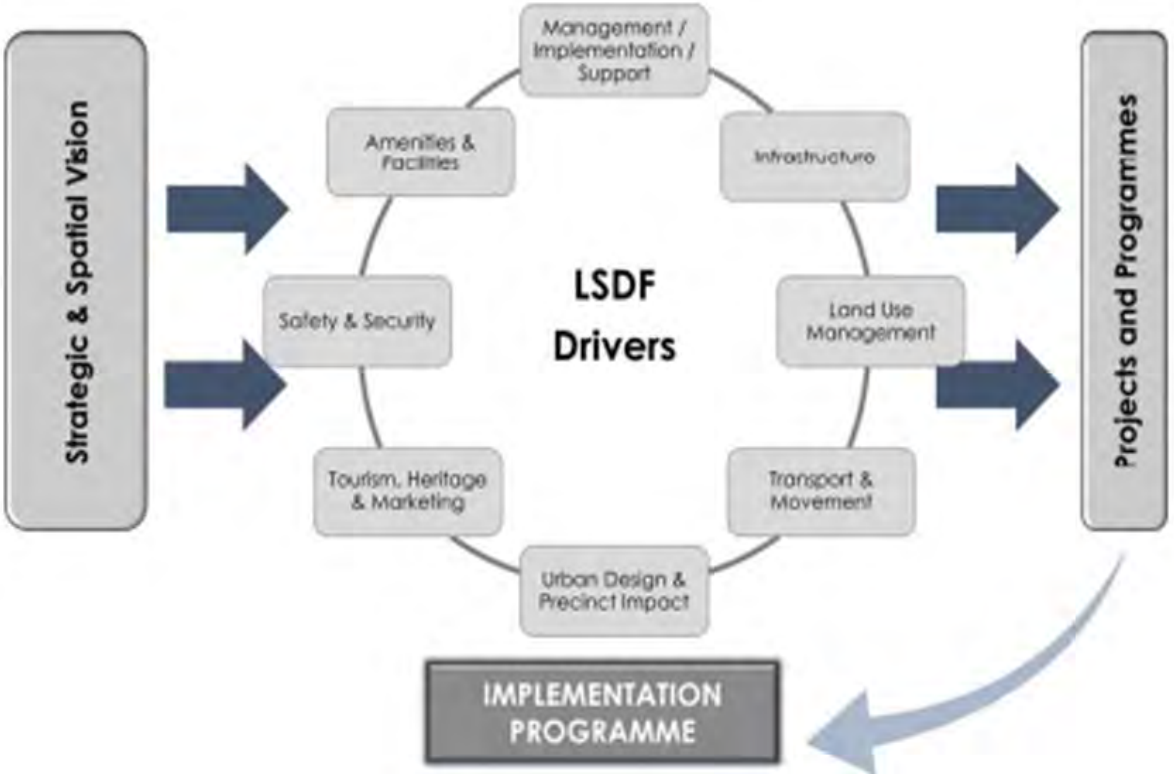
- To develop a spatial vision for the Jeffreys Bay CBD.
- To leverage private and community/ public investment within Jeffreys Bay.
- To enhance the collateral value of properties within the CBD.
- To create conditions for broadening of capital formation and business development.
- To achieve efficiency in the movement of goods and people by restructuring the spatial form of the CBD by introducing proper land use zones and supporting the introduction of activity nodes and movement corridors.
- To create vibrant public and economic spaces.
- To build institutional and development capacity that will contribute to social and economic cohesion.

5.1.4 SPLUMA

The SPLUMA Founding Principles must guide preparation, adoption and implementation of the Local Spatial Development Framework, policy formulation concerning spatial planning and development or use of land. SPLUMA reinforces and unifies the National Development Plan's vision and policies by using spatial planning mechanisms to eliminate poverty and equality while creating conditions for inclusive.

LSDF Drivers and Spatial Strategies

Figure 18:Drivers



5.1.5 Development Objectives and Spatial Implications

Development Objectives and Spatial Implications

LSDF Driver	Strategies	Intervention
Management / Implementation / Support	Implement a Management Committee / Forum	▪ Consider establishment of a dedicated committee or structure to drive SDF implementation objectives. ▪ Implement bi-annual feedback mechanisms through monitoring and support. ▪ Align with IDP review.
	Establish a Heritage and Urban Design Committee	▪ Establish a heritage / aesthetic or urban design committee to assist with development proposals assessment. ▪ This can be part of the planning and infrastructure office and institutional structure.
	Assess rates rebate options and special rates area	▪ Options for rate rebate and possible promulgation of a rates rebate area. ▪ This should be done on sound principles and extensive public participation as part of the Jeffreys Bay CBD implementation strategy.
	Implement Overlay Zone with shortened decision-making processes	▪ Establish an Overlay Zone for the CBD Study Area in terms of the new Integrated Land Use Scheme. ▪ Overlay Zone will eliminate applications and application procedure for departures of height, parking and building line requirements.
	LSDF annual priority update and IDP alignment	▪ Ensure alignment of Capital Expenditure Framework with IDP budget and implementation strategy on an annual basis. ▪ Ensure revision of Jeffreys Bay CBD LSDF with Kouga LSDF review cycle. ▪ Prioritise and allocate budgets to create an inducive environment for LSDF strategy implementation.
Infrastructure	Prioritise maintenance and management of infrastructure	▪ Support infrastructure, maintenance and implementation based on various sector plans and annual IDP review.
	Align infrastructure priorities with annual IDP review cycle	▪ Align infrastructure priorities with macro needs within the greater Jeffreys Bay and within budget constraints.
	Implement infrastructure proposals and upgrading as per the CEF	▪ Assess grant funding and lobby support departments for urban regeneration implementation.
Land Use Management	Land use parameters to promote investment	▪ Use heritage and urban design committee as a support function to promote development approval. ▪ Assess options to mitigate CBD decisions to the Authorised Official to fast-track development approvals.

LSDF Driver	Strategies	Intervention
		▪ Amend development parameters to promote investment. ▪ Support urban design guidelines. ▪ Amend development parameters to promote investment.
	Promulgate Overlay Zone	▪ Declare the Jeffreys Bay CBD as an Overlay Zone with supporting initiatives for investment and abstract decision making
	Implement Land Use Guidelines and height departures to manage CBD identified zones	▪ Support urban design guidelines and all development should be supported by detailed Site Development Plans
Transport and Movement	Maximise Public Parking	▪ Change traffic flow to one way along Da Gama Road (SB) and ▪ Jeffrey Street (NB) ▪ Reconfigure on-street parking ▪ Change east-west streets to one-way pairs ▪ Identify and develop off-street parking sites ▪ Accommodate tour buses away from Diaz Road
	Improve NMT Safety	▪ Change traffic flow to one way along Da Gama Road (SB) and ▪ Jeffrey Street (NB) ▪ Reconfigure on-street parking ▪ Change east-west streets to one-way pairs ▪ Consider closure of street during season ▪ Reconfigure for Universal access ▪ Cycle facilities
	Improve Accessibility	▪ Change traffic flow to one way along Da Gama Road (SB) and ▪ Jeffrey Street (NB) ▪ Reconfigure St Francis Drive / De Reyger Street Junction ▪ Change east-west streets to one-way pairs ▪ Link Duine Road to Diaz Road ▪ Clear directional signage
	Reduce Traffic Congestion	▪ Change traffic flow to one way along Da Gama Road (SB) and ▪ Jeffrey Street (NB). ▪ Reconfigure on-street parking ▪ Change east-west streets to one-way pairs ▪ Reconfigure St Francis Drive / De Reyger Street Junction. ▪ Adjust signal phasing – Da Gama / De Reyger.
Urban Design and Precinct Impact	Promote nodes of focus and activity	▪ The concentration of certain activities, like the factory shop retail facilities at the end of Da Gama Street, is widely regarded as a good way of creating special interest precincts and should be promoted. ▪ Identify and focus on an area that can be called the 'Centre of town'.

LSDF Driver	Strategies	Intervention
		▪ Allow for nodes that can focus on certain needs of the study area, such as the development of the industrial area or the formalising of a public transport node.
	Promote gateways at the entrances to the study area	▪ Increased focus on safe movement of cars and pedestrians so that both can enter the study area easily and safely. ▪ Clear signage that gives direction and notification of entering the Jeffreys Bay CBD. ▪ Information to be provided for special regulations regarding the study area, especially during the peak seasons.
	Support Flexible environments	▪ A space that is comfortable and looks inviting is likely to be successful. ▪ Promoting increased density and mixed-use has proven to be a recipe for success for redefining CBD'S. ▪ The street space can have a variety of uses depending on the season and holiday use of the town CBD. ▪ Allow for uses that cater for in and out of season scenarios.
	Promote regeneration and development of the Public Realm	▪ All materials, finishes and elements to be minimal and timeless in style, colour and form. ▪ The public realm is to be kept minimal. ▪ Space is more 'neutrally and naturally' defined rather than heavily themed or decorated. ▪ Promote a minimal selection of materials and finishes that are both hardwearing and easily repaired/replaced.
	Create Active and People Friendly Places	▪ Sufficient activities that are convenient are key drivers for creating busy and economically prosperous town centres. ▪ Promote sufficient variety and number of activities in the public realm. ▪ Some similar and aligned activities often work better when they are grouped. Safe and simple to understand access to facilities is important. ▪ Allow for safe and sufficient parking at activities. ▪ Allow for extended in season operational hours for facilities and services.
Tourism, Heritage and Marketing Safety and Security	Protect heritage and cultural resources	▪ Generally, history and heritage are a key factor in defining character ('look and feel') for a small town. ▪ Heritage beach houses towards the end of Da Gama Road to be identified and developed into a heritage/boutique retail node. ▪ The Savoy Hotel is an important building in the study area.

LSDF Driver	Strategies	Intervention
		▪ The many surf shops are an important part of the reason for tourists visiting the town. ▪ Beach structures such as lifesaver towers, lighthouses and the beach promenade are an integral part of the character of Jeffreys Bay. ▪ Promote cultural heritage through exhibitions and events.
	Identify and develop heritage nodes	There is a noticeable node of heritage houses between the factory shops at the end of Da Gama Street and the centre of town that is to be identified and developed.
	Support tourism industry	▪ Allow for limited seasonal road changes including short limited pedestrianisation and one-way systems. ▪ Allow for a variety of permanent facilities such as markets and outdoor sport and music. ▪ Allow for additional temporary facilities such as toilets for peak seasons. ▪ Allow for temporary overflow parking for the peak seasons. ▪ Arrival to the study area at the various gateways is to be acknowledged and provide a strong visual impression and provide suitable information (though signage, for example), ▪ The study area needs to make a strong first impression regarding cleanliness and hygiene. ▪ A sense of comfort for the user is an important factor. This includes perceptions about safety, cleanliness, and the availability of places to sit. ▪ Are spaces clean and free of litter and are there sufficient dust bins?
	Implement safety strategies	▪ Primary concepts that promote safer public spaces include: ▪ Clearer access to into and out of public places like parks and beach fronts. ▪ Fewer 'behind building conditions' where activities can occur out of sight of passing traffic. ▪ Limit dead ends as these often create quite un-monitored places. ▪ Trim (but do not remove) planting and trees so that there are clear sightlines at the pedestrian level. ▪ Enforcement such as cameras and security guards also need to be considered, especially in the peak seasons. ▪ Implement overarching safety and security strategies ▪ Align and participate in SAPS, traffic management and land use

LSDF Driver	Strategies	Intervention
	Promote and monitor general hygiene	▪ All aspects of the public realm to be hard-wearing and low maintenance. ▪ Within the context of small-town maintenance and hygiene generally, and now specifically with the awareness of pandemics such as COVID-19, issues of hygiene have become important aspects of the public realm. This is to include routine maintenance, high-pressure cleaning and sanitising of areas such as public toilets, seating and dustbins.
Amenities and Facilities	Facility management and maintenance	▪ Allocation of sufficient operational and management resources from the local authority. ▪ Allocation of sufficient lifelong financing for their operations and maintenance. ▪ Allowance for their operations and management to change for the different use of the low and high season. This, then, needs to allow for: ▪ Sufficient operational and management resources. ▪ Facilities need to be lockable for the low season. ▪ Increased security and monitoring to be allowed for in the low season to minimise the threat of vandalism. ▪ Increased lighting for use in the high season and monitoring in the low season.
	Facility provision and IDP budget alignment	Align public space upgrade and maintenance with IDP budget and external funding sources

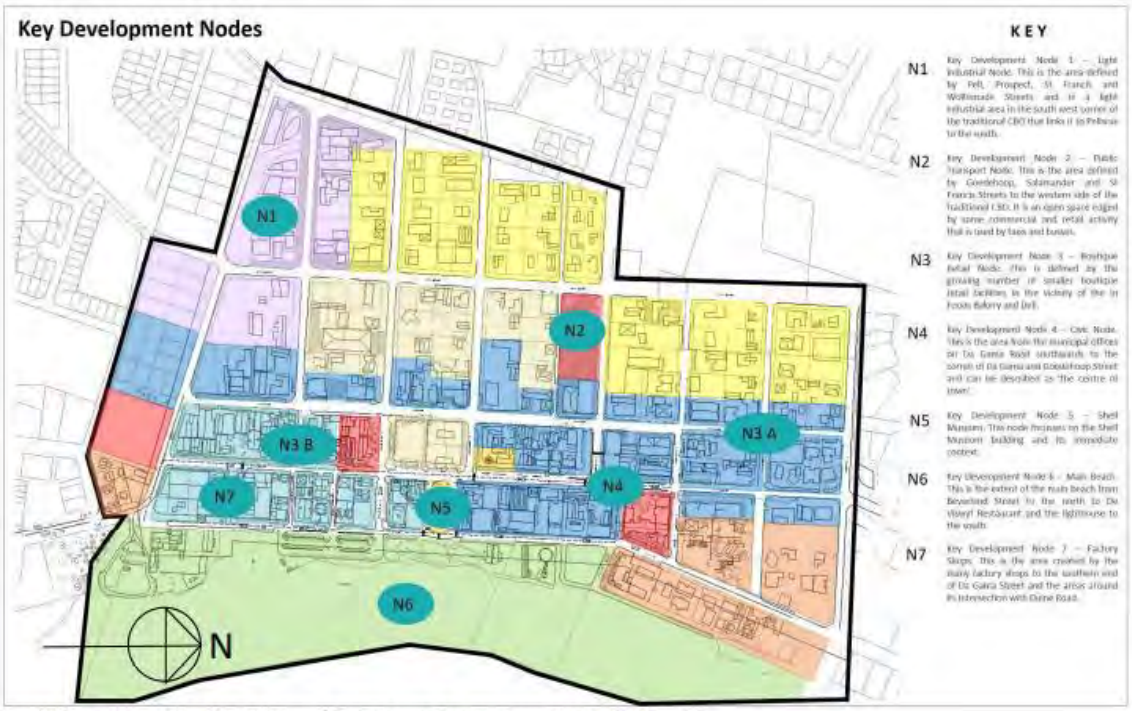
5.1.6 Node-Specific Urban Design Guidelines

In addition to the public realm and private development general guidelines above, the node-specific guidelines below have been developed. It is acknowledged that the Jeffreys Bay CBD is not a singular homogenous place but rather a place of great variety and difference, in use, look and character. Together these (sometimes divergent) elements seem to work to create the Jeffreys Bay CBD of today, with its specific character, that is different from other seaside towns and cities.

These node-specific urban design guidelines relate specifically to the 8 different key nodes that have been identified, notably:

- Key Development Node 1: Light Industrial Node
- Key development Node 2: Public Transportation Node
- Key Development Node 3: A - Boutique Retail Node B – Boutique Retail Node
- Key Development Node 4: Civic Node
- Key Development Node 5: Shell Museum
- Key Development Node 6: Main Beach
- Key Development Node 7: Factory Shops

Key Development Nodes



Plan 29: Concept Layout Plan of the study area indicating seven key development nodes (Not to scale)

Jeffreys Bay CBD Precinct Plan (LSDF) (June 2021)

5.1.7 Strategic Framework of Street Use Scenarios

It is useful to consider the study area streets as public space that can be used by a variety of users in different ways.

a) Key uses of the public space of the study area:

- Movement of vehicles to and through the study area.
- Vehicles parking in the study area. This is dependant primarily on seasonality and whether the parking is long or short term.
- Movement of pedestrians to and through the study area.
- Places for pedestrian activities.
- Mixed us public space that allows for elements of vehicular and pedestrian use.
- The above ideas are expressed in the concept layout plan below.

The elements of this image are described as:

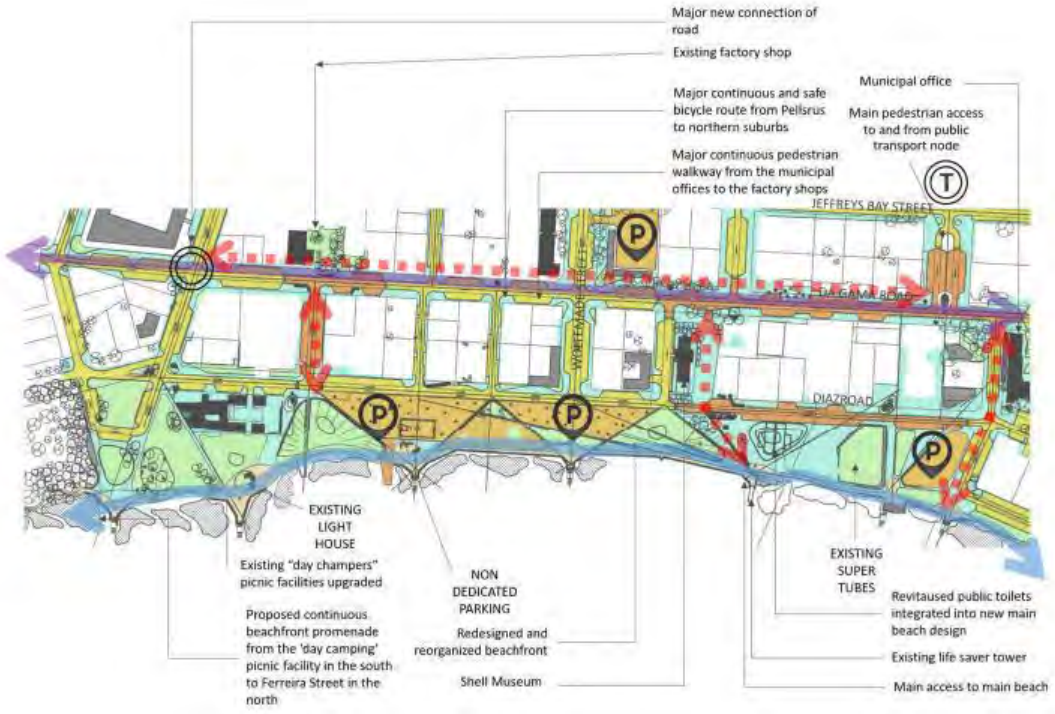
Concept Layout Plan



Figure 19:Concept Site Plan of the study area as indicating possibilities for public space use (not to scale)



Concept Site Plan of the Beachfront and Da Gama Road



5.1.8 Consolidated Urban Design Proposal

In summary, the consolidated urban design proposal is an outcome of the investigation of this report and understanding of the role of the LSDF, the Precinct Plan and the analysis of the study area.
The above ideas are expressed in the concept layout plan below:

Consolidated Concept urban Design Proposal Site (not for scale)

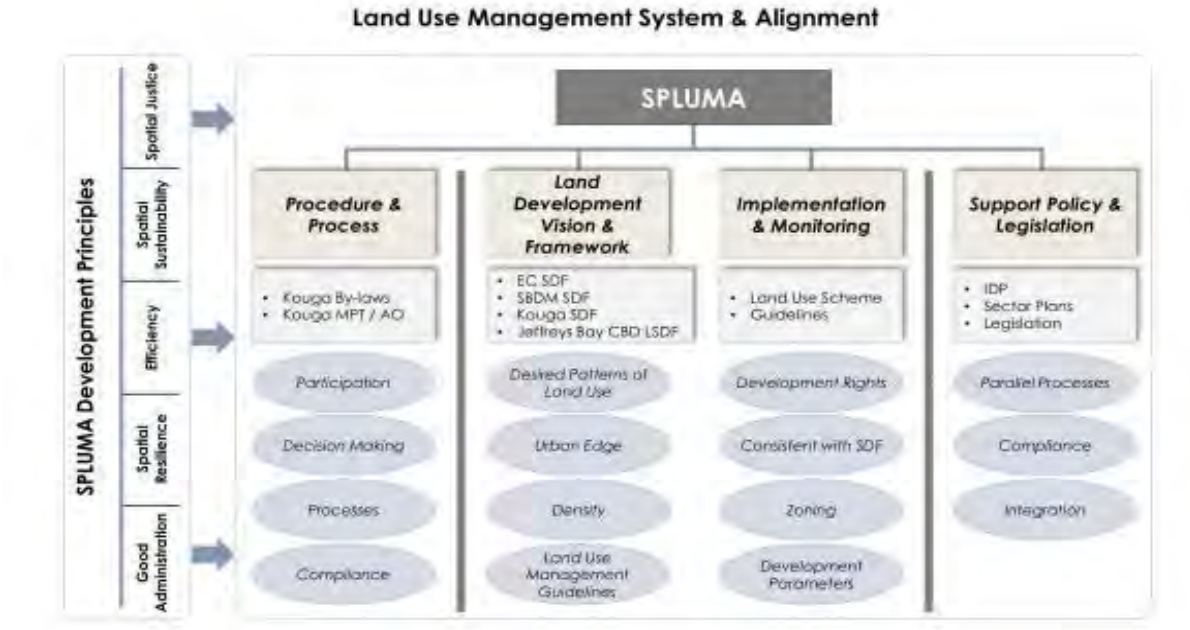


5.1.9 Implementation Framework

The Implementation Framework for the Jeffreys Bay CBD LSDF provides the vehicle for LSDF implementation through projects, budgets, priorities and institutional arrangements to ensure implementation, monitoring and review.

The graphic illustrates the package of plans and the land use management system for Kouga that is entrenched through the Municipal Spatial Development Framework.

Land Use Management System & Alignment



5.1.10 Capital Expenditure Framework (CEF)

A Capital Expenditure Framework is a consolidated, high-level view of infrastructure investment needs in a study area over the long term (10 years).

The CEF articulates how the spatial proposals are to be achieved sequentially, with attention to projects, timeframes, budgets and funding. Planning inputs are based on the spatial planning proposals, Municipal, Provincial and National Government financial planning and capital budgets and the Municipality's Infrastructure Master Plans and infrastructure programme rollout.

5.1.11 Project Focus and Prioritisation

Objectives and vision are achieved through the project and programme implementation. Given various budgetary constraints, the need for sustainable development and other issues likely to affect the implementation of identified projects, the implementation strategy should be focused on the following principles:

1. Focus on projects that promote the optimal use of existing infrastructure and services and enable the local municipality to make better returns from existing and newly built infrastructure.
2. Upgrading engineering services and infrastructure capacity is critical to accommodate the needs of new property developments.
3. Focus on projects that will stimulate the objectives and priorities.
4. Acknowledge existing IDP programmes and initiatives.
5. Acknowledge community prioritisation through ward prioritisation.
6. Focus on District and Provincial Programme Alignment
7. Prioritise projects that could better unlock or trigger more investment into the area
8. Focus on projects that utilize and harness local initiatives
9. Capital requirements for implementation and maintenance of the urban design proposals (public space)

5.1.12 IDP 2021 / 2022 Alignment

i. Projects Relevant to the CBD

The following projects were included in the 2020/2021 and 2021/2022 financial years (IDP):

- Planning for The Bypass Sewer – La Mer Sewage Pump Station
- Sewer Rising Mains: La Mer to Pump Stations 4A and 4B
- Replace Aging Water Pipes
- Generator for Main Offices
- Upgrade Main Electrical Supply: Melkhout to Jeffreys Bay
- Upgrade Main Substation
- Develop Electrical Master Plan
- Roads and Storm Water: Develop Transportation Master Plan
- Upgrade Provincial Roads: Da Gama Road
- Fix Potholes
- Safety and Security: Install Security Cameras
- Upgrade Ablution Facilities
- New Municipal Offices: Finalise Design

ii. Priority Projects Identified (IDP)

- Upgrade CBD
- Walkways, benches, lights from Dolphin Beach to Caravan Park
- Play Parks at beach areas
- CCTV Cameras
- Cycling Lanes
- Formal Transport Facility for Taxis
- Improve Storm Water Infrastructure
- Upgrade Access to the beach and Ablution Facilities near Pellsrus, upgrade Parking Areas near
- Snoek and Manta Streets Intersection

5.1.13 Proposed Capital Budget (IDP)

Proposed Capital Budget (IDP)

Proposed Projects	21/22	22/23	23/24
Electrical Infrastructure	R 1.4m		
Rising Main La Mer to 4A and 4B	R 0.6m		
Upgrade	R 0.3m	R 0.1m	R 0.1m
Playpark	R 9 000		
Camera System	R 30 000		
Ablution Facilities at Launching Site		R 0.36m	R 0.38m
Ablution Facilities Pellsrus	R 0.15m	R 0.15m	R 0.15m
Playpark	R 40 000	R 40 000	

5.2 SPATIAL DEVELOPMENT FRAMEWORK

5.2.1 Introduction and Context

The Kouga Municipal (KLM) Spatial Development Framework (SDF) is a framework that seeks to influence the overall spatial distribution of current and future land use within Kouga to give effect to the vision, goals and objectives of the municipal Integrated development Plan (IDP). While the KLM SDF is integral to a complete IDP, it is noted that the SDF is also an integrative instrument of municipal management.

5.2.2 The KLM SDF aim to create the building block toward:

- A spatial vision for the future of the municipal.
- Implementation plans together with the necessary public sector resources to deliver them.
- A framework for private investment

5.2.3 Spatial Principles

The following spatial principles inform future land use decisions in KLM SPLUMA Founding Principles
The Founding Principles will guide preparation, adoption and implementation of the Spatial Development Framework, policy formulation concerning spatial planning and development or use of land. These objectives include the redress of spatial injustices and the integration of social economic and environmental considerations and land use management.
The 5 Founding Principles set out in SPLUMA apply to the KLM SDF:

- Spatial Justice
- Spatial Sustainability
- Efficiency
- Spatial Resilience
- Good Administration

5.2.4 District Directives and Abutting SDF's

KLM shares borders with Koukamma, Sundays River Valley, Beyers Naude (Old Baviaans LM Section) and Nelson Mandela Bay Municipalities and falls within the Sarah Baartman DM. Spatial Implications/Cross border issues requiring spatial alignment and administrative co-ordination are set out below:

Spatial Implications/Cross border issues

SBDM	Koukamma	Sundays River Valley	Beyers Naude	NMBM
Acknowledge the N2 coastal route	N2 Garden Route linkage between NMBM and the Western Cape, primarily a tourism route Langkloof alternative route key function for transport of produce to Western and Eastern Cape	N2 Development Corridor	N2 Development Corridor	N2 Development Corridor
Biodiversity Footprint	Coastal Management integrated with Koukamma Municipality and the Nelson Mandela Bay Municipality	Groendal		Coastal Management integrated with Koukamma Municipality and the Nelson Mandela Bay Municipality
Protected Areas Networks	Baviaans Mega Reserve Planning Domain and conservation area	Baviaans Mega Reserve Planning Domain and conservation area	Baviaans Mega Reserve Planning Domain and conservation area	
ID Renewable energy areas – Wind and Hydro	Wind Resource Area			

SBDM	Koukamma	Sundays River Valley	Beyers Naude	NMBM
Tourism Focus Area	Tourism routes between the Western Cape NMBM, Beyers Naude and Kouga Municipalities Baviaanskloof tourism route between Patensie and Willowmore in the Western Cape (gravel and 4x4 route). Tourism routes between the Western Cape and Kouga Municipalities (Langkloof) and the N2 via Humansdorp (tarred roads).	Grootrivier Poort Tourism Route – Only direct connection to SRV and Karoo	Tourism routes between the Western Cape NMBM, Beyers Naude and Kouga Municipalities. Baviaanskloof tourism route between Patensie and Willowmore in the Western Cape (gravel and 4x4 route).	Tourism routes between the Western Cape NMBM, Beyers Naude and Kouga Municipalities
Protect High Potential Agricultural Lands	Dairy Industry			
Protect Forestry Areas				Longmore Forest forestry area between Kouga Municipality and the NMBM
Protect Water Resources	National surface water Strategic Area Irrigation resource – Mpofu Dam	Drinking Water Resource Irrigation resource	Drinking Water Resource (Kouga Dam)	Cross Border - Drinking Water Resource Irrigation resource

5.2.5 Spatial Vision and Concept

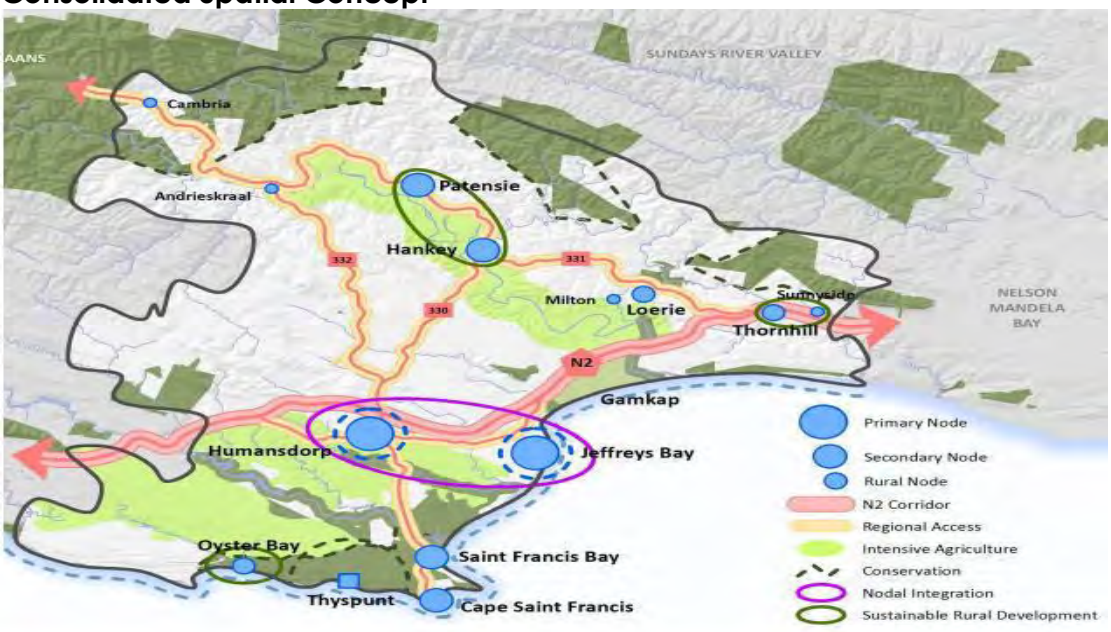
This section sets out a vision and spatial concept for the spatial planning and land use management in the Kouga Municipal Area.
"Kouga is a municipal area where well protected natural resources provide economic opportunities and a framework within which a network of well-connected SMART settlements, with a unique town feel, provides social and economic opportunities for all residents.
This Vision is built on the following components:

1. A hierarchy of settlements

2. Networks – Mobility and Logistics
3. Protect natural resources/Integrated Environmental Management
4. Promoting Agriculture and Rural Development
5. Efficient functioning of settlements / Resilient, Inclusive, Smart and Sustainable Settlements

5.2.6 Consolidated Spatial Concept

Consolidated Spatial Concept



5.2.7 Municipal Spatial Framework

The municipal framework sets aside a large component of the area for the protection and management of natural areas and higher value agricultural land. The ecological and economic services that these areas provide enable the agricultural and tourism sectors to function effectively.

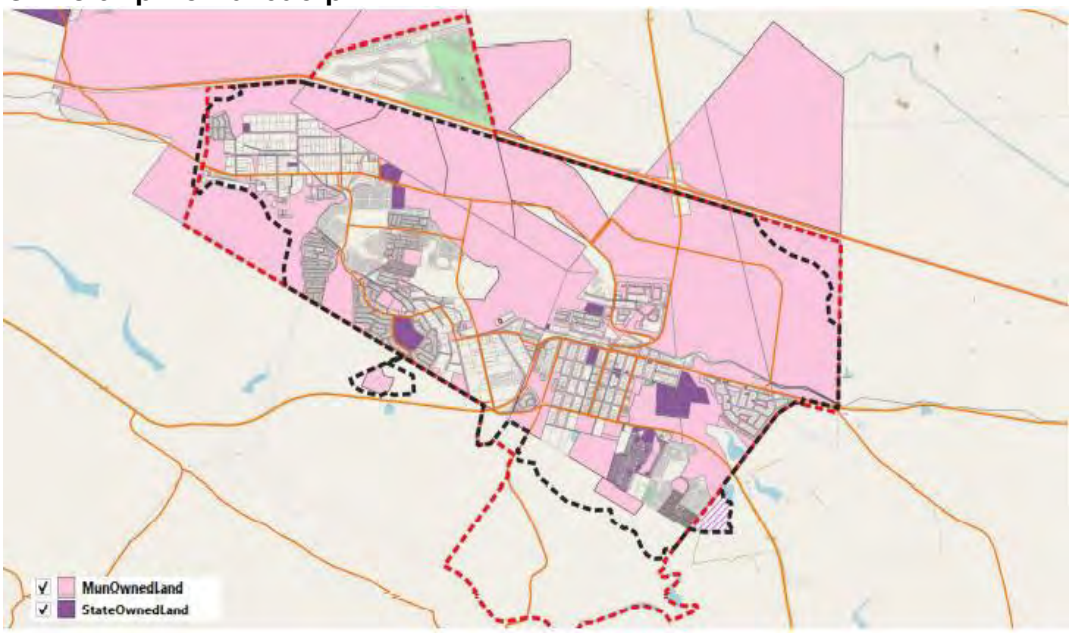
The municipal wide SDF proposals are set out on Figure 16(SDF) and will be read together with the Land Use Management Guidelines set out in Chapter 5.

Municipal Spatial Plan



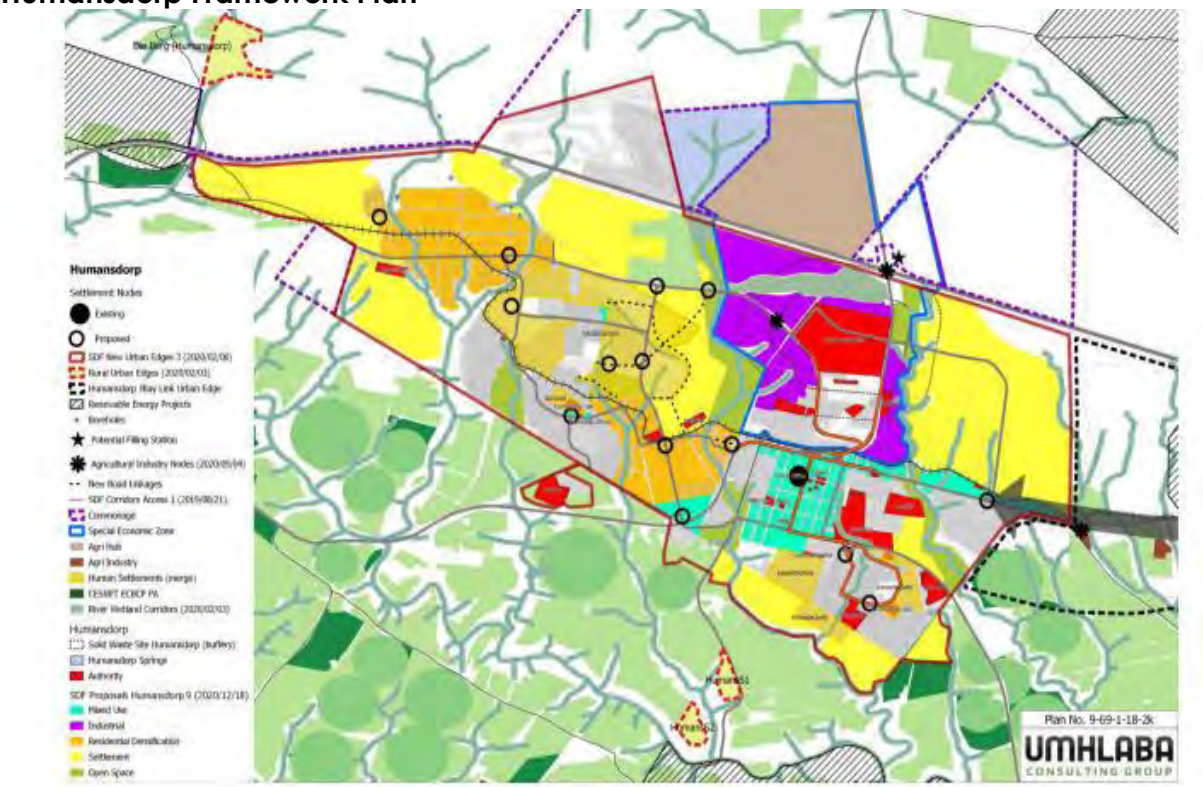
Land Ownership

Ownership Humansdorp



Humansdorp Framework Plan

Humansdorp Framework Plan



5.3 Disaster Management

The Disaster Management Act, 2002 is a legal instrument that provides coherent and transparent information with the aim to prevent and mitigate disasters and indicates how risk reduction measures are dealt with in the long-term as well as managing emergencies in the shorter term. It includes aspects of preparedness, response and recovery.

The Kouga Local Municipality has prepared a Disaster Management Plan in accordance with the requirements of the Disaster Management Act, 57 of 2002 (the Act) and Disaster Management Amendment Act, 16 of 2015.

i) Response

Immediate and effective response

What constitutes an integrated, coordinated, rapid and effective response? This can only be achieved through planning, implementation and exercise. A Technical Advisory Committee will be appointed by the Kouga Local Advisory Forum and a response policy will be drafted.

ii) Recovery

Post disaster impact assessments

After a disaster, the following disaster impact assessment activities will be undertaken, including an impact analysis relating to:

- ✧ Direct and indirect impact on communities;
- ✧ Social impact;
- ✧ Agricultural impact;
- ✧ Infrastructural impact, including critical infrastructure;
- ✧ Environmental impact; and
- ✧ Economic impact.

iii) Logistics

Whether during disaster response, or while implementing mitigation activities, the basic task of a logistics system is to deliver the appropriate supplies, in good condition, in the quantities required, and at the place and time they are needed.

Role of Logistics in Mitigation Activities

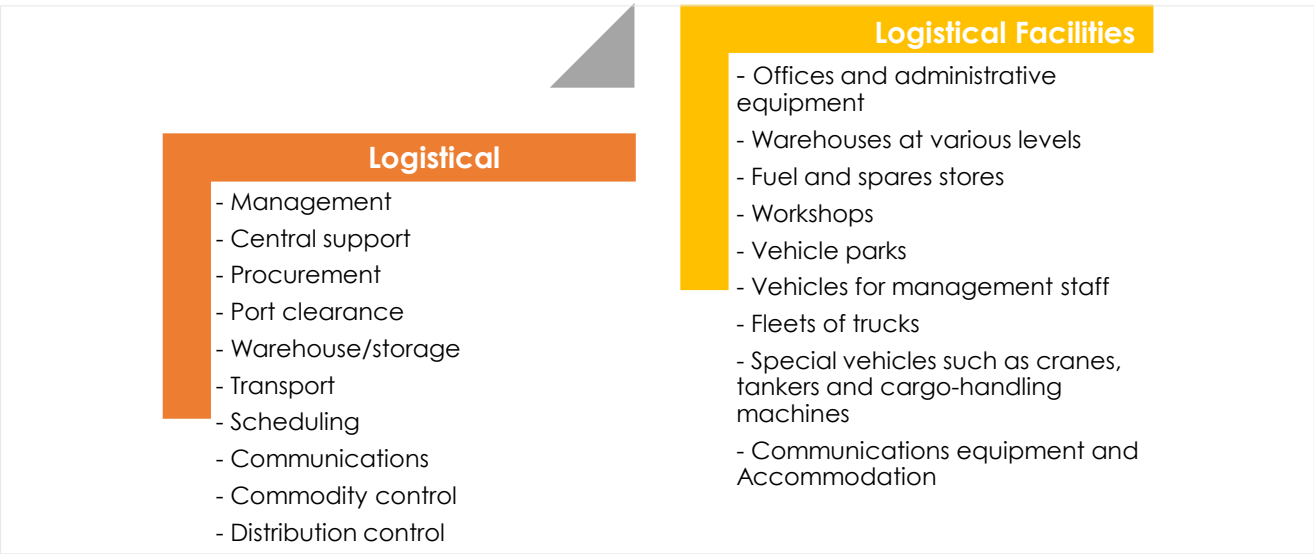
In this context, mitigation activities will be considered to include components such as preparedness, recovery and reconstruction.

Required Facilities and Equipment

The following function will form part of the logistical system, while several facilities will be required to support these functions:

Disaster Logistical Functions and Facilities

Figure 20:Disaster Logistical Functions and Facilities



iv) Risk Reduction: Risk reduction project proposals

Table 34:Risk Reduction Project Proposals

No	Hazard	Risk reduction project proposals
1	**Flooding**	**Physical planning:** poor physical planning causes flooding but where adequate drainage channels are constructed with ongoing maintenance the problem of flooding reduces. **Engineering & Construction:** engineering design and safety standards should be incorporated to assure structural integrity of buildings. **Economic Measures:** address flood related financial needs & investing in forecast-based financing of risk reduction and preparedness measures as climate changes might increase in the future. **Management & Institutional:** to achieve ideal flood forecasting and warning systems, cooperation involving stakeholders is necessary. For example, SA Weather Services can provide specific advisory services to local communities establishing flood warning systems. **Societal Measures:** traditional and indigenous practices of coping with floods are as important and vital as the modern approaches. Local knowledge approaches should be investigated as it is also the most valuable asset for flood management planning.
9	**Human and Animal Epidemic** **Disease**	**Physical planning measures:** hospitals to draw up plans for managing epidemics. Train hospital staff for in an emergency or disaster to better contribute to the emergency response. Providing support for patient transport. **Engineering & construction measures:** ensure that effective repair & maintenance services aimed at avoiding functional collapse of the

No	Hazard	Risk reduction project proposals
		hospital. Train engineering & maintenance staff in infection prevention and control procedures. **Economic measures:** Logistics management & stockpiles of special supplies and equipment are needed in readiness. **Management & institutional measures:** developing Hospital Emergency Risk Management Programme-including measures to protect staff, patients & visitors from infections. Establish hospital emergency committee & Incident Command Group. **Societal measures:** developing strategies & programs to disseminate information the public is likely to need with a view to reducing risks during an emergency.
18	**Fire: Structural** **(Formal Settlements)** **Fire: Structural** **(Informal Settlements)**	**Physical planning measures:** develop a district-wide strategic framework for fire & burn prevention. **Engineering & construction measures:** smoke alarms provide an early warning system that alert people & permit time for an escape before a fire spreads, the implementation of this invention will reduce the risk of deaths in any form of settlements. **Economic measures:** prioritise funding & prevention training. **Management & institutional measures:** develop an information strategy & data collection system because an effective information strategy would support response planning & prevention, hazard identification & risk assessments. **Societal measures:** educational strategies for the public & communities with regards to fire awareness, safety & prevention.
4	**Road Incidents**	**Physical planning:** looking into the possibility of introducing safer travel choices. For example, rail has shown to be a safer form of travelling than motorized modes of travelling. **Engineering & Construction measures:** development of local road safety schemes that road safety engineers and urban designers can use in a wide range of measures to improve the safety of the road environment for all road users and to encourage increased use of streets as places that meet the needs of pedestrians, cyclists and public transport users. **Economic measures:** Speed enforcement detection devices can be effective in reducing RTA's and associated injuries. Appointing and training police for policing on roads can have a beneficial effect on road traffic facilities and crashes. **Management & Institutional measures:** Introduce proper land use planning, residential, commercial and industrial policies to be enforced. Develop a Road Traffic Accidents Response Strategy. **Societal measures:** enforce seatbelt wearing use as research has shown that seatbelts reduce the risk of death in a crash by approximately 60%.

No	Hazard	Risk reduction project proposals
		Safety education programmes for pedestrians. Driver training/ education programmes. Awareness, communication and collaboration are key to establishing and sustaining road safety efforts.
2	Drought	**Physical planning:** limit evaporation from swimming pools and other man-made water bodies through implementing appropriate physical planning measures and by-laws. Study and understand the impact of climate change on development. Promote awareness and cultivation of drought resistant crops. Build proper storage and preservation facilities by agricultural produce. **Engineering & Construction:** Monitor observation and production boreholes. Implement water pressure management systems to reduce water network losses. Finding and repairing underground water leaks (on going). **Economic Measures:** address drought related financial needs through operating budgets & forecast-based financing of risk reduction & preparedness measures. Introducing the stepped tariffs system of billing. Facilitate affordable and accessible insurance for emerging businesses and small-scale farming communities. **Management & Institutional Measures:** appoint a drought task team with a focus on establishing a multidisciplinary team of stakeholders and securing partnerships. Establish clear drought planning purposes and objectives. **Societal Measures:** capacitate rural & urban communities to identify areas where water losses and leakages can and do occur and provide an efficient reporting process. Develop awareness training and workshops in high-risk areas. Develop & inform communities of response actions to early warning systems.
7	Water Pollution	**Physical planning:** develop and maintain control measures for effective curbing of water pollution resulting from pollutants seeping into rusted galvanized iron pipes, flood/underground seepage of human and material wastes. **Economic measures:** Provide incentives for environmentally sound behaviour, raising revenue to help finance pollution control activities and ensuring that water quality objectives are achieved at the least possible (overall) cost to society. **Management & institutional measures:** develop a Water Pollution Control Compliance on Construction Sites for Resident Engineers Policy. Ensure compliance with this policy. Encouraging Adaptive practices such as organic farming and integrated pest management could help protect waterways. Develop Wastewater discharge regulations. **Societal measures:** developing intervention projects pertaining to environmental hazards are often more sustainable if they address the driving forces behind pollution at the community level.
3	Fire (Veld)	**Physical planning measures:** Fire response team working close to fire-fighting equipment. Ensure on-going testing of firefighting equipment.

No	Hazard	Risk reduction project proposals
		Engineering & Construction measures: Ensure that infrastructure within the perimeter of the veld fire should be inspected for damage and repaired if necessary. **Economic measures:** address veld fires/wildfires related financial needs through operating budgets & forecast-based financing of risk reduction & preparedness measures to ensure that resources will respond quickly. **Management & Institutional measures:** Ensure designated management staff are available for veld fires/wildfires response. Ensure that proactive fire management measures are undertaken as planned. Ensure standby operational on a roster basis. Establish agreements with a neighbouring estate whereby fires on the property are reported on the owner's behalf. Keep informed of fire weather conditions and forecasts. In terms of resources, fire response agreements should be in place-either with neighbouring estates that have sufficient resources to respond, or with a third-party agent. Societal measures: educate the public that open fires are only permitted in authorised fireplaces. Plan and make known escape routes for everyone on the ground and in the air. Restrict public access to the recently burnt areas if dangerous or ecologically sensitive. Post a lookout for danger and safety aspects.
8	**Illegal Uncontrolled** **Solid Waste Disposal**	**Physical planning:** good municipal solid waste management practices require collection of critical information which is not just for keeping the records up to date but used effectively for taking corrective measures as well as proper planning for the future. Establishment of landfill sites as well as street bins distribution to minimize illegal solid waste dumping. **Engineering & construction measures:** investment for bulk infrastructure development for the establishment of regional waste disposal sites and bulk waste transfer stations within the district. **Economic measures:** Implement and ensure the user pays principle is applied for waste management. **Management & institutional measures:** ensure rules & regulations governing waste management are always enforced. Preparing & implementing an IWMP & development of a framework for IDPs & ensuring that IWMPs inform the IDP Process. **Societal measures:** establishment of waste minimisation programmes, environmental education, and awareness campaigns and workshops.

iv. Strategic Disaster Risk Reduction

Disaster risk reduction is the concept and practice of reducing disaster risks through systematic efforts to analyse and manage the causal factors of disasters, including through reduced exposure to hazards, lessened vulnerability of people and property, wise management of land

and the environment, and improved preparedness for adverse events. Disaster risk reduction, through proper planning and management is the new key driving principle in disaster management.

The Kouga Local Municipal follows a priority strategic approach to **disaster risk reduction**. This strategy aims to achieve the following objectives:

- To establish and incorporate the foundational guiding arrangements for disaster risk reduction in the Kouga Local Municipality.
- To increase awareness and knowledge of disaster risk reduction methods and opportunities.
- To inform the legal and institutional basis for efficient disaster risk reduction planning and implementation.
- To contribute towards the inclusion of disaster risk reduction into development policy, programmes and projects.
- To establish a strategic platform for public-private-sector.
- Co-operation in disaster risk reduction.
- To contribute to community resilience against threats and effects of disasters.

The following factors are important to ensure the effectiveness of implementing the strategic goals and initiatives:

- Political buy-in and support;
- Strategic leadership by management;
- Uniform standards supported by national policy and legislation;
- Stakeholders and responsible agencies need to accept responsibility and be held accountable for neglecting responsibilities in terms of disaster risk reduction;
- Capacity and awareness at local level;
- Appropriate systems and technologies;
- Private sector support;
- Optimising the use of resources: Using fewer resources to achieve more;
- The involvement and co-operation of non-governmental role players and historical information, to be inter alia gathered through indigenous knowledge, is of paramount importance.

The Disaster Management Centre / Office must establish mechanisms to ensure integration and joint standards of practice in the execution of disaster management policy.

5.4 Air Quality Management Plan

5.4.1 Status of the AQMP

Kouga Municipality is in the process of Developing and Air Quality Management Plan for the Kouga municipal area. The procurement processes have commenced and will be awarding to the successful bidder soon. The appointed service provider will have to undertake the Baseline Air Quality Assessment.

5.5 Seekoei Estuary Management Plan

5.5.1 Status of the Seekoei Estuary Management Plan

Kouga Municipality is reviewing the Seekoei Estuarine Management Plan (EMP) for the Seekoei Estuary located (34° 5'8.25"S 24°54'15.21"E) in the Kouga Local Municipality, Eastern Cape which was gazetted in June 2019 by MEC Mlungisi Mvoko. This is the 5-year legislated review as per the National Estuarine Management Protocol published under the National Environmental Management: Integrated Coastal Management Act (Act 24 of 2008) requires that the Plan is reviewed every 5 years. Kouga Local Municipality has therefore initiated the process of reviewing the EMP. A public participation process is required as part of the review of the EMP and was conducted on 21November 2023 terms of Section 53 of the NEM: ICM Act and Regulation 41 of GN R 982, 2014.

5.6 Integrated Waste Management Plan

5.6.1 Status of the Integrated Waste Management Plan

The Integrated Waste Management Plan was last approved during September 2015 and is now in process of being reviewed.

The formulation of the IWMP should include a review of the current status quo of waste management in the area and identification of gaps in the provision of waste services. This report is a situation analysis including, amongst other things, an analysis of waste types generated in the KLM, a description of current waste management services, and an indication of the number of households not receiving a waste collection service.

5.7 Climate Change Strategy

5.7.1 Status of the Climate Change Strategy

The Climate Change Strategy was developed and approved during November 2022.

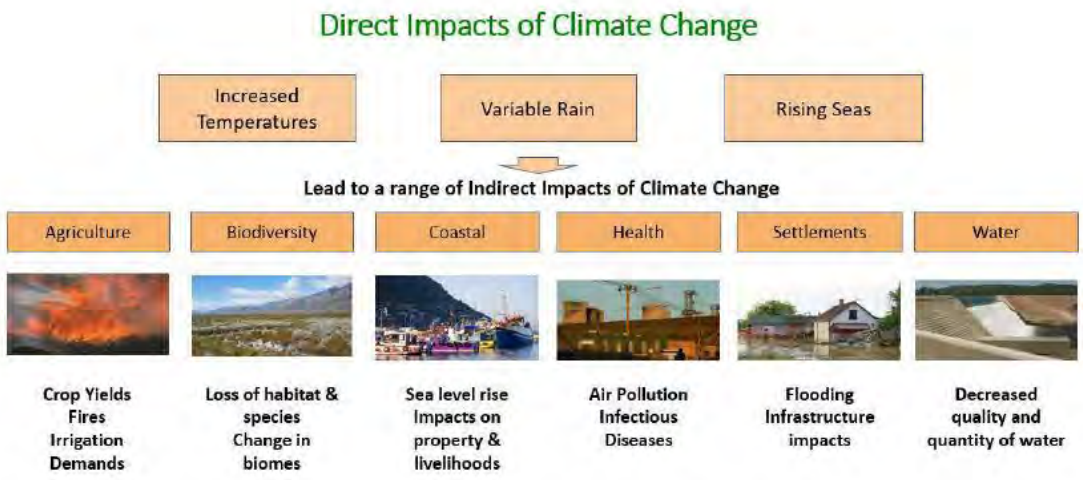
5.7.2 Objective of the Climate Change Strategy

The objectives of the Climate Change Strategy are the following:

- Provide directions for decision making related to climate change adaptation and mitigation projects to be prioritised.
- Informing staff of KLM as well as the public and especially relevant stakeholders about the impact of Climate Change and possible responses at the municipal level.
- Developing a basic Climate Change Risk and Vulnerability Assessment for Kouga that considers the local conditions in each town/ward.
- Reviewing the policies addressing Climate Change.
- stablishing a first Climate Change Strategy that can be integrated into the IDP and extended at a later stage.
- Establishing a Climate Change Committee with clear responsibilities to further drive the implementation of the Strategy.
- Implementing the first CC mitigation and adaptation measure in KLM.

In summary the present Climate Change Strategy outlines key climate change vulnerabilities that were identified through a Risk and Vulnerability Assessment and defines strategic adaptation responses.

5.7.3 Direct Impacts of Climate Change



5.8 Local Economic Development Plan

5.8.1 Status of the Local Economic Develop Plan

Kouga Municipality is in a process of reviewing its LED Strategy which was last approved in 2019.

CHAPTER 6: FINANCIAL MANAGEMENT

This Chapter is linked to the National Key Performance Area, Financial Viability

6.1 EXECUTIVE SUMMARY

The key service delivery priorities, as reflected in the IDP, informed the development of the Budget, including the need to maintain and improve the Municipality's financial sustainability. It is also to be noted that cost containment measures are being implemented to curb costs and to improve operational efficiency.

National Treasury's MFMA Circulars No. 126 and 128 was used to guide the compilation of the 2024/25 Medium Term Revenue and Expenditure Framework (MTREF).

The Municipality faced the following significant challenges during the compilation of the 2024/25 MTREF:

- Maintaining an acceptable employee related cost ratio.
- Increased costs associated with bulk electricity and water purchases, placing upward pressure on municipal tariff increases.
- Allocation of the required budget provision for the rehabilitation and maintenance of infrastructure.
- Maintaining electricity and water losses at acceptable levels.
- Maintaining revenue collection rates at the targeted levels; and
- Maintaining an acceptable cost coverage ratio.

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

- The priorities and targets, relating to the key strategic focus areas, as outlined in the IDP.
- The level of property rates and tariff increases to take into account the need to address maintenance and infrastructural backlogs.
- The level of property rates and tariff increases to ensure the delivery of municipal services on a financially sustainable basis.
- The need to enhance the municipality's revenue base.
- No loan funding is available to support the Capital Budget at this stage.
- In accordance with Section 19 of the Municipal Finance Management Act, the relevant Directors must submit comprehensive reports in relation to new projects, inter alia; dealing with the total project costs, funding sources, future operating budget implications and associated tariff implications, before Council finally approves the implementation of any new projects.

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

Table 35: Overview of the 2024/25 MTREF

Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework					
R thousand	Adjusted Budget	Budget Year 2024/25	% Incr./Decr.	Budget Year 2025/26	% Incr./Decr.	Budget Year 2026/27	% Incr./Decr.
Revenue							
Total Revenue (excluding capital transfers and contributions)	1 313 738	1 392 621	6,00%	1 512 282	8,59%	1 648 335	9,00%
Total Expenditure	1 437 791	1 505 474	4,71%	1 631 362	8,36%	1 755 199	7,59%
Surplus/(Deficit)	(124 053)	(112 853)	-9,03%	(119 080)	5,52%	(106 864)	-10,26%
Total Capital Expenditure	130 161	150 362	15,52%	45 354	-69,84%	49 890	10,00%

Total operating revenue has increased by 6% or R 78,883 million for the 2024/25 financial year, compared to the 2023/24 Adjustments Budget.

For the two outer years, operational revenue increases by 8.59% and 9.0% respectively, resulting in a total revenue growth of R 334,597 million over the MTREF, when compared to the 2023/24 financial year.

Total operating expenditure for the 2024/25 financial year amounts to R 1,505 billion, resulting in a budgeted deficit of R 112,853 million. Compared to the 2023/24 Adjustments Budget, operational expenditure increased by 4,71% in the 2024/25 Budget.

For the two outer years, operational expenditure increases by 8.36% and 7.59% respectively. The 2025/26 and 2026/27 budgets reflect operating deficits of R 119,080 million and R 106,864 million respectively.

The major operating expenditure items for 2024/25 are employee related costs (31.34%), bulk electricity purchases (25.66%), debt impairment (10.51%), contracted services (8.35%), depreciation (7.82%), inventory consumed (7.21%) and operational costs (6.26%).

Funding for the 2024/25 Operating Budget is obtained from various sources, the major sources being service charges such as electricity, water, sanitation, environmental management fees and refuse collection (47.71%), property rates (21.33%), grants and subsidies received from National and Provincial Governments (14.52%).

To fund the 2024/25 Operating Budget, the following increases in property rates and service charges have been proposed, with effect from 1 July 2024:

Property rates (decrease in cents in the Rand) - 5.5%
Water - 7.25%
Sanitation - 6.5%
Refuse - 6.5%
Electricity (average increase in income) - 12.7%
Environmental Management Fee - 6.5%

The capital budget of R 150,362 million for 2024/25 is R 20,201 million or 15.52% more than the 2023/24 Adjustments Budget.

The Capital Budget over the MTREF will be mainly funded from government grants and subsidies, as the municipality has limited internal funding available.

6.2 OPERATING REVENUE FRAMEWORK

The continued provision and expansion of municipal services is largely dependent on the Municipality generating sufficient revenues. Efficient and effective revenue management is thus of vital importance in ensuring the ongoing financial sustainability of the Municipality. Furthermore, in accordance with the MFMA, expenditure must be limited to the realistically anticipated revenues.

The Municipality's revenue management strategy includes the following key components:

- National Treasury's guidelines in this regard.
- Tariff Policies.
- Property Rates Policy.
- Indigent Policy and provision of free basic services.
- The level of property rates and tariff increases must ensure financially sustainable service delivery.
- The level of property rates and tariff increases to consider the maintenance and replacement of infrastructure, including the expansion of services.
- Determining fully cost reflective tariffs for trading services.
- Electricity bulk tariff increases as approved by the National Electricity Regulator of South Africa (NERSA).
- Water bulk tariff increases as approved by the Nelson Mandela Bay Metropolitan Municipality.
- Efficient revenue management, targeting a 95% annual collection rate for property rates and service charges.

The following table illustrates the mix of main revenue sources, supporting the 2024/25 MTREF:

Table 36:(Summary of main revenue sources)

Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	Adjusted Budget	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
Revenue				
Exchange Revenue				
Service charges - Electricity	352 780	397 583	460 004	532 224
Service charges - Water	118 603	127 202	136 424	146 315
Service charges - Waste Water Management	64 268	68 446	72 895	77 633
Service charges - Waste Management	66 782	71 123	75 745	80 669
Sale of Goods and Rendering of Services	9 000	9 533	10 095	10 689
Agency services	4 276	4 554	4 850	5 166
Interest earned from Receivables	30 145	32 335	34 757	37 376
Interest earned from Current and Non Current Assets	11 674	13 998	12 809	13 385
Rental from Fixed Assets	2 999	3 187	3 385	3 595
Licence and permits	2 677	2 851	3 037	3 234

Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	Adjusted Budget	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
Operational Revenue	20 443	1 955	1 976	1 998
Non-Exchange Revenue				
Property rates	281 488	297 076	313 303	330 535
Fines, penalties and forfeits	134 597	143 343	152 658	162 577
Licences or permits	11 053	11 772	12 537	13 352
Transfer and subsidies - Operational	197 730	202 153	211 994	223 454
Interest	5 223	5 510	5 813	6 133
Total Revenue (excluding capital transfers and contributions)	**1 313 738**	**1 392 621**	**1 512 282**	**1 648 335**

The following table illustrates the mix of main revenue sources, supporting the 2024/25 MTREF:

Table 37:(Mix of main revenue sources)

Description	Current Year 2023/24		2024/25 Medium Term Revenue & Expenditure Framework					
R thousand	Adjusted Budget	%	Budget Year 2024/25	%	Budget Year 2025/26	%	Budget Year 2026/27	%
Revenue								
Exchange Revenue								
Service charges - Electricity	352 780	26,85%	397 583	28,55%	460 004	30,42%	532 224	32,29%
Service charges - Water	118 603	9,03%	127 202	9,13%	136 424	9,02%	146 315	8,88%
Service charges - Waste Water Management	64 268	4,89%	68 446	4,91%	72 895	4,82%	77 633	4,71%
Service charges - Waste Management	66 782	5,08%	71 123	5,11%	75 745	5,01%	80 669	4,89%
Sale of Goods and Rendering of Services	9 000	0,69%	9 533	0,68%	10 095	0,67%	10 689	0,65%
Agency services	4 276	0,33%	4 554	0,33%	4 850	0,32%	5 166	0,31%
Interest earned from Receivables	30 145	2,29%	32 335	2,32%	34 757	2,30%	37 376	2,27%
Interest earned from Current and Non-Current Assets	11 674	0,89%	13 998	1,01%	12 809	0,85%	13 385	0,81%
Rental from Fixed Assets	2 999	0,23%	3 187	0,23%	3 385	0,22%	3 595	0,22%
Licence and permits	2 677	0,20%	2 851	0,20%	3 037	0,20%	3 234	0,20%
Operational Revenue	20 443	1,56%	1 955	0,14%	1 976	0,13%	1 998	0,12%
Non-Exchange Revenue								
Property rates	281 488	21,43%	297 076	21,33%	313 303	20,72%	330 535	20,05%
Fines, penalties, and forfeits	134 597	10,25%	143 343	10,29%	152 658	10,09%	162 577	9,86%
Licences or permits	11 053	0,84%	11 772	0,85%	12 537	0,83%	13 352	0,81%
Transfer and subsidies - Operational	197 730	15,05%	202 153	14,52%	211 994	14,02%	223 454	13,56%
Interest	5 223	0,40%	5 510	0,40%	5 813	0,38%	6 133	0,37%
Total Revenue (excluding capital transfers and contributions)	**1 313 738**	**100,00%**	**1 392 621**	**100,00%**	**1 512 282**	**100,00%**	**1 648 335**	**100,00%**

In the 2023/24 financial year, rates and service charges amounted to R 883,921 million. This increases to R 961,430 million, R 1,058 billion and R 1,167 billion in the 2024/25, 2025/26 and 2026/27 financial years, respectively.

The major operating revenue sources for 2024/25 are electricity (28.55%), property rates (21.33%), operating grants & subsidies (14.52%), water (9.13%), waste management (5.11%) and wastewater management (4.91%).

The following table provides a breakdown of the various operating grants and subsidies allocated to the Municipality over the medium term:

Table 38: (Operating Transfers and Grant Receipts)

Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	Adjusted Budget	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
RECEIPTS:				
Operating Transfers and Grants				
National Government:	**190 140**	**197 710**	**207 441**	**218 788**
Operational Revenue: General Revenue: Equitable Share	180 506	192 664	203 746	214 723
Expanded Public Works Programme Integrated Grant for Municipalities [Schedule 5B]	2 321	1 495	–	–
Local Government Financial Management Grant [Schedule 5B]	1 570	1 723	1 785	2 001
Energy Efficiency and Demand-side [Schedule 5B]	4 000	–	–	–
Municipal Infrastructure Grant [Schedule 5B]	1 743	1 828	1 910	2 064
Provincial Government:	**2 050**	**2 050**	**2 050**	**2 050**
Libraries, Archives and Museums	2 050	2 050	2 050	2 050
District Municipality:	**2 281**	**2 393**	**2 503**	**2 616**
Environmental Health	2 281	2 393	2 503	2 616
Total Operating Transfers and Grants	**194 472**	**202 153**	**211 994**	**223 454**
Capital Transfers and Grants				
National Government:	**77 914**	**52 874**	**50 558**	**55 774**
Integrated National Electrification Programme (Municipal Grant) [Schedule 5B]	4 089	4 203	7 260	7 558
Municipal Infrastructure Grant [Schedule 5B]	33 125	34 730	36 298	39 216
Local Government Financial Management Grant [Schedule 5B]	150			
Municipal Disaster Relief Grant	10 550			
Water Services Infrastructure Grant [Schedule 5B]	30 000	13 941	7 000	9 000
Provincial Government:		**68 969**		
Housing		68 969		
District Municipality:	**1 362**	**1 600**	**1 600**	**1 600**
Fire Services	1 362	1 600	1 600	1 600
Total Capital Transfers and Grants	**79 276**	**123 443**	**52 158**	**57 374**
TOTAL RECEIPTS OF TRANSFERS & GRANTS	**273 747**	**325 596**	**264 152**	**280 828**

The Municipality is faced with the significant challenge of providing services with its limited financial resources. Against this background, the Municipality has undertaken the tariff determination process relating to property rates and service charges as follows:

6.2.1 Property Rates

Property rates fund the costs associated with the provision of general services, such as fire, library and roads and stormwater services.

The following provisions in the Property Rates Policy are highlighted:

- The first R15 000 of the market value of a property used for residential purposes is excluded from the rateable value (Section 17(h) of the MPRA).
- An additional R85 000 rebate will be granted to registered indigents in terms of the Indigent Policy.

- If the usage of a property changes during a financial year, the rebate applicable will be reduced *pro rata* for the balance of the financial year.
- Residential properties with a market value up of R400 000 including the impermissible rate of R15 000.
- R 200 000 on one residential property, including the impermissible rate of R15 000, for Rate Payer 60 years and older with a gross household income not more than R15 000.00

A property rates increase of 5.5% in cents in the rand is proposed as from 1 July 2024.

The proposed property rates increase is mainly influenced by the following:

- Employee-related costs increased by 6%.
- Providing for debt impairment.

6.2.2 Sale of Water and Impact of Tariff Increases

In accordance with National Treasury's MFMA Circulars, no. 51, 55, 58, 66, 70, 74, 85, 88, 89, 91, 93 and 94, Municipalities are encouraged to review the level and structure of their water tariffs to ensure:

- Fully cost reflective water tariffs – tariffs should include the costs associated with bulk water purchases, the maintenance and renewal of purification plants, water networks and water reticulation expansion.
- Water tariffs are structured to protect basic levels of service; and
- Water tariffs are designed to encourage efficient and sustainable consumption.

A phased-in approach will be undertaken to ensure that tariffs are fully cost reflective over the medium term. As the charging of fully cost reflective tariffs would place an undue financial burden on customers.

A tariff increases of 7.25% is proposed as from 1 July 2024. The proposed tariff increase is mainly influenced by the following:

- Employee related costs increased by 6%.
- The cost of bulk water purchases increased by 7.25%.
- Providing for debt impairment.

The water tariff structure is designed in such a manner that higher levels of water consumption are progressively charged at a higher rate.

6.2.3 Sale of Electricity and Impact of Tariff Increases

The National Energy Regulator of South Africa (NERSA) is responsible for price determination of the bulk costs for electricity, a 12.7% increase in bulk costs for electricity was approved by Nersa. The Municipality is proposing a 12.7% increase on average consumer tariffs to offset the additional electricity bulk purchases costs, as from 1 July 2024. The proposed tariffs increase of 12.7% is subjected to the approval by Nersa.

The proposed tariff increases are mainly influenced by the following:

- Employee related costs increased by 6%.
- The cost of bulk electricity purchases increased by 12.7%.
- Repairs and maintenance of electricity infrastructure.
- Providing for debt impairment.

6.2.4 Sanitation and Impact of Tariff Increases

In accordance with National Treasury's MFMA Circulars, no. 51, 55, 58, 66, 70, 74, 85, 88, 89, 91, 93 and 94, Municipalities are encouraged to review the level and structure of their sanitation tariffs to ensure:

- Fully cost reflective sanitation tariffs – tariffs should include the costs associated with maintenance and renewal of treatment plants, sanitation networks and sanitation infrastructure expansion.
- Sanitation tariffs are structured to protect basic levels of service; and
- Sanitation tariffs are designed to encourage efficient and sustainable consumption.

A phased-in approach will be undertaken to ensure that tariffs are fully cost reflective over the medium term. As the charging of fully cost reflective tariffs would place an undue financial burden on customers.

A tariff increases of 6.5% is proposed as from 1 July 2024. The proposed tariff increase is mainly influenced by the following:

- Employee-related costs increased by 6%.
- Providing for debt impairment.

6.2.5 Refuse Collection and Impact of Tariff Increases

National Treasury has urged municipalities to ensure that refuse tariffs are fully cost reflective. The tariffs should consider the need to maintain a cash-backed reserve to cover the future costs of the rehabilitation of landfill sites. In this regard a phased-in approach will be undertaken to ensure that tariffs are fully cost reflective over the medium term. As the charging of fully cost reflective tariffs would place an undue financial burden on customers.

A tariff increases of 6.5% is proposed for refuse collection, as from 1 July 2024.

The proposed tariff increase is mainly influenced by the following:

- Employee-related costs increased by 6%.
- Providing for debt impairment

6.2.6 Environmental Management Fees and Impact of Tariff increases

A tariff increases of 6.5% is proposed for the environmental management fee, as from 1 July 2024.

6.3 OPERATING EXPENDITURE FRAMEWORK

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

- The funding of the budget over the medium-term is informed by the requirements of Section 18 and 19 of the MFMA.

- A balanced budget approach by limiting operating expenditure to operating revenue.

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

Table 39:(Summary of operating expenditure by standard classification item)

Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	**Adjusted Budget**	**Budget Year 2024/25**	**Budget Year 2025/26**	**Budget Year 2026/27**
Expenditure				
Employee related costs	442 256	471 743	502 140	528 366
Remuneration of councillors	15 140	15 594	16 345	17 163
Bulk purchases - electricity	354 710	386 299	462 520	535 135
Inventory consumed	101 196	108 619	114 517	121 908
Debt impairment	173 540	158 246	176 273	188 877
Depreciation and amortisation	109 663	117 798	123 884	129 229
Interest	5 750	17 404	17 757	11 519
Contracted services	129 835	125 772	114 007	116 078
Transfers and subsidies	1 124	400	400	400
Irrecoverable debts written off	13 835	9 359	10 227	11 197
Operational costs	90 742	94 240	93 291	95 326
Total Expenditure	**1 437 791**	**1 505 474**	**1 631 362**	**1 755 199**

The total operating expenditure increased by R 67,683 million (4.71%) from R 1,438 billion in 2023/24 to R 1,505 billion in 2024/25.

Below is a discussion of the main expenditure components.

Employee related costs

The 2024/25 budget provides for a general increase of 6%, based on the salary and wage collective agreement.

The total budget provision of R 471,743 million represents an increase of 6.67% over the 2024/25 budget. Employee related costs in the 2024/25 Budget, represent 31.34% of the total operating expenditure.

Remuneration of Councillors

The remuneration of Councillors is determined by the Minister of Co-operative Governance and Traditional Affairs, in accordance with the Remuneration of Public Office Bearers Act, 1998 (Act 20 of 1998). There is no proclamation in terms of Remuneration of Councillors yet.

Debt Impairment

The provision for debt impairment and irrecoverable debts written off was determined based on a targeted annual collection rate of 95% for property rates and services charges. For the 2024/25 financial year this amounted to R 158,246 million (includes R 123,039 million for traffic fines debt impairment) and R 9,359 million, respectively. While this expenditure represents a non-cash flow item, it is considered in determining the total costs associated with the rendering of municipal services and the realistically anticipated revenues.

Depreciation and Asset Impairment

The provision for depreciation and asset impairment has been informed by the Municipality's Fixed Assets Register. The budget amounts to R 117,798 million for the 2024/25 financial year and equates to 7.82% of the total operating expenditure.

Bulk Electricity Purchases

The bulk purchases of increased by 8.91% or R 31,589 million, compared to the 2023/24 adjustments budget. The approved NERSA bulk electricity purchases is 12.7% and the Bulk electricity purchases constitute 25.66% of total operating expenditure for 2024/25.

Inventory Consumed

Inventory consumed relates to the inventory items, such as bulk water purchases, material and supplies, consumables, printing and stationery, fuel, and oil etc., initially budgeted under bulk purchases and general expenses, being transferred to other materials. This is in line with the mSCOA requirements. The budget for 2024/25 amounts to R 108,619 million and equates to 7.21% of the total operating expenditure.

Contracted Services

In the 2024/25 financial year, the budget provision amounts to R 125,787 million and equates to 8.35% of the total operating expenditure.

Transfers and subsidies

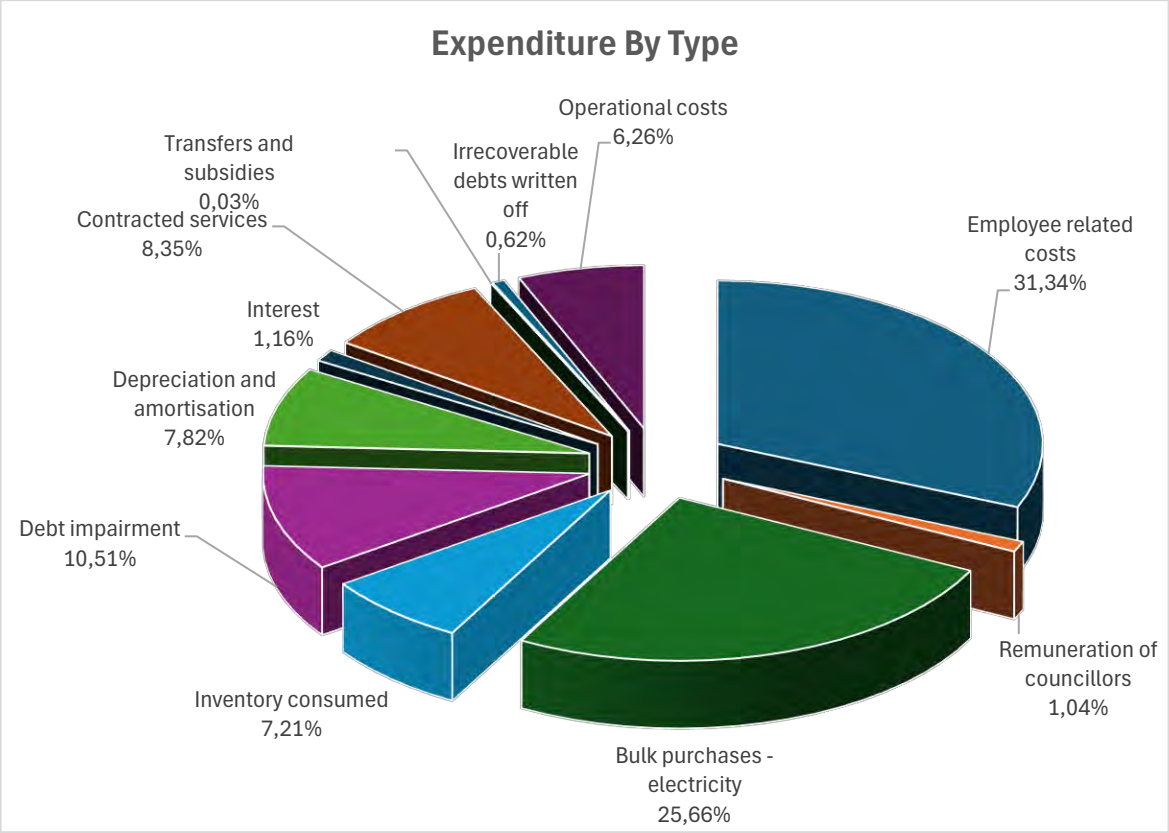
Transfers and subsidies relate to grant-in-aid given by the municipality to various non-profit organizations, in line with the Council approved grant-in-aid policy. In the 2024/25 financial year, the budget provision amounts to R 0,400 million and equates to 0.03% of the total operating expenditure.

Operational Costs

Operational costs comprise of various line items relating to the daily operations of the municipality.
In the 2024/25 financial year, the budget provision amounts to R 94,287 million and equates to 6.26% of the total operating expenditure.

The graph below reflects the expenditure components of the budgeted statement of financial performance.

Figure 21: Main Operational Expenditure Categories for the 2024/25 Financial Year



6.3.1 Priority relating to repairs and maintenance

The repairs and maintenance expenditure in the 2024/25 financial year increased by R 160,651 million or 278.28% compared to the 2023/24 Approved Adjustments Budget.

It is to be noted that repairs and maintenance constitute 14.51%, 14.30% and 14.01% of the total operating expenditure, for the 2024/25, 2025/26 and 2026/27 financial years, respectively.

The table below provides a breakdown of the repairs and maintenance in relation to asset class:

Table 40: (Repairs and maintenance per asset class)

Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	Adjusted Budget	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
Repairs and Maintenance by Asset Class	**57 730**	**218 381**	**233 320**	**245 952**
Roads Infrastructure	7 144	42 069	48 545	52 267
Storm water Infrastructure	989	2 420	3 400	4 320
Electrical Infrastructure	10 827	30 806	30 431	31 896
Water Supply Infrastructure	6 055	32 198	35 881	37 553
Sanitation Infrastructure	12 720	38 483	40 225	42 041
Infrastructure	***37 735***	***145 976***	***158 481***	***168 077***
Community Facilities	2 911	40 224	41 708	43 634
Sport and Recreation Facilities	1 445	1 340	1 431	1 431
Community Assets	***4 356***	***41 564***	***43 139***	***45 065***
Operational Buildings	3 982	4 187	4 201	4 215
Other Assets	***3 982***	***4 187***	***4 201***	***4 215***
Machinery and Equipment	**721**	**694**	**699**	**710**
Transport Assets	**10 936**	**25 960**	**26 800**	**27 885**

For the 2024/25 financial year an amount of R 145,976 million (66.84%) of total repairs and maintenance will be spent on infrastructure assets.

6.3.2 Free Basic Services: Indigent Support

Indigent support assists indigent households that have limited financial ability to pay for municipal services. To qualify for free services, the households are required to register in terms of the Municipality's Indigent Policy, whilst the monthly household income may not exceed two state pensions. Details relating to free services, cost of free basic services, as well as basic service delivery measurement is contained in Table A10 (Basic Service Delivery Measurement).

The cost of the indigent support of the registered indigent households is largely financed by national government through the local government equitable share allocation, received in terms of the annual Division of Revenue Act.

6.4 CAPITAL EXPENDITURE

The following table provides a breakdown of budgeted capital expenditure by vote:

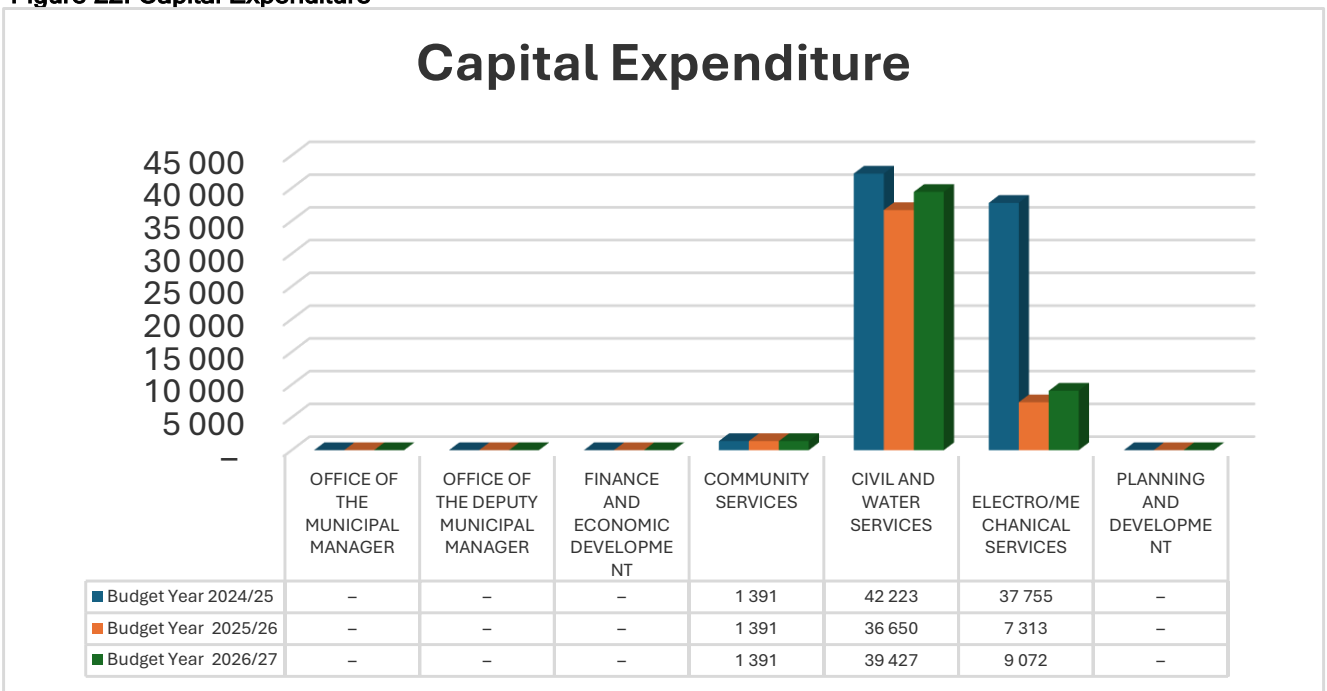
Table 41:(2024/25 Medium-term capital budget per vote)

Vote Description	Current Year 2023/24		2024/25 Medium Term Revenue & Expenditure Framework					
R thousand	Adjusted Budget	%	Budget Year 2024/25	%	Budget Year 2025/26	%	Budget Year 2026/27	%
Capital expenditure - Vote								
Multi-year expenditure to *be appropriated*								
Vote 1 - OFFICE OF THE MUNICIPAL MANAGER	103	0,08%	–	0,00%	–	0,00%	–	0,00%
Vote 2 - OFFICE OF THE DEPUTY MUNICIPAL MANAGER	2 664	2,05%	–	0,00%	–	0,00%	–	0,00%
Vote 3 - FINANCE AND ECONOMIC DEVELOPMENT	1 437	1,10%	–	0,00%	–	0,00%	–	0,00%
Vote 4 - COMMUNITY SERVICES	5 999	4,61%	1 391	0,93%	1 391	3,07%	1 391	2,79%
Vote 5 - CIVIL AND WATER SERVICES	86 916	66,78%	80 868	53,78%	36 650	80,81%	39 427	79,03%
Vote 6 - ELECTRO/MECHANICAL SERVICES	11 383	8,75%	68 103	45,29%	7 313	16,12%	9 072	18,18%
Vote 7 - PLANNING AND DEVELOPMENT	21 658	16,64%	–	0,00%	–	0,00%	–	0,00%
Total Capital Expenditure - Vote	**130 161**	**100,00%**	**150 362**	**100,00%**	**45 354**	**100,00%**	**49 890**	**100,00%**

Civil and Water Services receives the highest allocation of R 80,868 million in 2024/25, which equates to 53.78%, followed by Electro/Mechanical Services at R 68,103 million (45.29%) and Community Services at R 1,391 million (0.93%).

The following graph provides a breakdown of the capital budget over the MTREF.

Figure 22: Capital Expenditure



6.5 ANNUAL BUDGET TABLES

The ten main budget tables, as required in terms of the Municipal Budget and Reporting Regulations, are included in this section. These tables set out the Municipality's 2024/25 Budget and MTREF to be considered for approval by the Council. Each table is accompanied by *explanatory notes*.

Table 42: (Table A1 - Budget Summary)

Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
R thousands	Adjusted Budget	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
Financial Performance				
Property rates	281 488	297 076	313 303	330 535
Service charges	602 433	664 354	745 068	836 841
Investment revenue	11 674	13 998	12 809	13 385
Transfer and subsidies - Operational	197 730	202 153	211 994	223 454
Other own revenue	220 413	215 040	229 107	244 120
Total Revenue (excluding capital transfers and contributions)	1 313 738	1 392 621	1 512 282	1 648 335
Employee costs	442 256	471 743	502 140	528 366
Remuneration of councillors	15 140	15 594	16 345	17 163
Depreciation and amortisation	109 663	117 798	123 884	129 229
Interest	5 750	17 404	17 757	11 519
Inventory consumed and bulk purchases	455 906	494 918	577 037	657 043
Transfers and subsidies	1 124	400	400	400
Other expenditure	407 951	387 617	393 798	411 479
Total Expenditure	1 437 791	1 505 474	1 631 362	1 755 199
Surplus/(Deficit)	(124 053)	(112 853)	(119 080)	(106 864)
Transfers and subsidies - capital (monetary allocations)	94 639	133 816	52 158	57 374
Transfers and subsidies - capital (in-kind)	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions	(29 414)	20 963	(66 923)	(49 490)
Intercompany/Parent subsidiary transactions	–	–	–	–
Surplus/(Deficit) for the year	(29 414)	20 963	(66 923)	(49 490)
Capital expenditure & funds sources				
Capital expenditure	130 161	150 362	45 354	49 890
Transfers recognised - capital	88 515	116 362	45 354	49 890
Borrowing	–	34 000	–	–
Internally generated funds	41 646	–	–	–
Total sources of capital funds	130 161	150 362	45 354	49 890
Financial position				
Total current assets	213 612	213 837	218 854	256 020
Total non current assets	2 337 384	2 369 948	2 291 418	2 212 080
Total current liabilities	223 679	225 392	213 601	202 708
Total non current liabilities	255 754	270 953	276 153	294 364
Community wealth/Equity	2 071 563	2 087 440	2 020 517	1 971 028

Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
R thousands	Adjusted Budget	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
Cash flows				
Net cash from (used) operating	81 059	138 815	73 935	98 389
Net cash from (used) investing	(130 161)	(116 362)	(45 354)	(49 890)
Net cash from (used) financing	(12 169)	(22 478)	(23 564)	(11 333)
Cash/cash equivalents at the year end	43 665	43 640	48 657	85 823
Cash backing/surplus reconciliation				
Cash and investments available	43 665	43 640	48 657	85 823
Application of cash and investments	31 211	21 278	21 718	22 159
Balance - surplus (shortfall)	12 454	22 362	26 939	63 664
Asset management				
Asset register summary (WDV)	2 337 384	2 369 948	2 291 418	2 212 080
Depreciation	109 663	117 798	123 884	129 229
Renewal and Upgrading of Existing Assets	97 863	97 563	14 045	22 990
Repairs and Maintenance	57 740	218 381	233 320	245 952
Free services				
Cost of Free Basic Services provided	38 098	66 720	71 730	77 158
Revenue cost of free services provided	17 793	7 249	7 647	8 068
Households below minimum service level				
Water:	–	–	–	–
Sanitation/sewerage:	–	–	–	–
Energy:	–	–	–	–
Refuse:	–	–	–	–

Explanatory notes to Table A1 - Budget Summary

The aim of the Budget Summary is to provide a concise overview of the proposed budget from all the major financial perspectives (operating expenditure, capital expenditure, financial position, cash flow, and MFMA funding compliance). The table provides an overview of the amounts to be approved by Council within the context of operating performance, resources utilised for capital expenditure, financial position, cash, and funding compliance, as well as the Municipality's commitment to eliminating basic service delivery backlogs.

Table 43: (Table A2 - Budgeted Financial Performance (revenue and expenditure by standard classification)

Functional Classification Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	Adjusted Budget	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
Revenue - Functional				
Governance and administration	**558 025**	**590 750**	**621 613**	**655 502**
Executive and council	135	142	148	155
Finance and administration	557 890	590 608	621 465	655 347
Internal audit	–	–	–	–
Community and public safety	**53 386**	**87 286**	**19 225**	**20 187**
Community and social services	2 435	2 460	2 486	2 515
Sport and recreation	10 802	11 504	12 252	13 048

Functional Classification Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	Adjusted Budget	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
Public safety	1 604	1 857	1 874	1 892
Housing	36 168	68 969	–	–
Health	2 378	2 496	2 613	2 733
Economic and environmental services	**50 609**	**56 136**	**47 066**	**50 111**
Planning and development	9 690	10 252	10 839	11 529
Road transport	13 180	19 972	8 631	9 192
Environmental protection	27 739	25 912	27 596	29 390
Trading services	**746 356**	**792 266**	**876 535**	**979 909**
Energy sources	370 684	409 585	476 287	550 222
Water management	182 887	177 913	182 860	197 609
Waste water management	116 065	123 062	130 371	139 404
Waste management	76 720	81 707	87 018	92 674
Other	**–**	**–**	**–**	**–**
Total Revenue - Functional	**1 408 377**	**1 526 437**	**1 564 439**	**1 705 709**
Expenditure - Functional				
Governance and administration	**323 670**	**361 622**	**369 436**	**377 649**
Executive and council	60 112	60 669	63 460	65 420
Finance and administration	263 099	300 430	305 578	311 781
Internal audit	460	523	398	449
Community and public safety	**120 186**	**140 104**	**145 522**	**151 964**
Community and social services	13 558	13 952	14 331	14 956
Sport and recreation	60 909	75 205	78 127	81 461
Public safety	30 280	33 254	34 943	36 726
Housing	7 606	9 703	9 753	10 088
Health	7 832	7 991	8 368	8 732
Economic and environmental services	**302 786**	**287 839**	**306 635**	**325 294**
Planning and development	35 970	31 456	29 720	31 225
Road transport	254 742	246 274	266 817	283 816
Environmental protection	12 074	10 109	10 098	10 254
Trading services	**683 139**	**715 909**	**809 769**	**900 291**
Energy sources	427 457	454 724	534 317	611 385
Water management	107 011	108 542	116 361	122 468
Waste water management	84 300	88 779	93 970	98 663
Waste management	64 371	63 864	65 121	67 774
Other	**8 010**	**–**	**–**	**–**
Total Expenditure - Functional	**1 437 791**	**1 505 474**	**1 631 362**	**1 755 199**
Surplus/(Deficit) for the year	**(29 414)**	**20 963**	**(66 923)**	**(49 490)**

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

The 'standard classification' refers to a modified Government Finance Statistics (GFS) reporting structure. The aim of the standard classification approach is to ensure that all municipalities approve a budget in one common format, to facilitate comparison across all municipalities.

It should be noted that the revenue by vote as reflected in this table, includes revenue attributable to capital grants.

Table 44:(Table A3 - Budgeted Financial Performance (revenue and expenditure by municipal vote)

Vote Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	Adjusted Budget	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
Revenue by Vote				
Vote 1 - OFFICE OF THE MUNICIPAL MANAGER	–	–	–	–
Vote 2 - OFFICE OF THE DEPUTY MUNICIPAL MANAGER	789	1 115	1 143	1 172
Vote 3 - FINANCE AND ECONOMIC DEVELOPMENT	422 753	446 890	468 447	492 425
Vote 4 - COMMUNITY SERVICES	263 317	276 782	294 491	313 345
Vote 5 - CIVIL AND WATER SERVICES	306 719	314 671	315 141	339 078
Vote 6 - ELECTRO/MECHANICAL SERVICES	370 684	409 586	476 288	550 224
Vote 7 - PLANNING AND DEVELOPMENT	44 115	77 392	8 929	9 465
Total Revenue by Vote	**1 408 377**	**1 526 437**	**1 564 439**	**1 705 709**
Expenditure by Vote ***to be appropriated***				
Vote 1 - OFFICE OF THE MUNICIPAL MANAGER	68 421	31 456	32 681	34 019
Vote 2 - OFFICE OF THE DEPUTY MUNICIPAL MANAGER	62 232	128 955	131 727	136 388
Vote 3 - FINANCE AND ECONOMIC DEVELOPMENT	133 019	141 869	143 474	143 136
Vote 4 - COMMUNITY SERVICES	369 557	386 594	410 377	430 778
Vote 5 - CIVIL AND WATER SERVICES	334 137	316 288	334 913	353 575
Vote 6 - ELECTRO/MECHANICAL SERVICES	427 457	466 160	546 114	623 674
Vote 7 - PLANNING AND DEVELOPMENT	42 967	34 152	32 074	33 629
Total Expenditure by Vote	**1 437 791**	**1 505 474**	**1 631 362**	**1 755 199**
Surplus/(Deficit) for the year	**(29 414)**	**20 963**	**(66 923)**	**(49 490)**

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

1. The purpose of the format in which the budget is presented, is to enable the Council to enforce a vote in accordance with the municipality's organisational structure, to assign responsibility for the revenue and expenditure recorded against these votes to the Municipal Manager and Directors concerned. Operating revenue and expenditure are thus presented by 'vote'. A 'vote' is defined as one of the main segments into which a budget of a municipality is divided into, for the appropriation of funds.

Table 45:(Table A4 - Budgeted Financial Performance (revenue and expenditure))

Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	Adjusted Budget	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
Revenue				
Exchange Revenue				
Service charges - Electricity	352 780	397 583	460 004	532 224
Service charges - Water	118 603	127 202	136 424	146 315
Service charges - Waste Water Management	64 268	68 446	72 895	77 633
Service charges - Waste Management	66 782	71 123	75 745	80 669
Sale of Goods and Rendering of Services	9 000	9 533	10 095	10 689
Agency services	4 276	4 554	4 850	5 166
Interest earned from Receivables	30 145	32 335	34 757	37 376

Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	Adjusted Budget	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
Interest earned from Current and Non Current Assets	11 674	13 998	12 809	13 385
Rental from Fixed Assets	2 999	3 187	3 385	3 595
Licence and permits	2 677	2 851	3 037	3 234
Operational Revenue	20 443	1 955	1 976	1 998
Non-Exchange Revenue				
Property rates	281 488	297 076	313 303	330 535
Fines, penalties and forfeits	134 597	143 343	152 658	162 577
Licences or permits	11 053	11 772	12 537	13 352
Transfer and subsidies - Operational	197 730	202 153	211 994	223 454
Interest	5 223	5 510	5 813	6 133
Total Revenue (excluding capital transfers and contributions)	**1 313 738**	**1 392 621**	**1 512 282**	**1 648 335**
Expenditure				
Employee related costs	442 256	471 743	502 140	528 366
Remuneration of councillors	15 140	15 594	16 345	17 163
Bulk purchases - electricity	354 710	386 299	462 520	535 135
Inventory consumed	100 946	108 619	114 517	121 908
Debt impairment	173 540	158 246	176 273	188 877
Depreciation and amortisation	109 663	117 798	123 884	129 229
Interest	5 750	17 404	17 757	11 519
Contracted services	130 075	125 772	114 007	116 078
Transfers and subsidies	1 124	400	400	400
Irrecoverable debts written off	13 835	9 359	10 227	11 197
Operational costs	90 752	94 240	93 291	95 326
Other Losses	–	–	–	–
Total Expenditure	**1 437 791**	**1 505 474**	**1 631 362**	**1 755 199**
Surplus/(Deficit)	**(124 053)**	**(112 853)**	**(119 080)**	**(106 864)**
Transfers and subsidies - capital (monetary allocations)	94 639	133 816	52 158	57 374
Transfers and subsidies - capital (in-kind)	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions	**(29 414)**	**20 963**	**(66 923)**	**(49 490)**
Income Tax	–	–	–	–
Surplus/(Deficit) after income tax	(29 414)	20 963	(66 923)	(49 490)
Share of Surplus/Deficit attributable to Joint Venture	–	–	–	–
Share of Surplus/Deficit attributable to Minorities	–	–	–	–
Surplus/(Deficit) attributable to municipality	(29 414)	20 963	(66 923)	(49 490)
Share of Surplus/Deficit attributable to Associate	–	–	–	–
Intercompany/Parent subsidiary transactions	–	–	–	–
Surplus/(Deficit) for the year	**(29 414)**	**20 963**	**(66 923)**	**(49 490)**

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

Revenue

1. The Financial Performance Budget is required to be approved concurrently by revenue source and expenditure type, to ensure consistency with annual reporting format requirements. A key aim is to facilitate comparison between the annual results and the original budget, to assess performance.

2. Total revenue (excluding capital transfers and contributions) amounts to R 1,393 billion in 2024/25 and increases to R 1,648 billion in 2026/27.This represents a year-on-year

increase of 6% for the 2024/25 financial year and increases of 8.59% for the 2025/26 financial year and increases of 9,0% for the 2026/27 financial year, respectively.

3. Revenue from property rates amounts to R 297,076 million in the 2024/25 financial year and increases to R 330,535 million in 2026/27, which amounts to 21.33% of the total operating revenue base of the Municipality.

4. Services charges relating to electricity, water, sanitation, environmental management and refuse collection constitute the biggest component of the total revenue base, amounting to R 664,354 million for the 2024/25 financial year and increasing to R 836,841 million in 2026/27. For the 2024/25 financial year services charges amount to 47.71% of the total revenue base.

5. Transfers recognised – operating includes the local government equitable share and other operating grants from national and provincial government. It is to be noted that the grants increased by 2.24% for 2024/25, increases by 4.87% for 2025/26 and increased by 5.41% for 2026/27, compared to previous financial years.

Below a breakdown of property rates and service charges for 2024/25:

Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework					
R thousand	Adjusted Budget	Budget Year 2024/25	% Increase	Budget Year 2025/26	% Increase	Budget Year 2026/27	% Increase
Revenue							
Exchange Revenue							
Service charges - Electricity	352 780	397 583	12,70%	460 004	15,70%	532 224	15,70%
Service charges - Water	118 603	127 202	7,25%	136 424	7,25%	146 315	7,25%
Service charges - Waste Water Management	64 268	68 446	6,50%	72 895	6,50%	77 633	6,50%
Service charges - Waste Management	66 782	71 123	6,50%	75 745	6,50%	80 669	6,50%
Property rates	281 488	297 076	5,5%	313 303	5,5%	330 535	5,5%
Total	**883 921**	**961 430**	**8,77%**	**1 058 371**	**10,08%**	**1 167 376**	**10,30%**

Table 46: (Table A5 - Budgeted Capital Expenditure by vote, standard classification, and funding source)

Vote Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	Adjusted Budget	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
Capital expenditure - Vote				
Multi-year expenditure to *be appropriated*				
Vote 1 - OFFICE OF THE MUNICIPAL MANAGER	48	–	–	–
Vote 2 - OFFICE OF THE DEPUTY MUNICIPAL MANAGER	2 664	–	–	–
Vote 3 - FINANCE AND ECONOMIC DEVELOPMENT	1 422	–	–	–
Vote 4 - COMMUNITY SERVICES	4 199	1 391	1 391	1 391
Vote 5 - CIVIL AND WATER SERVICES	86 916	80 868	36 650	39 427
Vote 6 - ELECTRO/MECHANICAL SERVICES	9 970	68 103	7 313	9 072
Vote 7 - PLANNING AND DEVELOPMENT	21 658	–	–	–
Capital multi-year expenditure sub-total	**126 878**	**150 362**	**45 354**	**49 890**

Vote Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	Adjusted Budget	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
Single-year expenditure *to be appropriated*				
Vote 1 - OFFICE OF THE MUNICIPAL MANAGER	55	–	–	–
Vote 2 - OFFICE OF THE DEPUTY MUNICIPAL MANAGER	–	–	–	–
Vote 3 - FINANCE AND ECONOMIC DEVELOPMENT	15	–	–	–
Vote 4 - COMMUNITY SERVICES	1 800	–	–	–
Vote 5 - CIVIL AND WATER SERVICES	–	–	–	–
Vote 6 - ELECTRO/MECHANICAL SERVICES	1 413	–	–	–
Vote 7 - PLANNING AND DEVELOPMENT	–	–	–	–
Capital single-year expenditure sub-total	**3 283**	**–**	**–**	**–**
Total Capital Expenditure - Vote	**130 161**	**150 362**	**45 354**	**49 890**
Capital Expenditure - Functional				
Governance and administration	**4 960**	**34 000**	**–**	**–**
Executive and council	1 096	–	–	–
Finance and administration	3 808	34 000	–	–
Internal audit	55	–	–	–
Community and public safety	**24 858**	**1 391**	**1 391**	**1 391**
Community and social services	–	–	–	–
Sport and recreation	200	–	–	–
Public safety	3 000	1 391	1 391	1 391
Housing	21 658	–	–	–
Health	–	–	–	–
Economic and environmental services	**16 451**	**9 670**	**27 500**	**13 845**
Planning and development	9 127	500	7 500	5 135
Road transport	6 925	9 170	20 000	8 709
Environmental protection	400	–	–	–
Trading services	**83 892**	**105 300**	**16 463**	**34 655**
Energy sources	11 117	34 103	7 313	9 072
Water management	34 818	29 008	150	–
Waste water management	36 158	42 190	9 000	25 582
Waste management	1 800	–	–	–
Other	**–**	**–**	**–**	**–**
Total Capital Expenditure - Functional	**130 161**	**150 362**	**45 354**	**49 890**
Funded by:				
National Government	63 857	54 997	43 963	48 499
Provincial Government	21 658	59 973	–	–
District Municipality	3 000	1 391	1 391	1 391
Transfers recognised - capital	**88 515**	**116 362**	**45 354**	**49 890**
Borrowing	–	34 000	–	–
Internally generated funds	41 646	–	–	–
Total Capital Funding	**130 161**	**150 362**	**45 354**	**49 890**

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

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

2. The capital programme is funded from national grants and internally generated funds. For 2024/25, capital transfers totals R 116,362 million (77.39%) and amount to R 49,890 million for 2026/27 (100%). Borrowing amounts to R 34,000 million (41.79%) in the 2024/25 financial year. These funding sources are further discussed in detail in Section 2.6 (Overview of Budget Funding).

Table 47: (Table A6 - Budgeted Financial Position)

Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	Adjusted Budget	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
ASSETS				
Current assets				
Cash and cash equivalents	43 665	43 640	48 657	85 823
Trade and other receivables from exchange transactions	77 030	77 030	77 030	77 030
Receivables from non-exchange transactions	29 014	29 014	29 014	29 014
Current portion of non-current receivables	–	–	–	–
Inventory	18 598	18 598	18 598	18 598
VAT	45 445	45 445	45 445	45 445
Other current assets	109	109	109	109
Total current assets	**213 862**	**213 837**	**218 854**	**256 020**
Non current assets				
Investments	–	–	–	–
Investment property	262 608	262 608	262 608	262 608
Property, plant and equipment	2 074 173	2 106 737	2 028 207	1 948 869
Biological assets	–	–	–	–
Living and non-living resources	–	–	–	–
Heritage assets	–	–	–	–
Intangible assets	603	603	603	603
Trade and other receivables from exchange transactions	–	–	–	–
Non-current receivables from non-exchange transactions	–	–	–	–
Other non-current assets	–	–	–	–
Total non current assets	**2 337 384**	**2 369 948**	**2 291 418**	**2 212 080**
TOTAL ASSETS	**2 551 246**	**2 583 785**	**2 510 272**	**2 468 099**
LIABILITIES				
Current liabilities				
Bank overdraft	–	–	–	–
Financial liabilities	12 169	23 564	11 333	–
Consumer deposits	29 060	29 060	29 060	29 060
Trade and other payables from exchange transactions	124 413	124 413	124 413	124 413
Trade and other payables from non-exchange transactions	10 373	–	–	–
Provision	47 914	48 355	48 795	49 235
VAT	(0)	(0)	(0)	(0)
Other current liabilities	–	–	–	–

Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	Adjusted Budget	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Total current liabilities	**223 929**	**225 392**	**213 601**	**202 708**
Non current liabilities				
Financial liabilities	11 207	11 333	–	–
Provision	137 116	140 468	143 821	147 173
Long term portion of trade payables	–	–	–	–
Other non-current liabilities	107 431	119 151	132 332	147 190
Total non current liabilities	**255 754**	**270 953**	**276 153**	**294 364**
TOTAL LIABILITIES	**479 683**	**496 345**	**489 755**	**497 072**
NET ASSETS	**2 071 563**	**2 087 440**	**2 020 517**	**1 971 028**
COMMUNITY WEALTH/EQUITY				
Accumulated surplus/(deficit)	2 071 563	2 087 440	2 020 517	1 971 028
Reserves and funds	–	–	–	–
Other	–	–	–	–
TOTAL COMMUNITY WEALTH/EQUITY	**2 071 563**	**2 087 440**	**2 020 517**	**1 971 028**

Explanatory notes to Table A6 - Budgeted Financial Position

1. The table presents Assets less Liabilities as Community Wealth. The order of items within each group is also aligned to the convention of showing items in order of liquidity, i.e., assets readily converted to cash or liabilities immediately required to be met from cash appear first.

2. Any movement on the Budgeted Financial Performance or the Capital Budget will invariably impact on the Budgeted Financial Position. For example, the collection rate assumption will impact on the cash position of the municipality and consequently inform the level of cash and cash equivalents at year end. Similarly, the collection rate assumption informs the budget provision for debt impairment, which in turn impacts on the provision for bad debts. These budget and planning assumptions form a critical link in determining the applicability and relevance of the budget as well as the determination of ratios and financial indicators. In addition, the funding compliance assessment is directly informed by forecasting the statement of financial position.

Table 48: (Table A7 - Budgeted cash flow statement)

Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	Adjusted Budget	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
CASH FLOW FROM OPERATING ACTIVITIES				
Receipts				
Property rates	263 774	287 458	303 161	319 834
Service charges	672 771	761 922	853 251	956 982
Other revenue	105 467	93 666	79 750	82 541
Transfers and Subsidies - Operational	194 472	202 153	211 994	223 454
Transfers and Subsidies - Capital	79 276	123 443	52 158	57 374
Interest	11 674	13 998	12 809	13 385
Dividends	–	–	–	–
Payments				
Suppliers and employees	(1 238 638)	(1 327 265)	(1 423 447)	(1 546 615)

Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	Adjusted Budget	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
Interest	(6 612)	(16 159)	(15 340)	(8 167)
Transfers and Subsidies	(1 124)	(400)	(400)	(400)
NET CASH FROM/(USED) OPERATING ACTIVITIES	**81 059**	**138 815**	**73 935**	**98 389**
CASH FLOWS FROM INVESTING ACTIVITIES				
Receipts				
Proceeds on disposal of PPE	–	–	–	–
Decrease (increase) in non-current receivables	–	–	–	–
Decrease (increase) in non-current investments	–	–	–	–
Payments				
Capital assets	(130 161)	(116 362)	(45 354)	(49 890)
NET CASH FROM/(USED) INVESTING ACTIVITIES	**(130 161)**	**(116 362)**	**(45 354)**	**(49 890)**
CASH FLOWS FROM FINANCING ACTIVITIES				
Receipts				
Short term loans	–	–	–	–
Borrowing long term/refinancing	–	–	–	–
Increase (decrease) in consumer deposits	–	–	–	–
Payments				
Repayment of borrowing	(12 169)	(22 478)	(23 564)	(11 333)
NET CASH FROM/(USED) FINANCING ACTIVITIES	**(12 169)**	**(22 478)**	**(23 564)**	**(11 333)**
NET INCREASE/ (DECREASE) IN CASH HELD	**(61 270)**	**(25)**	**5 016**	**37 166**
Cash/cash equivalents at the year begin:	104 935	**43 665**	**43 640**	**48 657**
Cash/cash equivalents at the year end:	**43 665**	**43 640**	**48 657**	**85 823**

Explanatory notes to Table A7 - Budgeted Cash Flow Statement

1. The budgeted cash flow statement represents the first measurement in determining whether the budget is funded.

2. It reflects the expected cash inflows versus cash outflows that are likely to result from the implementation of the budget.

3. The cash position of the Municipality increases over the 2024/25 to 2026/27 period, from R 43,665 million to R 85,823 million.

4. Cash and cash equivalents amount to R 43,640 million as at the end of the 2024/25 financial year and increases to R 85,823 million in 2026/27.

Table 49:(Table A8 - Cash Backed Reserves/Accumulated Surplus Reconciliation)

Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	Adjusted Budget	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
Cash and investments available				
Cash/cash equivalents at the year end	43 665	43 640	48 657	85 823
Other current investments > 90 days	–	–	0	0

Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	Adjusted Budget	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
Non current Investments	–	–	–	–
Cash and investments available:	**43 665**	**43 640**	**48 657**	**85 823**
Application of cash and investments				
Trade payables from Non-exchange transactions: Unspent conditional Grants	10 373	–	–	–
Unspent borrowing	–	–	–	–
Statutory requirements	(45 445)	(45 445)	45 445)	(45 445)
Other working capital requirements	18 369	18 368	18 368	18 368
Other provisions	47 914	48 355	48 795	49 235
Long term investments committed	–	–	–	–
Reserves to be backed by cash/investments	–	–	–	–
Total Application of cash and investments:	**31 211**	**21 278**	**21 718**	**22 159**
Surplus(shortfall)	**12 454**	**22 362**	**26 939**	**63 664**

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

1. The cash backed reserves/accumulated surplus reconciliation is aligned to the requirements of MFMA Circular 42 – Funding a Municipal Budget.

2. The table assesses the funding levels of the budget by firstly forecasting the cash and investments at year-end and secondly reconciling the available funding to the liabilities/commitments that exist.

3. As part of the budgeting and planning guidelines that informed the compilation of the 2024/25 MTREF, the end objective of the medium-term framework was to ensure the budget is funded as required in accordance with section 18 of the MFMA.

4. It is to be noted that the budget moves from a funding surplus of R 22,362 million in 2024/25 to a funding surplus of R 63,664 million in 2026/27.

Table 50: (Table A9 - Asset Management)

Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	Adjusted Budget	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
CAPITAL EXPENDITURE				
Total New Assets	**32 298**	**52 798**	**31 309**	**26 901**
Roads Infrastructure	5 939	150	20 000	8 709
Electrical Infrastructure	4 702	3 755	7 313	9 072
Water Supply Infrastructure	10 625	11 975	50	–
Sanitation Infrastructure	415	1 527	2 055	5 000
Infrastructure	***21 761***	***17 407***	***29 418***	***22 782***
Community Facilities	750	–	–	–

Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	Adjusted Budget	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
Community Assets	***750***	**–**	**–**	**–**
Computer Equipment	**2 625**	**–**	**–**	**–**
Furniture and Office Equipment	**1 372**	**–**	**–**	**–**
Machinery and Equipment	**989**	**–**	**–**	**–**
Transport Assets	**4 800**	**35 391**	**1 891**	**4 119**
Total Renewal of Existing Assets	**5 084**	**250**	**100**	**–**
Electrical Infrastructure	5 000	–	–	–
Water Supply Infrastructure	84	250	100	–
Infrastructure	***5 084***	***250***	***100***	**–**
Total Upgrading of Existing Assets	**92 779**	**97 313**	**13 945**	**22 990**
Roads Infrastructure	2 752	8 596	–	–
Storm water Infrastructure	10	424	–	–
Electrical Infrastructure	1 371	30 348	–	–
Water Supply Infrastructure	45 766	16 783	–	–
Sanitation Infrastructure	35 662	40 663	6 945	20 582
Infrastructure	***85 563***	***96 813***	***6 945***	***20 582***
Sport and Recreation Facilities	7 217	500	7 000	2 407
Community Assets	***7 217***	***500***	***7 000***	***2 407***
Total Capital Expenditure	**130 161**	**150 362**	**45 354**	**49 890**
Roads Infrastructure	8 691	8 746	20 000	8 709
Storm water Infrastructure	10	424	–	–
Electrical Infrastructure	11 073	34 103	7 313	9 072
Water Supply Infrastructure	56 475	29 008	150	–
Sanitation Infrastructure	36 077	42 190	9 000	25 582
Solid Waste Infrastructure	80	–	–	–
Infrastructure	***112 408***	***114 470***	***36 463***	***43 364***
Community Facilities	750	–	–	–
Sport and Recreation Facilities	7 217	500	7 000	2 407
Community Assets	***7 967***	***500***	***7 000***	***2 407***
Computer Equipment	**2 625**	**–**	**–**	**–**
Furniture and Office Equipment	**1 372**	**–**	**–**	**–**
Machinery and Equipment	**989**	**–**	**–**	**–**
Transport Assets	**4 800**	**35 391**	**1 891**	**4 119**
TOTAL CAPITAL EXPENDITURE - Asset class	**130 161**	**150 362**	**45 354**	**49 890**
ASSET REGISTER SUMMARY - PPE (WDV)	2 337 384	2 369 948	2 291 418	2 212 080
Roads Infrastructure	551 360	518 821	565 208	529 074
Storm water Infrastructure	29 734	28 084	25 596	23 532
Electrical Infrastructure	175 298	209 400	181 366	190 438
Water Supply Infrastructure	493 163	503 821	468 012	452 029
Sanitation Infrastructure	484 838	495 636	458 539	447 727
Solid Waste Infrastructure	(15 087)	(15 087)	(15 087)	(15 087)
Information and Communication Infrastructure	72	72	72	72
Infrastructure	***1 719 379***	***1 740 748***	***1 683 705***	***1 627 786***
Community Assets	56 844	59 161	64 344	66 751
Investment properties	262 608	262 608	262 608	262 608

Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	Adjusted Budget	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
Other Assets	32 094	30 780	29 466	28 152
Intangible Assets	603	603	603	603
Computer Equipment	5 696	5 110	4 523	3 937
Furniture and Office Equipment	2 156	(12 500)	(28 989)	(46 638)
Machinery and Equipment	7 798	6 323	4 839	3 345
Transport Assets	38 870	65 778	58 981	54 200
Land	211 337	211 337	211 337	211 337
TOTAL ASSET REGISTER SUMMARY - PPE (WDV)	**2 337 384**	**2 369 948**	**2 291 418**	**2 212 080**
EXPENDITURE OTHER ITEMS				
Depreciation	109 663	117 798	123 884	129 229
Repairs and Maintenance by Asset Class	**57 730**	**218 381**	**233 320**	**245 952**
Roads Infrastructure	7 144	42 069	48 545	52 267
Storm water Infrastructure	989	2 420	3 400	4 320
Electrical Infrastructure	10 827	30 806	30 431	31 896
Water Supply Infrastructure	6 055	32 198	35 881	37 553
Sanitation Infrastructure	12 720	38 483	40 225	42 041
Infrastructure	***37 735***	***145 976***	***158 481***	***168 077***
Community Facilities	2 911	40 224	41 708	43 634
Sport and Recreation Facilities	1 445	1 340	1 431	1 431
Community Assets	***4 356***	***41 564***	***43 139***	***45 065***
Operational Buildings	3 982	4 187	4 201	4 215
Other Assets	***3 982***	***4 187***	***4 201***	***4 215***
Machinery and Equipment	**721**	**694**	**699**	**710**
Transport Assets	**10 936**	**25 960**	**26 800**	**27 885**
TOTAL EXPENDITURE OTHER ITEMS	**167 393**	**336 179**	**357 204**	**375 181**

Explanatory notes to Table A9 - Asset Management

1. The table provides a summarised version of the capital programme divided into new assets and renewal of existing assets; and reflects the relevant asset categories. The associated repairs and maintenance and depreciation are also reflected. It also provides an indication of the resources deployed for maintaining and renewing existing assets, as well as the extent of asset expansion.

2. National Treasury has suggested that municipalities should allocate at least 40% of their capital budget to the renewal/rehabilitation of existing assets, and allocations to repairs and maintenance should be 8% of PPE. In this regard the expenditure relating to the renewal/rehabilitation of existing assets amounts to 64.9% of the capital budget, whilst repairs and maintenance constitute 9.2% of PPE.

Table 51: (Table A10 - Basic Service Delivery Measurement)

Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
	Adjusted Budget	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
Household service targets				
Water:				
Piped water inside dwelling	–	–	–	–
Piped water inside yard (but not in dwelling)	–	–	–	–
Using public tap (at least min.service level)	–	–	–	–
Other water supply (at least min.service level)	–	–	–	–
Minimum Service Level and Above sub-total	–	–	–	–
Using public tap (< min.service level)	–	–	–	–
Other water supply (< min.service level)	–	–	–	–
No water supply	–	–	–	–
Below Minimum Service Level sub-total	–	–	–	–
Total number of households	**–**	**–**	**–**	**–**
Sanitation/sewerage:				
Flush toilet (connected to sewerage)	–	–	–	–
Flush toilet (with septic tank)	–	–	–	–
Chemical toilet	–	–	–	–
Pit toilet (ventilated)	–	–	–	–
Other toilet provisions (> min.service level)	–	–	–	–
Minimum Service Level and Above sub-total	–	–	–	–
Bucket toilet	–	–	–	–
Other toilet provisions (< min.service level)	–	–	–	–
No toilet provisions	–	–	–	–
Below Minimum Service Level sub-total	–	–	–	–
Total number of households	**–**	**–**	**–**	**–**
Energy:				
Electricity (at least min.service level)	–	–	–	–
Electricity - prepaid (min.service level)	–	–	–	–
Minimum Service Level and Above sub-total	–	–	–	–
Electricity (< min.service level)	–	–	–	–
Electricity - prepaid (< min. service level)	–	–	–	–
Other energy sources	–	–	–	–
Below Minimum Service Level sub-total	–	–	–	–
Total number of households	**–**	**–**	**–**	**–**
Refuse:				
Removed at least once a week	–	–	–	–
Minimum Service Level and Above sub-total	–	–	–	–
Removed less frequently than once a week	–	–	–	–
Using communal refuse dump	–	–	–	–
Using own refuse dump	–	–	–	–
Other rubbish disposal	–	–	–	–
No rubbish disposal	–	–	–	–
Below Minimum Service Level sub-total	–	–	–	–
Total number of households	**–**	**–**	**–**	**–**

Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
	Adjusted Budget	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
Households receiving Free Basic Service				
Water (6 kilolitres per household per month)	19 797 190	21 232 488	22 771 848	24 422 796
Sanitation (free minimum level service)	13 345 283	14 212 728	15 136 560	16 120 428
Electricity/other energy (50kwh per household per month)	4 955 229	5 584 548	6 461 316	7 475 748
Refuse (removed at least once a week)	–	25 690 656	27 360 552	29 138 988
Informal Settlements	–	–	–	–
Cost of Free Basic Services provided - Formal Settlements (R'000)				
Water (6 kilolitres per **indigent** household per month)	19 797	21 232	22 772	24 423
Sanitation (free sanitation service to **indigent households**)	13 345	14 213	15 137	16 120
Electricity/other energy (50kwh per **indigent** household per month)	4 955	5 585	6 461	7 476
Refuse (removed once a week **for indigent households**)	–	25 691	27 361	29 139
Cost of Free Basic Services provided - Informal Formal Settlements (R'000)	–	–	–	–
Total cost of FBS provided	**38 098**	**66 720**	**71 730**	**77 158**
Highest level of free service provided per household				
Property rates (R value threshold)	–	–	–	–
Water (kilolitres per household per month)	–	–	–	–
Sanitation (kilolitres per household per month)	–	–	–	–
Sanitation (Rand per household per month)	–	–	–	–
Electricity (kwh per household per month)	–	–	–	–
Refuse (average litres per week)	–	–	–	–
Revenue cost of subsidised services provided (R'000)				
Property rates **(tariff adjustment)** (**impermissible values per section 17 of MPRA**)	–	–	–	–
Property rates exemptions, reductions and rebates **and impermissible values in excess of section 17 of MPRA)**	17 793	7 249	7 647	8 068
Water **(in excess of 6 kilolitres per indigent household per month)**	–	–	–	–
Sanitation **(in excess of free sanitation service to indigent households)**	–	–	–	–
Electricity/other energy **(in excess of 50 kwh per indigent household per month)**	–	–	–	–
Refuse **(in excess of one removal a week for indigent households)**	–	–	–	–
Municipal Housing - rental rebates	–	–	–	–
Housing - top structure subsidies	–	–	–	–
Other	–	–	–	–
Total revenue cost of subsidised services provided	**17 793**	**7 249**	**7 647**	**8 068**

Explanatory notes to Table A10 - Basic Service Delivery Measurement

Table A10 provides an overview of service delivery levels, including backlogs (below minimum service level), for each of the main services.

PART 2 – SUPPORTING DOCUMENTATION

6.6 OVERVIEW OF ANNUAL BUDGET PROCESS

The Budget process started in September 2023 after the approval of a timetable to guide the preparation of the 2024/25 to 2026/27 Operating and Capital Budgets.

The timetable provides broad timeframes for the IDP and Budget preparation process. It allows for consultation with stakeholders, such as the elected public representatives, employees of the Municipality, Civil Society, State departments, business, and labour, during April/May 2024. The main aim of the timetable was to ensure that an IDP and a balanced Budget are tabled in May 2024. The Budget and IDP will be tabled by the Executive Mayor at a Council meeting scheduled for 31 May 2024. After this meeting, it will be submitted to National and Provincial Treasury.

The budget consultation process had taken the form of a series of public walk-ins' meetings in the various wards under the direction and leadership of the Executive Mayor and his Mayoral Committee. The inputs of the aforementioned consultations were taken into consideration, whilst the Executive Mayor will table the IDP and Budget for consideration and approval at a Council meeting to be held on 31 May 2024.

The Service Delivery and Budget Implementation Plan is the mechanism that ensures that the IDP and the Budget is aligned.

6.6.1 IDP & Budget Timetable 2024/25 to 2026/27

The preparation of the 2024/25 to 2026/27 IDP and Budget were guided by the following schedule of key deadlines as approved by Council on 31 August 2023.

Activity	Date
IDP/Budget Schedule approved by Council	31 August 2023
Tabling of Draft IDP and Budget in Council	27 March 2024
Public Participation	During April and May 2024
Final adoption of IDP and Budget by Council	31 May 2024
Approval of SDBIP by Executive Mayor	26 June 2024

6.7 ALIGNMENT OF ANNUAL BUDGET WITH INTEGRATED DEVELOPMENT PLAN

The Integrated Development Plan (IDP) determines and prioritises the needs of the community.

The review of the IDP, in accordance with the Municipal Systems Act, was guided and informed by the following principles:

- Achievement of the five strategic priorities of the municipality.
- Focusing on service delivery backlogs and the maintenance of infrastructure.
- Addressing community priorities (needs) as identified in the IDP.

The review of the IDP focused on establishing measurable performance indicators and targets. These targets informed the preparation of the multi-year budget, as well as the Service Delivery and Budget Implementation Plan (SDBIP).

The 2024/25 to 2026/27 Operating and Capital Budgets were prepared in accordance with the IDP. The key strategic focus areas of the IDP are as follows:

- Municipal transformation and development
- Service delivery and infrastructure development.
- Local economic development
- Financial sustainability and viability
- Good governance and public participation

The budget consultation process will take the form of a series of meetings to be held throughout the municipal area with the elected public representatives, employees of the Municipality, Civil Society, business, labour, National and Provincial Governments on how the budget addresses the IDP priorities and objectives. The feedback flowing from these meetings will be referred to the relevant Directorates for their attention.

6.8 MEASURABLE PERFORMANCE OBJECTIVES AND INDICATORS

Description of financial indicator	Basis of calculation	Adjusted Budget 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
			Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
Borrowing Management					
Credit Rating					
Capital Charges to Operating Expenditure	Interest & Principal Paid /Operating Expenditure	1,2%	2,6%	2,5%	1,3%
Capital Charges to Own Revenue	Finance charges & Repayment of borrowing /Own Revenue	1,6%	3,4%	3,2%	1,6%
Borrowed funding of 'own' capital expenditure	Borrowing/Capital expenditure excl. transfers and grants and contributions	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%
Liquidity					
Current Ratio	Current assets/current liabilities	1,0	0,9	1,0	1,3
Current Ratio adjusted for aged debtors	Current assets less debtors > 90 days/current liabilities	1,0	0,9	1,0	1,3
Liquidity Ratio	Monetary Assets/Current Liabilities	0,2	0,2	0,2	0,4
Revenue Management					
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts/Last 12 Mths Billing	92,0%	95,0%	95,0%	95,0%
Current Debtors Collection Rate (Cash receipts % of Ratepayer & Other revenue)		153,2%	155,7%	153,1%	150,7%
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue	3,6%	3,4%	3,1%	2,9%
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		284.4%	285.1%	255.7%	145.0%

Description of financial indicator	Basis of calculation	Adjusted Budget 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
			Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
Other Indicators					
Electricity Distribution Losses (2)	Total Volume Losses (kW)				
	Total Volume Losses (kW) non-technical				
	Total Cost of Losses (Rand '000)				
	% Volume (units purchased and generated less units sold)/units purchased and generated				
Water Volumes :System input	Bulk Purchase				
	Water treatment works				
	Natural sources				
Water Distribution Losses (2)	Total Volume Losses (kℓ)				
	Total Cost of Losses (Rand '000)				
	% Volume (units purchased and generated less units sold)/units purchased and generated				
Employee costs	Employee costs/(Total Revenue - capital revenue)	33.7%	33,9%	33,2%	32,1%
Remuneration	Total remuneration/(Total Revenue - capital revenue)	34.8%	35,0%	34,3%	33,1%
Repairs & Maintenance	R&M/(Total Revenue excluding capital revenue)	4,4%	15,7%	15,4%	14,9%
Finance charges & Depreciation	FC&D/(Total Revenue - capital revenue)	8,8%	9,7%	9,4%	8,5%
IDP regulation financial viability indicators					
i. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year)	0,02	0,03	0,03	0,02
ii.O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	7,7%	7,0%	6,3%	5,6%
iii. Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure	0,42	0,40	0,41	0,67

6.8.1 Performance indicators and benchmarks

6.8.1.1 Borrowing Management

Capital expenditure may be funded from capital grants, internal sources, and long-term borrowing. The ability of a municipality to raise long term borrowing is largely dependent on its creditworthiness and financial position. The following financial performance indicators formed part of the compilation of the 2024/25 MTREF:

- *Capital charges to operating expenditure* is a measure of the cost of borrowing, compared to the total operating expenditure. The cost of borrowing amounts to 2.6% of total operating expenditure over the 2024/25 MTREF.

6.8.1.2 Liquidity

- The *current ratio* is a measure of the current assets divided by the current liabilities. The Municipality has set a benchmark limit of 1. For the 2024/25 MTREF, the current ratio is 0.1 in the 2024/25, 0.1 in the 2025/26 and 0.3 in the 2026/27 financial years.

- *The liquidity ratio* is a measure of the municipality's ability to utilise cash and cash equivalents to meets its current liabilities. A liquidity ratio of 1 should be maintained. For the 2024/25 MTREF, the liquidity ratio is at 0,1:1. This represents a significant risk for the Municipality, as any under collection of revenue will result in financial challenges for the Municipality. As part of the medium-term financial planning objectives, this ratio must be maintained at a minimum of 1.

6.8.2 Basic social services package for indigent households

The Constitution stipulates that a municipality must structure and manage its administration, budgeting and planning to give priority to the basic needs of the community and to promote their social and economic development. The basic social package is an affirmation of the Municipality's commitment to push back the frontiers of poverty by providing social welfare to those residents who cannot afford to pay, because of adverse social and economic conditions.

6.9 OVERVIEW OF BUDGET RELATED POLICIES

The MFMA and the Budget and Reporting Regulations require budget-related policies to be reviewed, and where applicable, be updated on an annual basis.

6.9.1 Financial Management Policies

A number of policies have been adopted by the Council. The policies govern the financial management functions of the Municipality, such as supply chain management, budget virements, credit control and debt collection, etc.

6.9.2 The following budget-related policies were reviewed and submitted to Council for adoption

- Virement Policy **"Annexure G1"**
- Budget Implementation and Management Policy **"Annexure G2"**
- Asset Management Policy **"Annexure G3"**

6.9.3 Review of Customer Care, Credit Control and Debt Collection Policy

The Customer Care, Credit Control and Debt Collection Policy was reviewed and approved by Council on 31 May 2023.

The 2024/25 MTREF has been prepared on the basis of achieving an average revenue collection rate of 95% of current billings.

6.9.4 Supply Chain Management Policy

A revised Supply Chain Management Policy was adopted by Council on 31 May 2023.

6.9.5 Property Rates Policy

A revised Property Rates Policy was adopted by Council on 31 May 2023.

6.9.6 Funding and Reserves Policy

A revised Funding and Reserves Policy was adopted by Council on 31 May 2023.

6.9.7 Cost Containment Policy

The Cost Containment Policy was reviewed and adopted by Council on 31 May 2023.

6.9.8 Cash Management and Investment Policy

A revised Cash Management and Investment Policy was adopted by Council on 31 May 2023.

6.9.9 Borrowing Policy

A revised Borrowing Policy was adopted by Council on 31 May 2023.

6.9.10 Indigent Policy

A revised Indigent Policy was adopted by the Council on 31 May 2023.

6.9.11 Unallocated Revenue and Building Deposit Policy

A revised Unallocated Revenue and Building Deposit Policy was adopted by the Council on 31 May 2023.

6.9.12 Tariff Policy

A revised Tariffs Policy was adopted by the Council on 31 May 2023.

6.9.13 Preferential Procurement Policy Framework

A revised Preferential Procurement Policy Framework was adopted by the Council on 31 May 2023.

6.10 OVERVIEW OF BUDGET ASSUMPTIONS

The municipal fiscal environment is influenced by a variety of macro-economic control measures. National Treasury provides guidelines on the ceiling of year-on-year increases in the total Operating Budget, whilst the National Electricity Regulator of South Africa (NERSA) regulates bulk electricity tariff increases. The Municipality's employee related costs are also influenced by collective agreements concluded in the South African Local Government Bargaining Council. Various government departments also affect municipal service delivery through the level of grants and subsidies.

The following principles and guidelines directly informed the compilation of the Budget:

- The priorities and targets, relating to the key strategic focus areas, as outlined in the IDP.
- The need to enhance the municipality's revenue base.
- The level of property rates and tariff increases to consider the need to address maintenance and infrastructural backlogs, including the expansion of services.
- The level of property rates and tariff increases to ensure the delivery of services on a financially sustainable basis.
- No loan funding is available to support the Capital Budget at this stage.
- No growth in revenue sources has been provided for in view of current consumption trends in municipal services.
- No growth in property rates income has been provided for, in view of the depressed property market.

The Municipality faced the following significant challenges in preparing the 2024/25 – 2026/27 Budget:

- Maintaining an acceptable employee related cost ratio.
- Increased costs associated with bulk electricity and water purchases, placing upward pressure on municipal tariff increases.
- Allocation of the required budget provision for the rehabilitation and maintenance of infrastructure.
- Maintaining electricity and water losses at acceptable levels.
- Maintaining revenue collection rates at the targeted levels; and
- Maintaining an acceptable cost coverage ratio.

The multi-year budget is therefore underpinned by the following assumptions:

	2024/25	2025/26	2026/27
Income	%	%	%
Tariff Increases for water	7.25	7.25	7.25
Tariff Increases for sanitation	6.5	6.5	6.5
Tariff Increases for refuse	6.5	6.5	6.5
Property rates increase (decrease in cents in the rand for 2023/24)	5.5	5.5	5.5
Electricity tariff increase (on average)	12.7	15.7	15.7
Environmental Management Fee increase	6.5	6.5	6.5
Revenue collection rates (Property Rates and Service Charges)	95	95	95
Expenditure increases allowed	4.9	4.6	4.5
Salary increase	6	6	6
Increase in bulk purchase of electricity costs	12.7	15.7	15.7
Increase in bulk purchase of water costs	7.25	7.25	7.25

6.11 OVERVIEW OF BUDGET FUNDING

6.11.1 Medium-term outlook: operating revenue

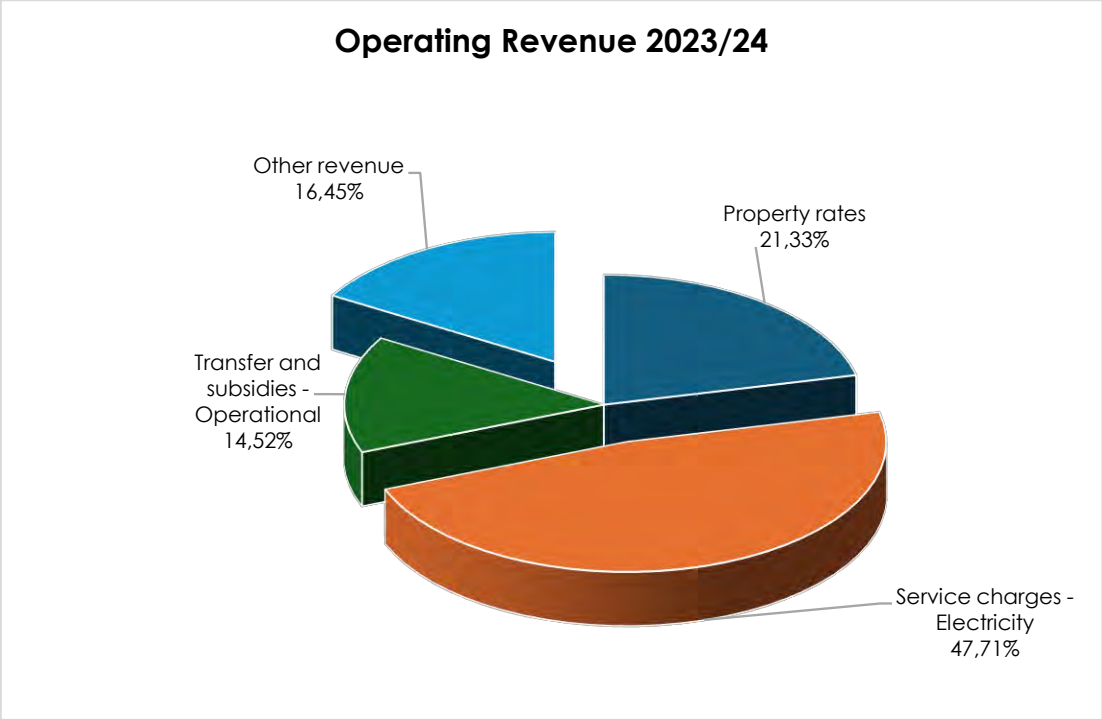
The following table provides a breakdown of operating revenue over the medium-term:

Table 52:(Breakdown of the operating revenue over the medium-term)

The following graph is a breakdown of the operational revenue per main category for the 2024/25 financial year.

Description	Current Year 2023/24		2024/25 Medium Term Revenue & Expenditure Framework					
R thousand	**Adjusted Budget**	**%**	**Budget Year 2024/25**	**%**	**Budget Year 2025/26**	**%**	**Budget Year 2026/27**	**%**
Revenue								
Exchange Revenue								
Property rates	281 488	21,43%	297 076	21,33%	313 303	20,72%	330 535	20,05%
Service charges	602 433	45,86%	664 354	47,71%	745 068	49,27%	836 841	50,77%
Transfer and subsidies - Operational	197 730	15,05%	202 153	14,52%	211 994	14,02%	223 454	13,56%
Other revenue	232 087	17,67%	229 038	16,45%	241 916	16,00%	257 505	15,62%
Total Revenue (excluding capital transfers and contributions)	**1 313 738**	**100,00%**	**1 392 621**	**100,00%**	**1 512 282**	**100,00%**	**1 648 335**	**100,00%**

Figure 23:Breakdown of operating revenue over the 2024/25 MTRE



Tariff determination is important in ensuring appropriate levels of revenue, to achieve a credible and funded budget. Operating revenue is mainly derived from service charges, such as water, electricity, sanitation and refuse collection and disposal, property rates and operating grants.

The revenue management strategy includes the following key components:

- National Treasury's guidelines in this regard.
- The Property Rates Policy.
- The level of property rates and tariff increases must ensure financially sustainable service delivery.
- The level of property rates and tariff increases to consider maintenance and replacement of infrastructure, including the expansion of services.
- Determining fully cost reflective tariffs for trading services.
- Electricity bulk tariff increases as approved by the National Electricity Regulator of South Africa (NERSA).
- Water bulk tariff increases as approved by the Nelson Mandela Bay Metropolitan Municipality.
- Efficient revenue management, targeting an 95% annual collection rate for property rates and service charges.
- Growth in the revenue base.

The principles guided the annual increases in property rates and tariffs charged to the consumer.

Property rates amount to R 297,076 million in the 2024/25 financial year and increase to R 330,535 million in 2026/27, representing 21.33% of the total operating revenue for the 2024/25 budget.
Services charges relating to electricity, water, sanitation, environmental management and refuse collection constitute the largest component of the revenue base, amounting to R 664,354 million in the 2024/25 financial year and increasing to R 836,841 million in 2026/27. For the 2024/25 financial year, services charges amount to 47.71% of the total revenue base.

Operational grants and subsidies amount to R 202,153 million, R 211,994 million and R 223,454 million for each of the respective financial years of the MTREF, or 14.52% of total operating revenue for 2024/25.

The table below provides investment particulars by type.

Table 53:(SA15 – Detail Investment Information)

Investment type	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
	Adjusted Budget	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
R thousand				
Parent municipality				
Securities - National Government				
Listed Corporate Bonds				
Deposits - Bank	43 665	43 640	48 657	85 823
Deposits - Public Investment Commissioners				
Deposits - Corporation for Public Deposits				
Bankers' Acceptance Certificates				
Negotiable Certificates of Deposit - Banks				
Guaranteed Endowment Policies (sinking)				
Repurchase Agreements - Banks				
Municipal Bonds				
Municipality sub-total	**43 665**	**43 640**	**48 657**	**85 823**
Entities				
Securities - National Government				
Listed Corporate Bonds				
Deposits - Bank				
Deposits - Public Investment Commissioners				
Deposits - Corporation for Public Deposits				
Bankers' Acceptance Certificates				
Negotiable Certificates of Deposit - Banks				
Guaranteed Endowment Policies (sinking)				
Repurchase Agreements - Banks				
Entities sub-total	–	–	–	–
Consolidated total:	**43 665**	**43 640**	**48 657**	**85 823**

Investments are anticipated to increase from R 43 640 million in 2024/25 to R 85 823 million in 2026/27.

6.11.2 Medium-term outlook: capital revenue

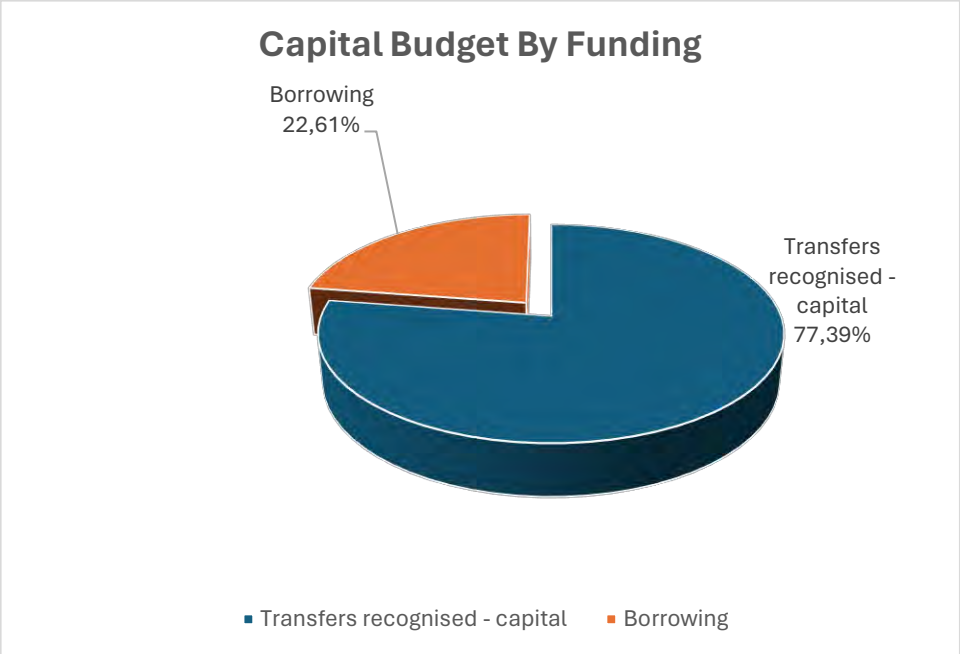
The following table provides a breakdown of the funding components of the 2024/25 medium-term capital programme:

Table 54: (Sources of capital revenue over the MTREF)

Vote Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	**Adjusted Budget**	**Budget Year 2024/25**	**Budget Year 2025/26**	**Budget Year 2026/27**
Funded by:				
National Government	63 857	54 997	43 963	48 499
Provincial Government	21 658	59 973	–	–
District Municipality	3 000	1 391	1 391	1 391
Transfers recognised - capital	**86 544**	**116 362**	**45 354**	**49 890**
Public contributions & donations	–	–	–	–
Borrowing	–	34 000	–	–
Internally generated funds	41 646	–	–	–
Total Capital Funding	**130 161**	**150 362**	**45 354**	**49 890**

The above table is graphically represented as follows for the 2024/25 financial year.

Figure 24:Sources of Capital Revenue for the 2024/25 financial year



Capital Grants constitute 77.39% of the total funding sources, amounting to R 116,362 million for the 2024/25 financial year and amounting to R 49,890 million or 100% in the 2026/27 financial year.

The following table indicates the capital transfers and grant receipts:

Table 55: (Table SA 18 - Transfers and grant receipts)

Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	Adjusted Budget	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
RECEIPTS:				
Operating Transfers and Grants				
National Government:	**190 140**	**197 710**	**207 441**	**218 788**
Operational Revenue: General Revenue: Equitable Share	180 506	192 664	203 746	214 723
Expanded Public Works Programme Integrated Grant for Municipalities [Schedule 5B]	2 321	1 495	–	–
Local Government Financial Management Grant [Schedule 5B]	1 570	1 723	1 785	2 001
Energy Efficiency and Demand-side [Schedule 5B]	4 000	–	–	–
Municipal Infrastructure Grant [Schedule 5B]	1 743	1 828	1 910	2 064
Provincial Government:	**2 050**	**2 050**	**2 050**	**2 050**
Libraries, Archives and Museums	2 050	2 050	2 050	2 050
District Municipality:	**2 281**	**2 393**	**2 503**	**2 616**
Environmental Health	2 281	2 393	2 503	2 616
Total Operating Transfers and Grants	**194 472**	**202 153**	**211 994**	**223 454**
Capital Transfers and Grants				
National Government:	**77 914**	**52 874**	**50 558**	**55 774**
Integrated National Electrification Programme (Municipal Grant) [Schedule 5B]	4 089	4 203	7 260	7 558
Municipal Infrastructure Grant [Schedule 5B]	33 125	34 730	36 298	39 216
Local Government Financial Management Grant [Schedule 5B]	150			
Municipal Disaster Relief Grant	10 550			
Water Services Infrastructure Grant [Schedule 5B]	30 000	13 941	7 000	9 000
Provincial Government:		**68 969**		
Housing		68 969		
District Municipality:	**1 362**	**1 600**	**1 600**	**1 600**
Fire Services	1 362	1 600	1 600	1 600
Total Capital Transfers and Grants	**79 276**	**123 443**	**52 158**	**57 374**
TOTAL RECEIPTS OF TRANSFERS & GRANTS	**273 747**	**325 596**	**264 152**	**280 828**

6.11.3 Cash Flow Management

Cash flow management and forecasting is a critical step in determining whether the budget is funded over the medium term. The table includes some specific features:

- Clear separation of receipts and payments within each cash flow category.
- Clear separation of capital and operating receipts from government; and
- Separation of borrowing and loan repayments (no set-off), to assist with MFMA compliance assessment regarding the use of long-term borrowing (debt).

Table 56: (Table A7 - Budgeted cash flow statement)

Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	Adjusted Budget	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
CASH FLOW FROM OPERATING ACTIVITIES				
Receipts				
Property rates	263 774	287 458	303 161	319 834
Service charges	672 771	761 922	853 251	956 982
Other revenue	105 467	93 666	79 750	82 541
Transfers and Subsidies - Operational	194 472	202 153	211 994	223 454
Transfers and Subsidies - Capital	79 276	123 443	52 158	57 374
Interest	11 674	13 998	12 809	13 385
Dividends	–	–	–	–
Payments				
Suppliers and employees	(1 238 638)	(1 327 265)	(1 423 447)	(1 546 615)
Interest	(6 612)	(16 159)	(15 340)	(8 167)
Transfers and Subsidies	(1 124)	(400)	(400)	(400)
NET CASH FROM/(USED) OPERATING ACTIVITIES	**81 059**	**138 815**	**73 935**	**98 389**
CASH FLOWS FROM INVESTING ACTIVITIES				
Receipts				
Proceeds on disposal of PPE	–	–	–	–
Decrease (increase) in non-current receivables	–	–	–	–
Decrease (increase) in non-current investments	–	–	–	–
Payments				
Capital assets	(130 161)	(116 362)	(45 354)	(49 890)
NET CASH FROM/(USED) INVESTING ACTIVITIES	**(130 161)**	**(116 362)**	**(45 354)**	**(49 890)**
CASH FLOWS FROM FINANCING ACTIVITIES				
Receipts				
Short term loans	–	–	–	–
Borrowing long term/refinancing	–	–	–	–
Increase (decrease) in consumer deposits	–	–	–	–
Payments				
Repayment of borrowing	(12 169)	(22 478)	(23 564)	(11 333)
NET CASH FROM/(USED) FINANCING ACTIVITIES	**(12 169)**	**(22 478)**	**(23 564)**	**(11 333)**
NET INCREASE/ (DECREASE) IN CASH HELD	**(61 270)**	**(25)**	**5 016**	**37 166**
Cash/cash equivalents at the year begin:	104 935	**43 665**	**43 640**	**48 657**
Cash/cash equivalents at the year end:	**43 665**	**43 640**	**48 657**	**85 823**

For the 2024/25 MTREF, the cash and cash equivalents over the medium-term is anticipated to increase from R 43 640 million in 2024/25 million to R 85 823 million in 2026/27.

Table 57: (Table A8 - Cash Backed Reserves/Accumulated Surplus Reconciliation)

Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	Adjusted Budget	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
Cash and investments available				
Cash/cash equivalents at the year end	43 665	43 640	48 657	85 823
Other current investments > 90 days	–	–	0	0
Non current Investments	–	–	–	–

Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	Adjusted Budget	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
Cash and investments available:	**43 665**	**43 640**	**48 657**	**85 823**
Application of cash and investments				
Trade payables from Non-exchange transactions: Unspent conditional Grants	10 373	–	–	–
Unspent borrowing	–	–	–	–
Statutory requirements	(45 445)	(45 445)	(45 445)	(45 445)
Other working capital requirements	18 369	18 368	18 368	18 368
Other provisions	47 914	48 355	48 795	49 235
Long term investments committed	–	–	–	–
Reserves to be backed by cash/investments	–	–	–	–
Total Application of cash and investments:	**31 211**	**21 278**	**21 718**	**22 159**
Surplus(shortfall)	**12 454**	**22 362**	**26 939**	**63 664**

The purpose of Table A8 is to reflect the predicted cash and investments that are available at the end of a particular budget year and how these funds were used. A surplus would indicate that sufficient cash and investments were available to meet commitments, whilst a shortfall would indicate inadequate cash and investments were available to meet commitments.

The available cash and investments amount to R 43,640 million in the 2024/25 financial year and increases to R 85,823 million in 2026/27. The following is a breakdown of the application of this funding:

- Unspent conditional transfers (grants) – no unspent grant funding is anticipated over the 2024/25 MTREF.
- There is no unspent borrowing from previous financial years.
- The main purpose of the other working capital requirements is to ensure that sufficient funds are available to meet commitments as and when they fall due. A key challenge is often the mismatch between the timing of receipts from debtors and payments due to employees and creditors. High levels of non-payment by debtors will result in a greater requirement for working capital, ultimately causing cash flow challenges.
- The current provision relates to Post-retirement Medical Aid Benefits Liability which has been provided for.

It is concluded that the Municipality's cash backed, and accumulated surpluses reconciliation reflects surpluses of R 22,362 million, R 26,939 million and R 63,664 million for the 2024/25, 2025/26 and 2026/27 financial years, respectively.

It is to be noted that the 2024/25 MTREF is funded, when considering the funding requirements of section 18 and 19 of the MFMA. The cost coverage ratio is, however, 0.40 months, 0.41 months, and 0.67 months for the 2024/25, 2025/26 and 2026/27 financial years, respectively.

6.11.4 Funding Compliance Measurement

The National Treasury requires the Municipality to assess its financial sustainability against the different measures outlined below.

Description	MFMA section	Ref	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
			Adjusted Budget	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
Funding measures						
Cash/cash equivalents at the year end - R'000	18(1)b	1	43 665	43 640	48 657	85 823
Cash + investments at the yr end less applications - R'000	18(1)b	2	12 454	22 362	26 939	63 664
Cash year end/monthly employee/supplier payments	18(1)b	3	0,42	0,40	0,41	0,67
Surplus/(Deficit) excluding depreciation offsets: R'000	18(1)	4	–	–	–	–
Service charge rev % change - macro CPIX target exclusive	18(1)a,(2)	5	(8,2%)	2,8%	4,1%	4,3%
Cash receipts % of Ratepayer & Other revenue	18(1)a,(2)	6	92%	95%	95%	95%
Debt impairment expense as a % of total billable revenue	18(1)a,(2)	7	11,4%	11,3%	10,8%	10,4%
Capital payments % of capital expenditure	18(1)c;19	8	100,0%	77,4%	100,0%	100,0%
Borrowing receipts % of capital expenditure (excl. transfers)	18(1)c	9	0,0%	0,0%	0,0%	0,0%
Grants % of Govt. legislated/gazetted allocations	18(1)a	10		100,0%	100,0%	100,0%
Current consumer debtors % change - incr(decr)	18(1)a	11	14,1%	0,0%	0,0%	0,0%
Long term receivables % change - incr(decr)	18(1)a	12	0,0%	0,0%	0,0%	0,0%
R&M % of Property Plant & Equipment	20(1)(vi)	13	2,8%	10,4%	11,5%	12,6%
Asset renewal % of capital budget	20(1)(vi)	14	3,9%	0,2%	0,2%	0,0%

Below is a discussion of the different measures.

6.11.4.1 Cash/cash equivalent position.

The forecasted cash and cash equivalents for the 2024/25 MTREF amounts to R 43,640 million, R 48,657 million and R 85,823 million for the respective financial years

6.11.4.2 Cash plus investments less application of funds

For the 2024/25, 2025/26 and 2026/27 budgets, the available cash and investments exceed the application of funds by an amount of R 22,362 million, R 26,939 million and R 63,664 million, respectively.

6.11.4.3 *Monthly average payments covered by cash or cash equivalents.*

As part of the 2024/25 MTREF, the projected cash position causes the ratio to increase from 0.40 months to 0.67 months.

6.11.4.4 Surplus/deficit excluding depreciation offsets

For the 2024/25 MTREF the indicative outcome is a surplus of R 20,963 million and deficit of R 66,923 million, R 49,490 million respectively. This is made up as follows:

Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	Adjusted Budget	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
Revenue				
Surplus/(Deficit)	**(124 053)**	**(112 853)**	**(119 080)**	**(106 864)**
Transfers and subsidies - capital (monetary allocations)	94 639	133 816	52 158	57 374
Total	(29 414)	20 963	(66 923)	(49 490)

It needs to be noted that a surplus does not necessarily mean that the budget is funded from a cash flow perspective, and therefore the first two measures in the table are critical.

6.11.4.5 Property Rates/services charge revenue as a percentage increase less macro inflation target

This is calculated by deducting the maximum macro-economic inflation target (which is currently 4.9%), to determine the real increase in revenue. The percentage growth totals 2.8%, 4.1% and 4.3% for the respective financial years of the 2024/25 MTREF.

6.11.4.6 Cash receipts as a percentage of ratepayer and other revenue

The outcome is approximately 95.0% for the 2024/25 and 95.0% for the 2025/26 and 95.0% for the 2026/27 financial years.

6.11.4.7 Debt impairment expense as a percentage of billable revenue

The provision has been set at 5% for property rates and services, for the 2024/25 and 5% for the 2025/26 and 5% for the 2026/27 financial years, in line with the revenue collection trends.

6.11.4.8 Capital payments percentage of capital expenditure.

The purpose of this measure is to determine whether the timing of payments has been considered in forecasting the cash position.

6.11.4.9 Borrowing as a percentage of capital expenditure (excluding transfers, grants, and contributions)

A budget provision of R 34 million for vehicles finance leases has been made for the 2024/25 financial year.

6.11.4.10 Transfers/grants revenue as a percentage of Government transfers/grants available

The purpose of this measurement is mainly to ensure that all available transfers from national and provincial government have been budgeted for. All transfers are included in the budget.

6.11.4.11 Repairs and maintenance expenditure levels

The expenditure constitutes 10.4%, 11.5% and 12.6% of Property, Plant and Equipment respectively, over the 2024/25 MTREF, whilst National Treasury has suggested an 8% level.

6.12 EXPENDITURE ON ALLOCATIONS AND GRANT PROGRAMMES

GRANTS RECEIVED

Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	Adjusted Budget	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
RECEIPTS:				
Operating Transfers and Grants				
National Government:	**190 140**	**197 710**	**207 441**	**218 788**
Operational Revenue: General Revenue: Equitable Share	180 506	192 664	203 746	214 723
Expanded Public Works Programme Integrated Grant for Municipalities [Schedule 5B]	2 321	1 495	–	–
Local Government Financial Management Grant [Schedule 5B]	1 570	1 723	1 785	2 001
Energy Efficiency and Demand-side [Schedule 5B]	4 000	–	–	–
Municipal Infrastructure Grant [Schedule 5B]	1 743	1 828	1 910	2 064
Provincial Government:	**2 050**	**2 050**	**2 050**	**2 050**
Libraries, Archives and Museums	2 050	2 050	2 050	2 050
District Municipality:	**2 281**	**2 393**	**2 503**	**2 616**
Environmental Health	2 281	2 393	2 503	2 616
Total Operating Transfers and Grants	**194 472**	**202 153**	**211 994**	**223 454**
Capital Transfers and Grants				
National Government:	**77 914**	**52 874**	**50 558**	**55 774**
Integrated National Electrification Programme (Municipal Grant) [Schedule 5B]	4 089	4 203	7 260	7 558
Municipal Infrastructure Grant [Schedule 5B]	33 125	34 730	36 298	39 216
Local Government Financial Management Grant [Schedule 5B]	150			
Municipal Disaster Relief Grant	10 550			
Water Services Infrastructure Grant [Schedule 5B]	30 000	13 941	7 000	9 000
Provincial Government:		**68 969**		
Housing		68 969		
District Municipality:	**1 362**	**1 600**	**1 600**	**1 600**
Fire Services	1 362	1 600	1 600	1 600
Total Capital Transfers and Grants	**79 276**	**123 443**	**52 158**	**57 374**
TOTAL RECEIPTS OF TRANSFERS & GRANTS	**273 747**	**325 596**	**264 152**	**280 828**

GRANTS EXPENDITURE

GRANTS RECONCILIATION

Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	**Adjusted Budget**	**Budget Year 2024/25**	**Budget Year 2025/26**	**Budget Year 2026/27**
EXPENDITURE:				
Operating Expenditure				
National Government:	**190 140**	**197 710**	**207 441**	**218 788**
Operational Revenue: General Revenue: Equitable Share	180 506	192 664	203 746	214 723
Expanded Public Works Programme Integrated Grant for Municipalities [Schedule 5B]	2 321	1 495	–	–
Local Government Financial Management Grant [Schedule 5B]	1 570	1 723	1 785	2 001
Energy Efficiency and Demand-side [Schedule 5B]	4 000	–	–	–
Municipal Infrastructure Grant [Schedule 5B]	1 743	1 828	1 910	2 064
Provincial Government:	**2 050**	**2 050**	**2 050**	**2 050**
Libraries, Archives and Museums	2 050	2 050	2 050	2 050
District Municipality:	**2 281**	**2 393**	**2 503**	**2 616**
Environmental Health	2 281	2 393	2 503	2 616
Total Operating Expenditure	**194 472**	**202 153**	**211 994**	**223 454**
Capital Expenditure				
National Government:	**77 914**	**52 874**	**50 558**	**55 774**
Integrated National Electrification Programme (Municipal Grant) [Schedule 5B]	4 089	4 203	7 260	7 558
Municipal Infrastructure Grant [Schedule 5B]	33 125	34 730	36 298	39 216
Local Government Financial Management Grant [Schedule 5B]	150			
Municipal Disaster Relief Grant	10 550			
Water Services Infrastructure Grant [Schedule 5B]	30 000	13 941	7 000	9 000
Provincial Government:		**68 969**		
Housing		68 969		
District Municipality:	**1 362**	**1 600**	**1 600**	**1 600**
Fire Services	1 362	1 600	1 600	1 600
Total Capital Expenditure	**79 276**	**123 443**	**52 158**	**57 374**
TOTAL EXPENDITURE	**273 747**	**325 596**	**264 152**	**280 828**

6.13 ALLOCATIONS AND GRANTS MADE BY THE MUNICIPALITY

The table below reflects the grants and allocations made by the Municipality. It includes grants-in-aid made in accordance with the Municipality's grants-in-aid policy and transfers to entities and other organisations to primarily support their operational expenditure.

ALLOCATIONS AND GRANTS MADE BY THE MUNICIPALITY

Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	Adjusted Budget	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
Cash Transfers to Entities/Other External Mechanisms				
Various Organisations	*1,124*	*400*	*400*	*400*
Total Cash Transfers To Entities/Ems'	***1,124***	***400***	***400***	***400***
TOTAL CASH TRANSFERS AND GRANTS	***1,124***	***400***	***400***	***400***
TOTAL TRANSFERS AND GRANTS	***1,124***	***400***	***400***	***400***

6.14 COUNCILLORS AND EMPLOYEE BENEFITS

DISCLOSURE OF SALARIES, ALLOWANCES & BENEFITS

Summary of Employee and Councillor remuneration	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	Adjusted Budget	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
Councillors (Political Office Bearers plus Other)				
Basic Salaries and Wages	10 101	10 414	10 906	11 451
Motor Vehicle Allowance	3 407	3 503	3 678	3 862
Cellphone Allowance	1 632	1 678	1 762	1 850
Sub Total - Councillors	**15 140**	**15 594**	**16 345**	**17 163**
Senior Managers of the Municipality				
Basic Salaries and Wages	8 210	9 681	10 165	10 674
Pension and UIF Contributions	117	123	130	136
Medical Aid Contributions	52	56	58	61
Performance Bonus	1 528	1 798	1 812	1 828
Motor Vehicle Allowance	1 922	2 196	2 306	2 421
Cellphone Allowance	10	11	11	12
Other benefits and allowances	5	5	5	6
Payments in lieu of leave	4 543	–	–	–
Sub Total - Senior Managers of Municipality	**16 387**	**13 870**	**14 488**	**15 137**
Other Municipal Staff				
Basic Salaries and Wages	268 210	295 150	313 565	329 243
Pension and UIF Contributions	37 178	38 991	40 942	42 989
Medical Aid Contributions	18 788	19 915	20 911	21 957
Overtime	19 932	20 000	23 186	24 345
Performance Bonus	18 363	19 464	20 438	21 459
Motor Vehicle Allowance	11 856	12 091	12 695	13 330
Cellphone Allowance	56	59	62	65
Housing Allowances	1 234	1 308	1 374	1 442
Other benefits and allowances	17 821	18 890	19 835	20 826
Payments in lieu of leave	1 686	–	–	–
Long service awards	1 445	–	–	–
Post-retirement benefit obligations	20 887	23 361	25 569	28 043
Acting and post related allowance	8 413	8 642	9 074	9 528
Sub Total - Other Municipal Staff	**425 869**	**457 873**	**487 652**	**513 229**
Total Parent Municipality	**457 396**	**487 337**	**518 485**	**545 529**
TOTAL SALARY, ALLOWANCES & BENEFITS	**457 396**	**487 337**	**518 485**	**545 529**
TOTAL MANAGERS AND STAFF	**442 256**	**471 743**	**502 140**	**528 366**

6.15 MONTHLY TARGETS FOR REVENUE EXPENDITURE AND CASH FLOW

MONTHLY CASH FLOWS	Budget Year 2024/25												Medium Term Revenue and Expenditure Framework
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2024/25
Cash Receipts By Source													
Property rates	34 294	16 215	17 560	17 366	46 344	46 363	17 656	18 246	17 957	19 037	17 866	18 552	287 458
Service charges - electricity revenue	45 492	30 767	45 205	34 727	36 995	77 398	16 205	32 093	34 339	36 825	37 036	14 779	441 861
Service charges - water revenue	15 178	5 851	12 676	13 589	11 279	12 308	18 001	12 181	15 394	16 543	15 493	5 568	154 061
Service charges - sanitation revenue	7 745	6 495	6 169	6 079	6 317	6 046	7 139	6 295	8 172	6 855	8 526	4 328	80 167
Service charges - refuse revenue	9 020	6 983	7 080	6 989	7 001	6 969	6 987	6 968	6 965	6 982	6 963	6 925	85 833
Rental of facilities and equipment	202	173	172	215	199	714	591	276	364	307	261	190	3 665
Interest earned - external investments	345	413	562	534	749	524	2 368	1 039	1 512	2 225	1 984	1 742	13 998
Fines, penalties and forfeits	48	58	66	55	234	309	216	43	311	178	283	118	1 919
Licences and permits	6 188	3 532	2 461	2 647	2 425	1 931	4 942	2 967	1 671	1 091	1 838	1 454	33 147
Agency services	360	–	783	–	–	–	–	–	–	2 212	751	450	4 554
Transfers and Subsidies - Operational	92 042	2 118			4 014	72 803		31 176				–	202 153
Other revenue	2 462	6 482	1 439	3 787	6 418	3 114	2 974	4 506	3 761	1 959	1 186	12 294	50 381
Cash Receipts by Source	**213 377**	**79 088**	**94 172**	**85 988**	**121 974**	**228 480**	**77 080**	**115 789**	**90 446**	**94 214**	**92 188**	**66 401**	**1 359 196**
Other Cash Flows by Source													
Transfers and subsidies - capital (monetary allocations)	21 006	11 495		18 465	10 535	18 150		20 802		11 495		11 495	123 443
Total Cash Receipts by Source	**234 383**	**90 583**	**94 172**	**104 453**	**132 509**	**246 630**	**77 080**	**136 591**	**90 446**	**105 709**	**92 188**	**77 896**	**1 482 639**

MONTHLY CASH FLOWS	Budget Year 2024/25												Medium Term Revenue and Expenditure Framework
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2024/25
Cash Payments by Type													
Employee related costs	(35 968)	(35 914)	(36 160)	(36 153)	(55 181)	(36 264)	(40 576)	(37 875)	(36 835)	(37 307)	(37 307)	(34 483)	(460 023)
Remuneration of councillors	(1 300)	(1 300)	(1 300)	(1 300)	(1 300)	(1 300)	(1 300)	(1 300)	(1 300)	(1 300)	(1 300)	(1 300)	(15 594)
Finance charges	(1 245)	(1 245)	(1 245)	(1 245)	(1 245)	(1 245)	(1 245)	(1 245)	(1 245)	(1 245)	(1 245)	(2 470)	(16 159)
Bulk purchases - Electricity	(50 342)	(50 210)	(41 766)	(33 161)	(32 562)	(32 530)	(34 372)	(32 574)	(29 588)	(32 081)	(30 256)	(44 801)	(444 244)
Other materials	(3 379)	(12 675)	(2 865)	(21 025)	(5 203)	(5 476)	(2 841)	(10 981)	(8 978)	(7 648)	(7 924)	(5 707)	(94 700)
Contracted services	(2 157)	(5 366)	(8 292)	(12 475)	(12 924)	(11 684)	(7 494)	(9 365)	(10 168)	(15 579)	(18 074)	(27 319)	(140 898)
Transfers and grants - other												(400)	(400)
Other expenditure	(5 894)	(9 987)	(25 242)	(9 160)	(16 079)	(12 495)	(11 251)	(10 186)	(14 372)	(11 927)	(14 557)	(30 657)	(171 807)
Cash Payments by Type	**(100 284)**	**(116 697)**	**(116 868)**	**(114 519)**	**(124 493)**	**(100 992)**	**(99 078)**	**(103 525)**	**(102 485)**	**(107 086)**	**(110 661)**	**(147 136)**	**(1 343 824)**
Other Cash Flows/Payments by Type													
Capital assets	(586)	(14 512)	(3 103)	(12 526)	(8 303)	(12 580)	(2 238)	(18 188)	(10 592)	(19 353)	(6 475)	(7 905)	(116 362)
Repayment of borrowing	(1 873)	(1 873)	(1 873)	(1 873)	(1 873)	(1 873)	(1 873)	(1 873)	(1 873)	(1 873)	(1 873)	(1 873)	(22 478)
Total Cash Payments by Type	**(102 743)**	**(133 082)**	**(121 844)**	**(128 918)**	**(134 669)**	**(115 446)**	**(103 189)**	**(123 587)**	**(114 950)**	**(128 312)**	**(119 009)**	**(156 914)**	**(1 482 664)**
NET INCREASE/(DECREASE) IN CASH HELD	**131 640**	**(42 499)**	**(27 672)**	**(24 465)**	**(2 160)**	**131 184**	**(26 109)**	**13 004**	**(24 504)**	**(22 603)**	**(26 821)**	**(79 018)**	**(25)**
Cash/cash equivalents at the month/year begin:	43 665	175 305	132 806	105 134	80 669	78 509	209 693	183 584	196 588	172 084	149 480	122 659	43 665
Cash/cash equivalents at the month/year end:	175 305	132 806	105 134	80 669	78 509	209 693	183 584	196 588	172 084	149 480	122 659	43 640	43 640

MONTHLY CASH FLOWS	Medium Term Revenue and Expenditure Framework		
R thousand	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
Cash Receipts By Source			
Property rates	287 458	303 161	319 834
Service charges - electricity revenue	441 861	511 233	591 496
Service charges - water revenue	154 061	165 228	177 205
Service charges - sanitation revenue	80 167	85 378	90 927
Service charges - refuse revenue	85 833	91 412	97 354
	–	–	–
Rental of facilities and equipment	3 665	3 892	4 134
Interest earned - external investments	13 998	12 809	13 385
Fines, penalties and forfeits	1 919	2 041	2 171
Licences and permits	33 147	34 991	36 924
Agency services	4 554	4 850	5 166
Transfers and Subsidies - Operational	202 153	211 994	223 454
Other revenue	50 381	33 974	34 146
Cash Receipts by Source	**1 359 196**	**1 460 965**	**1 596 197**
Other Cash Flows by Source			
Transfers and subsidies - capital (monetary allocations)	123 443	52 158	57 374
Total Cash Receipts by Source	**1 482 639**	**1 513 122**	**1 653 571**
Cash Payments by Type			
Employee related costs	(460 023)	(488 959)	(513 508)
Remuneration of councillors	(15 594)	(16 345)	(17 163)
Finance charges	(16 159)	(15 340)	(8 167)
Bulk purchases - Electricity	(444 244)	(531 898)	(615 406)
Other materials	(94 700)	(100 094)	(107 171)
Contracted services	(140 898)	(128 052)	(130 323)
Transfers and grants - other	(400)	(400)	(400)
Other expenditure	(171 807)	(158 100)	(163 044)
Cash Payments by Type	**(1 343 824)**	**(1 439 187)**	**(1 555 182)**
Other Cash Flows/Payments by Type			
Capital assets	(116 362)	(45 354)	(49 890)
Repayment of borrowing	(22 478)	(23 564)	(11 333)
Total Cash Payments by Type	**(1 482 664)**	**(1 508 106)**	**(1 616 405)**
NET INCREASE/(DECREASE) IN CASH HELD	**(25)**	**5 016**	**37 166**
Cash/cash equivalents at the month/year begin:	43 665	43 640	48 657
Cash/cash equivalents at the month/year end:	43 640	48 657	85 823

6.16 ANNUAL BUDGETS AND SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLANS-DIRECTORATES

In terms of section 53 (1)(c)(ii) of the MFMA, the Service Delivery and Budget Implementation Plan (SDBIP) constitutes a detailed plan for implementing the Municipality's delivery of services and its annual budget, which must include the following:

(a) Monthly projections of

- Revenue to be collected, by source; and
- Operational and capital expenditure, by vote.

(b) Service delivery targets and performance indicators for each quarter.

In accordance with Section 53 of the MFMA, the Executive Mayor is required to approve the SDBIP within 28 days after the approval of the budget. Furthermore, the Executive Mayor must ensure that the revenue and expenditure projections for each month and the service delivery targets and performance indicators, as set out in the SDBIP, are made public within 14 days after the approval of the SDBIP.

The SDBIP gives effect to the IDP and Budget of the Municipality. It includes the service delivery targets and performance indicators for each quarter, which forms the basis for the performance agreements of the Directors. It therefore facilitates oversight over the financial and non-financial performance of the Municipality and allows the Municipal Manager to monitor the performance of the Directors, the Executive Mayor/Council to monitor the performance of the Municipal Manager, and the Community to monitor the performance of the Municipality.

The SDBIP relating to the 2024/25 financial year will be approved by the Executive Mayor during July 2024, following the approval of the Budget.

6.17 LEGISLATION COMPLIANCE STATUS

The following reflects the status of implementation of some of the key MFMA areas:

IDP

A revised 2024/25 IDP has been developed, was considered at a Council meeting held on 27 March 2024. The IDP includes specific deliverables that form the basis for the Budget and SDBIP. The final version of the revised 2024/25 IDP will be considered at a Council meeting scheduled for 31 May 2024.

Budget

The draft annual budget document has been developed taking the MFMA and National Treasury (NT) requirements into account. Budgets are being tabled and approved within the required legislated timeframes.

Annual Report

The Annual Report has been developed taking the MFMA and NT requirements into account. The 2022/23 Annual Report will be considered at a Council meeting scheduled for 27 March 2024.

Oversight Report

The Municipal Public Accounts Committee has considered the 2022/23 Annual report. Its Oversight Report will be considered at a Council meeting scheduled for 27 March 2024.

In-Year Reporting

The municipality submits the various reports required to the Executive Mayor, Council, and NT on an ongoing basis, in accordance with the MFMA.

Supply Chain Management Policy (SCM)

A Supply Chain Management Policy has been adopted and implemented in accordance with the MFMA and NT requirements.

All the required committee structures are in place. Whilst the municipality is working at making these new processes operate more efficiently and effectively, it is considered that the municipality is currently complying with the MFMA and NT guidelines.

Budget and Treasury

A Budget and Treasury Office has been established in accordance with the MFMA and NT requirements, consisting of a CFO and municipal officials reporting to the CFO.

Audit Committee

An Audit Committee has been established and meets on a quarterly basis.

Internal Audit Function

The Municipality's Internal Audit Function reports to the Municipal Manager and is operating in accordance with an audit plan.

In relation to the 2024/25 financial year and beyond, the municipality plans to focus on the following high priority areas:

- Maintaining its unqualified audit status.
- Further strengthening of the integration and linkages between the IDP, Budget, SDBIP and Annual Report.

Internship Programme

The municipality has a total of five Interns on the Municipal Financial Management Internship programme, as approved by the National Treasury.

Municipal Standard Chart of Accounts (mSCOA)

In accordance with the Municipal Regulations relating to mSCOA, municipalities were required to be compliant with the mSCOA classification framework by 1 July 2017. It is to be noted that the Municipality has been transacting on the mSCOA compliant financial system since July 2017.

6.18 CAPITAL EXPENDITURE DETAILS

Below is the summary of the budgeted capital expenditure:

PROJECT DESCRIPTION	FUNDING	Annual Budget 2024/25	Annual Budget 2025/26	Annual Budget 2026/27
COMMUNITY SERVICES				
Fire Vehicles	District	1,391,304	1,391,304	1,391,304
		1,391,304	**1,391,304**	**1,391,304**
ELECTRO/MECHANICAL SERVICES				
Vehicles	Finance Lease	34,000,000	-	-
Ocean View 1250 Electrification	INEP	3,654,783	6,313,043	6,572,174
Design High Mast Lights	MIG	100,000	1,000,000	2,500,000
KwaNomzamo Bulk Electrical: Boskloof Secondary Feeder Line & Substation	DOHS	19,130,435	-	-
Oceanview Substation Upgrade	DOHS	10,434,783	-	-
Electricity	DOHS	782,609	-	-
		68,102,609	**7,313,043**	**9,072,174**
CIVIL AND WATER SERVICES				
Upgrade of Phillipsville Sportfield	MIG	500,000	7,000,000	2,407,126
Specialised Waste Management Vehicles	MIG	-	500,000	2,728,069
Upgrading Kouga Gravel Roads	MIG	150,000	20,000,000	8,709,360
Design: Upgrading of Ocean View Sewer Pipe	MIG	80,500	2,055,151	5,000,000
Upgrading KwaNomzamo WWTW	MIG	29,169,586	1,007,978	-
Design: LA Mer New Sewer Rising Main	MIG	200,000	-	10,028,243
Upgrading of Sewer Pump Stations	MIG	-	-	2,728,069
Upgrading of Loerie Sewer Pump Station	WSIG	150,000	50,000	-
Beach Sewer Pump Station	WSIG	1,287,831	5,886,956	7,826,086
Water Supply Infrastructure	WSIG	3,478,260	-	-
Ageing Water Infrastructure St Francis Bay	WSIG	150,000	50,000	-
South Rivier Bridge Crossing - Main waterline	WSIG	100,000	50,000	-
St Francis Bay Boreholes	WSIG	6,956,517	50,000	-
Aston Bay to Paradise Beach-Seekoei Estuary Causeway Reconstruction	MDRG	6,478,261	-	-
Paradise Beach-Botha Street Stormwater Infrastructure Upgrade	MDRG	424,348	-	-
St Francis Bay - Nevil Road Reconstruction	MDRG	508,696	-	-
St Francis Bay-Anne Avenue to Ralph Road Reconstruction	MDRG	1,608,696	-	-

PROJECT DESCRIPTION	FUNDING	Annual Budget 2024/25	Annual Budget 2025/26	Annual Budget 2026/27
KwaNomzamo Bulk Sanitation: Pump Station & Rising Main	DOHS	7,304,348	-	-
KwaNomzamo Bulk Water: New Pipeline	DOHS	6,521,739	-	-
Kruisfontein Bulk Water - Gill Marcus Reservoir & Pipeline Upgrade	DOHS	6,782,609	-	-
Kruisfontein Bulk Sewer - Link Line	DOHS	1,997,391	-	-
New Re7servoir on Pnt2 of the farm Thornhill	DOHS	5,018,940	-	-
Phase 1 Upgrade of Thornhill Sewer Treatment Works	DOHS	553,739	-	-
Envirosan Toilets (40 Units)	DOHS	1,446,261	-	-
		80,867,721	**36,650,085**	**39,426,953**
	TOTAL	**150,361,634**	**45,354,432**	**49,890,431**

CHAPTER 7: PERFORMANCE MANAGEMENT

7.1 Introduction

The PMS serves as a primary mechanism to monitor, review and improve the implementation of the Municipality is IDP and eventually the budget. The citizens of Kouga, like all other citizens in South Africa, have high expectations regarding service delivery by the Municipality. Elected representatives and the administration are continuously challenged to demonstrate that all levels of government are capable and committed to manage and utilise public resources in a way that will enhance economic growth and sustainability. This challenge is best illustrated through institutionalisation of mechanisms for performance management, monitoring and reporting.

7.2 Overview of Performance Management System

Performance management can be defined as a strategic approach to management that equips leaders, managers, employees and stakeholders at different levels with a set of tools and techniques for regular planning, continuous monitoring, regular measurement and evaluation using municipal performance indicators. efficiency, effectiveness and efficiency goals.

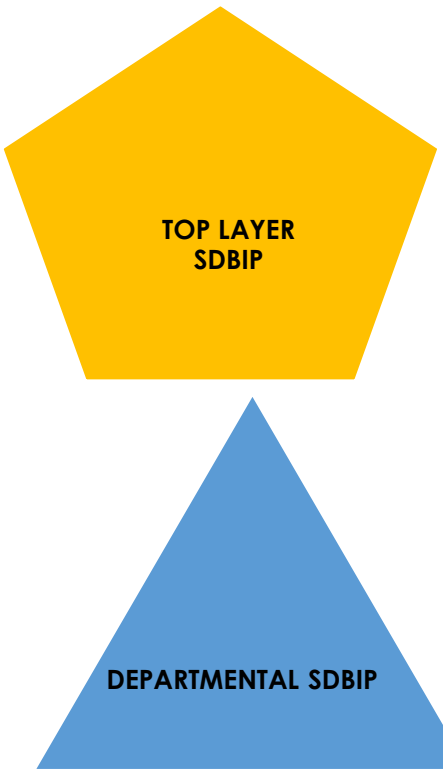
Performance indicators are measures of quantity, quality, time, durability and cost that are used to evaluate the production and delivery of products and the resulting effects. Therefore, efficiency is measured in terms of inputs, outputs, and outputs and outcomes of activities or processes.

Performance management is primarily guided by the relevant legislative frameworks and directed by top management and the council. The main legal framework for performance management is as follows:

- The Constitution of South Africa 1996 (Act 108 of 1996) [Section 152 & 195 (1)].
- The Municipal Planning and Performance Management Regulations (No 796, 24 August 2001).
- The White Paper on Transforming Public Service Delivery (Batho Pele 1998).
- The Local Government: Municipal Structures Act, 1998 (No. 117 of 1998).
- Local Government: Municipal Systems Act, 2000 (No. 32 of 2000).
- The Municipal Financial Management Act (No. 56 of 2003).
- The Municipal Staff Regulations (No 890, 20 September 2021).

7.3 The SDBIP Concept: A Practical Perspective

Figure 25: The SDBIP Concept



- Consolidated service delivery targets set by top management.
- Approved by the Executive Mayor.
- Tabled in Council for information and monitoring.
- Include high level information per ward.
- Revised targets approved by Council following approval of the adjustment estimate.
- Final SDBIP 14 days after approval of the budget.
- Approve SDBIP with 28 days after budget approval.
- Multi-year municipal scorecard.

- Provides more detail of each output for which top management is responsible.
- How the departments will implement the Top Layer SDBIP.
- Municipal Manager has access, but senior manager will use to hold middle-level and junior managers responsible for components of the SDBIP and targets.

7.4 Role-players in Performance Management

The role-players that manage the performance management system of the municipality include the following:

Role Player	Role
Executive Mayor and Members of the Mayoral Committee	The Executive Mayor and the Members of the Mayoral Committee manage the development of the municipal PMS and oversee the performance of the Municipal Manager and the General Managers.
Council and Section 79 Committees	Section 79 Committees play an oversight role and consider reports from Council on the functioning of different portfolios and the impact on the overall objectives and performance of the municipality.
Internal Audit	The Internal Audit Services plays an internal performance auditing role, which includes monitoring the functioning of the PMS and compliance to legislative requirements. Its role is also to assist the municipality in validating the evidence provided by the General Managers in support of their performance achievements.
Performance Audit Committee	The committee monitors the quality and integrity of the Performance Management System, to ensure equity and consistency in the application of evaluation norms and standards. The committee further provides impartial recommendations on

Role Player	Role
	performance ratings to the Mayoral Committee, following the completion of objective appraisals.
Evaluation Panel	The Evaluation Panel evaluates the performance of Section 57 employees, including the Municipal Manager's performance, through approval of their final performance ratings
Community	The community plays a role in the PMS through the annual IDP consultation processes, which are managed by the Office of the Speaker, working in close collaboration with the IDP and Public Participation Unit.

7.5 Performance Reporting

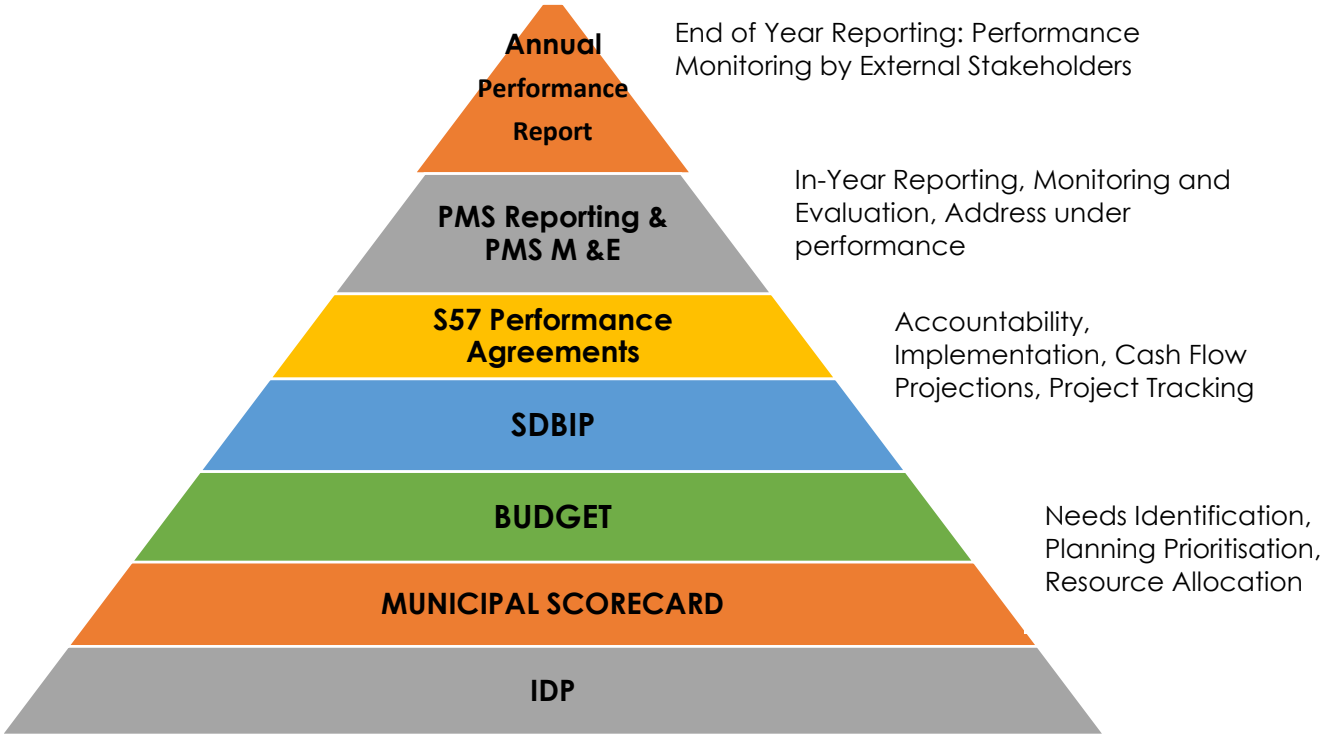
The legislative framework requires that the municipality should develop reports on particular intervals that must be submitted to various institutions for validation and monitoring. The table below outlines a summary of the reports that have been developed in the municipality.

REPORTS	DESCRIPTION
Monthly Reports	Monthly reports on the performance of the departments should be generated from the performance management system and submitted to the portfolio Councillor by the senior management team.
Quarterly Reports	Quarterly reports to report on the performance in terms of the TL SDBIP should be generated form the system and submitted to Council. This report should also be published on the municipal website
Mid-Year Assessment	The performance of the first 6 months of the financial year should be assessed and reported on in terms of section 72 of the MFMA. This assessment must include the measurement of performance, the identification of corrective actions and recommendations for the adjustments of KPI's, if necessary. The format of the report must comply with the section 72 requirements. This report must be submitted to the mayor for approval before 25 January of each year and published on the municipal website afterwards.
Annual Performance Report	The annual performance report must be completed by the end of August and submitted with the financial statements to the Auditor General (AG) of South Africa. This report must be based on the performance reported in the SDBIP. Reports should be generated from the system and reviewed and updated in the performance comments field for reporting purposes.
Annual Reporting	The annual report of a municipality must include the annual performance report and any recommendations of the municipality's audit committee. The accounting officer of a municipality must submit the performance report to the Auditor-General for auditing within

REPORTS	DESCRIPTION
	two months after the end of the financial year to which that report relates. The Auditor-General must audit the performance report and submit the report to the accounting officer within three months of receipt of the performance report. The Mayor of a municipality must, within seven months after the end of a financial year, table in the municipal council the annual report of the municipality. The Auditor-General may submit the performance report and audit report of a municipality directly to the municipal council, the National Treasury, the relevant provincial treasury, the MEC responsible for local government in the province and any prescribed organ of the state. Immediately after an annual report is tabled in the council, the accounting officer of the municipality must submit the annual report to the Auditor- General, the relevant provincial treasury and the provincial department responsible for local government in the province. The council of the municipality must consider the annual report by no later than two months from the date on which the annual report was tabled, adopt an oversight report containing council's comments on the annual report. The meetings of a municipal council at which an annual report is to be discussed or at which decisions concerning an annual report are to be taken, must be open to the public and any organ of the state. The Cabinet member responsible for local government must annually report to Parliament on actions taken by the MECs for local government to address issues raised by the Auditor-General.
Oversight report	The Council of a municipality must consider the municipality's annual report (and that of any municipal entity under the municipality's control), and in terms of Section 129, within two months from the date of tabling of the annual report, must adopt an oversight report containing the Council's comments, which must include a statement whether the Council: a) has approved the annual report with or without reservations; b) has rejected the annual report; or c) has referred the annual report back for revision of those components that can be revised. In terms of Section 132, the following documents must be submitted by the Accounting Officer to the provincial legislature within seven days after the municipal council has adopted the relevant oversight report: a) the annual report (or any components thereof) of each municipality and each municipal entity in the

REPORTS	DESCRIPTION
	province; and all oversight reports adopted on those annual reports. It is important to note that the Oversight Committee working with these reports should be chaired by the opposition party.

Figure 26: Accountability Model



7.6 Audit Outcomes

The table below depicts Kouga Municipality's audit findings:

Financial Year	Outcome
2020/21	Unqualified
2021/22	Unqualified
2022/23	Unqualified

7.7 Audit Corrective Action Plan 2022-23

The table below outlines the findings on Performance Management and actions to be taken:

DETAILS OF THE FINDING	ACTION	RESPONSIBLE PERSON
A performance management system was not adopted, as required by municipal planning and performance management regulation 8. As the performance management system developed did not clarify the roles and responsibilities of each role-player in the system as required by the MSA sections 40 and 41, and municipal planning and performance regulations.	Implementation and monitoring over the controls should be actioned.	Performance Manager
The performance management system and related control over performance planning, monitoring, review, reporting and improvement processes were established; however those controls were not adequately implemented, as required by municipal planning and performance management regulation 7(1)	Implementation and monitoring over the controls should be actioned.	Performance Manager
The municipality did not adequately discharge its oversight responsibilities in relation to performance information, as material misstatements were identified on performance reporting, which were initially reported in financial year and management did not implement the recommendations provided to prevent the recurrence of the findings.	Implementation and monitoring over the controls should be actioned.	Performance Manager
Management did not establish and communicate policies and procedures to enable and support understanding and execution on Internal control objectives, processes and responsibilities as a result material misstatements were identified on the annual performance report due to lack of review and implementation of the performance management controls.	Implementation and monitoring over the controls should be actioned.	Performance Manager

APPENDICES

Appendix 1: Ward Based Plans

Ward Based Plan: Ward 1

Ward 1 consists of the following areas: Oyster Bay, Sea Vista, Umzamowethu, Leeubos, Lower Golf course and surrounding farm areas. The Ward is a very diverse area with different socio-economic characteristics.

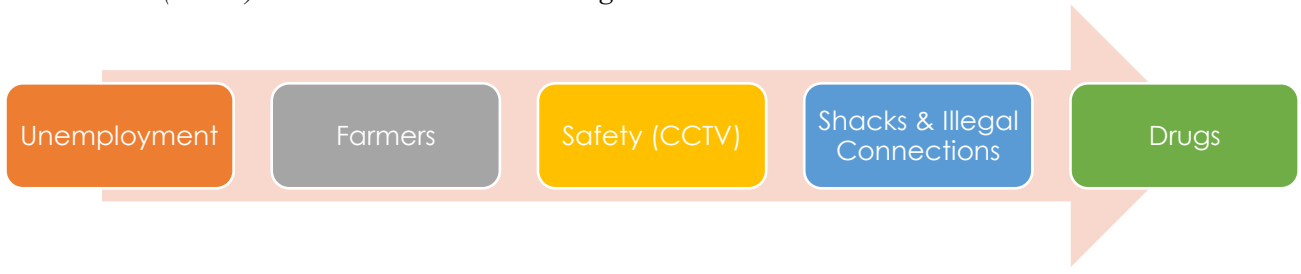
Governance Structure: Ward Committee

Ward Councillor: N Ntshota		
SURNAME	**NAME**	**PORTFOLIO**
Phezisa	Ntombekhaya	Youth, Woman, Elderly & People living with Disabilities
Pietersen	Cecil	Education & Religion
Makhubalo	Ziphozihle	Health &Welfare
Gqoboka	Lumko	Agriculture & Farm Workers
Qubu	Ntombovuyo	Environmental
Sibanga	Lindelwa	Sports
Smit	Mariekie	Ratepayers & Civic Associations
Mhlambiso	Nomcoselelo	Community safety and security
Witbooi	Florida	Business informal traders & formal trades association
Skeyi	Siphosethu	Tourism & Culture

Ward 1 Vision

VISION: "***A Peaceful Ward that is free from poverty, unemployment & drugs"***

The Community of ward 1 identified current challenges that need to be addressed to get to the desired state (vision) in the ward. These challenges are:



SWOT ANALYSIS

As part of SWOT analysis, the ward committee members listed the following Strengths, Weaknesses, Opportunities and Threats:

Strengths	Weaknesses
• Working hand in hand with community • Good listener • Problem solver	• No skills • Lack of knowledge • To make sure everyone is assisted. • Panic • Patience
Opportunities	**Threats**
• Training • Participation	• Budget • Communication plan • High expectations

In response to SWOT analysis, and action plan has been developed recommending projects and strategies over the next 5 years.

SOCIO ECONOMIC PROFILE

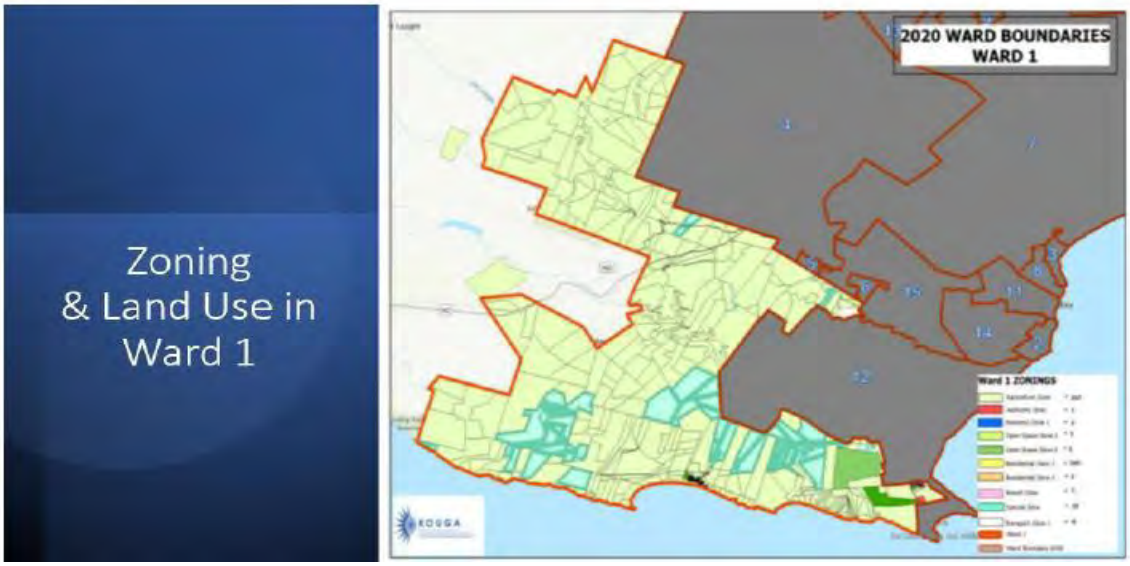
	**Population** 5864 (Census 2011) **Voters 2016** 2839 **Voters 2021** 3653
	**Households** 2001 (Census 2011) 24.1% household fully owned and paid up Average Annual Household Income = R29 400 (More than Double the Provincial and District Averages)
	**Access to Services:** Water – 74.3% Refuse Collection – 67.6% Sanitation (flush toilet) – 70.4%
	**Education** 24 % completed Matric or higher 62.6% completed grade 9 or higher
	**Employment** 56.6 % Employed

WARD INFRASTRUCTURE PROFILE

The Constitution directs that the municipalities must manage, budget and plan processes that would give priority to the basic needs of the community and promote social and economic development of the community. Infrastructure development is an element of basic needs of the community.



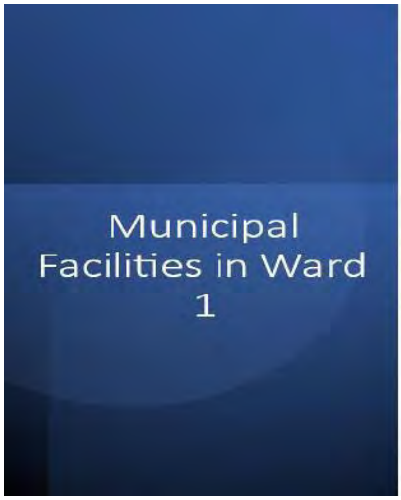
LAND USE AND ZONING



The Kouga Municipal Spatial Development Framework (SDF) sets out the spatial strategy within which the 2022/2027 IDP operates. The key spatial plan of the SDF and the short term (5year) spatial priorities are to be incorporated in the IDP.

FACILITIES IN WARD 1

Municipal facilities mean buildings and properties owned, leased, rented, allocated, programmed, operated, or managed by the Municipality intended for public use.





RESOURCES

This includes, but is not limited to parks and trails, recreation facilities, staff offices and workspaces, meeting rooms, community meeting spaces, Municipal Hall and spaces where the Municipal Services are provided but does not include facilities or proportions thereof that are occupied by any other sector.

No	Resources
1.	Windfarms
2.	DVG Community Support Centre
3.	Clinic
4.	Community Hall
5.	Library
6.	Beach
7.	Spar
8.	Foreign Registered Spaza Shops
9.	Dairy Farming
10.	Brakkeduine

WARD BASED NEEDS

Ward 1: Top 5 Priorities

Ward 1 Ward Councillor: Nozuko Ntshota						
Nr	Ward Priority	SFA	Departmental Response to Priorities	Budget Linkage 2023/24	2024/25	2025/26
1.	Stormwater Drainage	Keep Kouga Serviced	Part of the municipality's ongoing operational programmes			
2.	Water borne sewer system	Keep Kouga Serviced	In process to conduct feasibility studies and technical reports.			
3.	Formalization on informal settlement	Keep Kouga Safe	Sea Vista informal settlements (Cosovo, New Rest, and Zwelitsha) has been accommodated in	Awaiting funding approval/allocation from ECDHS		

Ward 1 Ward Councillor: Nozuko Ntshota						
Nr	Ward Priority	SFA	Departmental Response to Priorities	Budget Linkage 2023/24	2024/25	2025/26
			the 2023/24 business plan. Lower Golf course is part of the current informal settlements upgrading program			
9.	Fixing of roads	Keep Kouga Serviced	To be investigated (specific location of roads)			
5	Stray animals	Keep Kouga Safe	A private pound in Loerie is currently in use with an animal holding pen at the Humansdorp Fire Station. Animal care By law to be reviewed by 2023 / 24	Opex		

Ward 1: Other Important Priorities

Ward 1 Ward Councillor: Nozuko Ntshota						
Nr	Ward Priority	SFA	Departmental Response to Priorities	Budget Linkage 2023/24	2024/25	2025/26
1	Youth Development Centre	Keep Kouga Caring	Referred to IGR.			
2	Rehab Centre for drug and substance abuse	Keep Kouga Caring	In the process to investigate if there is suitable land. This process should be completed before June 2023. Referred to IGR.			
3	Fixing of Houses (leakage and water issues when raining	Keep Kouga services	New Priority			
4.	Skills Development for Youth and Career Expo	Keep Kouga Caring	In the process to investigate if there is suitable land. This process should be completed before June 2023. Referred to IGR.			
5.	Rehabilitation of dunes	Keep Kouga Green	Oyster Bay – sand build up removal and planting of vegetation as part of annual rehabilitation (Yearly Programme) by 2023 / 24	Opex		
6.	CCTV Cameras	Keep Kouga Safe	CCTV pole with two cameras is being planned for 2023/24 (Specific areas to be identified)			
7.	Shelter for Scholars	Keep Kouga Smart	Referred to IGR			
8.	Promotion of SMME's	Keep Kouga Growing	SMME Policy in Review. Currently list of SMME's on	No budget required		

Ward 1 Ward Councillor: Nozuko Ntshota Nr	Ward Priority	SFA	Departmental Response to Priorities	Budget Linkage 2023/24	2024/25	2025/26
			database after roadshow in 2022.			
9.	Disabled Centre	Keep Kouga Caring	In the process to investigate if there is suitable land. This process should be completed before June 2023. Referred to IGR.			
10.	Speed humps	Keep Kouga Serviced	To be investigated (specific location of speed humps)			
11.	Illegal dumping site	Keep Kouga Clean	Cleared on daily basis – war on waste (WoW)illegal dumping starting by 2023 / 24 – door to door education (EPWP Programme)	Grant Funding		
12.	RDP renovation	Keep Kouga Services	New Priority			
13.	Fire Station	Keep Kouga Services	New Priority			
14.	High mast light for Lower Golf Course	Keep Kouga Serviced	To be investigated (specific location of lights)			
15.	Overgrown erven	Keep Kouga Green	Notices send to owners when complaints are received - EPWP attending to overgrown erven and open spaces in Oyster Bay	Opex		

WARD BASED PLAN: WARD 2

WARD 2 PROFILE

Jeffrey's Bay is situated right near the tip of Southern-most Africa in the Eastern Cape province. It sits at the gateway of the beautiful Garden Route – the famous route between Port Elizabeth (Nelson Mandela Bay) and Cape Town. From Jeffreys Bay, this scenic road winds through the beautiful Tsitsikama forest, Nature's Valley, and the seaside towns of Plettenberg Bay and Knysna. Due to this prime situation, Jeffrey's Bay provides travellers with an ideal base from which to explore the enchanting east coast of South Africa.

Ward 2 is one of the Jeffreys bay ward which includes ***Pellsrus, Madiba Bay, Marina Martinique, and Aston Bay.***

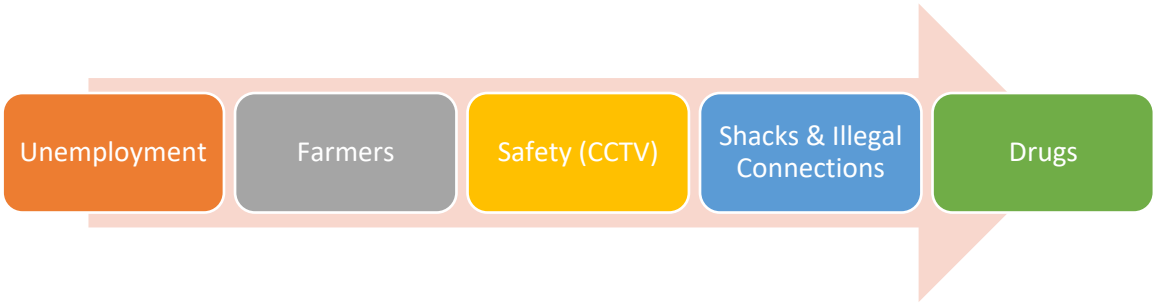
Governance Structure: Ward Committee

Ward Councillor: H Murray		
SURNAME	NAME	PORTFOLIO
Resha	Mziyanda	Youth,Woman, Elderly & People living with Disabilities
Savage	Paucia	Environmental
Kloppers	Alwyn	Ratepayers & Civic Associations
Dolph	Elveria	Health &Welfare

Ward Councillor: H Murray		
SURNAME	**NAME**	**PORTFOLIO**
Perils	Donovan	Business informal traders & formal trades association
De clerk	Christie	Community safety & Security
Krugel	Nikky	Tourism & culture
Baredse	Vedeliah	Education & Religion
Titus	Sean	Sports
Piet	Owen	Agriculture & Farm Workers

WARD 2: VISION

The Community of ward 2 identified current challenges that need to be addressed in order to get to the desired state (vision) in the ward. These challenges are:



SWOT ANALYSIS

As part of SWOT analysis, the ward committee members listed the following Strengths, Weaknesses, Opportunities and Threats:

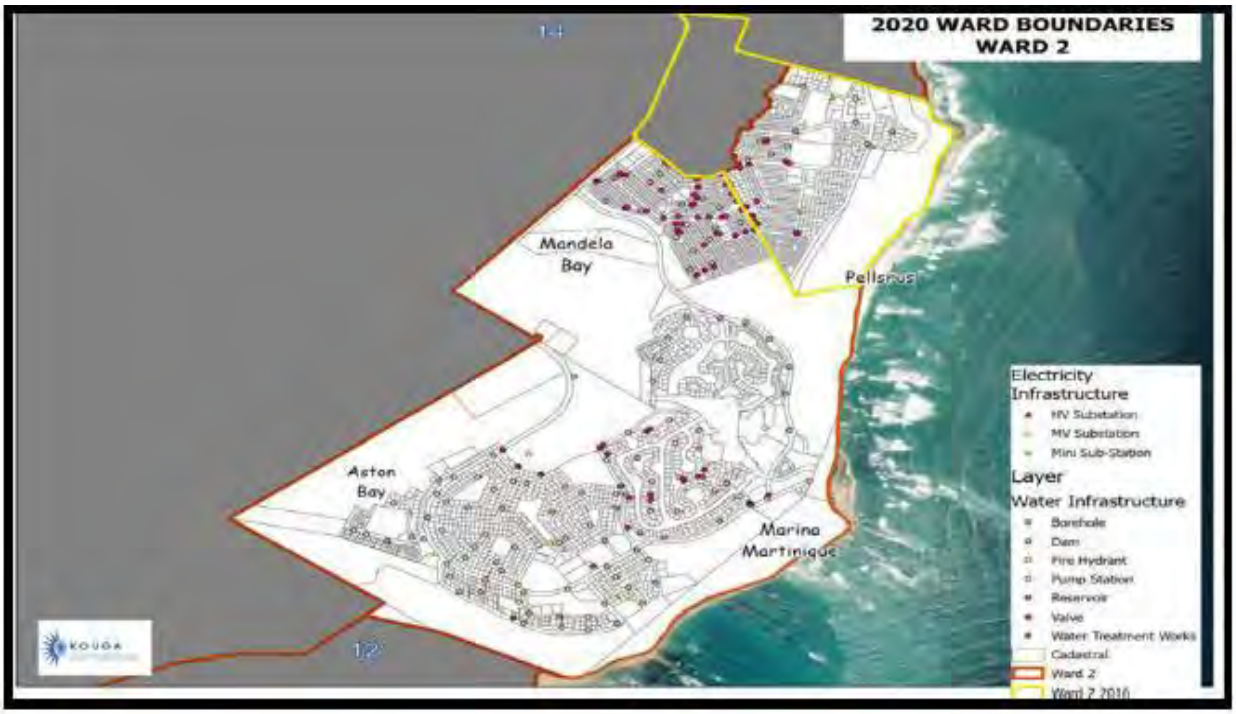
Strengths	Weakness
• Ocean /Beach Marina • Sports/ Sportfield • Vacant Space/ Land • Next to CBD • Tourism (Open water swim SA Marina) • Hospitality Industry • Seekoei Nature Reserve	• Criminal Activities • Lack of qualitied skills • Outsources SMMEs opportunities • Lack of SMME's capacity support • Marketing destination
Opportunities	**Threats**
• Ocean • Vacant Land / Business Opportunity • Neighborhood Watch / More Cameras • Safety Groups • Boreholes • Youth Development Centre /Skills • Sportfields • Informative Social Network • Seekoeie Nature Reserve	• Poor Infrastructure • Business restriction • Drought • Storms • Increase in population • No land for human settlement

In response to SWOT analysis, an action plan was developed recommending projects and strategies over the next 5 years.

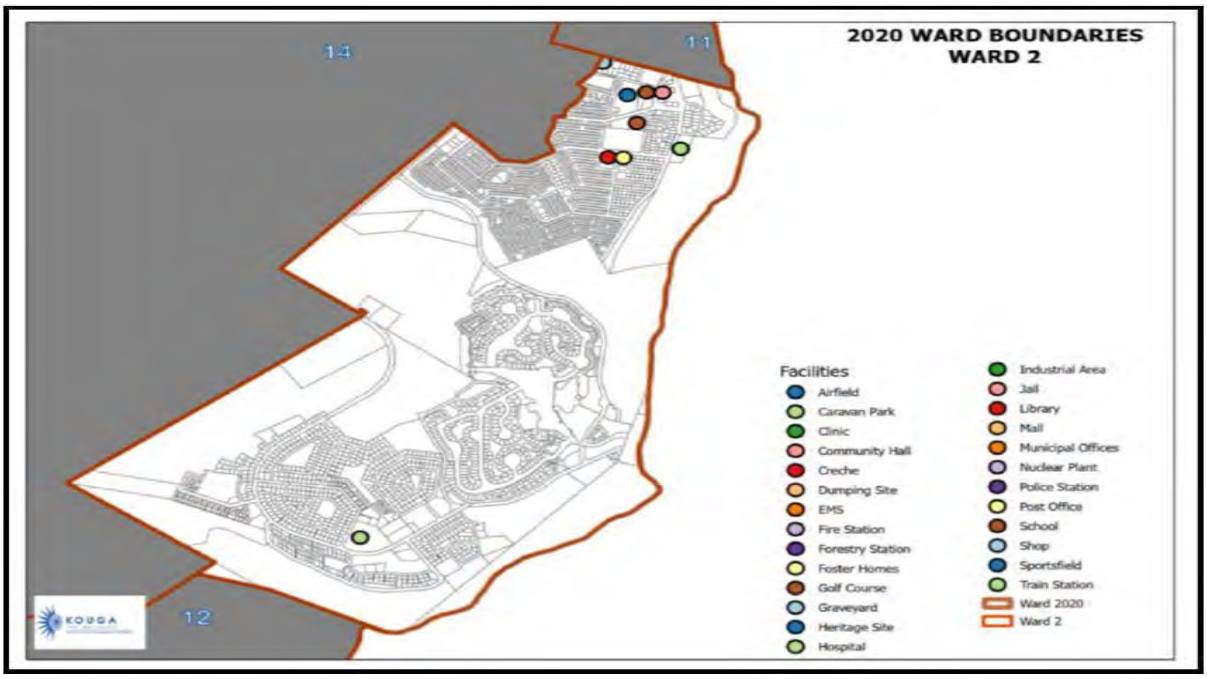
2: SOCIO-ECONOMIC PROFILE

	**Population** = 5016 (Census 2011) = 4212 (Voters Roll 2016) = 5299 (Voters Roll 2021)
	**Households** = 1591 (Census 2011) 43.6% Households fully owned and paid up Average Annual Household Income = R14 600 (More than Double the Provincial and District Averages)
	**Access to Services:** Water – 98.8% Refuse Collection – 97% Sanitation (flush toilet) – 73.7%
	**Employment** = 56.6% Employed
	**Education** = 24% Completed Matric or higher = 62.6% Completed Grade 9 or higher

WARD INFRASTRUCTURE AND ASSETS



FACILITIES IN THE WARD



WARD 2: RESOURCE MAPPING

No.	Description	Ownership
1.	Ocean	Natural Asset
2.	Seekoei nature reserve	Natural Asset
3.	Churches	Private churches
4.	Caravan Park	Kouga municipality
5.	Lagoon	Natural Asset
6.	NPO's and NPO's	Private
7.	Marina canals	Marina Martinique
8.	Sport field	Kouga municipality
9.	Aston Bay jetty	Marina Martinique
10.	Franchise	Private
11.	Clinic	Dept. of Health
12.	Community Hall	Kouga municipality
13.	School	Dept. of Education

WARD BASED NEEDS

Ward 2: Top 5 Priorities

Ward 2 Ward Councillor: Henry Murray						
No.	Ward Priority	SFA	Departmental Response to Priorities	Budget Linkage		
				2023/24	2024/25	2025/26
1.	Upgrading of storm water and sewer system	Keep Kouga Serviced	Part of the municipality's ongoing operational programmes			
2.	Youth development centre	Keep Kouga Growing	Referred to IGR			

3.	Upgrade of the Estuary	Keep Kouga Green	New Priority			
4.	Camera systems	Keep Kouga Safe	CCTV pole with two cameras is being planned for 2023/24 (Specific location to be identified)			
5.	Upgrading of gravel roads (Phase 2)	Keep Kouga Serviced	The following gravel roads will be upgraded: Oliver Tambo Street Robert Dennis Street Sarah Baartman Street Siena Brown Street Steve Biko Street Steve Tshwete Street Elsie Jacobs Street	-	Implementation stage	-

Ward 2: Other Important Priorities

Ward 2 Ward Councillor: Henry Murray						
Nr.	Ward Priority	SFA	Departmental Response to Priorities	Budget Linkage		
				2023/24	2024/25	2025/26
1.	Streetlights (Solar)	Keep Kouga Smart	To be investigated (location of lights)			
2.	Improvement of existing health facilities	Keep Kouga Caring	Priority referred to Provincial Department of Health			
3.	Business Park for SMME's	Keep Kouga Growing	Needs Analysis must be done to determined specific intervention	No budget required		
4.	Athletic running track	Keep Kouga Growing	Referred to IGR			
5.	Neighbourhood watches	Keep Kouga Safe	Aston Bay, Madiba Bay and Oceanview has established neighbourhood watches. Pellsrus is busy establishing a neighbourhood watch and working with Madiba Bay.	No budget required		
6.	Beach boardwalk and disabled ramp	Keep Kouga Caring	To be investigated (indicate location)			
7.	Capacity workshop for existing SMME's	Keep Kouga Growing	Needs Analysis must be done to determined training intervention.	No budget required		
8.	Upgrading of sport field	Keep Kouga Caring	To investigate the upgrade needs			
9.	Safety committee forum	Keep Kouga Safe	To be established in 2023/24 FY	No budget required		

Ward 2 Ward Councillor: Henry Murray						
Nr.	Ward Priority	SFA	Departmental Response to Priorities	Budget Linkage		
				2023/24	2024/25	2025/26
10.	Business partnership	Keep Kouga Growing	Needs Analysis must be done to determine intervention			
11.	Workshop training for vulnerable groups	Keep Kouga Growing	Needs Analysis must be done to determined intervention	No budget required		
12.	NPO's and NGO's development	Keep Koga Growing	Referred to IGR			
13.	Indoor sport centre	Keep Kouga Growing	Referred to IGR			

WARD BASED PLAN: WARD 3

WARD 3: PROFILE

The town of Jeffreys Bay is bordered on both sides by nature reserves and rivers. The Kabeljous Estuary in the Kabeljous Nature Reserve is known as one of the best-preserved estuaries in the Eastern Cape, and every year the flamingos return to spend the summer here. For the nature lovers, there are wonderful hiking trails in Kabeljous Nature Reserve as well as in the Noorsekloof Nature Reserve. Wavecrest is a rather large suburb in Jeffreys Bay, taking up a huge chunk of the area. Property investment in a holiday home in Wavecrest is a brilliant opportunity to make your investment work for you. When you are not enjoying the peace and tranquillity of a coastal getaway, rent out your holiday home to earn extra income or let the property pay for itself. This suburb was established in the mid-1970s and is almost 90% developed. The ward has a beach which encourages the following tourism or leisure activities: surf school, horse trials and it is also home to the Jeffreys Bay Golf Course.

Governance Structure: Ward Committee

Ward Councillor: W. Gertenbach		
SURNAME	NAME	PORTFOLIO
Rodrigues	Margaret	Education & Religion
Rodrigues	Leonard	Community Safety & Security
Bestibier	Ria	Environmental
Ellis	Jacobus	Health &Welfare
Cloete	Jasper	Agriculture & Farmworkers
Venter	Edward	Sports
Schamrel	Johan	Business, Informal traders & Formal Traders Associations
Ungerer	Ronelle	Ratepayers & Civic Associations
Swart	Sophia	Tourism & Culture

WARD 3: SOCIO-ECONOMIC PROFILE

	POPULATION = 1 128 (census 2011) = 2 499 (voters 2016) = 3 124 (voters 2021)
	HOUSEHOLDS = 503 (Census 2011) 61% households fully owned and paid up Average Annual Household Income = R115 100 (More than Double the Provincial and District Averages)
	ACCESS TO SERVICES: Water – 98.5 % Refuse Collection 98.3% Sanitation (Flush toilet) 96,6 %
	EDUCATION: 74.5% Completed matric / higher 90.2% Completed Grade 9 / higher
	EMPLOYMENT: 50.2% Employed

INFRASTRUCTURE & ASSETS

Ageing infrastructure, especially electricity, water and sanitation infrastructure results in leakages, pipe bursts, blockages and electricity disruptions, all of which impede service delivery.

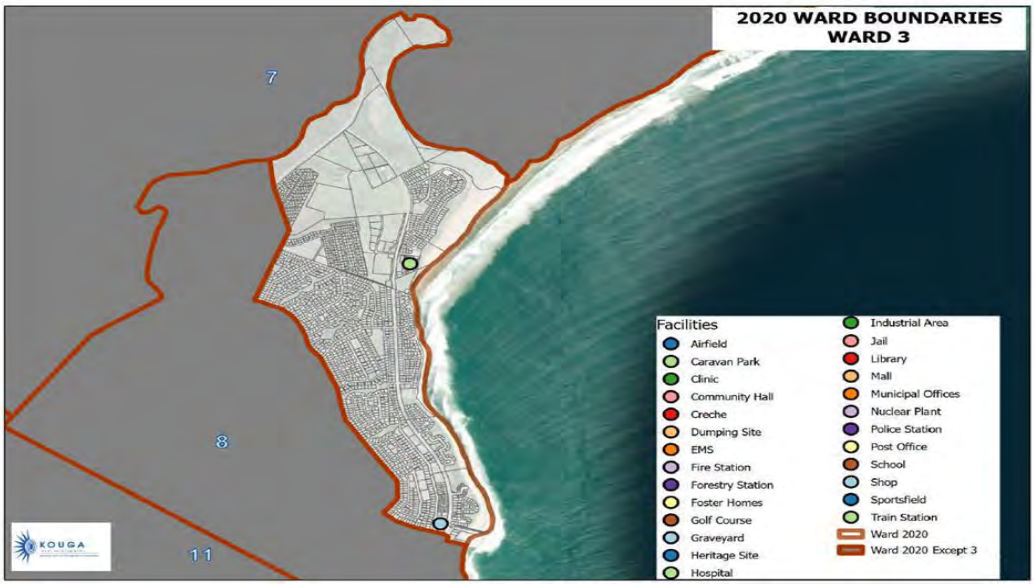


LAND USE AND ZONING



The Ward is largely zoned residential and has a fair number of open spaces, agricultural land and protected areas. There is a business zone mainly doing the Da Gama main road that transverses through the town of Jeffreys Bay (ward 8&11).

FACILITIES IN WARD



WARD 3: RESOURCE MAPPING

No.	Description
1.	Kabeljous lagoon &Nature Reserve
2.	Eedenglen Retirement Village
3.	Dutch Reformed Church
4.	Beach
5.	Engen
6.	Nina's Restaurant
7.	Supertubes
8.	Super Spar
9.	Noorsekloof Local Authority Nature Reserve
10.	Whale Watching

WARD BASED NEEDS

Ward 3: Top 5 Priorities

Ward 3 Ward Councillor: Willem Gertenbach						
No	Ward Priority	SFA	Departmental Response to Prior	Budget Linkage		
				2023/24	2024/25	2025/26
1.	Resealing of 1km of road: Kiepersol Street	Keep Kouga Services	Ongoing. Roads to be identified.			
2.	Providing of curbing for internal roads	Keep Kouga Serviced	Ongoing maintenance project.			
3.	Take over of Da Gama Road	Keep Kouga Serviced	Council Resolution has been taken for St Francis and Da Gama Road to be handed over to municipality. Waiting feedback from Roads and Transport Department			
4.	Maintenance of internal roads (potholes) and stormwater infrastructure	Keep Kouga Serviced	Roads master plan completed and available. Stormwater master plan to be reviewed.			
5.	Replacement of Mimosa water-pipe	Keep Kouga Serviced	Replacement of Pipeline in progress	R16.3m	R8.7m	R6.1m

Ward 3: Other Important Priorities

Ward 3 Ward Councillor: Willem Gertenbach						
No	Ward Priority	SFA	Departmental Response to Prior	Budget Linkage		
				2023/24	2024/25	2025/26
1.	Street names for the new ward extension	Keep Kouga Serviced	In implementation through the Ward Development Fund process.			
2.	Boardwalks along beaches	Keep Kouga Serviced	No budget. KLM needs to partner with the private sector / NGOs. Area to be identified.			
3.	Walkways along da Gama Road	Keep Kouga Serviced	No budget. KLM needs to partner with the private sector / NGOs. Area to be identified.			
4.	Wi-fi	Keep Kouga Smart	KLM does not provide free Wi-Fi. Refer to windfarms.			
5.	Sustainable electrical bulk supply	Keep Kouga Serviced	Ongoing project in Jeffreys bay.			

Ward 3 Ward Councillor: Willem Gertenbach						
No	Ward Priority	SFA	Departmental Response to Prior	Budget Linkage		
				2023/24	2024/25	2025/26
6.	3 Safety Cameras in the Ward	Keep Kouga Safe	In process with the first one.			

WARD BASED PLAN: WARD 4

WARD 4: PROFILE

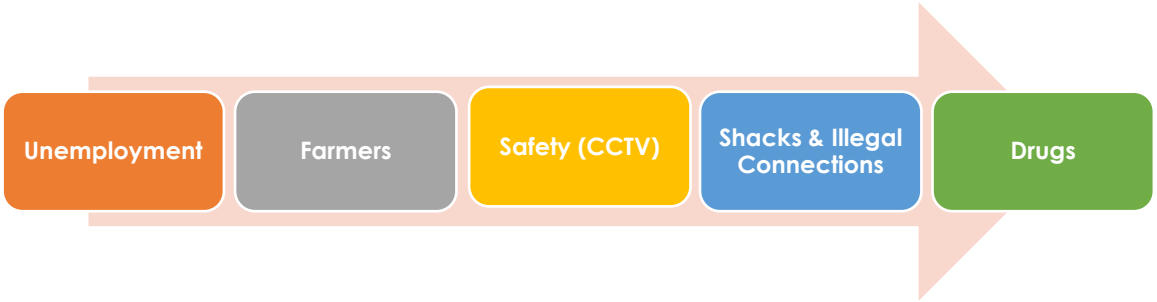
Ward 4 is located in the southwest part of Kouga Local Municipality. It consists of Kruisfontein, Jeugkamp, Die Berg, Ext 391-Northside, 7de Laan, Maak 'n Las, Gill Marcus, Mooi-uitsig, and Donkerhoek. The extent of the ward is 308.4 square kilometres. The oldest hand rung bell can be found at the historic United Congregational Church that was built in 1839. The surrounding beautiful mountains can offer day hikes, bike rides and unforgettable adventures. The community in Kruisfontein and Die Berg use to be small scale crop and cattle farmers.

Governance Structure: Ward Committee

Ward Councillor: J Alexender		
SURNAME	NAME	PORTFOLIO
Kriga	Valerie	Youth, Woman, Elderly & People living with Disabilities
Felix	Sharon	Environmental
Leander	Frans	Agriculture & Farmworkers
Stefaans	Bradley	Sports
Liberty	Tayrone	Ratepayers & Civic Associations
Geswint	Ronald	Business informal traders & formal trades association
Koester	Arnold	Community Safety & Security
Barends	Apollis	Education & Religion
Pockbass	Pricilla	Tourism & Culture
Plaatjies	Leonie	Health & welfare

WARD 4: VISION

VISION: ***"A prosperous ward that promotes sustainable rural livelihood and food security through effective service excellence."***
The Community of ward 4 identified current challenges that need to be addressed in order to get to the desired state (vision) in the ward. These challenges are:



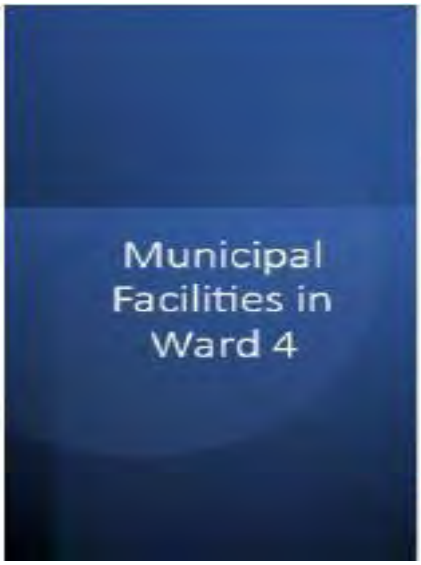
No.	Unemployment	Farmers	Safety	Shacks & Illegal Connections	Drugs
1.	Unemployment rate was 61.6% in 2011	There are a lot of live-stock farmers who are not registered	The ward is exposed to gangsterism of the highest order	Influx, land invasion and illegal informal settlement should be discouraged	This ward is one of the hotspots of the selling and use of drugs
2.	The population growth has increased significantly between	Live-stock animals are roaming in streets and CBD, due to land challenges	All the schools in the area are subjected to drug abuse and gangster groups	Proper measurements should be implemented to protect vacant land earmarked for IRDP housing	The community Police Forum should be re-vitalized to minimize the degrading of a once great community
3.	Residents are the owners of big portions of land with agricultural potential	Municipality to do an audit on live-stock and to empower farmers in line with available programs	All fraternities should join forces to address this evil urgently	Abnormal growth of informal settlement is a huge challenge and is giving birth to gangsterism	The SPU Section should take the lead in facilitating the development of a strategy to address the challenge

WARD 4: SWOT ANALYSIS

As part of SWOT analysis, the ward committee members listed the following Strengths, Weaknesses, Opportunities and Threats:

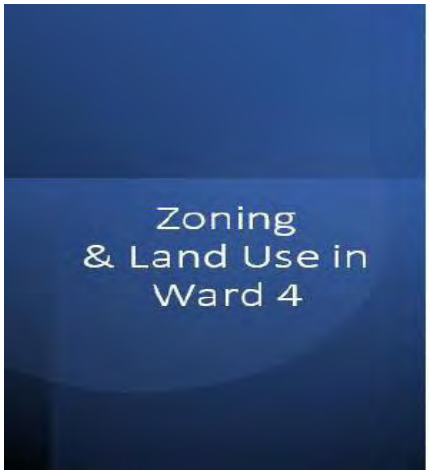
Strengths	Weakness	Opportunities	Threats
• Abundance of land • Agriculture, livestock and vegetables • Heritage (Old Klip Skool) • Water reserves • Tourism • Livestock farming	• Policy development for influx and migration • Internal monitoring and expanding of informal settlements • Upgrading of roads • Mini skips • Buckets • Gangsterism • Replacement of septic tanks	• Recycling • SMME Development • Agri-school • Eradication of buckets • Processing plant • Boreholes • Restoration and Rehab Centre	• Drought • Influx and migration • Lack of access to N2, William and Felix Street • Population growth • Better Sector involvement of Legislature

INFRASTRUCTURE & ASSETS





LAND USE AND ZONING





WARD 4: RESOURCE MAPPING

No.	Description	Ownership
1.	Agriculture	Kouga Municipality/ Kruisfontein Emerging Farming Association
2.	Foundation Phase Education	Department of Social Development
3.	Primary School	Department of Education
4.	Mining religion	Name to be provided
5.	Sport	Kouga Municipality/ Kruisfontein RFC
6.	Piggery	Name to be provided
7.	Water Security	Kouga Municipality
8.	Religion	United Congregation Church
9.	Land	Kouga Municipality / Residents

WARD BASED PRIORITIES

Ward 4: Top 5 Priorities

Ward 4 Ward Councillor: Jaques Alexander						
Nr	Ward Priority	SFA	Departmental Response to Priorities	Budget Linkage		
				2023/24	2024/25	2025/26
1.	High Mast Lights	Keep Kouga Safe	High mast lights project has been registered with MIG. Project will commence in the 2024/25 FY.			
2.	Upgrading, tarring, or paving or roads	Keep Kouga Serviced	Freezia/Aalwyn Street, Tolbos, Aandblom, Besembos Street, Suiderkant, Bloulelie, Pendoring Street; Fynbos Street & Suikerbos.	R3.3m	R13.4m	R23.6m
3.	Containerize toilets	Keep Kouga Safe	Interim water and sanitation services to be installed at Donkerhoek under HDA contract			
4.	Land for livestock farming and agriculture	Keep Kouga Growing	The Municipality is going to establish a database of all the emerging farmers and livestock owners. The next step will be to engage the Department of Agriculture to host an Indaba on farming and agrarian matters for Kouga.			
5.	SMME Development	Keep Kouga Growing	SMME Policy is in process to be Reviewed. A SMME Database has been established in 2022. The SCM Policy is allowing 10% of any municipal project or contract to be awarded to Local SMME's.			

Ward 4: Other Important Priorities

Ward 4 Ward Councillor: Jaques Alexander						
Nr	Ward Priority	SFA	Departmental Response to Priorities	Budget Linkage		
				2023/24	2024/25	2025/26
1.	Street names	Keep Kouga Serviced	Proposed street names for Jeugkamp, Sewende Laan and Kruisfontein 391 received no objection during public participation and will be tabled to Council for final approval. However, objections were received against street names and area names for Maak 'n Las as well as the proposed area name for Kruisfontein 391 which will be addressed in line with provisions made in the policy.			
2.	Land tenure ship	Keep Kouga Growing	The Municipality is going to engage the Department of Land Reform and Rural Development on assistance with registration of estates, re-pegging and new title deeds for die Berg, Kruisfontein Proper, Graslaagte and Moerasrivier.			
3	Animal Impoundment Centre	Keep Kouga Safe	Serviced by holding pen in Humansdorp and private animal pound in Loerie.			
4.	MPCC Community Hall Kruisfontein opposite graveyard	Keep Kouga Serviced	New Priority.			
5.	Community Hall	Keep Kouga Caring	New Priority.			
6.	Restoration and Rehab Centre	Keep Kouga Caring	Refer to IGR.			
7.	Access road (N2 and internal link roads)	Keep Kouga Serviced	The Access to the N2 will be referred to IGR for engagement.			

Ward 4 Ward Councillor: Jaques Alexander						
Nr	Ward Priority	SFA	Departmental Response to Priorities	Budget Linkage		
				2023/24	2024/25	2025/26
8.	Clinic	Keep Kouga Caring	New Priority.			
9.	Agri-school	Keep Kouga Growing	The ward does not have sufficient agricultural land. The relevant Provincial Department/s will be engaged on the matter before end of April 2023.			
10.	Water connection for agriculture in Kruisfontein	Keep Kouga Serviced	New Priority.			
11.	Mini Skip Bins	Keep Kouga Clean	Funding has been secured for additional mini skip for 2023/2024			
12.	Jojo Tanks for households	Keep Kouga Serviced	New Priority.			
13.	Recycling	Keep Kouga Clean	Investigate partnership for buy back centre for recycling by 2023/24			

WARD BASED PLAN: WARD 5

WARD 5: PROFILE

Ward 5 is located in Humansdorp one of the 9 towns in Kouga Local Municipality. It consists of Arcadia, Bo-Blok, Van Lingen Park, Ext 391-South Side, Vaaldam and Johnson's Ridge. The extent of the Ward is 1.7 square kilometres with a population of 6643.

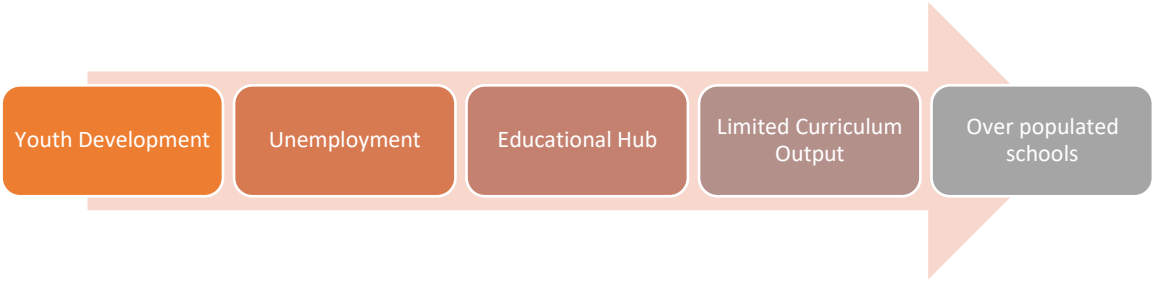
WARD5: Governance Structure: Ward Committee

Ward Councillor: M Biko		
SURNAME	NAME	PORTFOLIO
Groenewald	Edward	Ratepayers & Civic Associations
Floors	Donnevan	Safety and Security
Booysen	Mark	Agriculture & Religion
Stalmeester	Grace	Health and Welfare
Kettledas	Daphnie	Education & farmworkers
Jacobs	Brent	Youth Women
Jacobs	Gregory	Business Informal
Ngindo	Eric	Tourism and Culture
Ruiters	Danie	Sports
Miles	Geraldine	Environmental

WARD 5: VISION

VISION: "An Educational hub that promotes Youth Development"

The Community of ward 5 identified current challenges that need to be addressed in order to get to the desired state (vision) in the ward. These challenges are:



SWOT ANALYSIS

As part of SWOT analysis, the ward committee members listed the following Strengths, Weaknesses, Opportunities and Threats:

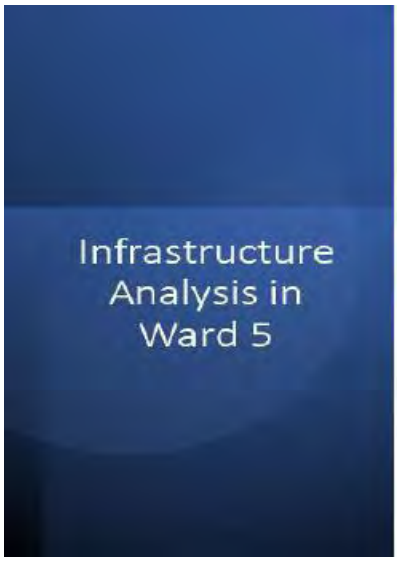
Strengths	Weakness
• Schools - Education • Experience • Leadership	• Overpopulated schools • Lack of land • Limited Curriculum output • Lack of opportunities for SMME's • Maintenance of sport grounds
Opportunities	**Threats**
• Empowerment of teachers (Better curriculum) • Township Tourism • Training SMME's • Sport Development - Exposure	• Peer Pressure • Poverty • Gender based violence • Vandalism of sport grounds

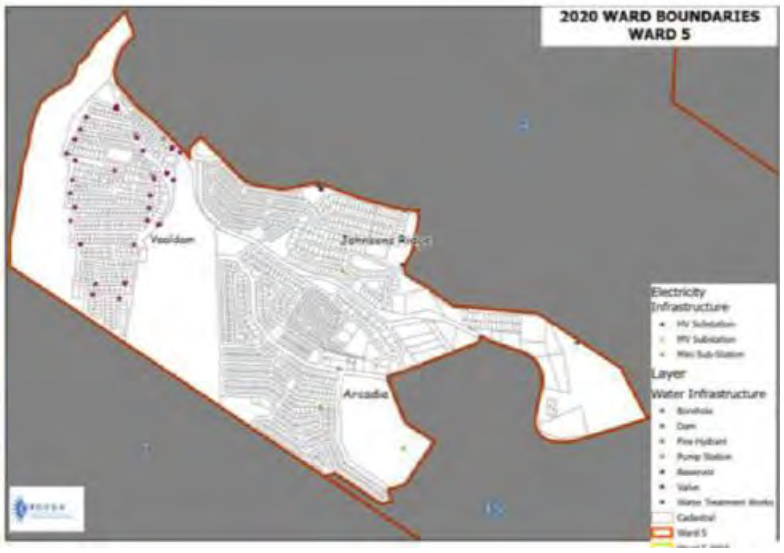
In response to the SWOT analysis an action plan has been developed recommending projects and strategies over the next 5 years.

WARD 5: SOCIO-ECONOMIC PROFILE

	**Population** = 6643(census 2011) = 3591 (voters 2016) = 3797 (voters 2021)
	**Households** = 1540 (Census 2011) 80.1% households fully owned and paid up. Average Annual Household Income = R29 400 (More than Double the Provincial and District Averages)
	**Access to Services:** Water – 95.1% Refuse Collection – 96.1% Sanitation (flush toilet) – 82%
	**Education** = 26.9 % completed Matric or higher 53.6% completed grade 9 or higher
	**Employment =** 31.2 % Employed

INFRASTRUCTURE & ASSETS





WARD BASED NEEDS

Ward 5: Top 5 Priorities

Ward 5 Ward Councillor: Melani Biko						
Nr	Ward Priority	SFA	Departmental Response to Priorities	Budget Linkage		
				2023/24	2024/25	2025/26
1.	Stormwater	Keep Kouga Safe	The risk areas have been indicated in the Storm water master plan. It was recently re-assessed and included into Business plan that was submitted to MIG to funding to mitigate the risk of flooding			
2.	Safety and Security	Keep Kouga Serviced	CCTV pole with two cameras is planned for 2023/24 (Specific areas to be identified)			
3.	Paving sidewalks	Keep Kouga Safe	Feasibility & accessibility report is in progress and will be completed by 2023/24.			
4.	Restoration of Old age homes	Keep Kouga Caring	An application from NPOs interested in restoring the facility has been received and will be presented to Council for consideration in June 2023. Matter was also raised at IGR meeting on 3 March 2023.			
5.	Waterborne sewer system (Johnsons Ridge, Prins Str, Bo-Blok)	Keep Kouga Serviced	Assessment and feasibility study will be done, as well as the costing analysis, followed with a funding application for relevant Ministry in 2023/2024			

Ward 5: Other Important Priorities

Ward 5 Ward Councillor: Melani Biko						
Nr	Ward Priority	SFA	Departmental Response to Priorities	Budget Linkage		
				2023/24	2024/25	2025/26
1.	Visible Policing	Keep Kouga Safe	Visible policing through daily patrols. Regular Patrols at night with assistance on SAPS when attending to complaints.			
2.	Streetlights	Keep Kouga Serviced	The area has lights. The areas of dark spots need to be specified. The department will investigate and prepare costing upon receipt of info.			
3.	Housing FLISP	Keep Kouga Growing	No suitable land for FLISP projects. Bulk infrastructure challenges.			

Ward 5 Ward Councillor: Melani Biko						
Nr	Ward Priority	SFA	Departmental Response to Priorities	Budget Linkage		
				2023/24	2024/25	2025/26
4.	Multipurpose Centre	Keep Kouga Smart	In the process to investigate if there is suitable land and it is anticipated that it will be completed before end of April 2023.			
5.	Bulk Infrastructure Services	Keep Kouga Serviced	The Directorate of I&E will do a detail Bulk Infrastructure Assessment on water, sewer and electricity to unlock and to promote development.			
6.	Restoration of playgrounds	Keep Kouga Caring	An application has been submitted for funding to MIG for the 2024/25 FY.			
7.	Land (Kruisfontein Civic)	Keep Kouga Growing	Land at Civic is limited. A slide will give more detail on what is available			

WARD BASED PLAN: WARD 6

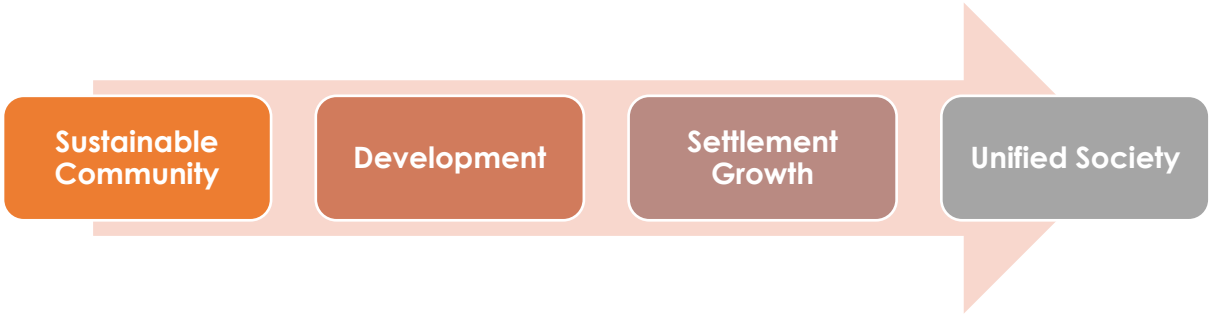
WARD PROFILE

Ward 6 is located in Humansdorp of Kouga Local Municipality. It consists of KwaNomzamo Eastside, Vergenoeg, Shukushukuma, Humansdorp Town, Boskloof and Phola Park. The extent of the Ward is 1.1 square kilometres with a population of 7395.

WARD 6: VISION

VISION: "A community that is sustainable, develop & unified".

The Community of ward 6 identified current challenges that need to be addressed in order to get to the desired state (vision) in the ward. These challenges are:



WARD 6: Governance Structure: Ward Committee

Ward Councillor: K. Ndzelani		
SURNAME	NAME	PORTFOLIO
Gabula	Bulelani	Youth, Women, Elderly and People Living with Disabilities
Tanda	Lonwabo	Education and Religious
Gedze	Nomfusi	Health and Welfare
Mabaso	Thembile	Agricultural & Farmworkers
Bailey	Ntombikayise	Sports
Nodaka	Nomvuselelo	Community safety and security

Ward Councillor: K. Ndzelani		
SURNAME	**NAME**	**PORTFOLIO**
Dikome	Z	Tourism and Culture
Oliphant	Mfundiso	Environmental
Hlela	Hombakazi	Business, Informal Traders Associations
Sibengile	P	Ratepayers & Civic Associations

SWOT ANALYSIS

As part of SWOT analysis, the ward committee members listed the following Strengths, Weaknesses, Opportunities, and Threats:

Strengths	**Weakness**
• Communication • Talents / Sport • Prayerful /Churches • Small business	• Unemployment • Not exposed to technology • Knowledge Hub • Sport Ground
Opportunities	**Threats**
• Training • Skills Development • Neighborhood watch • Employment • Business SMME's Develop • Multi-purpose	• Crime • Drugs & Alcohol Abuse • Water Shortage /Drought • Land • Education • Health • Upgrading of Sewerage plant • Maintenance of Municipal Infrastructure

In response to SWOT analysis, an action plan was developed recommending projects and strategies over the next 5 years.

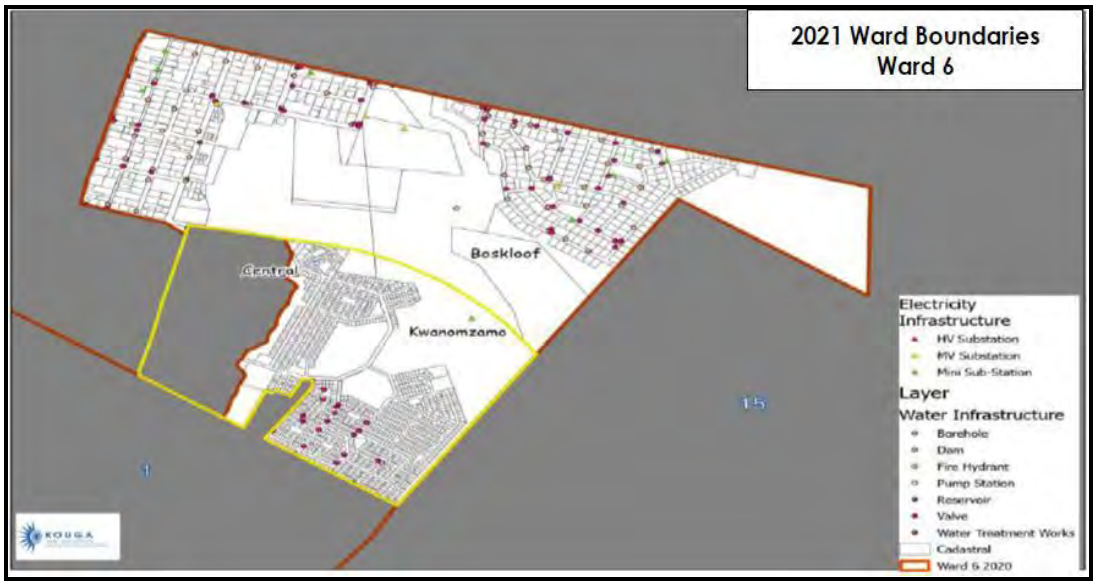
WARD 6: SOCIO-ECONOMIC PROFILE

	Households = 2621 (Census 2011) 29.% Households fully owned and paid up Average Annual Household Income = R15 000 (More than Double the Provincial and District Averages)
	Access to Services: Water – 98.3% Refuse Collection – 98.8% Sanitation (flush toilet) – 78.3%
	Employment = 40.6 % Employed
	Education = 30.9% Completed Matric or higher = 68.9% Completed Grade 9 or higher

INFRASTRUCTURE & ASSETS

The Constitution directs that the municipalities must manage, budget and plan processes that would give priority to the basic needs of the community and promote

social and economic development of the community. Infrastructure development is the component if basic needs of the community and therefore infrastructure development may include upgrade, maintenance, refurbishment, funding mechanisms and revenue generation for such infrastructure. Ward 6 is currently equipped with adequate infrastructure to support any form of development.

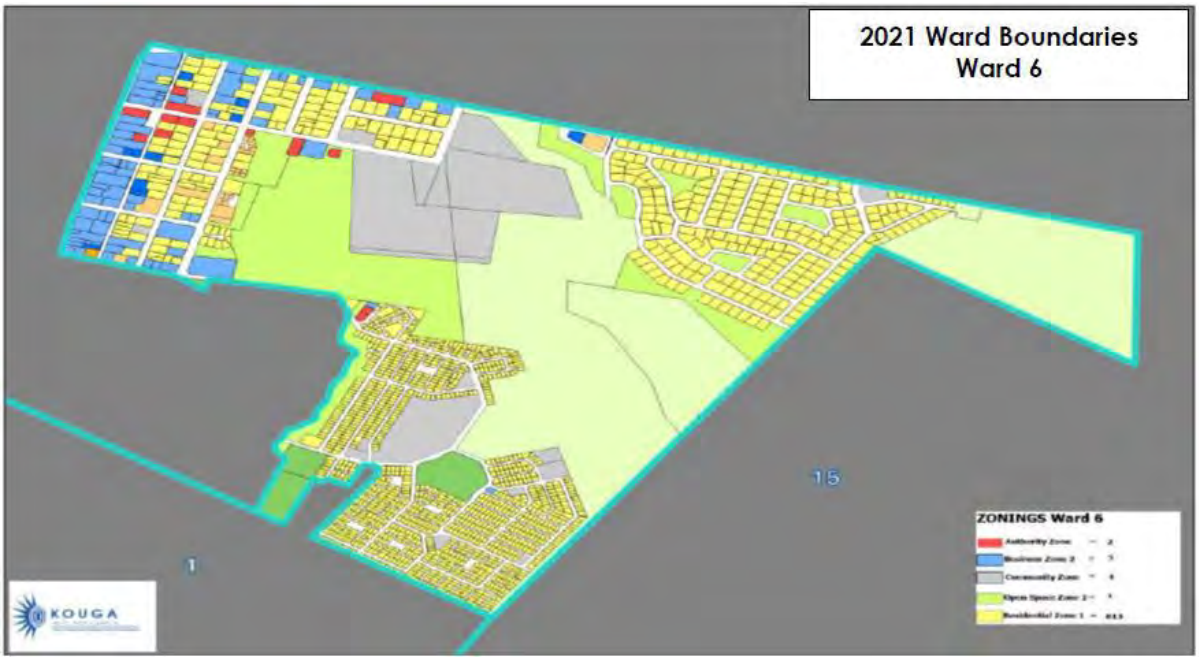


LAND USE AND ZONING

The Kouga Municipal Spatial Development Framework (SDF) is more than the spatial the representation of the sector plans of the IDP, it sets out the spatial strategy within which the 2022/2027 IDP operates. The key spatial plan of the SDF and the spatial perspective as well as the short term (5year) spatial priorities are to be incorporated in the IDP as the SDF sector plan.

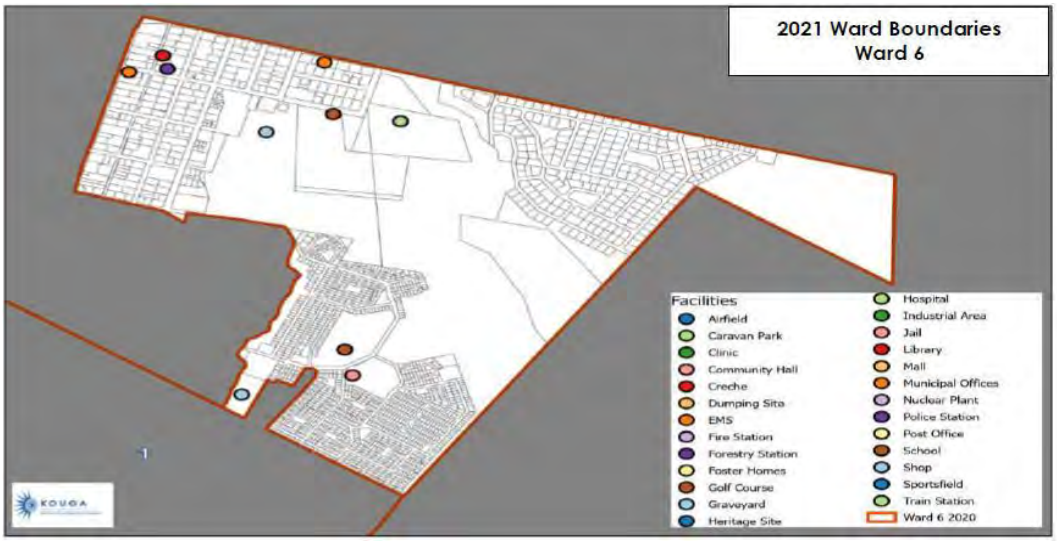
The SDF therefore has a longer-term focus to ensure the future growth and development does not result in unsustainable low density settlement sprawl and the destruction of the ecosystem and agricultural resource on which the ward's economy depends on. The unsustainable and destructive development will also prevent equitable access to resource and will perpetuate the spatial divisions of the past.
The SDF aims to create the building block towards:

- A spatial vision for the future of the municipal
- Implementation plans together with the necessary public sector resources to deliver them
- A framework for private investments



FACILITIES IN THE WARD

Municipal facilities mean facilities owned, leased, rented, allocated, programmed, operated or managed by the Municipality intended for Public or Municipal staff use. This includes, but is not limited to parks and trails, recreation facilities, staff offices and workspaces, meeting rooms, community meeting spaces, Municipal Hall and spaces where the Municipal Services are provided but does not include facilities or proportions thereof that are occupied by any other sector.



WARD 6: RESOURCE MAPPING

Within a ward, there can be a wide variety of resources, including natural assets, infrastructure and NGOs and businesses (small /big). A resource mapping exercise was then conducted in order to identify potential collaborations and funding.

A resource mapping exercise was then conducted in order to identify potential collaborations and funding.

No.	Description
1.	Maskhathalelaneni
2.	One Village
3.	Kouga Arch Carriers Ministries Fraternal

WARD BASED NEEDS

Ward 6: Top 5 Priorities

Ward 6 Ward Councillor: Kholisile Ndzelani						
Nr	Ward Priority	SFA	Departmental Response to Priorities	Budget Linkage		
				2023/24	2024/25	2025/26
1.	High Mast Lights	Keep Kouga Serviced	High mast lights project has been registered with MIG. Project to commence in 2024/25 FY. Hot spots to be identified			
2.	Street Names	Keep Kouga Smart	Un-named streets to be identified			
3.	Land	Keep Kouga Growing	Land procured for future Human Settlements Development. (R 2 950 000.00 was paid from internal funds in 2019). Municipality and ECDHS has extended scope with HAD for more land acquisition to augment the need to accommodate the backlog			
4	Beautification Entrance	Keep Kouga Caring	Beautification of entrances included in monthly program. (The Ward Cllr and Ward should advice if specific designs are needed). Feasibility study to follow.			
5	CCTV Cameras	Keep Kouga Safe	CCTV pole with two cameras is being planned for 2023/24 (Specific areas to be identified).			
6.	Stormwater Drainage	Keep Kouga Serviced	Roads and Stormwater Maintenance Plan Prioritized and is part of the Roads and stormwater master plan. Assessment plan will be done, which will be followed with a Business plan to MIG to secure funding.			
7.	Sport field development	Keep Kouga Caring	Business plan completed and is submitted to MIG for funding			
8	Upgrading of WWTP treatment plant	Keep Kouga Serviced	Project is on-going and funding is secured for 2-years	R10.6m	R17m	
9.	Clinic	Keep Kouga Caring	Refer to IGR			
10.	Convert Hall into Multi-purpose Centre	Keep Kouga Caring	Municipality in process to engage windfarms for CSI assistance			
11.	Upgrading of Gravel Road	Keep Kouga Serviced	Roads to be identified to form part of the future Road Upgrading Programme.			
12.	Eradication of Bucket System	Keep Kouga Serviced	Interim water and sewer services to be installed for Phola Park, Shukushukuma and Bungalows which forms part as the Human Settlements Informal Settlement projects funded by ECDHS			
13.	Development of informal settlements	Keep Kouga Growing	Baledi Engineering is the appointed contractor for the	R22 000 000		

Ward 6 Ward Councillor: Kholisile Ndzelani						
Nr	Ward Priority	SFA	Departmental Response to Priorities	Budget Linkage		
				2023/24	2024/25	2025/26
			provision of interim services to 7 informal settlements (HDA)	ISUP funding		
14.	Unfinished housing projects	Keep Kouga Growing	Be more specific under which projects.			

WARD BASED PLAN: WARD 7

WARD PROFILE

Ward 7 consists of Loerie, Thornhill & Gamtoos Mouth. **Loerie** Apart from hosting the annual Naartjie Festival which, obviously, Naartjies are the main attraction, but visitors are also able to sample a variety of vegetables and food and enjoy music from the stage, the small town of Loerie has an interesting history.

Early Settlers were in the area as early as 1745 and the first farms were awarded in 1817. Floods, droughts and the big fire of 1869 took their toll on the pioneers of the area, but the community expanded rapidly, and the first school was opened in 1890. The first bridge across the Gamtoos river opened the area and eased the lives of the farmers considerably.

The Loerie dam was built as part of the Kouga dam scheme with the purpose of supplying Port Elizabeth with water. The dam includes a filtration and pump system to balance the pressure in the pipelines, controlled by one of the first computer systems in South Africa. Although the population of the area has shrunk considerably in recent years, the fertile soil and temperate climate ensure that vegetables of a high quality are produced here. In 1930, the Eastern Province Cement Company opened a limestone quarry and built a 14 km cableway to transport the stone to the railway station from where it was transhipped via the Avontuur Railway to be processed in a cement factory near Port Elizabeth.

The relatively unknown Stinkhout Berg Nature Reserve lies wedged between Loerie and Hankey, the Cockscomb Mountain is a major landmark thereof, and the beautiful, fertile valley is an awesome blend of nature, agriculture, beauty and wilderness that makes it a special place to escape to, especially for nature lovers, fisherman, mountain bikers and hikers.

WARD VISION

Vision: Desired Future

SWOT ANALYSIS

As part of SWOT analysis, the ward committee members listed the following Strengths, Weaknesses, Opportunities and Threats:

Strengths	Weakness	Opportunities	Threats
▪ Gamtoos River ▪ Young Population (Youth) ▪ Woodridge School / Crossway	▪ Water Buffer ▪ Age in some areas (Social Cohesion) ▪ Electricity ▪ No Waterborne (Infrastructure)	▪ Playparks ▪ Youth (Empowerment Programme) ▪ Recycling Projects ▪ Loerie agriculture trust fund ▪ Fishing Industry ▪ Project for Sanitation ▪ IGR (Windfarm)	▪ Communication ▪ Drought ▪ Veld Fires ▪ Flooding (Gamtoos/ Loerie) ▪ Graveyards

In response to SWOT analysis, they developed an action plan recommending projects and strategies over the next 5 years.

Governance Structure: Ward Committee

Ward Councillor: E Mbuqu		
SURNAME	**NAME**	**PORTFOLIO**
Grootboom	Sylvia	Ratepayers & Civic Associations
Mbovane	Zonwabele	Agricultural & Farmworkers
Khambi	Babalwa	Health and Welfare
Boesman	Eunice	Youth, Women, Elderly and People Living with Disabilities
Dietlof	Michelle	Education and Religious
Koert	Pieter	Environmental
Mbenya	Thembisile	Business, Informal Traders Associations
Tsotsa	Mziwabantu	Sports
Stuurman	Vivian	Community safety and security

WARD 7: SOCIO-ECONOMIC PROFILE

	Population 10 261 (Census 2011) **Voters 2016** 4073 **Voters 2021** 4194
	Households 2670 (Census 2011) 52% household fully owned and paid up Average Annual Household Income = R29400 (More than Double the Provincial and District Averages)
	Access to Services: Water – 70.1% Refuse Collection – 53% Sanitation (flush toilet) – 84.9%
	Education 21.4 % completed Matric or higher 50% completed grade 9 or higher
	Employment 49.8 % Employed

WARD INFRASTRUCTURE AND ASSETS

The Constitution directs that the municipalities must manage, budget and plan processes that would give priority to the basic needs of the community and promote social and economic development of the community. Infrastructure development is the component if basic needs of the community and therefore infrastructure development may include upgrade, maintenance, refurbishment, funding mechanisms and revenue generation for such infrastructure.



LAND USE AND ZONING

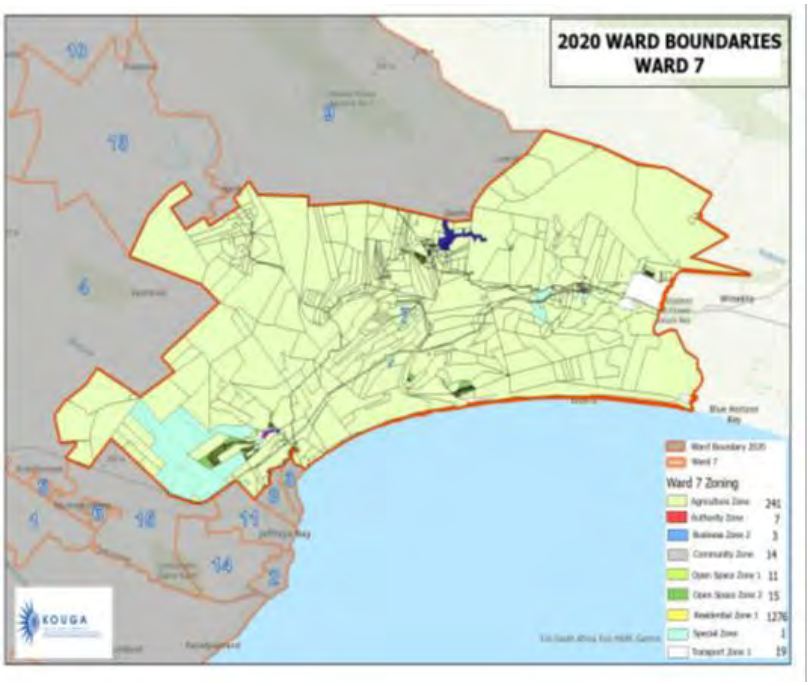
The Kouga Municipal Spatial Development Framework (SDF) is more than the spatial the representation of the sector plans of the IDP, it sets out the spatial strategy within which the 2022/2027 IDP operates. The key spatial plan of the SDF and the spatial perspective as well as the short term (5year) spatial priorities are to be incorporated in the IDP as the SDF sector plan.

The SDF therefore has a longer-term focus to ensure the future growth and development does not result in unsustainable low density settlement sprawl and the destruction of the ecosystem and agricultural resource on which the ward's economy depends on. The unsustainable and destructive development will also prevent equitable access to resource and will perpetuate the spatial divisions of the past.

The SDF aims to create the building block towards:

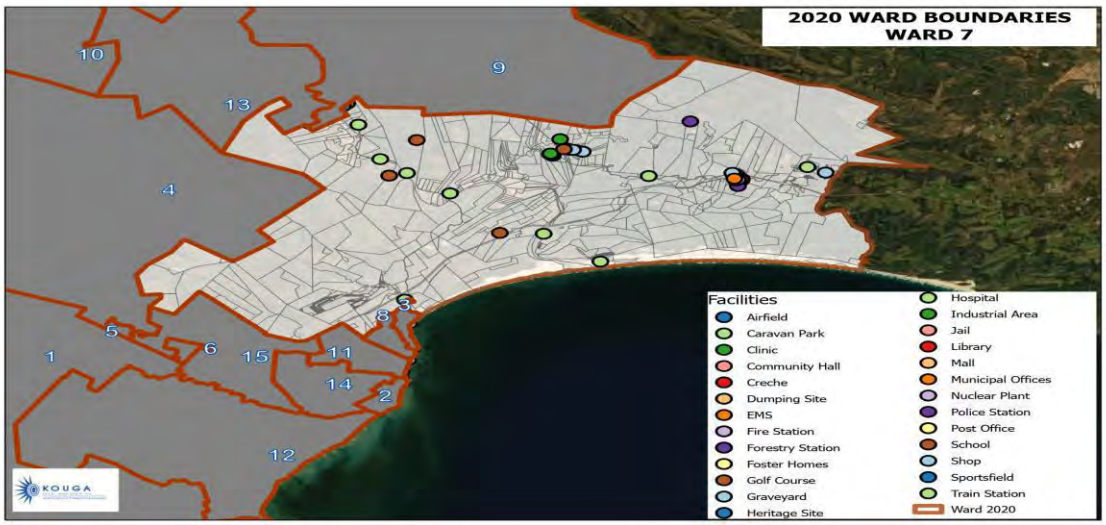
- A spatial vision for the future of the municipal
- Implementation plans together with the necessary public sector resources to deliver them
- A framework for private investments

Zoning
& Land Use



FACILITIES IN THE WARD

Municipal facilities mean facilities owned, leased, rented, allocated, programmed, operated or managed by the Municipality intended for Public or Municipal staff use. This includes, but is not limited to parks and trails, recreation facilities, staff offices and workspaces, meeting rooms, community meeting spaces, Municipal Hall and spaces where the Municipal Services are provided but does not include facilities or proportions thereof that are occupied by any other sector.



WARD 7 RESOURCE MAPPING

Within a ward, there can be a wide variety of resources, including natural assets, infrastructure and NGOs and businesses (small /big).

A resource mapping exercise was then conducted in order to identify potential collaborations and funding.

No.	Resource
1.	Woodridge Preparatory School
2.	MTO Forestry Property Limited
3.	Crossways Village
4.	Nulaid
5.	Gamtoos River Community - Rate Payers - Ferry Hotel - Intle Boutique Hotel - Zebra Lodge - Moorland - Wacky Woods Resort
6.	Longmore-Flower Growers
7.	PPC
8.	Allan Kitzman Dairy
9.	Fennell Guest Suppliers

WARD BASED NEEDS

Ward 7: Top 5 Priorities

Ward 7 Ward Councillor: Eric Mbuqu						
Nr	Ward Priority	SFA	Departmental Response to Priorities	Budget Linkage		
				2023/24	2024/25	2025/26
1.	Land for cemetery, commonage and housing	Keep Kouga Growing	The municipality is challenged with available land for the establishment of a cemetery, commonages, and housing. Land has been identified for the extension of the existing cemetery. The required EIA process will commence in the 2023/2024 financial year. There is a slide that will indicate an area where the next housing development will take place. Provision for suitable land to accommodate the backlog for housing will be catered for in the Review of the SDF, followed with discussions with owner on the Willing-buyer and Seller concept.			
2.	Job creation	Keep Kouga Growing	Job creation is not a municipal mandate. The Private Sector should be playing a more active role in job creation. It is the responsibility of the Municipality to provide services to promote and to encourage development to be in line with the Narrative of Keeping Kouga Growing.			
3.	Bulk Infrastructure	Keep Kouga Safe	A feasibility study is underway for bulk infrastructure for Thornhill. (Water, sewer and electricity) to unblock the non-implementation of old and new projects.			
4.	High School	Keep Kouga Growing	In the process to investigate if there is suitable land. This should be completed before June 2023 in consultation with Department of Education			
5.	Skills Development Programmes	Keep Kouga Growing	There are quite a number of ongoing Skills Development training programs. Community/stakeholders are requested to give clarity on skills required in Loerie and Thornhill.			

Ward 7: Other Important Priorities

Ward 7 Ward Councillor: Eric Mbuqu						
Nr	Ward Priority	SFA	Departmental Response to Priorities	Budget Linkage		
				2023/24	2024/25	2025/26
1.	Construction and rectification of houses	Keep Kouga Growing	Detail of needs are on record. The Program was put on hold. The Housing section will however re-engage the MEC on how the historical projects as well as the dilapidated housing units can be completed and restored.			
2.	Upgrading of roads	Keep Kouga Serviced	Internal roads were upgraded in Thornhill and 3 roads has been earmarked for upgrading in Loerie for 2023/24. New roads to be identified.			
3.	Need for Sport field and playparks	Keep Kouga Caring	The 2nd Phase of MIG Funding for Loerie has been approved. It will be a state-of-the-Art project and there is a slide with an illustration of the facility. A New Playpark is part of the 2023/24 budget. (The Ward Cllr and the Parks section will soon identify the most suitable area)			
4.	Streetlights	Keep Kouga Serviced	NMMM supplies electricity for Thornhill. To log enquiries on behalf of the community the Municipality needs to be provided with the street names and dark spots where streetlights are required and non-working lights to be fixed			
5.	Night Clinic	Keep Kouga Caring	This priority was already brought to the attention of the applicable department through the IGR Forum.			
6.	Abet School for Adults	Keep Kouga Caring	This priority has been referred to referred to the IGR Forum.			
7.	Mobile Police Station	Keep Kouga Safe	This priority for Loerie has been referred to the IGR Forum.			
8.	Rehabilitation Centre	Keep Kouga Caring	This priority has been referred to the IGR Forum.			
9.	Fire Station	Keep Kouga Serviced	There is no budget available. The leading department has established a management unit that will deal any fire disaster in Ward 7. The need for a station will remain in the radar for investigation with SBDM.			

WARD BASED PLAN: WARD 8

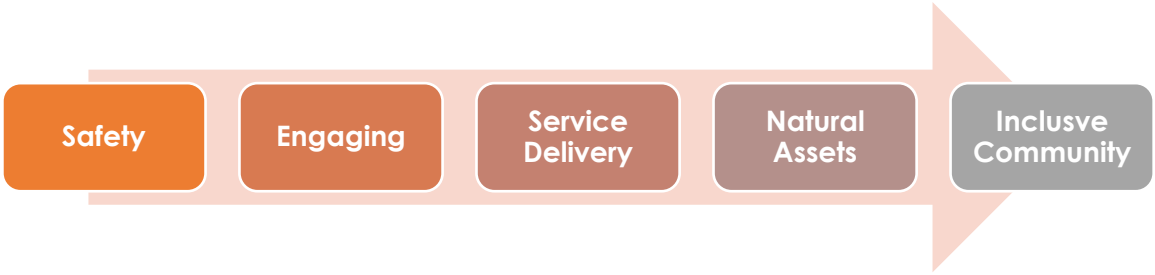
WARD PROFILE

Wavecrest is a rather large suburb in Jeffreys Bay, taking up a huge chunk of the area. Property investment in a holiday home in Wavecrest is a brilliant opportunity to make your investment work for you. When you are not enjoying the peace and tranquillity of a coastal getaway, rent out your holiday home to earn extra income or let the property pay for itself. The suburb was established in the mid-1970s and is almost 90% developed. Ward 8 is located is centre of Kouga LM. It consists of Upper Wavecrest. 8 square kilometres and 799.1 people per square kilometre.

WARD VISION

VISION: "*Inclusive community with provision to infrastructure, safety and community services*"

The Community of ward 3 identified current challenges that need to be addressed in order to get to the desired state (vision) in the ward. These challenges are:



SWOT ANALYSIS

As part of SWOT analysis, the ward committee members listed the following Strengths, Weaknesses, Opportunities and Threats:

Strengths	Weakness
• Noorsekloof Nature Reserve (Tours) • Victory church Gap Year • Non-Profit Organizations • Fiber (lot of technology) • Guest houses • World class surfing • Skills from retired people- Pay stipend for them know how	• Ward challenges – Environmental • Lack of parks and equipment • Lack of accessibility for the disabled • Lack of job opportunities • Lack of clinics • Lack of hawkers, stalls, and hawker licenses
Opportunities	**Threats**
• Wheelchair friendly playparks and walkways • Generation of renewable energy • Develop green open spaces • Infrastructure upgrade (sewerage, waterpipes and potholes) • Build more clinics • Thoroughfare – Ward 3 • Skateboard Park • Job opportunities for green police • Community vegetable gardens and nursery • Easy access to Noorsekloof Hiking Trail • Educational tours for public and schools in green belt • Provision of lifeguard policing • Educational 'Sealife' board for tourist / children	• Influx of unemployed people • Not enough streetlights • Drug dealers in the community • Vagrants in our residential

In response to SWOT analysis, an action plan has been developed recommending projects and strategies over the next 5 years.

Governance Structure: Ward Committee

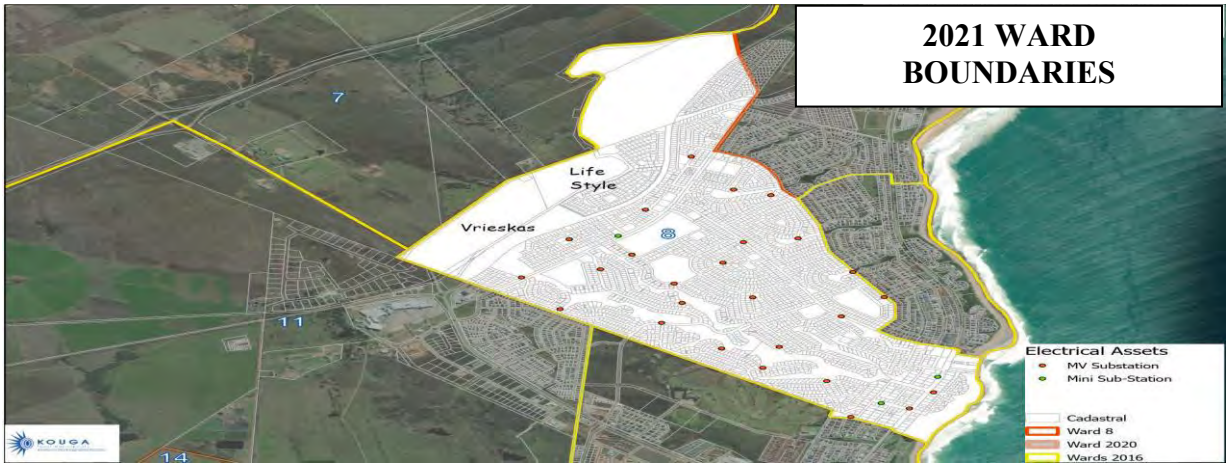
Ward Councillor: R Foley		
SURNAME	**NAME**	**PORTFOLIO**
Van Dyk	Corine	Tourism & Culture
Pieters	Jakkie	Youth, Women, Elderly and People Living with Disabilities
Erasmus	Lourens	Education & Religious
Voster	DRIKUS	Ratepayers & Civic Associations
Wilkinson	Steve	Agriculture & Farmwork
Andrews	James	Environmental
Van Dyk	Jan	Business, informal traders & formal traders association
Venter	Terry	Community Safety & Security

WARD 8: SOCIO-ECONOMIC PROFILE

	Population 6425 (Census 2011) **Voters 2016** 5196 **Voters 2021** 5269
	Households 2990 (Census 2011) 66.3% household fully owned and paid up Average Annual Household Income = R115 100 (More than Double the Provincial and District Averages)
	Access to Services: Water – 96.2% Refuse Collection – 97.4% Sanitation (flush toilet) – 84.9%
	Education 76.4 % completed Matric or higher 91.1% completed grade 9 or higher
	Employment 55.8 % Employed

WARD INFRASTRUCTURE AND ASSETS

The Constitution directs that the municipalities must manage, budget and plan processes that would give priority to the basic needs of the community and promote social and economic development of the community. Infrastructure development is the component if basic needs of the community and therefore infrastructure development may include upgrade, maintenance, refurbishment, funding mechanisms and revenue generation for such infrastructure. Ward 8 is currently equipped with adequate infrastructure to support any form of development.
The backlog of road maintenance is owing to the fact that Da Gama Road is owned by the Provincial Department of Roads. Measures are in process to acquire the road so that the municipality can properly maintain it.



LAND USE AND ZONING

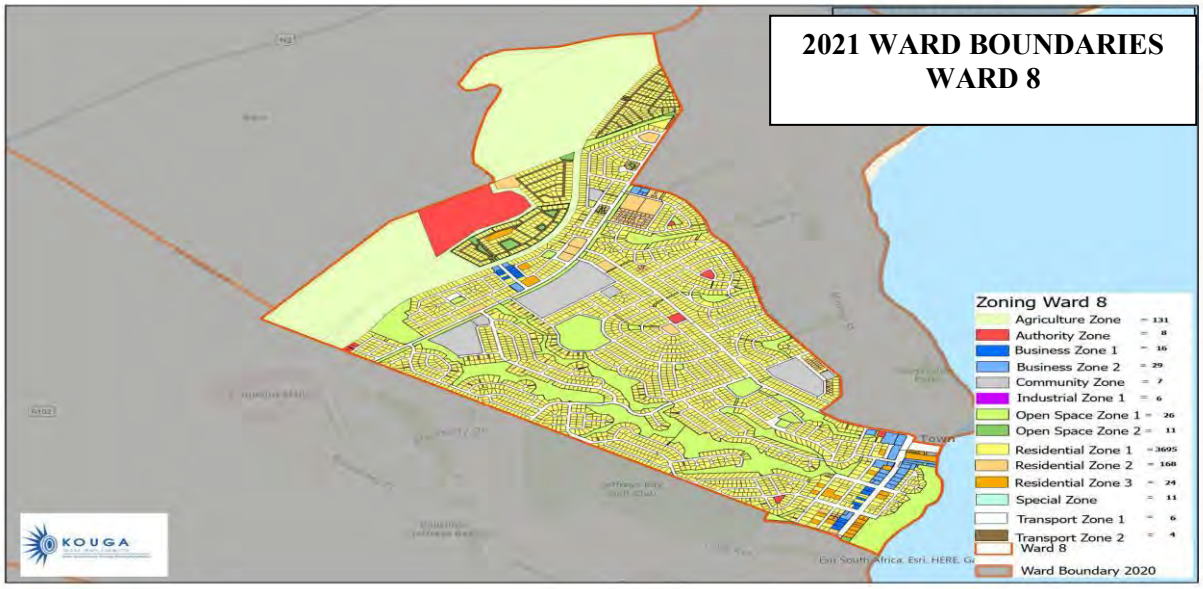
The Kouga Municipal Spatial Development Framework (SDF) is more than the spatial the representation of the sector plans of the IDP, it sets out the spatial strategy within which the 2022/2027 IDP operates. The key spatial plan of the SDF and the spatial perspective as well as the short term (5year) spatial priorities are to be incorporated in the IDP as the SDF sector plan. The SDF covers the whole jurisdictional area of the municipality not only the towns and must strive to answer the following questions.

- How is the SDF going to develop Ward 8 over the next 5 to 10 years?
- What kind of development should take place?
- Where is the best place for development?
- Who will be responsible for what aspect of the development?

The SDF therefore has a longer-term focus to ensure the future growth and development does not result in unsustainable low density settlement sprawl and the destruction of the ecosystem and agricultural resource on which the ward's economy depends on. The unsustainable and destructive development will also prevent equitable access to resource and will perpetuate the spatial divisions of the past.

The SDF aims to create the building block towards:

- A spatial vision for the future of the municipal
- Implementation plans together with the necessary public sector resources to deliver them
- A framework for private investments



FACILITIES IN THE WARD

Municipal facilities mean facilities owned, leased, rented, allocated, programmed, operated or managed by the Municipality intended for Public or Municipal staff use. This includes, but is not limited to parks and trails, recreation facilities, staff offices and workspaces, meeting rooms, community meeting spaces, Municipal Hall and spaces where the Municipal Services are provided but does not include facilities or proportions thereof that are occupied by any other sector.



RESOURCE MAPPING

Within a ward, there can be a wide variety of resources, including natural assets, infrastructure and NGOs and businesses (small /big). A resource mapping exercise was then conducted in order to identify potential collaborations and funding. A resource mapping exercise was then conducted in order to identify potential collaborations and funding.

No.	Description
1.	Victory Church
2.	Victory Primary school
3.	Kleuterzone Creche
4.	Montesory Pre-School
5.	B.P. Garage
6.	Kospot
7.	Checkers
8.	KFC
9.	Guest Houses
10.	Ozzies Builders Merchant

WARD BASED NEEDS

Ward 8: Top 5 Priorities

Ward8 Ward Councillor: Reinhardt Foley						
Nr	Ward Priority	SFA	Departmental Response to Priorities	Budget Linkage		
				2023/24	2024/25	2025/26
1.	Replacement of old asbestos water pipes	Keep Kouga Serviced	No Budget.			
2.	Quality fixing of potholes	Keep Kouga Serviced	Ongoing. Service Provider to assist with capacity building / training of municipal staff.			

Ward8 Ward Councillor: Reinhardt Foley						
Nr	Ward Priority	SFA	Departmental Response to Priorities	Budget Linkage		
				2023/24	2024/25	2025/26
3.	Pedestrian walkways in Noorsekloof, Seetuin, Dogwood and Myrtle Street	Keep Kouga Safe	Feasibility and accessibility report to be completed by 2023/24.			
4.	Upgrading and resealing of Dogwood Street	Keep Kouga Serviced	Dogwood and Blombos to be resealed	R10m	R10m	R10m
5.	Newer and disabled friendly accessible playparks and walkways to beaches and municipal buildings	Keep Kouga Caring	New Playparks to be installed by 2023/24 (Specific areas to be identified). There are disabled friendly accessible walkways to beaches as well as ward offices. Playparks done at Kabeljauws, Poplar and Super tubes park.	Opex		

Ward 8: Other Important Priorities

Ward8 Ward Councillor: Reinhardt Foley						
No	Ward Priority	SFA	Departmental Response to Priorities	Budget Linkage		
				2023/24	2024/25	2025/26
1.	Influx control and enforcement of municipal by-laws	Keep Kouga Safe	Be more specific and indicate which by-law to be enforced.			
2.	Internal sewer reticulation of houses not connected to the sewer system	Keep Kouga Serviced	Assessment to be done to determine the needs before costing.			
3.	Entertainment for the youth (skatepark)	Keep Kouga Caring	Public, Private Partnership to be investigated for 2023/24. Identify area.			
4	Solar Street lights	Keep Kouga Serviced	The area has lights, please specify if we have certain specific areas to concentrate on and the Dept will investigate.			
5.	CCTV Cameras	Keep Kouga Safe	CCTV pole with two cameras is being planned for 2023/24 (Specific areas to be identified).			
6.	Old Age retirement centre	Keep Kouga Caring	Refer to IGR			
7.	Job creation	Keep Kouga Growing	Not a function of KLM. Private Sector function The Municipality to unlock new investment opportunities which forms part of the Keep Kouga Growing Narrative.			

Ward8 Ward Councillor: Reinhardt Foley						
No	Ward Priority	SFA	Departmental Response to Priorities	Budget Linkage		
				2023/24	2024/25	2025/26
8.	New Clinic	Keep Kouga Caring	Refer to IGR.			
9.	Drug Abuse	Keep Kouga Safe	Referred to IGR.			
10.	Upgrade of Noorsekloof Nature Reserve (wooden walkways, bush clearing to open walkways, signs in Da Gama and in Dogwood Road)	Keep Kouga Green				

WARD BASED PLAN: WARD 9

WARD PROFILE

Ward 9 is located in the Northeast part of Kouga Local Municipality. It consists of Phillipsville, Hankey Town, Rosedale, Kleinfontein, Old Hankey, Stofwolk, Silvertown, Smartietown and Ext 3. The extent of the ward is 319.6 square kilometres.

WARD VISION

Vision: Baartman Wall of Remembrance that boost rich heritage and sustainable tourism.

The Community of ward 9 identified current challenges that need to be addressed to get to the desired state (vision) in the ward. These challenges are:



No.	Unemployment	Farmers	Safety	Shacks & Illegal Connections	Drugs
1.	Unemployment rate was 61.6% in 2011	There are a lot of live-stock farmers who are not registered	The ward is exposed to gangsterism of the highest order	Influx, land invasion and illegal informal settlement should be discouraged	This ward is one of the hotspots of the selling and use of drugs
2.	The population growth has increased significantly between	Live-stock animals are roaming in streets and CBD, due to land challenges	All the schools in the area are subjected to drug abuse and gangster groups	Proper measurements should be implemented to protect vacant land earmarked for IRDP housing	The community Police Forum should be re-vitalized to minimize the degrading of a

No.	Unemployment	Farmers	Safety	Shacks & Illegal Connections	Drugs
					once great community
3.	Residents are the owners of big portions of land with agricultural potential	Municipality to do an audit on live-stock and to empower farmers in line with available programs	All fraternities should join forces to address this evil urgently	Abnormal growth of informal settlement is a huge challenge and is giving birth to gangsterism	The SPU Section should take the lead in facilitating the development of a strategy to address the challenge

WARD GOVERNANCE: Ward Committee

Ward Councillor: C August		
SURNAME	**NAME**	**PORTFOLIO**
Plaatjies	Cheslyn	Community Safety & Security
Pieterse	Carmin	Tourism & Culture
Katoo	Maria	Health & Welfare
Damons	Cornelius	Education & Religious
Vusani	DALINDYEBO	Agriculture & Farmworkers
Serfontein	Roger	Sports
Windvogel	Kerneels	Environmental
Schellingerhoudt	DC	Ratepayers & Civic Associations
Mintoor	Aubrey	Business informal traders & formal trades association
Dlova	Bulelwa	Youth, Women, Elderly and People Living with Disabilities

SWOT ANALYSIS

As part of SWOT analysis, the ward committee members listed the following Strengths, Weaknesses, Opportunities and Threats:

Strengths	Weakness
• Abundance of land for commonage and agriculture • Farming • Current tourism attractions • Hole in the Wall Tunnel • Khoi-san drawings • 990 Housing project	• Unemployment aggravated by influx of jobseekers from outside Kouga • Drug abuse amongst young children • On-going sewer blockages • Eradication of bucket system
Opportunities	**Threats**
• Refurbishment of antique buildings (museum) • Vacant land and plots • Promotion of tourism • Tourism Development agency • SMME development	• Curbing of "free for all' processes in granting of liquor licenses • Drought and water shedding • Poor clinic and health services • Standstill of Sarah Baartman Project • Upgrading of Hankey-Patensie link road

• Recycling • Renewable solar energy investment	• Load shedding • Poor SAPS services

WARD CHALLENGES

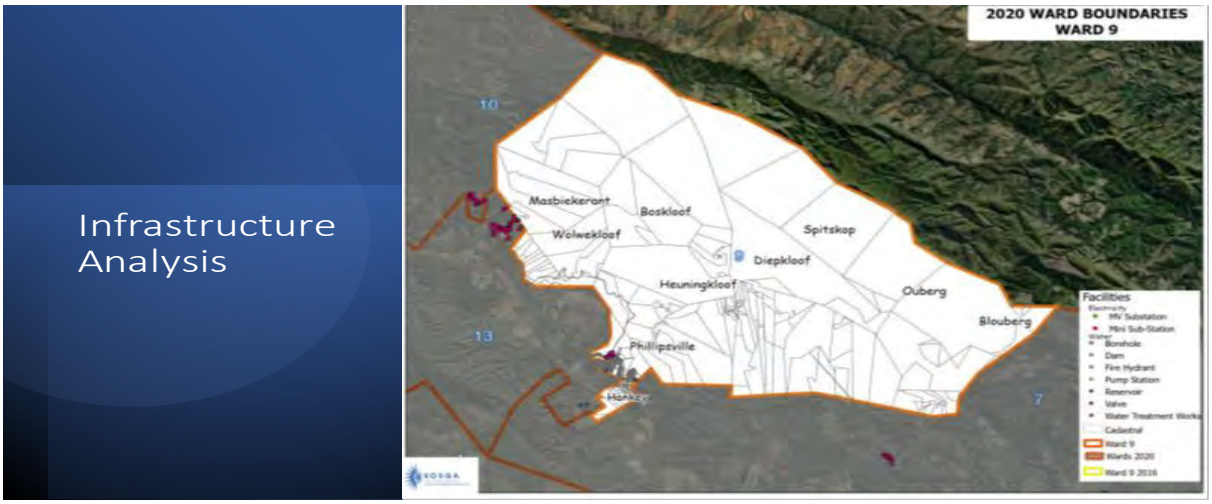
Job creation, though a serious concern at the local government level, is not a municipal mandate, however, the Kouga Municipality continue to create an enabling environment for investment to contribute to job creation through economic development strategies and business development. The municipality will provide EPWP contracts for residents registered on the Municipal Jobseekers Database, and through the database, the municipality can accurately monitor the manner the contracts are allocated by each user department. Currently, all employment opportunities within the municipality are made available through the Human Resources Policy governing recruitment and selection. There are also other employment mechanisms that are implemented within the municipality through various funding resources, e.g. EPWP, Provincial and National Government funded internships, etc.

- Load shedding
- Land for stock farming
- Land for churches, cemeteries, creches and businesses
- Potholes
- Lack of employment opportunities
- Clinic and health services
- Poor condition of municipal and provincial roads
- Housing
- Influx

6.3.1.1 SOCIO-ECONOMIC PROFILE

	**Population** 4271 (Census 2011) **Voters 2016** 4134 **Voters 2021** 3653
	**Households** 1008 (Census 2011) 55.6% household fully owned and paid up Average Annual Household Income = R29 400 (More than Double the Provincial and District Averages)
	**Access to Services:** Water – 92.3% Refuse Collection – 84.2% Sanitation (flush toilet) – 82.4%
	**Education** 30.6 % completed Matric or higher 58.1% completed grade 9 or higher
	**Employment** 36.1 % Employed

WARD INFRASTRUCTURE AND ASSETS

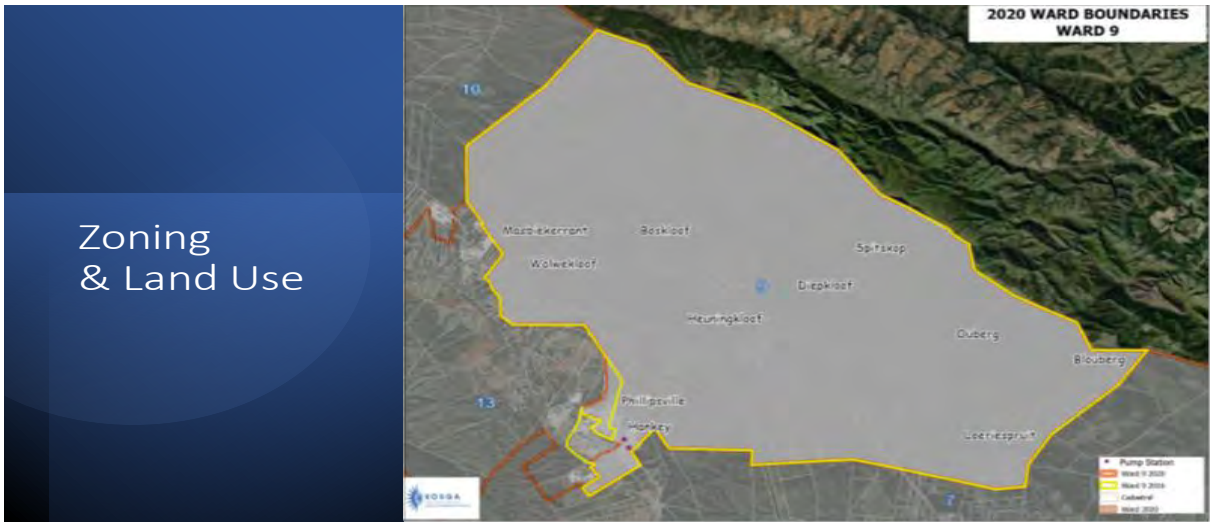


LAND USE AND ZONING

The Kouga Municipal Spatial Development Framework (SDF) is more than the spatial representation of the sector plans of the IDP, it sets out the spatial strategy within which the 2022/2027 IDP operates. The key spatial plan of the SDF and the spatial perspective as well as the short term (5 year) spatial priorities are to be incorporated in the IDP as the SDF sector plan.

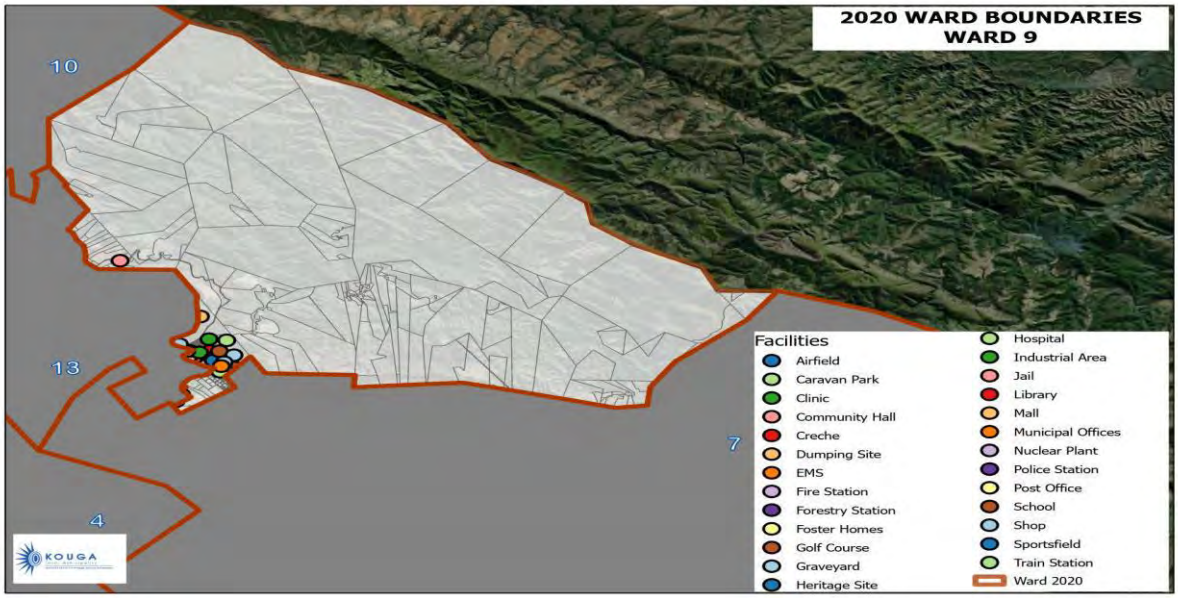
The SDF therefore has a longer-term focus to ensure the future growth and development does not result in unsustainable low density settlement sprawl and the destruction of the ecosystem and agricultural resources on which the ward's economy depends. The unsustainable and destructive development will also prevent equitable access to resources and will perpetuate the spatial divisions of the past.
The SDF aims to create the building block toward:

- A spatial vision for the future of the municipal.
- Implementation plans together with the necessary public sector resources to deliver them.
- A framework for private investment.



FACILITIES IN THE WARD

Municipal Facilities means facilities owned, leased, rented, allocated, programmed, operated, or managed by the Municipality, intended for public or Municipal Staff use. This includes, but is not limited to, parks and trails, recreation facilities, staff offices and workspaces, meeting rooms, community meeting spaces, Municipal Hall, and spaces where Municipal Services are provided, but does not include facilities or portions thereof that are occupied by any other sector.



WARD PRIORITIES

Ward 9: Top 5 Priorities

Ward 9 Ward Councillor: Cynthia August						
Nr	Ward Priority	SFA	Departmental Response to Priorities	Budget Linkage		
				2023/24	2024/25	2025/26
1.	Water security	Keep Kouga Serviced	Package plant installed & Hankey WTW. Additional boreholes drilled.			
2.	Fencing of existing graveyards	Keep Kouga Safe	Insufficient budget. To secure funding			
3.	Clinic and ambulance service	Keep Kouga Caring	In the process to investigate if there is suitable land. This should be completed before June 2023. Refer to IGR.			
4	Safety and security	Keep Kouga Safe	CCTV pole with two cameras is being planned for 2023/24 (Specific areas to be identified).			
5.	Land for livestock farming	Keep Kouga Serviced	The Municipality is going to establish a database of all the emerging farmers and livestock owners. The next step will be to engage the Department of Agriculture to host an Indaba on farming and agrarian matters for Kouga.			

Ward 9: Other Important Priorities

Nr	Ward Priority	SFA	Departmental Response to Priorities	Budget Linkage		
				2023/24	2024/25	2025/26
1.	Upgrading of gravel roads	Keep Kouga Safe	Nzongo Street; Thangana Street McCabe Street	R3.3m	R13.4m	R23.6m
2.	Rehabilitation Centre	Keep Kouga Caring	In the process to investigate if there is suitable land. This should be completed before June 2023. Refer to IGR.			
3.	Land for churches	Keep Kouga Growing	In the process to investigate if there are Church sites available.			
4.	SMME Development for locals	Keep Kouga Growing	The municipality has developed a database. The section will embark on a roadshow to all towns for verification and needs assessment after 1 of July to aligned training and specific services to be rendered to database.			
5.	Need for Social and FLISP Housing	Keep Kouga Growing	Hankey is not declared as a Restructuring Zone for Social housing project.			
6.	Stormwater drainage system	Keep Kouga Serviced	Roads and stormwater master plan to be developed.			
7.	Redevelopment of Yellow Woods	Keep Kouga Growing	Maintenance work was done (refurbished ablutions, bush clearing, installing electricity and flood lights, December 2022. Ongoing R&M			
8.	Multipurpose Centre	Keep Kouga Growing	In process to identify land for Amenities. Refer to IGR.			
9.	Early Childhood Development Centre	Keep Kouga Safe	In the process to investigate if there is suitable land. This should be completed before June 2023. Refer to IGR.			
10	Maintenance of R333 link road	Keep Kouga Growing	The upgrading of the was reported to the Provincial Department of Roads on 3 March 2023. I & E is waiting on feedback and any receipt thereof will be communicated.			
11.	Refurbishment of Old Stofwolk Hall	Keep Kouga Safe	A full assessment will be conducted to record all heritage building and sites in all towns. The outcome thereof will be discussed with DSRAC on how to declare and how to seek funding for such process			
12.	Refurbishment of heritage assets	Keep Kouga Growing	A full assessment will be conducted to record all heritage building and sites in all towns. The outcome thereof will be discussed with DSRAC on how to declare and how to seek funding for such process			
13	Upgrading of Old Sport field	Keep Kouga Growing	Applied for MIG funding for Hankey Sport field			
14.	Proper seating municipal facilities	Keep Kouga Growing	All sport fields have seating stands, stands not sufficient for big games. To secure Funding for additional grandstands by 2023/24.			

WARD BASED PLAN: WARD 10

WARD 10: PROFILE

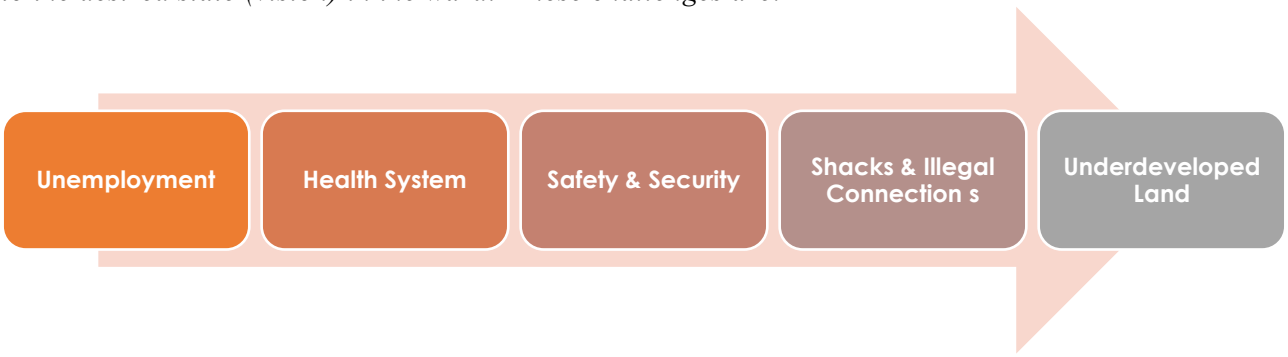
Ward 10 is located in the northern point of Kouga. The extent of the ward is 478.5 square kilometres with a population of 6932. The Ward is surrounded by Citrus and host a striving Citrus Industry.

GOVERNANCE STRUCTURE

Ward Councillor: M Mbandana		
SURNAME	**NAME**	**PORTFOLIO**
Go	Mbulelo	**Education & Religious**
Claassen	Magdalene	**Environmental**
Galant	Norman	**Health & Safety**
Kramer	Lizan	**Tourism**
Bell	Gcobisa	**Sports & Recreation**
Solilo	Mzwandile	**Agriculture**
Nelson	Henry	**Safety & Security**
Kama	Sivenathi	**Youth, Women & People living with Disability**

WARD VISION

VISION: *"Contract building with Community to ensure a transformed Agricultural sector".*
The Community of ward 10 identified current challenges that need to be addressed in order to get to the desired state (vision) in the ward. These challenges are:



SWOT ANALYSIS

As part of SWOT analysis, the ward committee members listed the following Strengths, Weaknesses, Opportunities and Threats:

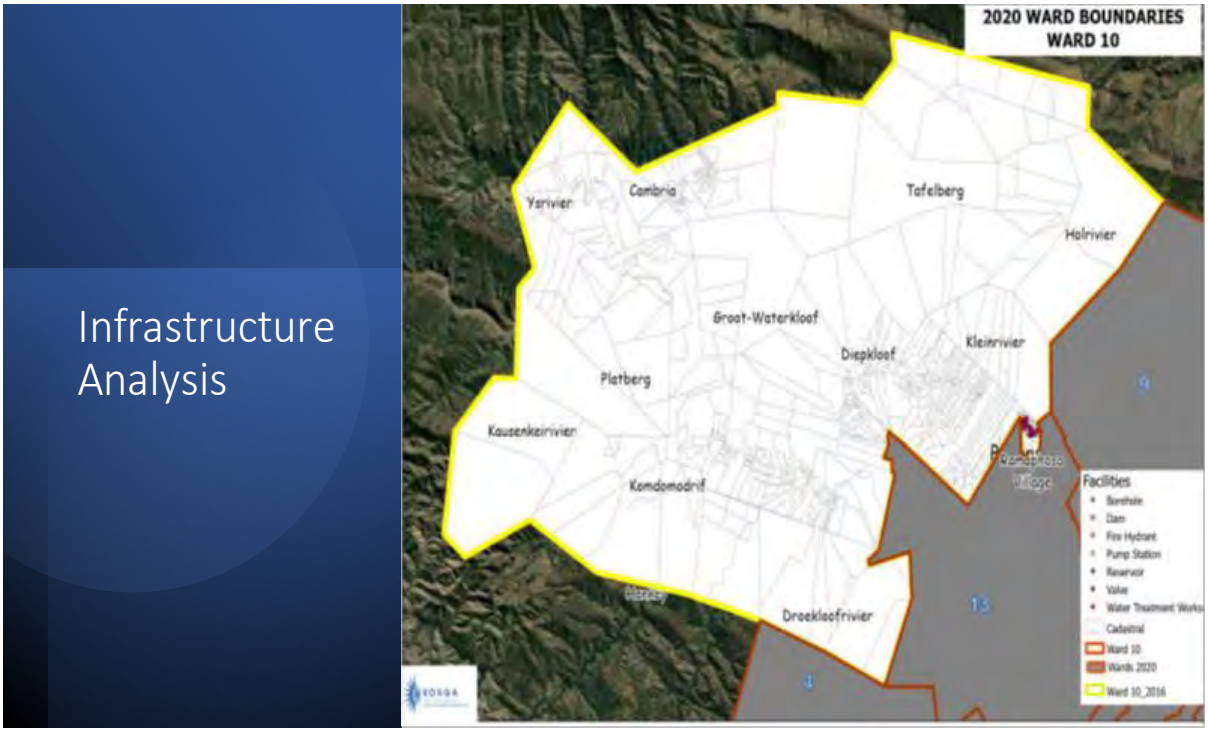
Strengths	Weaknesses
• Agricultural Land • Citrus Industry • Caring Community • Relationship with Commercial Farmers	• Job Opportunities • Safety & Security • Health System • Undeveloped Land
Opportunities	**Threats**
• Commercial Farmers - Land • State Land(Projects) • Youth Development (75%-80%) • Khoisan Culture & Historical Site • Tourism • Safety Committee • Linkage with	• Potholes • Water shortage • Public Road R331 • Bulk Infrastructure & Sewer Plant

In response to SWOT analysis, an action plan has been developed recommending projects and strategies over the next 5 years.

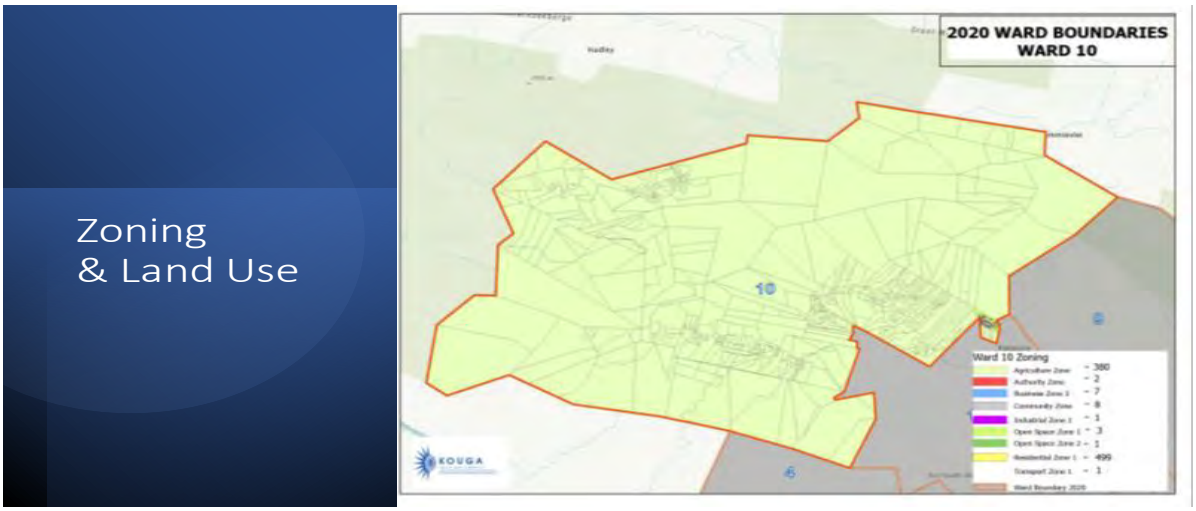
SOCIO-ECONOMIC PROFILE

	**Population** **Voters 2016** **Voters 2021**	6932 (Census 2011) 4040 3875
	**Households**	1554 (Census 2011) 52% household fully owned and paid up Average Annual Household Income = R29 400 (More than Double the Provincial and District Averages)
	**Access to Services:**	Water – 73.6% Refuse Collection – 50.6% Sanitation (flush toilet) – 51.7%
	**Education**	12.1 % completed Matric or higher 40.9% completed grade 9 or higher
	**Employment**	52.1 % Employed

WARD 10: INFRASTRUCTURE AND ASSETS



LAND USE AND ZONING



RESOURCE MAPPING: WARD 10

Within a ward, there can be a wide variety of resources, including natural assets, infrastructure and NGOs and businesses (small /big). A resource mapping exercise was then conducted in order to identify potential collaborations and funding.

Nr	Description
1	Citrus Land
2	Baviaans Mega Reserve
3	Youth / NYDA
4	Heritage Khoisan (David Stuurman)
5	R331
6	Churches
7	Commercial Farmers
8	Sun/Renewable Energy
9	Kouga Dam

WARD BASED NEEDS

Ward 10: Top 5 Priorities

Ward 10 Ward Councillor: Msingathi Mbandana						
Nr	Ward Priority	SFA	Departmental Response to Priorities	Budget Linkage		
				2023/24	2024/25	2025/26
1.	Upgrading of Human Settlements (IRDP, Housing 278, Informal Settlements upgrading (Electrification Shack Dwellers in Patensie & Agri-village) Andrieskraal and Patensie	Keep Kouga Growing	**Electrification:** Project run by Eskom; we provided the list of beneficiaries to supply the infills with an electrical point. This information was provided by the Human Settlements Department. **Housing 278:** V3 Consulting Engineers are finalising the permanent services upgrading plans and specialist studies for Stuurmanskop 278			

Ward 10 Ward Councillor: Msingathi Mbandana						
Nr	Ward Priority	SFA	Departmental Response to Priorities	Budget Linkage		
				2023/24	2024/25	2025/26
2.	Land- Cemetery & Agricultural School	Keep Kouga Growing	**Land for Cemetery:** Investigation for suitable land is in progress. A meeting was held with Ward Committee in March 2023 to look at the available pockets of land in Patensie and Andrieskraal that might be suitable for a cemetery. The land that was identified previously and investigated (EIA) was found not to be suitable. This is not an easy process as municipal land options are very limited. **Agricultural School:** Erf 300 was identified for an Agricultural School. There is a Council resolution in place to donate the land to Public Works to develop an Agricultural School. However, during meeting that was held with Ward Committee in March 2023 it was indicated that erf 300 is too small to accommodate an Agricultural School and an Experimental Farm, we then identified pockets of land belonging to Public Works that can be utilized for an Experimental Farm.			
3.	Fencing of 1st graveyard and Ramaphosa	Keep Kouga Services	New Priority			
4.	Sport field in Andrieskraal	Keep Kouga Caring	New Priority			
5.	Bulk Sewer Provision	Keep Kouga Serviced	Water and Sewer Master Plan to be developed to identify all bulk shortfalls in Ward 10.			

Ward 10: Other Important Priorities

Ward 10 Ward Councillor: Msingathi Mbandana						
Nr	Ward Priority	SFA	Departmental Response to Priorities	Budget Linkage		
				2023/24	2024/25	2025/26
1.	Upgrading ambulance building	Keep Kouga Caring	The matter has been relayed to the Building Control Department for a way forward in terms of the structural integrity of the building and whether it can be upgraded or if it needs to be demolished.			
2.	Creche: Andrieskraal	Keep Kouga Caring	New Priority			
3.	Streetlights	Keep Kouga Serviced	Eskom supplies electricity for Patensie and the entire Ward 10. To log enquiries on behalf of the community the Municipality needs to be provided with the street names and dark spots where streetlights are required and non-working lights to be fixed			
4.	Chemical Toilets	Keep Kouga Serviced	The maintenance of the toilets is ongoing. A need for more toilets must be communicated to ward office.			
5.	Mobile Clinic	Keep Kouga Caring	Refer to next IGR Meeting			
6.	Speedhumps	Keep Kouga Serviced	Speedhump requests to be forwarded to Area Coordinator.			
7.	Resealing of Roads	Keep Kouga Serviced	New Priority			
8.	Upgrade Kouga Dam	Keep Kouga Serviced	This priority was addressed in IGR Meeting - 3 March 2023 and we are waiting for feedback from Department of Water and Sanitation.			

Ward 10 Ward Councillor: Msingathi Mbandana						
Nr	Ward Priority	SFA	Departmental Response to Priorities	Budget Linkage		
				2023/24	2024/25	2025/26
9.	Water	Keep Kouga Serviced	Water Master Plan to be developed. No current Capital projects			
10.	Stormwater Drainage	Keep Kouga Serviced	Grading programme of the roads will re-address the storm water hot spots in townships. Maintenance thereof will be on-going.			
11.	Library between school and clinic: Patensie	Keep Kouga Growing	New Priority			
12.	Mobile Clinic	Keep Kouga Caring	New Priority			
13.	Upgrade Road 331	Keep Kouga Growing	This priority was addressed in IGR Meeting - 3 March 2023 and we are waiting for feedback from Department of Roads and Transport			
14.	Wastewater Treatment Plant	Keep Kouga Serviced	Patensie WWTW recently upgraded			
15.	Demarcation of areas for SMMEs (Support Centre)	Keep Kouga Growing	Re-engagement with the ward members on the topic for improved context is needed for LED to get more information.			
16	Township Tourism	Keep Kouga Growing	No plans currently for Ward 10.			
17.	Graveyard Andrieskraal	Keep Kouga Caring	New Priority			

WARD BASED PLAN: WARD 11

WARD PROFILE

Ward 11 is located in the Northeast part of Kouga Local Municipality. It consists of Jeffreys Bay Central, C-Place and The Sands Jeffreys Bay Central, C-Place and The Sands. The extent of the ward is 3.6 square kilometres.

Ward Governance: Ward Committee

Ward Committee: F Heystek		
SURNAME	NAME	PORTFOLIO
Mulder	Frikkie	Agricultural & Farmworkers
Linde	Isabel	Tourism and Culture
Mulder	Anneke	Education and Religious
Heystek	Myrtle	Environmental
Prinsloo	Johan	Community safety and security
Pretorius	Francois	Business, Informal Traders Associations
Davel	Gina	Youth, Women, Elderly and People Living with Disabilities
Boyens	Maria	Sports
Ungerer	Marcia	Ratepayers and Civic
Fouche	Ghardt	Health and Welfare

WARD VISION

Vision: A community that ensure sustainability and protection of natural heritage through community collaboration.

The Community of ward 11 identified current challenges that need to be addressed to get to the desired state (vision) in the ward. These challenges are:



6.3.1.2 SWOT ANALYSIS

As part of SWOT analysis, the ward committee members listed the following Strengths, Weaknesses, Opportunities and Threats:

Strengths	Weakness
• Magic holiday atmosphere • Beach • Outdoor lifestyle • Tourism • New hospital • St Francis Street as an entrance to Ward 11 • Outdoor lifestyle • Caravan park	• Sewer spilling's • Lack of entertainment • Overgrown erven • Undeveloped residential erven • Lack of beachfront retail shops • Misconduct of holiday makers • Criminal element • Pedestrian walkways • Poor disintegrated roads • Tolerance of homeless people
Opportunities	**Threats**
• Attraction potential of dolphin beach • Revitalization of CBD • Cycle lanes • Affordable housing opportunities • Economic Gateway for Municipality • Parking • Tram, train and hop on, hop off • Eco-footprint • Kids friendly facilities • Disable friendly facilities • No solicitation signage (by-law) • Night market for entrepreneurs	• Poor condition of CBD • Poor aesthetic appearances of CBD buildings • Safety and security • Poor water security and quality • Population explosion • Influx and lack of monitoring of informal settlements • Failing to realize economic investment opportunity

WARD CHALLENGES

Job creation, though a serious concern at the local government level, is not a municipal mandate, however, the Kouga Municipality continue to create an enabling environment for investment to contribute to job creation through economic

development strategies and business development. The municipality will provide EPWP contracts for residents registered on the Municipal Jobseekers Database, and through the database, the municipality can accurately monitor the manner the contracts are allocated by each user department. Currently, all employment opportunities within the municipality are made available through the Human Resources Policy governing recruitment and selection. There are also other employment mechanisms that are implemented within the municipality through various funding resources, e.g. EPWP, Provincial and National Government funded internships, etc.

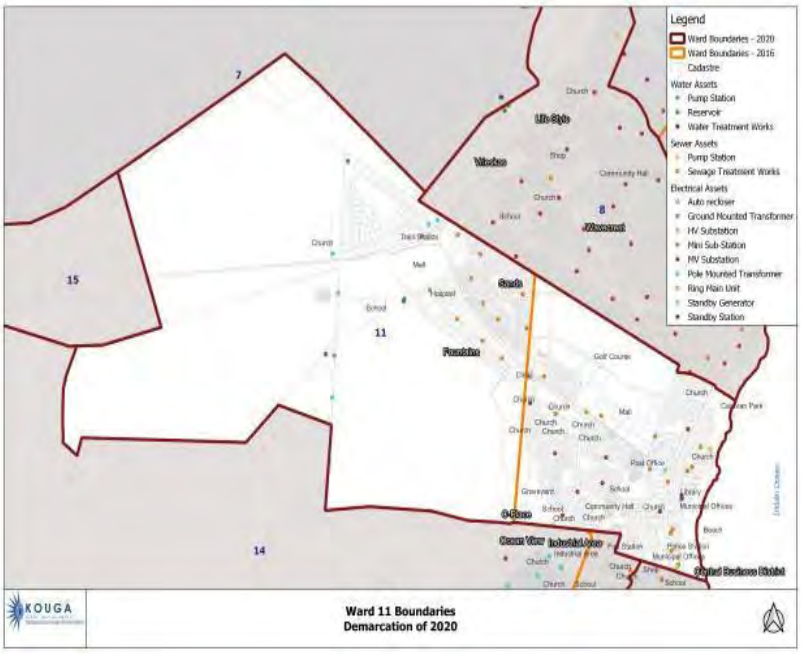
- Bush clearing
- Litter picking
- Beach clean-up operations
- Cleaning of road verges
- Construction projects of municipality
- Street venders

SOCIO-ECONOMIC PROFILE

	**Population= 2885 (Census 2011)** **= 2725 (Voters Roll 2016)** **= 3656 (Voters Roll 2021)**
	**Households** = 1288 (Census 2011) 45.3% Households fully owned and paid up Average Annual Household Income = R57 300 (More than Double the Provincial and District Averages)
	**Access to Services:** Water – 93% Refuse Collection – 94.5% Sanitation (flush toilet) – 98.1%%
	**Employment** = 54.4%% Employed
	**Education** = 67.9% Completed Matric or higher = 85.1% Completed Grade 9 or higher

WARD INFRASTRUCTURE AND ASSETS

Infrastructure Analysis



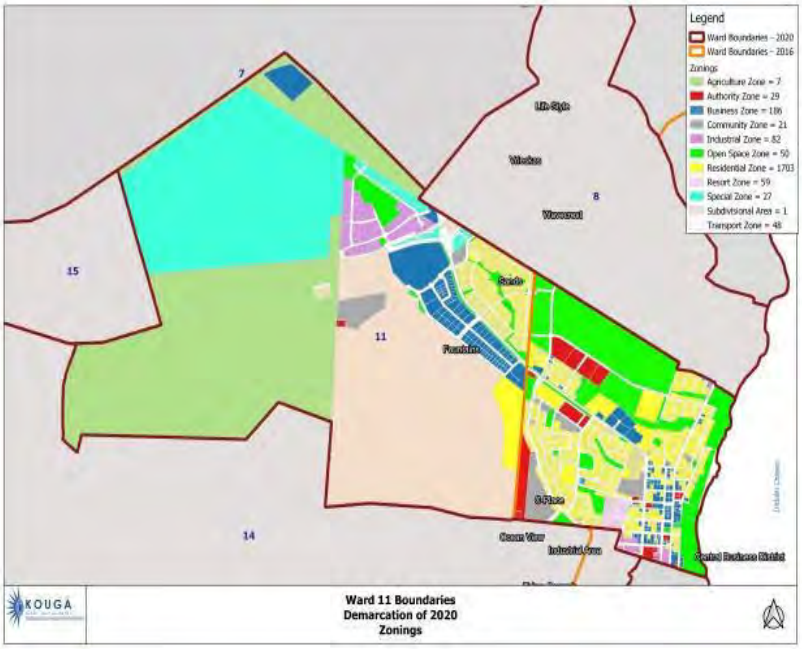
LAND USE AND ZONING

The Kouga Municipal Spatial Development Framework (SDF) is more than the spatial representation of the sector plans of the IDP, it sets out the spatial strategy within which the 2022/2027 IDP operates. The key spatial plan of the SDF and the spatial perspective as well as the short term (5 year) spatial priorities are to be incorporated in the IDP as the SDF sector plan.

The SDF therefore has a longer-term focus to ensure the future growth and development does not result in unsustainable low density settlement sprawl and the destruction of the ecosystem and agricultural resources on which the ward's economy depends. The unsustainable and destructive development will also prevent equitable access to resources and will perpetuate the spatial divisions of past. The SDF aims to create the building block toward:

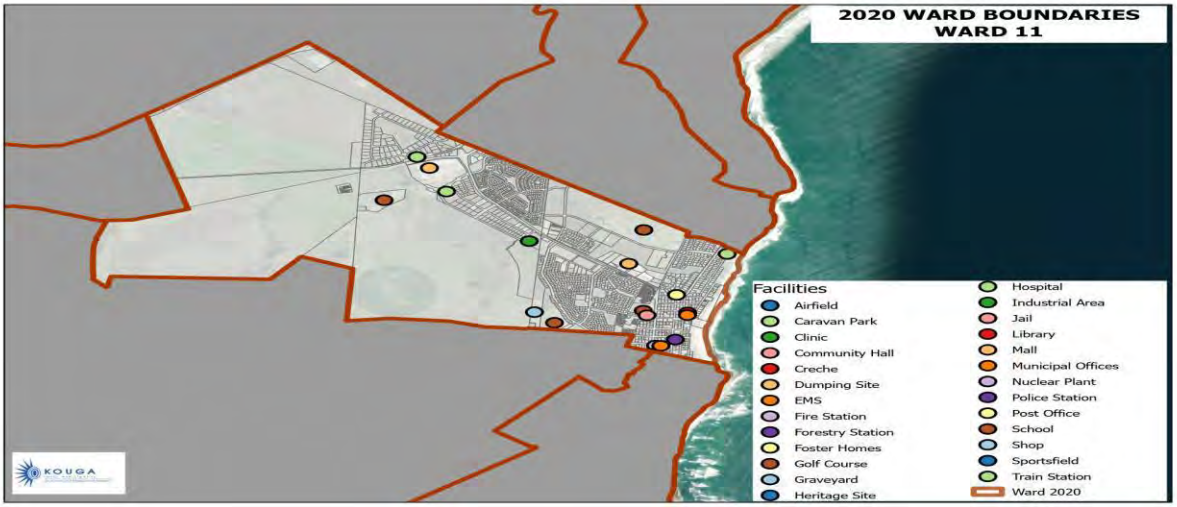
- A spatial vision for the future of the municipal.
- Implementation plans together with the necessary public sector resources to deliver them.
- A framework for private investment.

Zoning
& LandUse



MUNICIPAL FACILITIES IN THE WARD

Municipal Facilities means facilities owned, leased, rented, allocated, programmed, operated, or managed by the Municipality, intended for public or Municipal Staff use. This includes, but is not limited to, parks and trails, recreation facilities, staff offices and workspaces, meeting rooms, community meeting spaces, Municipal Hall, and spaces where Municipal Services are provided, but does not include facilities or portions thereof that are occupied by any other sector.



Summary of Municipal Assets

Jeffreys Bay WWTW
Jeffreys Bay Electrical Substation
Jeffreys Bay Waterworks
Municipal Stores and Fire station
Billabong

RESOURCE MAPPING

The following resources are in Ward 11:

No	Resource
1.	Fountains Mall
2.	Spur
3.	Steers
4.	Checkers
5.	Food lovers
6.	Built it
7.	Builders Express
8.	Dolphin Beach
9.	Savoy Hotel

WARD PRIORITIES

Ward 11: Top 5 Priorities

Nr	Ward Priority	SFA	Departmental Response to Priorities	Budget Linkage		
				2023/24	2024/25	2025/26
1	Tarring of Dolley Varden Street to be entered into the lists of streets for upgrading and tarring	Keep Kouga Serviced	Nerita, Angelwings and Omdraai to be resealed. Dolley Varden Street on the list for phase 2 subjected to budget availability.	R10m	R10m	R10m
2.	Link the whole CBD with a broad pedestrian pavement	Keep Kouga Growing	Part of the CBD Precinct plan.			
3.	Sewer oxidation dam at Koraal pumpstation to be re-assessed and fixed to minimise the smelling	Keep Kouga Serviced	To be done under La Mer Pipeline Upgrade - Planning	R208k	R347k	R730k
4.	Upgrading of St Croix Street	Keep Kouga Serviced	Not in current budget			
5.	CCTV Cameras for open spaces	Keep Kouga Safe	CCTV pole with two cameras is being planned for 2023/24. Specific location to be identified.			

Ward 11: Other Important Priorities

Nr	Ward Priority	SFA	Departmental Response to Priorities	Budget Linkage		
				2023/24	2024/25	2025/26
1.	Circle at the Dogwood and Koraal Street inter-section	Keep Kouga Safe	Feasibility study done by traffic. Next step to get roads transferred.			
2.	General flow and future demand of sewer in Jeffreys Bay	Keep Kouga Serviced	La Mer Pipeline Upgrade – Implementation phase from July 2023.	R208k	R347k	R730k

Nr	Ward Priority	SFA	Departmental Response to Priorities	Budget Linkage		
				2023/24	2024/25	2025/26
3.	Urgent upgrading of Koraal and La Mer sewer pumpstation	Keep Kouga Serviced	Item submitted to Council to register O&M on MIG			
4.	Playpark for main beach	Keep Kouga Serviced	Completed: Playpark was installed in December 2022.			
5.	Widening of Da Gama, Woltemade and St Francis Street	Keep Kouga Growing	Da Gama is high on the priority list. Waiting feedback from Roads and Transport Dept.			
6.	Pavement of St Francis Street	Keep Kouga Serviced	No budget. KLM needs to partner with the private sector / NGOs. Area to be identified.			
7.	Prioritization of functioning and annual allocation of grant-in-aid to Kouga Sports Council	Keep Kouga Caring	The SPU section is in the process to arrange for a special meeting between DSRAC and Sports Council. In Progress.			
8.	Pedestrian traffic lights at Da Gama and Woltemade	Keep Kouga Safe	Completed.			
9.	Ski-boat clubhouse and slipway	Keep Kouga Growing	Investigation was done in and completed 2022. Need to look at other alternatives 2023/24.			
10.	More attractive shops	Keep Kouga Growing	Implementation of the recommendations in the Precinct plan. Also, a responsibility of the private sector.			
11.	Give street air with the right indigenous trees and other plants who don't attract the birds or make damage to the pavement	Keep Kouga Clean	Tree Management Policy to be developed by 2023/24			
12.	Redirect traffic to Neptunes terrace	Keep Kouga Safe	Traffic assessment report by end 2023/24 Be more specific.			

WARD BASED PLAN: WARD 12

WARD PROFILE

Ward 12 is situated in St Francis Bay and extends to Cape St Francis and includes the Paradise Beach areas. It is generally characterized by the unique sense of an exclusive paradise as well as suburban bliss seaside retreat. The seaside village not only boasts glorious beaches, excellent water sports and a leisurely lifestyle, but also has safe, secluded homes, making it a uniquely styled town.

Ward Governance: Ward Committee

Councillor. L Mareé			
Surname	**NAME**	**PORTFOLIO**	**WARD**
Burger	Keven	Sports	Ward 12
Fox	Lois	Health & Welfare	Ward 12
Truter	David	Community Safety and Security	Ward 12
Van der Westhuizen	Hantie	Tourism & Culture	Ward 12
Gotte	Alex	Environmental	Ward 12
Shaw	Dane	Ratepayers & civil association	Ward 12
Aitken	Lynette	Youth, women, elderly & people livening with disabilities	Ward 12

SOCIO-ECONOMIC PROFILE

	**Population** = 3241 (Census 2011) = 3075 (Voters Roll 2016) = 3744 (Voters Roll 2021)
	**Households** = 1410 (Census 2011) 60.6% Households fully owned and paid up. Average Annual Household Income = R57 300 (More than Double the Provincial and District Averages)
	**Access to Services:** Water – 90.2% Refuse Collection – 80.2% Sanitation (flush toilet) – 84.9%
	**Employment** = 53.3% Employed
	**Education** = 81.7% Completed Matric or higher = 64.1% Completed Grade 9 or higher

WARD INFRASTRUCTURE AND ASSETS

The Constitution directs that the municipalities must manage, budget and plan processes that would give priority to the basic needs of the community and promote social and economic development of the community. Infrastructure development is the component if basic needs of the community and therefore infrastructure development may include upgrade, maintenance, refurbishment, funding mechanisms and revenue generation for such infrastructure.

Zoning
& LandUse



FACILITIES IN THE WARD

Municipal facilities mean facilities owned, leased, rented, allocated, programmed, operated or managed by the Municipality intended for Public or Municipal staff use. This includes, but is not limited to parks and trails, recreation facilities, staff offices and workspaces, meeting rooms, community meeting spaces, Municipal Hall and spaces where the Municipal Services are provided but does not include facilities or proportions thereof that are occupied by any other sector.



RESOURCE MAPPING

Within a ward, there can be a wide variety of resources, including natural assets, infrastructure and NGOs and businesses (small /big). Resource mapping exercise was then conducted in order to identify potential collaborations and funding.

No.	Description	Ownership
1.	Ocean	Natural Asset
2.	Seekoei nature reserve	Natural Asset
3.	Churches	Private churches
4.	Caravan Park	Kouga municipality
5.	Lagoon	Natural Asset
6.	NPO's and NPO's	Private
7.	Marina canals	Marina Martinique
8.	Sport field	Kouga municipality
9.	Aston Bay jetty	Marina Martinique
10.	Franchise	Private
11.	Clinic	Dept. of Health
12.	Community Hall	Kouga municipality
13.	School	Dept. of Education

WARD BASED NEEDS

Ward 12: Top 5 Priorities

Ward 12 Ward Councillor: Lorraine Maree						
Nr.	Ward Priority	SFA	Departmental Response to Priorities	Budget Linkage		
				2023/24	2024/25	2025/26
1.	Water security	Keep Kouga Serviced	The municipality is trying its upmost to ensure that the provision of potable water is secured			
2.	Fixing of Roads	Keep Kouga Safe	Replacement of ageing road infrastructure and fixing of potholes	CAPEX	CAPEX	CAPEX
3.	Seekoei Estuary and Causeway	Keep Kouga Growing	Seekoei Estuary management and maintenance plans to be reviewed by 2023/24.			
4.	Resealing of Johan Muller, Protea (Paradise Beach) Derek (Paradise Beach) & Grand Camore (SFB).	Keep Kouga Smart	St Francis Drive, Da Gama Road and Triton Street already done.	R10m	R10m	R10m
5.	Leaking reservoir in Paradise Beach (on-going project)	Keep Kouga Growing	Repair Water tower with WSIG funding			

Ward 12: Other Important Priorities

Ward 12 Ward Councillor: Lorraine Maree						
Nr.	Ward Priority	SFA	Departmental Response to Priorities	Budget Linkage		
				2023/24	2024/25	2025/26
1.	Rock revetment, spit and dune management	Keep Kouga Growing	Dune management plans been finalised, Rock revetment, impact on climate change repairs and maintenance plan to be reviewed by 2023/24.	No budget required		
2.	Law enforcement to curb stray animals, by-laws and crime	Keep Kouga Safe	SFB and surrounds serviced by Humansdorp holding pen and private pound in Loerie.	No budget required		
3.	Waterborne sewer system	Keep Kouga Growing	Install sewer reticulation for 64 erven – planning stage and budget to be confirmed.			
4.	Wastewater pump upgrading (on-going project)	Keep Kouga Serviced	A study has been done and the technical aspects are in process to be addressed. Regular maintenance is however on-going			
5.	Replacement of all old asbestos water pipelines (on-going project)	Keep Kouga Safe	Planning Stage Underway – budget to be finalized			
6.	Maintenance of V-Drains in Lyme Road south and north, Terragona Johan Muller Boulevard and Protea.	Keep Kouga Smart	Maintenance of V-drains are ongoing and will be monitored regularly			
7.	Installation of fire hydrants at braai areas in Paradise Beach	Keep Kouga Smart	Project completed.			
8.	Illegal shacks in Sea Vista	Keep Kouga Safe	Informal settlements are being monitored and illegal are demolished	No budget required		
9.	Cycle lanes	Keep Kouga Safe	Location where lanes are needed should be identified.			
10.	Upgrading of water pipeline in Canal Road	Keep Kouga Serviced	Planning Stage Underway – budget to be finalized			
11.	Faster reaction time from municipality on reported complaints	Keep Kouga Safe	The municipality will be trying to react more speedily to complaints that has been reported.			

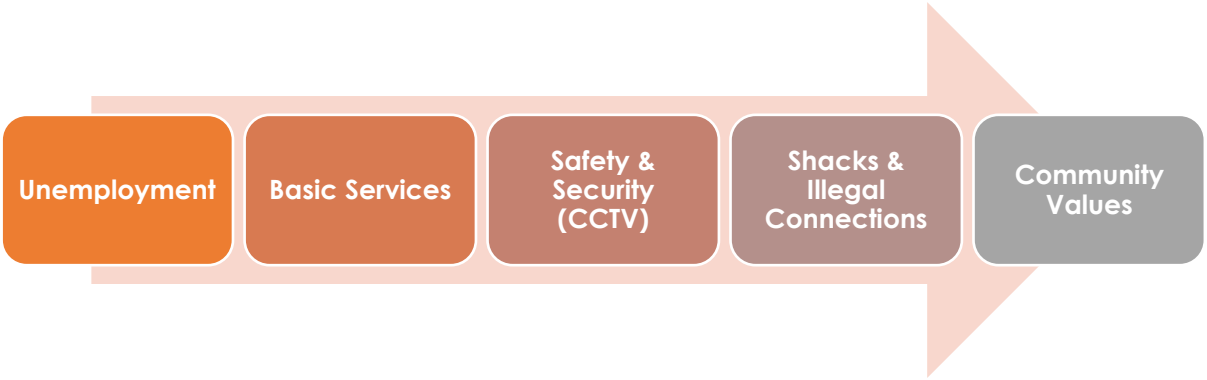
Ward 12 Ward Councillor: Lorraine Maree						
Nr.	Ward Priority	SFA	Departmental Response to Priorities	Budget Linkage		
				2023/24	2024/25	2025/26
12.	Dune Road Project (on-going project)	Keep Kouga Growing	Project has been stopped.	No budget required		
13.	Upgrading of Canal bridges (on-going project)	Keep Kouga Safe	The condition of the bridge is monitored regularly, and any defects are attended too.			
14.	Prioritization of the Future use of Erf 554	Keep Kouga Growing	EIA appointed to conduct a full EIA study			
15.	Enforcement of plot clearing policy	Keep Kouga Growing	New by law to be aligned with policy for enforcement and developed by 2023/24			
16.	Fire breaks and bush clearing	Keep Kouga Safe	Project done			
17.	Upgrading and maintenance of storm water drainage	Keep Kouga Serviced	The critical storm water areas subjected to storm water challenges has been identified and is in process to be investigated			
18.	4-Day turnaround of sewerage trucks for septic tank services	Keep Kouga Growing	This is on-going and the municipality is indeed trying to improve on the time of re-action to deal with tank services			
19.	Maintenance of beach facilities (on-going project)	Keep Kouga Serviced	Ongoing R&M Plan and Budget	Opex		
20.	Illegal signage	Keep Kouga Serviced	Law-enforcement will investigate the placement of all illegal signage in all towns of the municipality			
21.	Upgrading of road to boat launching site at Kromme River Bridge (on-going project)	Keep Kouga Serviced	The upgrading of the road has been re-prioitised and the road maintenance section will attend to the works that requires attention, since the project is on-going			
22.	Street names and signage	Keep Kouga Growing	Areas to be identified and expenditure for signage will be determined			

WARD BASED PLAN: WARD 13

WARD 13: VISION

VISION: "Inclusive Constant Development to improve basic services"

The Community of ward 13 identified current challenges that need to be addressed in order to get to the desired state (vision) in the ward. These challenges are:



Governance Structure: Ward Committee

Ward Committee: V Zana		
SURNAME	**NAME**	**PORTFOLIO**
Blouw	Nozuko	Business & Local Economic Development
Grootboom	Nelisa	Youth, Sports & Culture
Maseti	Vamazwi	Health & Welfare
Kota	Nokonwaba	Women, Children, Elderly & People living with Disability
Gxotiwe	Joyse	Tourism, Infrastructure & Development
Elefu	Noxolo	Community Safety & Security
Mbeki	Nomfundo	Education & Skills Development
Carelse	Cliff	Agriculture & Farmworkers
Mantla	Sipho	Infrastructure & Rural Development
Mbele	Ntsikelelo	Religious CBOs & NGOs

6.3.1.4 SWOT ANALYSIS

As part of SWOT analysis, the ward committee members listed the following Strengths, Weaknesses, Opportunities and Threats:

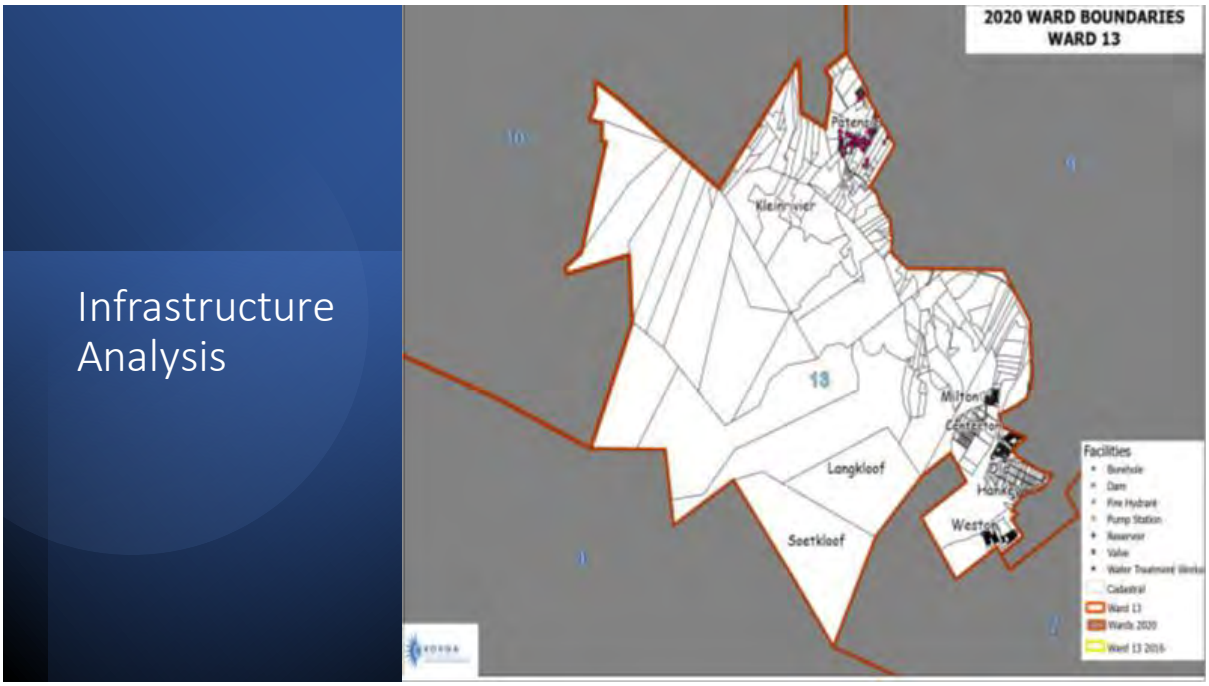
Strengths	**Weaknesses**
• Fencing of Municipal Infrustructure • Job Opportunities & Tourism (Surrounded by farms) • Graveyard that are operating	• Sewer not functioning- Overflow of dams • Seasonal Employment • Seasonal Employement • Lack of numbering& registry book • Lack of fencing / no caretaker
Opportunities	**Threats**
• Fencing of infrustructure with new technology • Job opportunities as more than 80% working there. • Employ a caretaker • Maintenance & Cleaning of cemetries	• Vandalising of Infrustructure Health and safety risk • Safety of transportation / overloading • Drought • Vandalism of graveyard

SOCIO-ECONOMIC PROFILE

	**Population** = 12740 (Census 2011) = 4451 (Voters Roll 2016) = 4196 (Voters Roll 2021)
	**Households** = 3198 (Census 2011) 45.4% households fully owned and paid up. Average Annual Household Income = R14 600 (More than Double the Provincial and District Averages)
	**Access to Services:** Water – 72.6% Refuse Collection – 63.8.% Sanitation (flush toilet) – 63.8%
	**Employment** = 44.7% Employed
	**Education** = 16.9% Completed Matric or higher = 64.1% Completed Grade 9 or higher

WARD INFRASTRUCTURE AND ASSETS

The Constitution directs that the municipalities must manage, budget and plan processes that would give priority to the basic needs of the community and promote social and economic development of the community. Infrastructure development is the component if basic needs of the community and therefore infrastructure development may include upgrade, maintenance, refurbishment, funding mechanisms and revenue generation for such infrastructure.



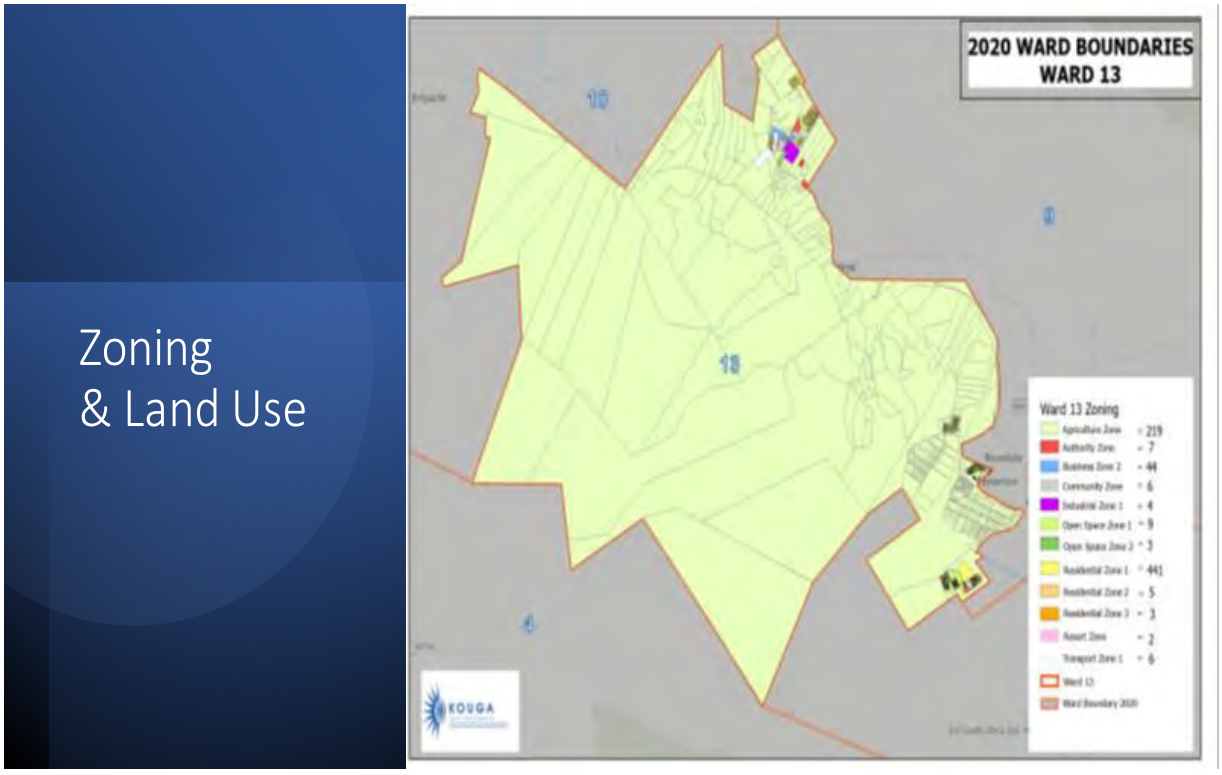
LAND USE AND ZONING

The Kouga Municipal Spatial Development Framework (SDF) is more than the spatial the representation of the sector plans of the IDP, it sets out the spatial strategy within which the 2022/2027 IDP operates. The key spatial plan of the SDF and the spatial perspective as well as the short term (5year) spatial priorities are to be incorporated in the IDP as the SDF sector plan.

The SDF therefore has a longer-term focus to ensure the future growth and development does not result in unsustainable low density settlement sprawl and the destruction of the ecosystem and agricultural resource on which the ward's economy depends on. The unsustainable and destructive development will also prevent equitable access to resource and will perpetuate the spatial divisions of the past.

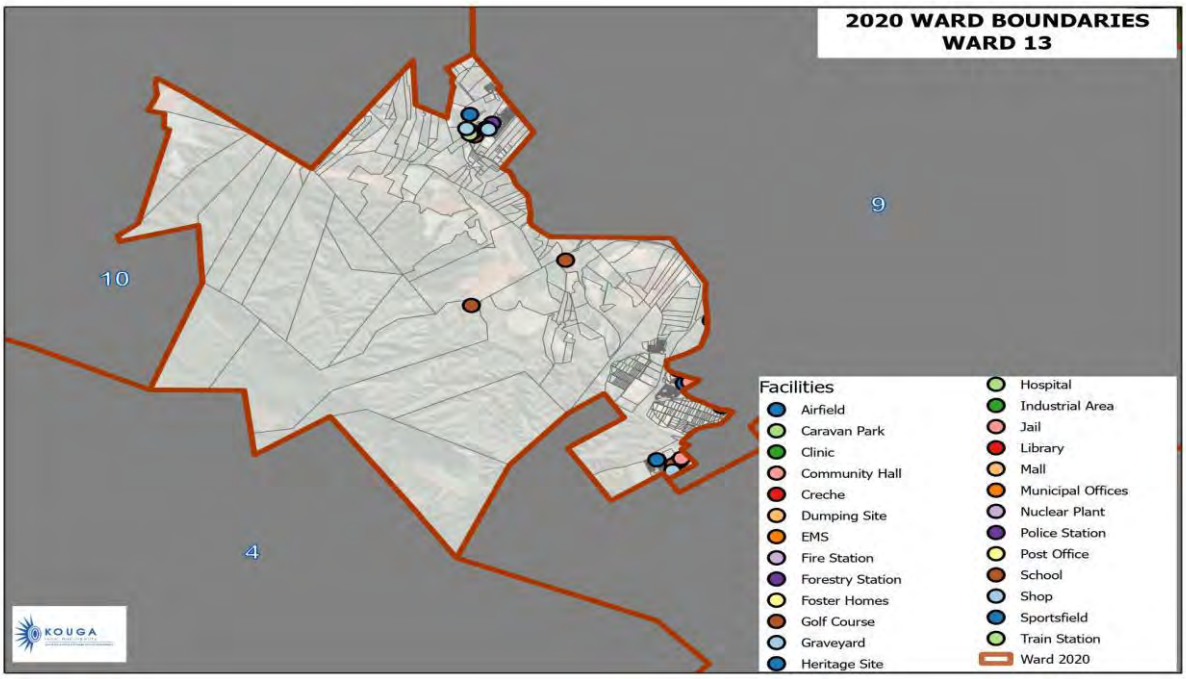
The SDF aims to create the building block towards:

- A spatial vision for the future of the municipal
- Implementation plans together with the necessary public sector resources to deliver them
- A framework for private investments



FACILITIES IN THE WARD

Municipal facilities mean facilities owned, leased, rented, allocated, programmed, operated or managed by the Municipality intended for Public or Municipal staff use. This includes, but is not limited to parks and trails, recreation facilities, staff offices and workspaces, meeting rooms, community meeting spaces, Municipal Hall and spaces where the Municipal Services are provided but does not include facilities or proportions thereof that are occupied by any other sector.



RESOURCE MAPPING

Within a ward, there can be a wide variety of resources, including natural assets, infrastructure and NGOs and businesses (small /big). A resource mapping exercise was then conducted in order to identify potential collaborations and funding.

No.	Description
1	Patensie / Hanley Citrus
2.	Commercial Farmers
3	Gamtoos Irrigation Board
4	Churches
5	Imbewu Yamadoda (NPO)
6	Windfarm
7	School
8	Masithethe MF2 (NPO)
9	Liphupha (NPO)
10	Simanyene Weston Farming
11	Quary
12	Thank you, Victim Centre,
13	Lubabalo (NPO)

WARD BASED NEEDS

Ward 13: Top 5 Priorities

Ward 13 Ward Councillor: Vuyani Zana						
Nr	Ward Priority	SFA	Departmental Response to Priorities	Budget Linkage		
				2023/24	2024/25	2025/26
1.	Sewerage (Weston)	Keep Kouga Serviced	Upgrade Weston WWTW and reticulation – planning stage MIG	R430k	R565k	
2.	Streetlights (1 x High mast Light for Weston and 1 for Vergenoeg)	Keep Kouga Serviced	Eskom supplies electricity for Weston and the entire Ward 13. To log enquiries on behalf of the community the Municipality needs to be provided with the street names and dark spots where streetlights are required and non-working lights to be fixed. (Weston – Matodlana Street and Thangana Street in Vergenoeg).			
3.	Eradication of mud houses	Keep Kouga Serviced	Funding application for the demolishing of mud houses and rebuild of new houses was submitted to ECDHS. Vandalized WWTW must be rectified before approval of project.			
4.	Sport fields	Keep Kouga Caring	Weston Sport field was upgraded through MIG. The Directorate will investigate on the overall condition of the facility with recommendations on how it can be refurbished.			
5.	Stormwater drainage system (Madlwabinga Street)	Keep Kouga Serviced	Grading programme of the roads will re-address the storm water hot spots in townships. Maintenance thereof will be on-going.			

Ward 13: Other Important Priorities

Ward 13 Ward Councillor: Vuyani Zana						
Nr	Ward Priority	SFA	Departmental Response to Priorities	Budget Linkage		
				2023/24	2024/25	2025/26
1.	Day Hospital	Keep Kouga Serviced	In the process to investigate if there is suitable land. This should be completed before June 2023. The vacant space at the Old Police Barracks and the Masakhane Clinic can be utilize for a Day Hospital to cater for the GV.			
2.	Land cemeteries (Identify new land)	Keep Kouga Growing	Municipal land identified that is available, Erf 1453HD, KwaNomzamo, Erf 1, Humansdorp and Erf 1626 Hankey/Weston. To apply for EIA 2023/24.			
3.	Paving/Tar (Thangana Str.)	Keep Kouga Safe	Main street to be resealed	R10m	R10m	R10m
4.	Indoor Sport Centre (Centerton)	Keep Kouga Caring	In the process to investigate if there is suitable land. This should be completed before June 2023. It is however important to note that there is sufficient vacant space at the Vusumzi Landu Hall for extension/conversion into a MPC Centre.			
5.	Soetkloof Farm (land for commonage & agriculture)	Keep Kouga Serviced	The land belongs to the municipality. The Land and Property Section of the Directorate of Planning and Development are busy with a feasibility study on how this farm can be utilised			

Ward 13 Ward Councillor: Vuyani Zana						
Nr	Ward Priority	SFA	Departmental Response to Priorities	Budget Linkage		
				2023/24	2024/25	2025/26
			optimally to the benefit the farmers. The outcome thereof will be dealt with by Council.			
6.	Upgrading of RDP houses (Bad workmanship)	Keep Kouga Services	New Priority			
7.	Ambulance Depot	Keep Kouga Growing	In the process to investigate if there is suitable land. This should be completed before June 2023.			
8.	Internet for Libraries	Keep Kouga Safe	Internet requirements identified and will be implemented by 2023/24			
9.	Church Sites	Keep Kouga Growing	There are currently no vacant church sites available in Weston. All the church sites are occupied.			
10.	TVET College	Keep Kouga Serviced	In the process to investigate if there is suitable land. This should be completed before June 2023.			

WARD BASED PLAN: WARD 14

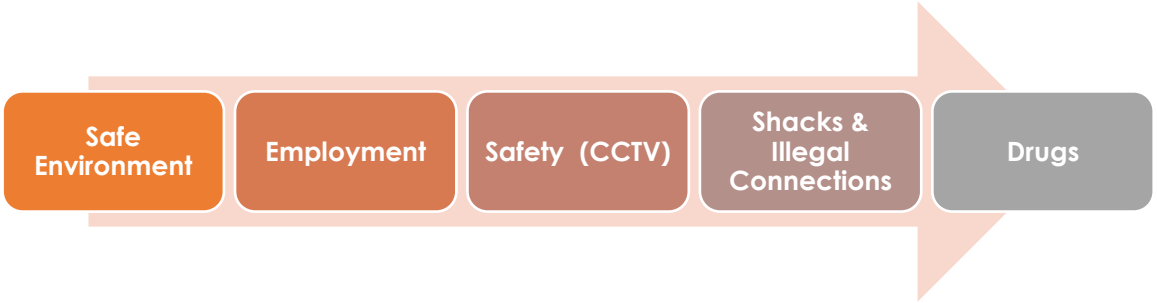
WARD 14: PROFILE

Ward 14 is located in Jeffreys Bay south side of Kouga Local Municipality. It consists of Tokyo Sexwale and Ocean View. The extent of the Ward is 41.6 square kilometres with a population of 11 182.

WARD 14: VISION

VISION: "Working towards a Social & Safe Economically conducive environment & society"

The Community of ward 14 identified current challenges that need to be addressed in order to get to the desired state (vision) in the ward. These challenges are:



SWOT ANALYSIS

As part of SWOT analysis, the ward committee members listed the following Strengths, Weaknesses, opportunities, and threats:

Strengths	Weakness
• 1st Phase of RDP Construction • Social & Flip Construction • CCTV • Youth	• Bucket System • Illegal Dumping Site • Poor Roads • No Community Hall • Rehab Centre • High Unemployment • Social Amenities e.g art expression
Opportunities	**Threats**
• Bucket System • Zone/ Convert illegal dumping site to church land • Paving of gravel roads • Multi-purpose centre • Partner with Dept of Social Development for Rehab Centre • Skills Development NYDA	• MOB Justice • Roaming of stray animals • Health Hazard • Uncontrollable informal Settlement • Youth Gangsterism • Drug Abuse

In response to SWOT analysis, an action plan has been developed recommending projects and strategies over the next 5 years.

Governance Structure: Ward Committee

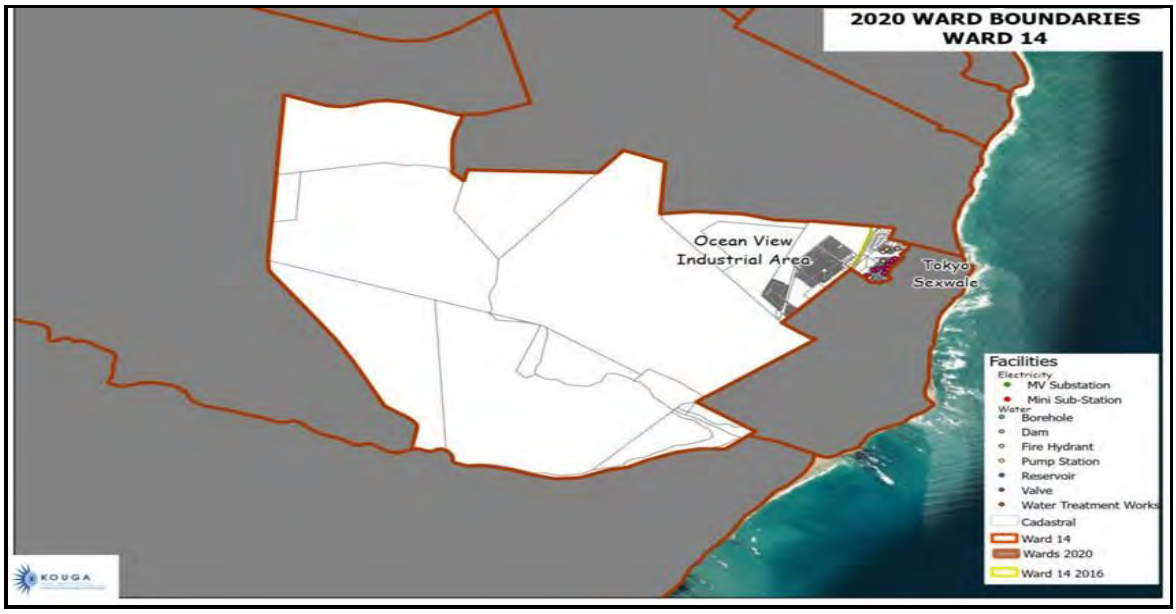
Ward Councillor: M Yali		
SURNAME	**NAME**	**PORTFOLIO**
NYATHI	Mziyanda	**Sports, Arts & Culture**
JONAS	Sivuyile	**Agriculture & Farmworkers**
SHABANE	Thulani	**Religious**
TAKANE	Bongani	**Education**
KAPO	Mazwi	**Environmental**
MPANGELE	Nomantombi	**Youth & Women**
HAMMOND	Katie	**Elderly & Living with Disability**
TSHUKU	Nomvuzo	**Health & Safety**
MOOI	Makhaya	**Community Safety & Security**
SILANGWE	Sipho	**Business & Informal Traders**

SOCIO-ECONOMIC PROFILE

	POPULATION = 11182 (Census 2011) = 5344 (Voters Roll 2016) = 4895 (Voters Roll 2021)
	Households = 4177 (Census 2011) 40.3% Households fully owned and paid up Average Annual Household Income = R14 600 (More than Double the Provincial and District Averages)
	Access to Services: Water – 98.4% Refuse Collection – 91.6% Sanitation (flush toilet) – 68.7%
	Employment = 49.8 % Employed
	Education = 30.9% Completed Matric or higher = 68.9% Completed Grade 9 or higher

WARD INFRASTRUCTURE AND ASSETS

The Constitution directs that the municipalities must manage, budget and plan processes that would give priority to the basic needs of the community and promote social and economic development of the community. Infrastructure development is the component if basic needs of the community and therefore infrastructure development may include upgrade, maintenance, refurbishment, funding mechanisms and revenue generation for such infrastructure. Ward 14 is currently equipped with adequate infrastructure to support any form of development



LAND USE AND ZONING

The Kouga Municipal Spatial Development Framework (SDF) is more than the spatial the representation of the sector plans of the IDP, it sets out the spatial strategy within which the 2022/2027 IDP operates. The key spatial plan of the SDF and the spatial perspective as well as the short term (5year) spatial priorities are to be incorporated in the IDP as the SDF sector plan.

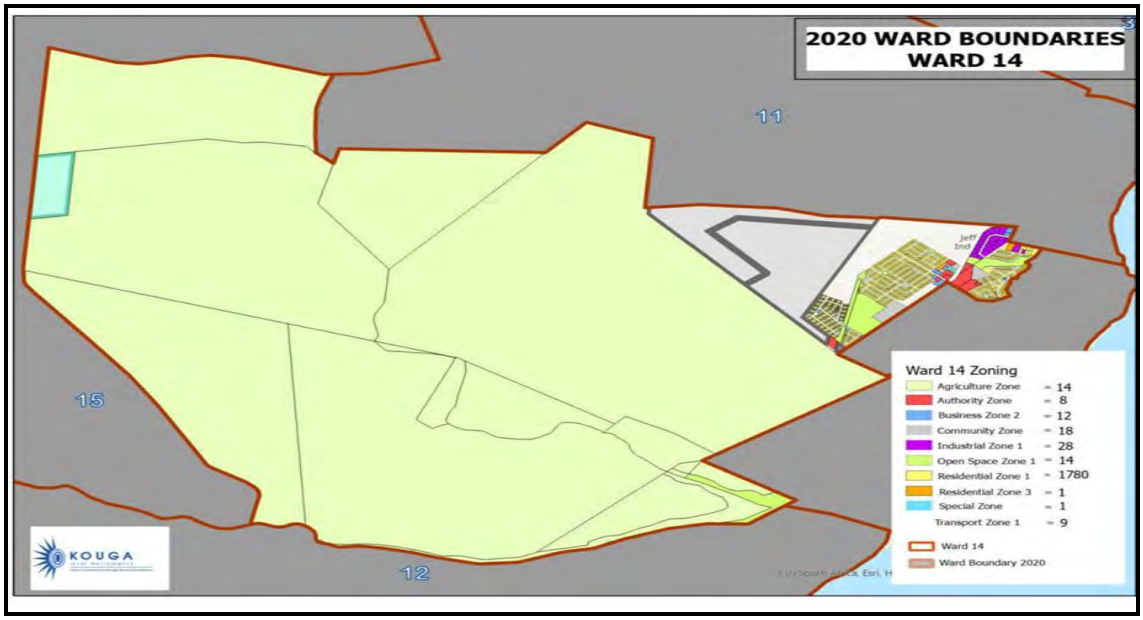
The SDF therefore has a longer-term focus to ensure the future growth and development does not result in unsustainable low density settlement sprawl and the destruction of the ecosystem and agricultural resource on which the ward's economy depends on. The unsustainable and destructive development will also prevent equitable access to resource and will perpetuate the spatial divisions of the past.

The SDF aims to create the building block towards:

- A spatial vision for the future of the municipal
- Implementation plans together with the necessary public sector resources to deliver them
- A framework for private investments

FACILITIES IN THE WARD

Municipal facilities mean facilities owned, leased, rented, allocated, programmed, operated or managed by the Municipality intended for Public or Municipal staff use. This includes, but is not limited to parks and trails, recreation facilities, staff offices and workspaces, meeting rooms, community meeting spaces, Municipal Hall and spaces where the Municipal Services are provided but does not include facilities or proportions thereof that are occupied by any other sector.



RESOURCE MAPPING

Within a ward, there can be a wide variety of resources, including natural assets, infrastructure and NGOs and businesses (small /big). A resource mapping exercise was then conducted in order to identify potential collaborations and funding.

A resource mapping exercise was then conducted in order to identify potential collaborations and funding.

No.	Description
1.	Masikhathalaneni
2.	One Village
3.	Kouga Arch Carriers Ministries Fraternal

WARD 14: PRIORITIES

Ward 14: Top 5 Priorities

Ward 14 Ward Councillor: Mzwandile Yali						
Nr	Ward Priority	SFA	Departmental Response to Priorities	Budget Linkage		
				2023/24	2024/25	2025/26
1.	Land for Ocean View Clinic	Keep Kouga Growing	A portion of Erf 8783 has been identified for a new clinic to serve Ward 14 Erf 8783 is central to all in Ocean View and a portion thereof can be made available for a library.			
2.	New Housing Project	Keep Kouga Growing	Funding approval is for 668 top structures. Phase 1 of 200 is in progress. PSP is appointed for the remaining 468 top structures.	R28 594, 000.00		
3.	Converting illegal dumping areas into church sites	Keep Kouga Serviced	The leading department is aware of where the dumping sites are. They, in consultation with Land and Property of PDT conducted an on-stie verification exercise on all vacant and occupied municipal erven. An item will be presented to the Portfolio, Mayoral and Council for consideration.			
4.	Paving & Tarring of Roads	Keep Kouga Serviced	Griffiths Mxenge; Cyril Ramaphosa, Zwelinzima Vavi; Solomon Mahlangu; Sparrow Mkhonto; Blade Nzimande; Dulcie September; Vali Moosa; Beyers Naude & Jeff Radebe	R3.3m	R13.4m	R23.6
5.	Electrification of backyard dwellers	Keep Kouga Serviced	The Department of Energy (DMRE) indicated that they are looking at funding these projects, this means upgrading of existing networks to prevent a collapse of the network due to overloading. Final approval has not been granted for this upgrade to facilitate these developments.			

Ward 14: Other Important Priorities

Ward 14 Ward Councillor: Mzwandile Yali						
Nr	Ward Priority	SFA	Departmental Response to Priorities	Budget Linkage		
				2023/24	2024/25	2025/26
1.	Multi-Purpose Centre	Keep Kouga Growing	In the process to investigate if there is suitable land. This should be completed before June 2023.			

Ward 14 Ward Councillor: Mzwandile Yali						
Nr	Ward Priority	SFA	Departmental Response to Priorities	Budget Linkage		
				2023/24	2024/25	2025/26
2.	Land for Ocean View Library	Keep Kouga Growing	Erf 8783 is central to all in Ocean View and a portion thereof can be made available for a library. Such need will be discussed at next IGR meeting with DSRAC			
3.	Electrification of Informal Area (Ocean View)	Keep Kouga Serviced	The Infrastructure Network Electrification Program (INEP) has granted approval for bulk upgrading and internal reticulation for Ocean over the next 3 years at a t total cost of R25.1M	4M	11.4M	9.5M
4.	Eradication of Bucket System	Keep Kouga Serviced	VIP toilets installed. Interim water and sanitation services to be installed at No R10 and Oceanview under HDA project.			
5.	Investigate transit camps	Keep Kouga Growing	Engagements with ECDHS to use a portion of the 80ha as a TRA for No. R10 and de-densification of Ebumnyameni is ongoing.			

WARD BASED PLAN: WARD 15

WARD PROFILE

Humansdorp is situated in the Eastern Cape province of South Africa and has grown from a small service centre for the flourishing farming area in 1849, to a busy town with every kind of business. Humansdorp is the entrance town to the Kromme River estuary and the resorts of St Francis Bay and Cape St Francis. It is the first economic centre on the route between Port Elizabeth and Cape Town.

Humansdorp lies at the foot of the Kouga Mountains, and it is here that the well-known Garden Route starts. It is 87 km West of Port Elizabeth, 3 km off the N2 highway, 16 km from Jeffreys Bay, 20 km from St Francis Bay and 26 km from Cape St Francis.

Humansdorp has the facilities of a city, but it maintains the small-town charm. There are hiking trails and forest walks in the vicinity, including the Boskloof Trail, boasting 46 bird species, indigenous trees, Fynbos and small antelope and monkeys.
A collection of farming implements and household items grace the charming Humansdorp Museum.

Ward 15 is located is the centre of Kouga LM. It consists of Panorama, Arcadia, Graslaagte, Humansdorp Central, Westside, Moerasrivier, Boskloof and Upper Golf Course. 53 square kilometres and 126. 9 people per square kilometre.

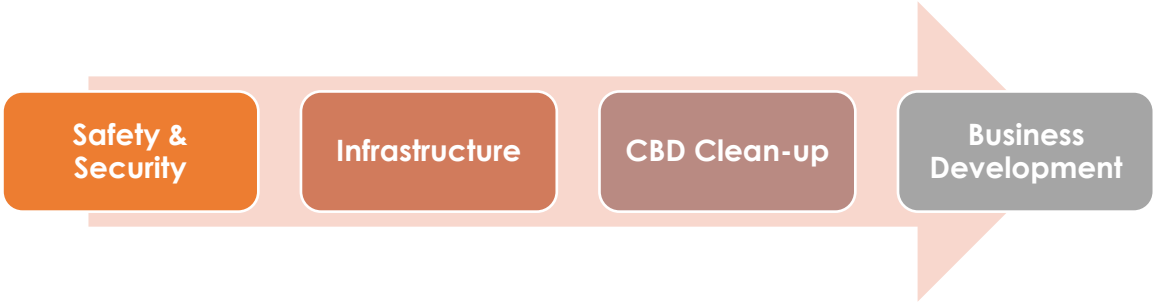
Governance Structure: Ward Committee

Ward Councillor: T Jantjes		
SURNAME	**NAME**	**PORTFOLIO**
Fortuin	Jocelyn	Agriculture & Farm Workers
Bekkies	Mervyn	Education & Religion
Synaar	Freddie	Sports
Mc lean	Susan	Health &Welfare
Madlwabinga	Yvonne	Environmental
Sysaar	Freddie	Sports
Meke	Thanduxolo	Business informal traders & formal trades association
Mafu	Pumeza	Youth & Elders
Lawack	Deon	Community Safety & Security
Groep	Jasmain	Ratepayers & Civic Associations
Kriega	Rewaan	Tourism & Culture

VISION

VISION: ***"A clean and safe ward which is well maintained where people and the economy will thrive"***

The Community of ward 15 identified current challenges that need to be addressed in order to get to the desired state (vision) in the ward. These challenges are:



SWOT ANALYSIS

As part of SWOT analysis, the ward committee members listed the following Strengths, Weaknesses, Opportunities and Threats:

Strengths	**Weakness**
• CBD (Business Hub) • Big Business i.e. Woodlands • NPOs & NGOs • Child welfare • Large youth Population • Old Age Home	• Too many foreign shops • Drugs & gangsterism • Safety & Security • Dirty / Illegal Dumping • Lack of municipal space for playparks • Illegal taverns & Spaza shops
Opportunities	**Threats**
• Partnership with big business • Encourage local ownership of shops / businesses • Enforced municipal by-laws to clamp down the pass-on of permit & licenses • Upgrade of spot fields	• Lack of maintenance • Bad roads in CBD • Poor & outdated infrastructure • Floods

• Development on private plots i.e. Graslaagte • Drugs & gangsterism curb through youth upliftment projects / programs.	

In response to SWOT analysis, an action plan was developed recommending projects and strategies over the next 5 years.

WARD SOCIO-ECONOMIC PROFILE

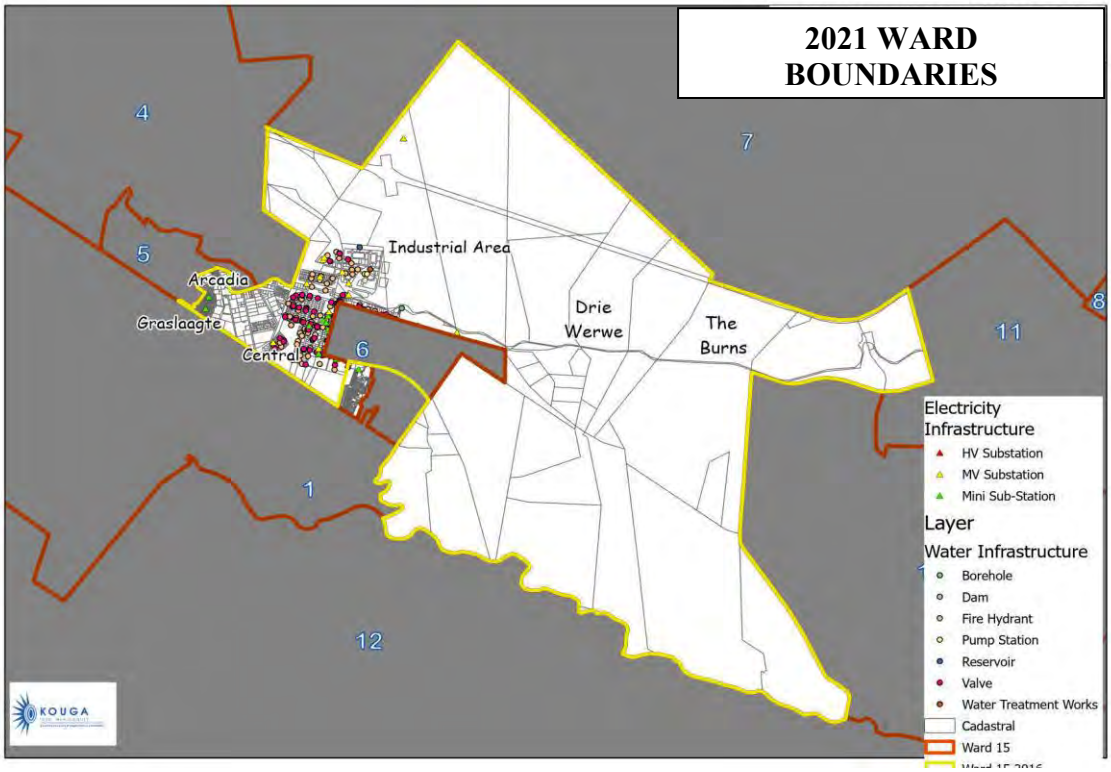
	POPULATION = 6 725 (census 2011) = 4 023 (voters 2016) = 2811 (voters 2021)
	HOUSEHOLDS = 2016 (Census 2011) 50.83% households fully owned and paid up Average Annual Household Income = R57 300 (More than Double the Provincial and District Averages)
	ACCESS TO SERVICES: Water – 92 % Refuse Collection 87.8% Sanitation (Flush toilet) 77,5 %
	EDUCATION: 74.5% Completed matric / higher 90.2% Completed Grade 9 / higher
	EMPLOYMENT: 50.2% Employed

WARD INFRASTRUCTURE AND ASSETS

The Constitution directs that the municipalities must manage, budget and plan processes that would give priority to the basic needs of the community and promote social and economic development of the community. Infrastructure development is the component if basic needs of the community and therefore infrastructure development may include upgrade, maintenance, refurbishment, funding mechanisms and revenue generation for such infrastructure. Ward 2 is currently equipped with adequate infrastructure to support any form of development.
In recently developed informal settlements, the Municipality is determining the degree of the backlog in water delivery, and standpipes are continuously erected in these locations.

Customers in Kouga Municipality are projected to rise as the population expands. However, the growing unemployment rate, supressed disposable income, and increased poverty, as well as the shift toward sustainable, renewable energy sources, are likely to counterbalance some of the growth in energy demand.
Low economic growth prospects, increased electricity costs, the instability of electricity supply and load shedding are stifling economic activity and depressing economic expansion, prompting commercial customers to implement new technologies and renewable energy optional in an effort to reduce their reliance on KLM and ESKOM.

The existing municipal electricity network is a mixture of aged and relatively new infrastructure.



LAND USE AND ZONING

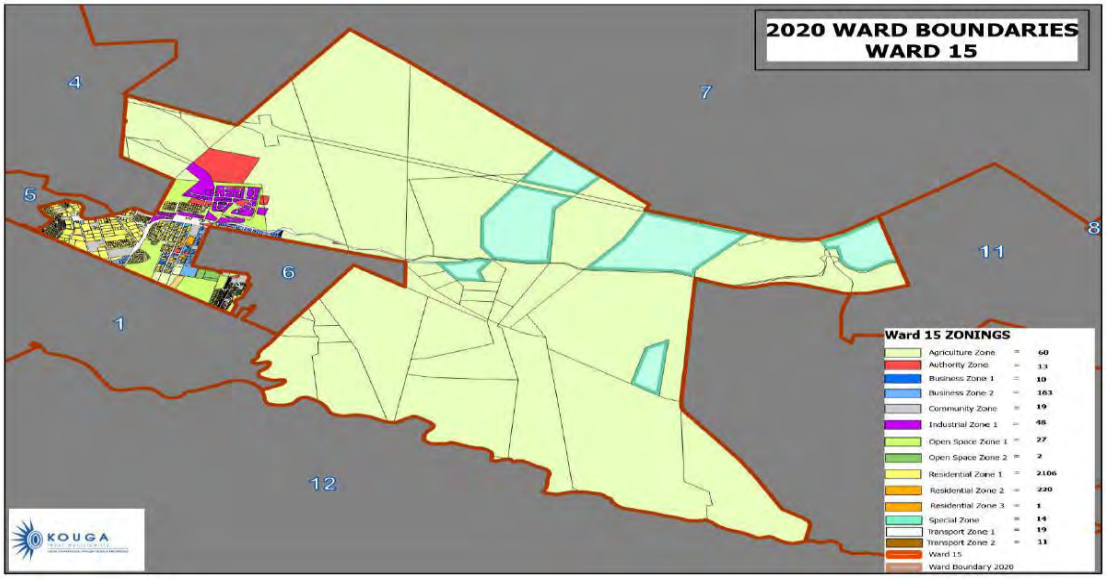
The Kouga Municipal Spatial Development Framework (SDF) is more than the spatial the representation of the sector plans of the IDP, it sets out the spatial strategy within which the 2022/2027 IDP operates. The key spatial plan of the SDF and the spatial perspective as well as the short term (5year) spatial priorities are to be incorporated in the IDP as the SDF sector plan. The SDF covers the whole jurisdictional area of the municipality not only the towns and must strive to answer the following questions.

- How is the SDF going to develop Ward 15 over the next 5 to 10 years?
- What kind of development should take place?
- Where is the best place for development?
- Who will be responsible for what aspect of the development?

The SDF therefore has a longer-term focus to ensure the future growth and development does not result in unsustainable low density settlement sprawl and the destruction of the ecosystem and agricultural resource on which the ward's economy depends on. The unsustainable and destructive development will also prevent equitable access to resource and will perpetuate the spatial divisions of the past.

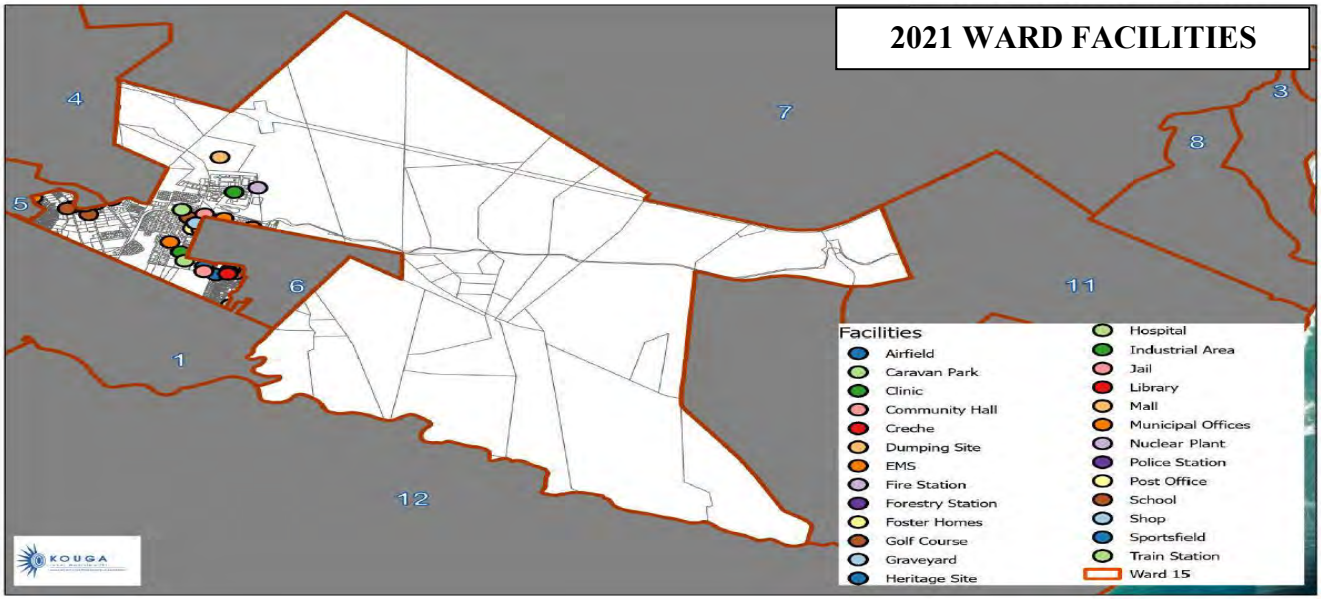
The SDF aims to create the building block towards:

- A spatial vision for the future of the municipal
- Implementation plans together with the necessary public sector resources to deliver them
- A framework for private investments



FACILITIES IN THE WARD

Municipal facilities mean facilities owned, leased, rented, allocated, programmed, operated or managed by the Municipality intended for Public or Municipal staff use. This includes, but is not limited to parks and trails, recreation facilities, staff offices and workspaces, meeting rooms, community meeting spaces, Municipal Hall and spaces where the Municipal Services are provided but does not include facilities or proportions thereof that are occupied by any other sector.



RESOURCE MAPPING

Within a ward, there can be a wide variety of resources, including natural assets, infrastructure and NGOs and businesses (small /big). A resource mapping exercise was then

conducted in order to identify potential collaborations and funding.
A resource mapping exercise was then conducted in order to identify potential collaborations and funding.

No.	Description
1.	Woodland Dairy (Job Creation)
2.	Co-op (Job Creation)
3.	Schools
4.	Religion ()
5.	Kwanomzamo Civic Hall
6.	Kwanomzamo Clinic
7.	Sport Clubs
8.	Post Office
9.	P2 Meyer Hospital
10.	NPOs & NGOs 1. Child Welfare 2. Sakhe Family care 3. Home community-based care 4. Old age home 5. Hospice

WARD BASED NEEDS

Ward 15: Top 5 Priorities

Ward 15 Ward Councillor: Timothy Jantjes						
No	Ward Priority	SFA	Departmental Response to Priorities	Budget Linkage		
				2023/24	2024/25	2025/26
1.	Eradication of bucket system	keep Kouga Serviced	It is part of the Informal Settlements upgrading program.			
2.	Safety – establishing neighbourhood watch, street committees, CCTV Cameras	Keep Kouga Safe	CCTV pole with two cameras is being planned for 2023/24 for each ward. The established of a neighbourhood watch should be encouraged.			
3.	Upgrading of roads	Keep Kouga Serviced	Reseal Humansdorp Main Road. Upgrading ongoing process. Tarring of Gravel Roads in phase 2. Entrance of KwaNomzamo done.	R10m	R10m	R10m
4	Bush clearing	Keep Kouga Clean	Monthly clearing as per operational schedule			
5.	Upgrading, cleaning and	Keep Kouga Caring	MIG Project. To go out on tender. Busy with consultant.			

Ward 15 Ward Councillor: Timothy Jantjes						
No	Ward Priority	SFA	Departmental Response to Priorities	Budget Linkage		
				2023/24	2024/25	2025/26
	maintenance of sport field					

Ward 15: Other Important Priorities

Ward 15 Ward Councillor: Timothy Jantjes						
Nr	Ward Priority	SFA	Departmental Response to Priorities	Budget Linkage		
				2023/24	2024/25	2025/26
1.	Streetlights	Keep Kouga Serviced	identify streets.			
2.	Storm water drainage and flooding of roads and houses during heavy rains	Keep Kouga Serviced	Part of the Roads and stormwater master plan. Assessment plan to be done. Business plan to MIG to address solutions.			
3.	Establish a business forum	Keep Kouga Growing	KLM already has an established LED Forum which convene quarterly for meetings.			
4.	Fixing of potholes	Keep Kouga Serviced	Ongoing maintenance project.			
5.	Local economic development	Keep Kouga Growing	Specify what is needed.			

Appendix 2: Litigation Register

LITIGATION REGISTER: KOUGA MUNICIPALITY												
	DATE OF INSTRUCTION	PLAINTIFF/ APPLICATION	APPLICANT / PLAINTIFF'S ATTORNEYS	DEFENDANT/ RESPONDENT	DEFENDANT/ RESPONDENT ATTORNEYS	COURT AND CASE NUMBER	NATURE OF CLAIM/CAUSE OF ACTION	TYPE OF COURT PROCESS, REFERRAL, SUMMONS OR NOTICE OF MOTION	STATUS OF CASE - ACTIVE, DORMANT, SETTLED	CAPITAL CLAIMED	ESTIMATED LEGAL COSTS	REMARKS
	MATTERS INSTITUTED AGAINST KLM											
1	2018 September	Nelson Mandela Bay Municipality	Liston, Brewis & Co	Kouga Local Municipality	CW Malan Jeffreys Bay Inc.	Port Elizabeth High Court	NMBM instituted action against Kouga Municipality in respect of an alleged claim of approximately R41 000 000 (Forty-One Million Rand) in respect of water consumption under High Court Case No 2986/18	Summons	Mediation is ongoing	41 000 000.00	Uncertain	Matter defended, large portion prescribed, mediation settlement offers: 10463374.20 or 6670539.39
2	2018 October	St Francis Bay (ward 12) Concerned Residents Association	CR Knoesen Attorneys	Kouga Local Municipality	McWilliams & Elliot	3251/18 Port Elizabeth High court	Application against Municipality to set the Kouga SRA aside.	Notice of Motion	Opposed application and court ordered in favour of the Applicant. Notice of intention to appeal the judgement has been filed and awaiting a court date.	Claim does not sound in money	Uncertain	High Court Judgement appealed - ongoing

LITIGATION REGISTER: KOUGA MUNICIPALITY												
	DATE OF INSTRUCTION	PLAINTIFF/ APPLICATION	APPLICANT / PLAINTIFF'S ATTORNEYS	DEFENDANT/ RESPONDENT	DEFENDANT/ RESPONDENT ATTORNEYS	COURT AND CASE NUMBER	NATURE OF CLAIM/CAUSE OF ACTION	TYPE OF COURT PROCESS, REFERRAL, SUMMONS OR NOTICE OF MOTION	STATUS OF CASE - ACTIVE, DORMANT, SETTLED	CAPITAL CLAIMED	ESTIMATED LEGAL COSTS	REMARKS
	MATTERS INSTITUTED AGAINST KLM											
3	2018 December	Peter John France & Gerald Jack Friedman Trustees of The Rental Company Trust	Friedman Schekter	Kouga Local Municipality	Spangenberg Attorneys	3919/18 Port Elizabeth High Court	Claim defended, Plaintiff sought to amend claim, Defendant objected and arguments to be heard on 21 July 2022, Plaintiff filed additional notice to amend -substitution of Plaintiff	Summons	the 14th of May 2021, the matter was set down for trial, but did not proceed. Not set down for trail as at date of this report.	4 000 000.00	Uncertain	Ongoing
4		Minister of Public Works	State Attorney	Kouga Local Municipality	Labuschagne van der Walt Inc	1471/18 Port Elizabeth High Court	Eviction – Farm Ongegunde Vryheid	Court order for Alternative Accommodation Report	Matter is stagnant and being kept in abeyance.	Action does not sound in money	Uncertain	Stale
5		Minister of Public Works	State Attorney	Kouga Local Municipality	Labuschagne van der Walt Inc	687/17 Port Elizabeth High Court	Aston Bay Caravan Park	Court order for Alternative Accommodation Report	Report for alternative accommodation filed, awaiting the final court order herein.	Action does not sound in money	Uncertain	Ongoing
6	2020 January	Tshepega Civil Engineering (Pty) Ltd	Albert Attorneys Inc.	Kouga Local Municipality	Labuschagne van der Walt Inc	High Court PE 279/2020	Claim for monies owed for professional services rendered	Summons	Ongoing - Possible settlement	R1 950 345.96	Uncertain	Ongoing
7	25/03/2021	H Goeda	Carol Geswint Attorneys	Kouga Local Municipality	C W Malan Jeffreys Bay Inc.	Regional Magistrate Court Humansdorp 16/2020C	Damages claim – unlawful and wrongful assault and arrest & detention	Summons	Ongoing, pre-trial proceedings	R250 000 against KLM as first defendant and R250 jointly and severely	Uncertain	Ongoing

LITIGATION REGISTER: KOUGA MUNICIPALITY												
	DATE OF INSTRUCTION	PLAINTIFF/ APPLICATION	APPLICANT / PLAINTIFF'S ATTORNEYS	DEFENDANT/ RESPONDENT	DEFENDANT/ RESPONDENT ATTORNEYS	COURT AND CASE NUMBER	NATURE OF CLAIM/CAUSE OF ACTION	TYPE OF COURT PROCESS, REFERRAL, SUMMONS OR NOTICE OF MOTION	STATUS OF CASE - ACTIVE, DORMANT, SETTLED	CAPITAL CLAIMED	ESTIMATED LEGAL COSTS	REMARKS
	MATTERS INSTITUTED AGAINST KLM											
										against KLM (first defendant) and SAPS (second		
8	19/10/2021	K Gaba & A Jantjies / KLM & Others	Siya Cokile Inc. Attorneys	Kouga Local Municipality	C W Malan Jeffreys Bay Inc.	Magistrates Court Case No. 134/2021	Application by way of Motion (October 2021) was brought against the Municipality for provision of alternative accommodation.	Notice of Motion	Notice of intention to defend issued and filed, matter ongoing	Action does not sound in monetary value	Uncertain	Ongoing
9	11-Aug	Lokotsch Financial Derivative Trading (Pty) Ltd & Siegfield Lokotsch vs Stokehouse Jbay Property & KLM	Minde Schapiro & Smith Attorneys	Kouga Local Municipality	Kuban Chetty Inc.	Port Elizabeth High Court Case No. 2235/2022	Notice of motion application against poperty owner of Erf 300 Cape St Francis- request to cease operating of a camp site	Notice of Motion	Notice of intention to defend issued and filed, matter ongoing	Action does not sound in monetary value	Uncertain	Cost order granted in favour of KLM, Bill to be taxed
10	25-Apr	The State vs KLM & Others	N/A	Kouga Local Municipality	Kuban Chetty Inc.	128/02/2023 Warning Statement	Warning Statement for contravention of certain provisions of the National Environmental Management Act	Warning Statement	Ongoing	Action does not sound in monetary value, subject to legislative fines prescribed	Uncertain	N/A

LITIGATION REGISTER: KOUGA MUNICIPALITY												
	DATE OF INSTRUCTION	PLAINTIFF/ APPLICATION	APPLICANT / PLAINTIFF'S ATTORNEYS	DEFENDANT/ RESPONDENT	DEFENDANT/ RESPONDENT ATTORNEYS	COURT AND CASE NUMBER	NATURE OF CLAIM/CAUSE OF ACTION	TYPE OF COURT PROCESS, REFERRAL, SUMMONS OR NOTICE OF MOTION	STATUS OF CASE - ACTIVE, DORMANT, SETTLED	CAPITAL CLAIMED	ESTIMATED LEGAL COSTS	REMARKS
	MATTERS INSTITUTED AGAINST KLM											
1 1	10-Mar	Killarney Hotel CC & Deli trade CC	Friedman Schekter	Kouga Local Municipality	Labuschagne van der Walt Inc	Port Elizabeth High Court 688/2023	Notice of motion for the review of an MPT decision	Notice of Motion	Withdrew from matter	Action done not sound in monetary value	Uncertain	Notice of intention to defend withdrawn, legal costs implications to be determined

APPENDIX 3: Written Comments from Public

Written comments and inputs received during the window period of Public Notice No.78/2024 of the Draft Integrated Development Plan and Draft Budget of 2024/2025.

Below is a summary of all the inputs and comments received:

No.	Name/Organization	Summary
1.	Seavista Property Owners	Short-term to long-term development proposals for St Francis
2.	J. Maclean	Additions to the existing Ward 12 priorities
3.	Oyster Bay Residents Association	Health and Safety Proposal for Umzamowethu and Oyster Bay in Ward 1
4.	Louis Fouche	Additions to the existing Ward 12 priorities
5.	AfriForum	Highlighting the following issues; Poor conditions of roads, water, sewerage problems, stray animals on the road and cleansing of landfill sites
6.	Shirley Cowling	Objection to one of the Municipal projects, "the installation of water borne sewer reticulation, sewer pumpstation and rising to Wastewater Treatment Works". Request for implementation of two actions of the Municipality's Coastal Plan:- - Restoration of the main beach dunes Repair the erosion of Seal Point Boulevard lawn
7.	Inez Rossouw	
8.	Jean Hugo	Additions to the existing Ward 12 priorities
9.	Paul Sherman	Additions to the existing Ward 12 priorities
10	Karen O Haher	Objection to one of the Municipal projects, "the installation of water borne sewer reticulation, sewer pumpstation and rising to Wastewater Treatment Works".
11.	Christo Vermeulen	Input into the Draft Budget: Proposal on rebates for pensioners.

AT - 101



SEAVISTA PROPERTY OWNERS

Non-Profit Company Registration No: 2023/179085/08
Email: seavistapropertyowners@gmail.com

17 ELF STREET
SEAVISTA
ST FRANCIS
BAY 6312

To:	Kouga Municipality – Sarah Baartman District – Eastern Cape – South Africa
Attn:	The Honourable Mayor, Municipal Manager, Speaker & Ward 1 Councillor
Date:	12 March 2024
Subject:	IDP Budget 2024/2025 – Short Term Objective - Seavista

Good day

Honourable Mayor

We hope we have not missed the opportunity to affect the budget if any for Seavista.

1. Short term (1 year) - **ST**
2. Medium term (3 years) - **MT**
3. Long term (5 years) - **LT**

In the Short term **ST** objectives we highlight three points for immediate consideration

i) Erecting the OPEN AIR GYM – on Erf 2626

ii) Investigate the Legitimacy of the supposed legal taverns. As Council has record of how these Taverns came into existence. We note that the Liquor Board issue these license once certain boxes have been ticked. The Municipality has a bigger responsibility and that is evaluating the social impact of such a community small enough to fit in a tea cup. Yet creating a storm that cannot be managed effectively because there is no opportunity with proper engagement with Legal entities in the community that could provide solutions. As the SVPO we had hoped the Municipality to be more proactive in reaching out to us.

iii) The property at the Water Tanks currently being used as a parking for the Taxi to be considered as site for a Satellite Police Station as well as a Satellite Office for Municipal Law Enforcement



a. Municipal Infrastructure can be policed more effectively. – This also will deter vandalism as an



SEAVISTA PROPERTY OWNERS

17 ELF STREET
SEAVISTA
ST FRANCIS
BAY 6312

Non-Profit Company Registration No: 2023/179085/08
Email: seavistapropertyowners@gmail.com

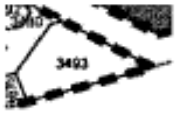
absence of these officials has shown how lawless the youth behaves because of no consequence.

b. SAPS satellite office will stem the crime overflow into the neighbouring areas. No amount of Cameras will deter the criminal element since they have become wiser and are aware of the blind spots. – Holding Cells is a must.
c. Having a Police Station so closely positioned to the R330 could also offer tourist a sense of security.

Honourable Mayor this would be a start to creating a safer environment for the community and could evolve to inclusivity such as giving rise to tourist orientated activities in the Community.

We can also through tourism educate the tourist through either plays conducted on the Streets in demarcated areas in Seavista as to the Indigenous people that roamed the Sand dunes. Also an opportunity to offer cuisine but I digress. The potential is endless.

As item (iii) is identifying and displacing the current Status quo. Erf 3493 holds the potential for an opportunity to place a neat Taxi Rank- Ablution Facilities, Kiosk for the Controller and Space to prepare Traditional Food the latter to be within Health Department Framework. Routes with existing and added routes. –



a) Seavista – Humansdorp

b) Seavista – Cape St Francis

c) Seavista – Oyster Bay (NEW)

d) Seavista – Jeffrey's Bay (via) Paradise Beach (NEW)

Honourable Mayor each of these goals will be submitted separately and hope that these projects will find favour and as mentioned previously focus on a paradigm shift.

In the correspondence to follow we will be addressing matters in **Seavista Industrial Area** as well.

Thanking You

Chairperson

Christo(Nathaar) Cupido

The Manager IDP
Jeffreys Bay.
10 April 2024

Dear Sir / Madam

To whom it may concern

Here are the list of things needed in ward 4. I am a resident of Gill Marcus Village ward 4.

1. Clinic long overdue in Gill Marcus.
2. Satelite police station
3. Upgrading of all lights in Gill Marcus and new lights and boxing must be fitted in Melkhout street.
4. Upgrading of all tar roads in Gill Marcus
5. Side walks needs to be paved especially on Merino Street Gill Marcus Village.
6. Instalation of cctv-cameras at strategic place
7. Upgrading of playparks in Gill Marcus with decent fencing and lights able.

Regards,
Resident of Ward 4 Gill Marcus
J. Maclean.

Rickie Pienaar, April 22.
Oysterbay Residents Association

IDP SUBMISSION APRIL 2024

Oyster Bay and Umzamowethu critical issues regarding a safe and healthy future

Article objective - The writer trust to achieve –

Index -

1. Explain the current scenario for the town regarding the water and electricity supplies.
2. Give an overview of electricity looking at the so-called "Single phasing" experiencing in town, touching on the negative aspects during this scenario.
3. Create an understanding of the towns potable water supplies, the filtration plant storage and distribution network.
4. Firefighting establishment, current issues experienced from recent devastating bush fire threatening the town and lives of people.
5. Toilet facilities and beach entrance control gate.
6. "Lexington avenue" current condition and purpose.
7. Entrance to Oyster Bay and Umzamowethu name board at turnoff to townships.
8. Vacant plots, the overgrown thereof and danger associated.
9. Domestic refuse separation, moving to a "Greener" environment.
10. Dune rehabilitation by means of vegetation.

Town potable water supply –

- It must be noted that Oyster Bay holistically is totally dependent, firstly.
- On two natural fountains originating from the dunes in the Northeastern side.

and secondly.

- Six boreholes situated over the area of the town, however the one in Umzamowethu is completely vandalised.
- This water is then pumped to a reservoir(±2,5Ml) situated in Perlemoen avenue top Northern side of the town.
- From this reservoir feeding the entire town into a distributing piping network. Please not that the piping network drawing is either non existing or misplaced and or not updated!

Challenges and possible solutions –

- Introduce water balance sheet as the motto: "You can't manage if not measured/controlled".
- Maintenance and inspection program to be introduced.
- Maintenance personal and function lines from top management to operator to be appointed with specific job description and tasks.
- Update the current water reticulation plan/drawing.
- Fountain catchment areas to be upgraded, maintained, and safeguarded.



- Borehole equipment to be safeguarded and all overgrown to be removed to be protected from possible fires.
- All boreholes to be functional at all costs.
- Automatic level controls to be installed and interlinked to the reservoir level controls.
- The filtration plant to be recommissioned ensuring quality water supply and regular water quality test must be introduced.
- Standby power should be put in place to supply a or more borehole pumps, this is critical to ensure potable water for domestic use or water needed for firefighting during power shutdowns.

Town & Umzamowethu energy/power supply and distribution –





- The Eskom overhead line deliver to Oyster Bay high masts as per attached photos.
- From where the energy source is distributed by means of underground cabling, to the town via various "mini substations".



- From the mini sub stations to distribution kiosks and finally to each dwelling where metering takes place.



Electrical phase loss and tripping challenges with possible solutions –

- Over and above loadshedding conditions extreme tripping conditions occur caused by -Unhealthy and dangerous occurrences either bad weather or out of date neglected switchgear/equipment OR unprotected network distribution.
- It is noted that line/cable protection is non-existence (non-observed protection in sight) and hopefully intact from the mini substations forward into the distribution network.
- Why is single phasing experienced then?
    1. Common causes of power loss are environmental conditions such as severe wind, lightning strikes and storms, wildlife, trees, and vehicular overcurrent device and transformers.
    2. All the above could result in short circuit faults and high impedance faults if not effectively protected by metering protection, which I believe is the case here.
    3. Open circuit faults occur when there is a break or loss of continuity in the intended path of the electrical circuit, which prevents the flow of electricity.
    4. A short circuit, also known as bolted fault, occurs when an unintended connection is established between two points that causes current to flow in a path other than the one intended for normal operation.

5. When short circuit faults have a significant amount of impedance, this is known as a high impedance fault, and can continue without a protective device operating due to the reduced current from the high impedance.
6. The above is exactly what we experience here with low voltages occurring in the system with a single-phase condition.
7. The above cause real unsafe conditions regarding Health & safety as well as damage to sensitive household equipment.

How to prepare and mitigate conditions as per above –

OPEN CIRCUIT (AND HIGH IMPEDANCE) FAULTS:

- In fact, open circuits in overhead lines are more likely in rural and more remote areas.
- There are a couple of short circuit faults identified. However, the overwhelming majority are single line to ground (SLG) faults.
- The SLG faults are a common occurrence for overhead lines and comprise the only type of fault that is likely to occur with underground cables, these faults can occur as bolted faults, and they can also occur as high-impedance faults.

PHASE LOSS CONDITION, ALSO KNOWN AS SINGLE PHASING:

- Phase loss events have the potential to damage motors, pumps, starters, equipment controllers and household appliances.
- A phase-loss event will have an impact throughout the town and cause severe damage to equipment and household appliances.
- Loads running during the phase loss event will continue to operate due to already established rotating magnetic field in the case of three phase motors. This increased current on the two active phases will increase by1.5 to 3 times its standard operating value – THIS WILL BE THE CASE ON OUR BOREHLE PUMPS DELIVERING POTTABLE WATER TO TOWN – EVENTUALLY NO WATER!!
- If this condition is sustained for a period, this undervoltage is likely to damage loads fed from this main transformer THIS COULD LEAD TO SEVERE DAMAGE TO THE DISTRIBUTION NETWORK MINISUBSTATIONS AND EQUIPMENT.

SOLUTIONS:

Steps to be taken –

- Ensure that existing equipment is functional and correctly configured.
- A phase failure relay is purpose built to protect equipment from damage and must be added on the secondary side of the pole installed transformer. One that measures current9in addition to voltage) rather than voltage alone will provide greater protection.
- Solid state overloads relays should be installed.

- The correct circuit breakers with overload protection must be installed on the secondary side of the pole mount transformers feeding the mini substations.

OVERVIEW

The entire electrical layout should be reviewed ang scrutinized to maintain a healthy and safe environment.

Firefighting and establishment of emergency equipment in town.

Provision was made to erect a firefighting equipment room opposite the community hall however only the foundation floor slab remains as proof. An equipment shortage or nonexistence thereof were experienced during the recent fire in our town. A shortage of funds is on the table as a reason, this however is not acceptable taking the "Health and Safety Act" in account. We therefor request two steel ship containers as an alternative which can be used as storage for emergency equipment required.

Please find attached a draft report drafted by one of our resident members tasked with firefighting responsibilities, this report is however in draft format and must be accepted as that. See attached draft at end of this IDP document.

Visitors' ablution facilities and beach entrance.

As well-known these facilities were destroyed in the early twenty's and never replaced, the current container facilities are an eye-sore and not norm taking lapsed time in consideration never mind the safety and health of residents and visitors. Parking area is also required.





Lexington avenue

Lexington avenue is a traveling stepway from between the Nautilus shop and Sea Rescue 36 station down to Kabeljou Street. This traveling way is essential for domestic workers and downtown residents to travel from and to work or Nautilus shop. The current conditions are poor and dangerous and need immediate attention to avoid any possible injuries.





OYSTER BAY ROADSIDE INDICATION ENTRANCE DESIGN NEXT TO R330

We need to attract tourism and therefor need marketing ourselves in doing so. We have put a plan together with ideas to erect a wall at this junction and have already-;

- Obtain permission from the landowners.
- The drawing has been submitted by the draughtsman to town council.
- Drawings are approved by Municipality reference number J 232400909.
- Assistance regarding funding from the Municipality will be appreciated either through the IDP or the Ward development fund.

Vacant stands in town and issues about this situation

In the early years the Municipality notified these landowners regarding overgrown stands which is against the Health and Safety of residents, if no reaction from the specific owner the Municipality would then clean the plot for the owner's account. This arrangement is obvious not in place anymore, and this allows for overgrown plots which in turn is a huge fire risk as we experienced a while ago. This condition requires immediate attention, and the Municipality is required to path the way forward regarding a solution.

Roads and stormwater handling conditions

These areas need continuous attention and repairs. We have three paved roads about 2,9 kilometres long, the rest are unpaved roads and storm water systems almost non-existence which largely contribute to the current condition of these roads-. Sharp bends or so called 'dog legs" situations are present in some traveling roadways caused by either overgrows next to the road or road design.

Roadways in Oyster Bay and Umzamowethu –

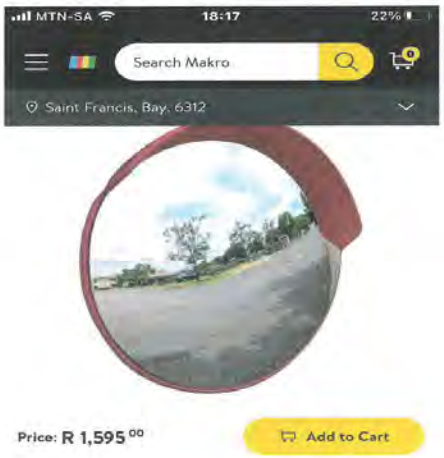
- The paved areas are currently crumbling away causing potholes.
- The unpaved roads are neglected and should be resurfaced ensuring a safe and sustainable future.
- The road makes an apex/dogleg in Kabeljous and roman street, at the entrance to the caravan park, which causes a blind spot and drivers tend to cut this corner which will result in a tragic accident.





Possible solutions

- Cut and maintain overgrows.
- Install speed humps.
- Install 4 way stops in at Nautilus shop/restaurant area.
- Install a "Traffic visibility domed mirror on the caravan park entrance pillar.





Dune rehabilitation

This important action require immediate and urgent attention as annual budget allows for manual rehabilitation by means of planting shrubs at identified areas. Plants must de made available by the Municipality Environmental department and a specific action plan to be introduced and monitored.

Domestic refuse separation

Town residents request waste separation to contribute to a GREENER South Africa

IN CONCLUSION

From the above the obvious is clear that Oyster Bay and Umzamowethu is entirely dependant on the natural and groundwater available in the area, and the availability of safe and constant electricity supply critical in delivering the water through the network piping.

The filtration plant and standby generating plant is obvious in the operating of this safe and healthy service.

The possibility of depleting water availability from the reservoir during a fire, as we recently experienced, highlight the MUST/NEED for standby generating for the reservoir pumping and borehole areas.

Stabilising and effectively maintaining the electrical supply is therefore a no brainer.

The municipality is the responsible entity for the above and therefor legally and morally responsible and are in dead aware of the situation.

We as residents are also willing to assist the Municipality in this regard however certain task and responsibilities cannot be abdicated by the Municipality.

We therefor look forward in assisting to make our township a safe and healthy environment to live in.

Firefighting draft report

OYSTERBAY

FIRE RISK EVALUATION AND PREVENTATIVE PLANNING - DISCUSSION DOCUMENT

PURPOSE:

The purpose of the 'Discussion Document" is to evaluate the risk and impact of potential bushfires at Oyster Bay and the preventative measures required to mitigate the threat.

RISK FACTORS:

A holistic approach needs to be adopted to Assess/Identify the Risk factors, which will enable the Oyster Bay Residence Association to implement preventative measures to mitigate the impact of bush fires on the community and the environment in future.

The following factors were identified for evaluation:

- Oyster Bay – Background Fire History.
- Source of ignition
- Impact of climate, wind and seasons.
- Wind and fire paths.

- Bushfire fuel.
- Access to terrain.
- Fire breaks (Internal/external).
- Fire Hazards.
- Individual- Risk to property and personal safety
- Escape routes during threat or emergency.
- Effectiveness of current firefighting equipment, procedures and maintenance.
- Emergency Operational Command Centre
- Main water supply/Risks to supply
- Alternative water supply
- Protection of water supply structures
- Protection of electricity supply.
- Environmental impact.

Fire History

?????

Source of Ignition:

The source of ignition of previous fires at Oyster Bay could not be established. The source of bushfires could only be contributed to three (3) factors - environmental (lighting) or human factors (Arson or Accidental), with the latter the most plausible explanation.

Impact (Climate/wind/season):

The summer-autumn season is potentially the highest risk period for fires at Oyster Bay, due to dry fuel and low humidity/rainfall.

The strong and gusty winds play a significant role in the fires and is identified as the leading risk factor, contributing to rapidly spreading and exacerbate fire behaviour.

Topography, Wind and Fire Paths:

The wind create fire paths, which leads to rapidly spreading fire, especially in uneven terrain between mountain and dunes. The dunes in the Eskom property is a clear example of wind and fire paths, since they are lateral to the beach, funneling between Oyster Bay and St. Frances. This may have a significant impact on the speed the fire travels and the reaction

window for the first responders. The timetable to react will also drastically be influenced by whether the fire is going up or down a slope. At a 1/10 slope (Up), the speed of the fire will double, due to radiant heat pre-heating the fuel. Infrastructure above vegetation will therefore be at higher risk, with a reduced timeframe to re-act (See attached photos).

Bushfire fuel:

The way bushfires behaves is determined by a combination of weather, topography and fuel, which is the only part of the triangle that we can influence. The vegetation fuel (bushes and trees) that are not native to the area, should be removed, due to the high level of oils that are extremely flammable. Rooikrans and wattle are the most prevalent source of fuel feeding the fires in the area.

As a consequence, the management of fuels close to the residences or infrastructure will be a more realistic option and may provide a more effective protection strategy for Oyster Bay.

Managing Fire Hazards:

Managing fire hazards is a shared responsibility between owners and Local Government entities. As landowner, you are responsible for taking all reasonable steps to manage Bushfires Hazards on your property. The owner has a legal obligation to maintain his property by removing potential fuels from the property, to mitigate the risk of bushfires.

The Disaster Management Officer responsible for compliance, will formally direct owners, to comply with Legislation or they will take the necessary measures on their behalf, at the owners cost.

Individual Risk Assessment to properties/personal safety:

The assessment will identify houses and Infrastructure in the "Red Zone" and the risks associated with specific threats to the building or personal safety, within the area, and the resources to mitigate such threats.

The following Infrastructures are in the "Red Zone" with the highest risk (External risk):

1.Eastern / South Eastern Border (Eskom Property).

The Eastern Border next to Eskom's property faces the highest risk – Historic fires confirm the narrative.

The following houses will be at the highest immediate risk:

- Mr. N Bormann – Tuna Street
- Mr. N. Maritz – Border Eskom property
- Mr. R Brooks - 355 Kartonkel Street

- Mr. A. Heyl – Tuna Street
- House on Northern Side of Kartonkel Street.
- Houses on Western Side of Oyster bay

2.North / North western Border (Mr. R. Dreyer):

Although No fires have yet been reported, the North Western side- along Perlemoen Street is also identified as a High Risk Hazard, due to the vegetation, fuel, slope and houses within the bushes.

•The following house will be at the highest immediate risk:

Mr. John Henn- 49 Perlemoen Street (Thatch roof)

3. Other Border/Directions.

Although other areas are also at risk, the fire will start in a more "controlled area" within Oyster Bay Community boundaries. We should therefore prioritise the management and removal of combustion fuel, within our properties and boundaries, to mitigate those risks.

The fire's attack level depends on the direct radiant heat. The level of exposure at your house depends on its distance to vegetation, dominant vegetation type and terrain. The higher the attack level, the greater the risk.

Access/Escape Routes

The resent fire highlighted a number of shortcomings and risks related to the lack of proper Access and Escape routes, especially at the Eastern side of the Oyster Bay Residential Area.

These routes need to be established as soon as possible to reduce the risk towards owners or occupiers. The establishing of such routes may have a negative impact on the aesthetics of the area and an environmental impact, which needs to be managed accordingly.

However, the owners or occupiers of the residences in the area, should be able to escape the fire or any other emergency for that matter to a safe area, quick and UNAIDED.

Urgent attention should be given to Mr. Brooks and Mr. Maritz's properties (See above)-due to NO escape routes during a fire emergency.

Firefighting Equipment

During the aftermath of the fire, the Kouga Disaster Management Team conceded that the current equipment are not adequate or up to standard, although hydrants were inspected two (2) months prior to the fire. Several hydrants were out of order and could not be used during the fire, which had a negative influence.

The process to increase the number of hydrants, especially on the Northern Side of Oyster Bay is underway and a priority. The current hydrants will be evaluated, inspected and maintained. The Oyster Bay Residence Association will assist with inspections and the necessary equipment will be provided by the Fire department.

The Kouga Disaster Management Team (Fire Department) trained and equipped the NSRI with firefighting equipment, enabling them to act as the first responders during Fire Emergencies, until such time that a station could be established permanently at Oyster Bay.

The Department will also deploy workers from Working on Fire at Oyster Bay.

Operational Command Centre

The Command Centre needs to be established to be able to:

1. Create a mechanism to inform and coordinate ALL role players in an event of disaster.
2. Communicate and receive information effectively between different responding agencies(Fire Department/NSRI/First Responders)
3. Ensure effective direction of the response operations.
4. Provide assistance to allocate personnel and resources.
5. Liaise with additional partners for assistance when needed (Eskom, farmers…)
6. Document all critical information and action taken.
7. Ensure that residents are well informed of ongoing threats or urgent evacuations.

Water Supply/Alternative water and protection

The local reservoir is the main supplier of water to the fire hydrants and emergency vehicles during a fire.

The supply is unfortunately at risk, since the borehole pipeline feeding the reservoir from the bottom, at Tuna Street, is above ground and was destroyed during the last fire. There is however another borehole close to the reservoir that will feed the reservoir. Whether it will provide ample water during an extreme bushfire needs to be calculated.

Load shedding is a very high risk that may influence the water supply during a fire, since NO backup power is available to the boreholes and pumps, meaning low water pressure or No water at all.

The following Alternative Emergency water supply has been identified:

- Swimming Pools- Immediate temporary supply.
- Private boreholes- Immediate temporary supply.
- Grass Ridge Dairy Farm (Mr. Rufus Dreyer) – Dam at bottom of Dairy Production facility- most viable option due to close proximity and continuous volume available. Mr. Dryer will ensure that a service gate will be made available next to the dam- to ensure easy access to the water.
- Dairy Farm Welgelegen 2 (Mr. Olof Cellier) - Viable source- due to continuous volume available. The distance to the farm will however delay the fire fighting vehicles.

The protection of the water supply to the "bottom" of Oyster Bay needs to be protected at all cost. Fire breaks need to be created alongside the pipelines on both sides to eliminate the possibility of damage due to fire. Alternatively the pipes needs be laid underground.

Electricity Protection

The electrical installations and power lines at Oyster Bay needs to protected to ensure that power is not interrupted during fires. The loss of power will directly contribute to the loss of water supply at the main reservoir, which in return will negatively impact the fire fighters ability to contain the fire.

An agreement with Eskom and /or the Town Council needs to be negotiated - to suspend any load shedding during bush fires, when necessary.

Environmental Impact

The rehabilitation of the areas should be carried out with great caution, to ensure that unnecessary fuel is removed, which may ultimately influence the aesthetics of the area effected.

The balance between the protection of the environment and the need to protect the owner's property or safety must be established, prior to the commencement of the rehabilitation.

Asanda Tebekana

From: Warren Ontong
Sent: Tuesday, 23 April 2024 7:46 pm
To: IDP
Cc: Asanda Tebekana; Thobeka Twani
Subject: FW: IDP Input Ward 12

Importance: High

Dear IDP Section

Kindly see below input from a ward 12 committee member who wishes to engage you on these items.

Sincerely
Warren

From: Fouche <louis.fouche@telkomsa.net>
To: Lorraine Maree <lmaree@kouga.gov.za>; Warren Ontong <wontong@kouga.gov.za>
Cc: 'Lorraine Maree' <lmaree@telkomsa.net>; simon@picton <simon@picton.co.za>; craignorthwood <craignorthwood@gmail.com>; 'Marshal Thomson' <marshal@tbtsa.com>; simon@sayerprivate <simon@sayerprivate.co.za>; justin.oriain@uct.ac.za; Greg_miller <Greg_miller@live.co.za>; 'Nevil Hulett' <nevilhulett@gmail.com>
Subject: IDP Input Ward 12
Importance: High

Dear Lorraine,

It appears that none of us will be able to attend the IDP walk-in session for Ward 12 on 22 April 2024. We therefore wish to provide the list of items to be included in the IDP and shall appreciate it if you will please make sure that same is in fact included.

The items listed below cover both the SFBRHOA and the KJRC.

Sewerage Pump Stations – Each pump station should have two pumps to provide back-up in the event that one fails. The electric side of the pump stations also needs to be replaced where required. This item has been on the IDP list for many years already and very little has been done about it.

Burst Water Pipes – New pipes need to be installed along Canal Road, Shore Road and Sea Glades Drive. This item has also been on the IDP list for some years already and to date nothing has been done.

Canal Bridges – The recommendations provided in the report done in 2010 have still not been fully implemented. Furthermore, signs indicating the weight restriction applicable to each bridge has to be installed.

Shore Road Bridge Railing – This item now requires immediate attention.

Pot Holes – Work in this regard has to be done properly and effectively.

Stormwater Drains – Repairs to be done where necessary and to be kept clean of debris at all times.

Removal and relocation of the Pumphouse ablutions.

Expansion of the ablution block at the small boat harbour on the canals.

Paving of the grass area next to the ablution block at the small boat harbour to provide additional parking.

Repairs to erosion of the Kromme River bank adjacent to Shore Road between the Canal Road intersection and the Pumphouse.

Please acknowledge receipt of this e-mail and let me know should you require any explanation or clarification on any of the items listed herein.

Thank you for your kind assistance.

Regards,

Louis Fouché.

Disclaimer: E-Mail sent by the Kouga Municipality is to be treated as confidential, and the information in it may not be used or disclosed except for the purpose for which it has been sent. If you have reason to believe that you are not the intended recipient of this communication, please contact the sender immediately. Please then delete the message and do not disclose its contents to any person. Neither the sender nor Kouga Municipality accepts any liability whatsoever as a result of the further dissemination of this message. Whilst all reasonable steps are taken to avoid corruption of data or information, we do not accept any liability should such corruption occur. No employee or agent is authorised to conclude any binding agreement on behalf of the Kouga Municipality with another party by e-mail without express written confirmation by the Kouga Municipality.
Disclaimer: E-Mail sent by the Kouga Municipality is to be treated as confidential, and the information in it may not be used or disclosed except for the purpose for which it has been sent. If you have reason to believe that you are not the intended recipient of this communication, please contact the sender immediately. Please then delete the message and do not disclose its contents to any person. Neither the sender nor Kouga Municipality accepts any liability whatsoever as a result of the further dissemination of this message. Whilst all reasonable steps are taken to avoid corruption of data or information, we do not accept any liability should such corruption occur. No employee or agent is authorised to conclude any binding agreement on behalf of the Kouga Municipality with another party by e-mail without express written confirmation by the Kouga Municipality.

AfriForum

29 April 2024

MR. C Du Plessis
Municipal Manager
Kouga Municipality
33 Da Gama Road,
Jeffreys Bay
6330

Delivery per email:

Dear MR. C Du Plessis

WRITTEN COMMENTS FOR 2024/2025 IDP

We address this letter to you in our capacity as a registered community organisation, acting through our local AfriForum Branch.

Section 152 of the Constitution stipulates the different objectives of local governments. More specifically, Section 152(d) stipulates that a municipality must encourage the involvement of communities and community organisations in all local government matters. The municipality's IDP is very important to all residents of Patenise ,Jeffreysbaai and rest of the Kouga area because it directly affects their quality of life.

As a community organisation, we feel obliged to assist you in identifying key areas of improvement to continually promote the standards of living and the safety of our members and the general community

Since the time for drafting the 2024/2025 IDP is approaching fast, we would like you to take note of our contribution to this public process. Therefore, we submit, in writing, a few pressing issues that we, as an organisation, feel need to be resolved and thus need to be included in the IDP. Please find a list of these issues attached.

Because involving the community in local government matters is one of your objectives, we trust that you will consider this submission when drafting the IDP. For this purpose, we direct your attention to Regulation 15 of the Local Government: Municipal Planning and Performance Management Regulations, 2001 (published under GN R796 in GG 22605 of 24 August 2001), which provides as follows:

> 15 *Community participation in respect of integrated development planning and performance management*
>
> *(1) (a) In the absence of an appropriate municipal wide structure for community participation, a municipality must establish a forum that will enhance community participation in -*
>
> *(i) the drafting and implementation of the municipality's integrated development plan; and*
>
> *(ii) the monitoring, measurement and review of the municipality's performance in relation to the key performance indicators and performance targets set by the municipality.*
>
> *(b) Before establishing a forum in terms of paragraph (a), a municipality must, through appropriate mechanisms, invite the local community to identify persons to serve on the forum, including representatives from ward committees, if any.*
>
> *(c) A forum established in terms of paragraph (a) must be representative of the composition of the local community of the municipality concerned.*
>
> *(2) A municipality must -*
>
> *(a) convene regular meetings of the forum referred to in subregulation (1) to -*
>
> *(i) discuss the process to be followed in drafting the integrated development plan;*
>
> *(ii) consult on the content of the integrated development plan;*
>
> *(iii) monitor the implementation of the integrated development plan;*
>
> *(iv) discuss the development, implementation and review of the municipality's performance management system;*

(v) *monitor the municipality's performance in relation to the key performance indicators and performance targets set by the municipality; and*

(b) *allow members of the forum at least 14 days before any meeting of the forum to consult their respective constituencies on the matters that will be discussed at such a meeting.*

(3) *A municipality must afford the local community at least 21 days to comment on the final draft of its integrated development plan before the plan is submitted to the council for adoption.*

We thank you in advance for considering our submission and resolving these issues for the community.

Kind regards

Wikus van der Walt
District coordinator :Eastern cape
AfriForum
E-pos: wikus.vanderwalt@afriforum.co.za
Sel: 0664867611

1. **Poor conditions of roads**

Many roads in Patensie and the Wavecrest Area in Jeffreys Bay are in a shockingly bad condition. Due to all the potholes, the roads are unsafe for motorists following reports of serious damage to their cars (mainly tyres and rims).

This issue needs to be addressed as soon as possible by the municipality and they need to start fixing and upgrading the roads.

It is of utmost importance that the municipality budget accordingly in the new financial year and allocate sufficient funds to fix potholes and upgrade the roads.

Some of the main roads in Patensie that need urgent attention are as follows:

- Protea Street
- Kloof Road
- Church street

- Hankey streets are in verry bad condition.

Some of the main roads in Jeffreys Bay that need urgent attention are as follows:

- Da Gama Road
- Disa Ave
- Tulip Ave
- Salie street

2. Water

Access to water is a human right and daily necessity. The municipality must ensure that they have all the necessary measures in place to always be able to provide water to the residents of the Wave Crest area in Jeffreys Bay. We therefore request the municipality to use the IDP process to address these problems, by allocating sufficient funds to upgrade the water systems. Moreover, the costs associated with the necessary tools and vehicles to transport the workers to the jobs must be prioritised in the budget.

3. Sewerage problems

We have received complaints regarding that the pumpstations Jeffrey's bay waist water treatment works are not functioning adequately or not at all. This means that the raw sewerage is not processed by the sewerage plant and if the pumps are out of order for a few hours the raw sewerage starts overflowing into the swartriver and ends up in the Seekoeiriver.

Pollution of natural resources is a criminal offence and because of this, we strongly advise that this problem gets resolved before it becomes serious.
We therefore request that the infrastructure of the sewerage lines gets maintained, as well as the pump stations, and that the municipality ensures that the pumpstation is up and running at all times.

4. Stray animals on the road

The handling of stray animals is a big problem. Cattle can often be seen roaming right next to the road, grazing scarily close to incoming and outgoing traffic and many times in the road.

Budgeting and planning must be done to police the bylaw regarding stray animals by appointing law enforcement officers and possibly set up another municipal animal pound.

5. **Cleansing**

a. **Landfill sites:**

The landfill sites in Humansdorp, Hankey are in extremely poor condition and pose major risks to the environment, as well as the health of the community. These issues include:

1. Security and access control are inadequate and/or non-existent because the site is not enclosed with a proper fence.
2. Signage surrounding the landfill sites is inadequate and/or non-existent.
3. Refuse is not covered with soil on a daily basis and unpleasant odours arise from the landfill site. This happens only every two weeks.
4. The health and safety of the community are in jeopardy, as fires are started at the landfill sites.
5. The is many recyclers on the site that lives' there.

If left untreated, waste that is produced by any urban community not only becomes an aesthetic problem, but also poses serious health risks. This can be aggravated if the waste contains hazardous materials. Very often such environmental injustices are unfairly borne by those in society who do not have the means to do anything about it, as is the case in Hankey.

The present situation at the Hankey landfill sites is unacceptable. AfriForum wishes to engage with the Kouga Municipality on how the present situation came to be and what measures, if any, the Municipality proposes to implement to ensure that this situation is rectified as soon as possible.

9 Panaghia Str, Cape St Francis. 8 May 2024

Comments on the Amended IDP 2024-2025 Review.

WARD 12

I, Shirley Cowling, as a resident of Cape St Francis, wish to make 5 comments

1. I object strongly to the following proposal for Cape St Francis - Install water borne sewer reticulation, sewer pump station and rising to Wastewater Treatment Works in the IDP on pg 245 copied below.

   Cape St Francis residents voiced very strong disagreement against the suggestion of a water-borne sewer system at a very well-attended residents' meeting held by the Municipal Manager at the Resort in June 2022. (The meeting had been convened to discuss the proposed monthly charge for the emptying of conservancy tanks, whereas so many houses have septic tanks.)

IDP page 245

NATIONAL KPA	MUNICIPAL KPA	Project Name		Ward	Project Number	TARGET YEAR		
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Cape St Francis - Install water borne sewer reticulation, sewer pump station and rising to Wastewater Treatment Works	1&1 2	IE_002		X	X	X

2. I request the implementation of at least two actions of the Municipality's Coastal Management Plan : namely to implement the restoration of the main beach dunes to reinstate the safety of the beach swimming area,; and to repair the erosion of Seal Point Boulevard lawn and ensure its protection against future storm surf.
   IDP – pg 46 Coastal management in KLM is of great importance due to its extensive coastline and the vulnerability of coastal areas to various environmental factors. The municipality recognises the need to protect and sustainably manage its coastal resources to ensure their long-term viability

3. I support actions regarding the maintenance of roads, the repair and upgrading of all wastewater treatment plants and stormwater systems.

4. It is encouraging that the IDP identifies sustainability 35 times but the Municipality needs to put this into practice regarding its spatial and town planning and its infrastructure.

5. The St Francis Nature areas are ignored in the IDP and should be listed under Ward Facilities Ward 12 Resource Mapping and should be included as a Natural Asset on pg 446..

6. The serious errors in the report are of concern as it does not instil trust in the document – it is difficult to have faith in what is written.

2 examples of serious inaccuracies.

Pg 463 At the top of Main Street sits the impressive Cultural Centre, a fully eco-sustainable building, which guards over the town. Traditional Khoisan art is exhibited there. This building has been derelict for several years.

Pg 204 SECTOR DEPARTMENT: DEPARTMENT OF EDUCATION

PRIORITY	DESCRIPTION	WARD/AREA	23/24	
Rock revetment, spit and dune management	Rock revetment, spit and dune management	WARD 12		

These actions do not belong under Education.

Asanda Tebekana

From: Inéz Rossouw <noekierossouw@gmail.com>
Sent: Thursday, 9 May 2024 4:52 pm
To: IDP
Subject: Water bourne sewage

Dear sir/madam

I am a resident of Cape St Francis. (Erf 226). The house that I live in has been in our family for about 45 years. We have been and is still using a septic tank as our sewage system. It works well and we do not want to change that at all.

We do not find a water bourne sewage system for Cape st Francis an issue of any priority, and definitely not of high priority.

With the shortages of water in South Africa, it should be a priority to move AWAY from water bourne sewage systems, as one can see at the Kogelberg Nature Reserve. It does not make sense to make a water bourne sewage system a high priority for our community.

There are other issues that should have much higher priority in our area. We would like a meeting where these could be discussed. This water bourne sewage system was never discussed with the Cape St Francis Community. That is a critical flaw in the process and communication system.

Please schedule a meeting about issues pertaining to our community before making decisions on our behalf.

Kind regards

Inèz Rossouw

Sent from my iPhone
Disclaimer: E-Mail sent by the Kouga Municipality is to be treated as confidential, and the information in it may not be used or disclosed except for the purpose for which it has been sent. If you have reason to believe that you are not the intended recipient of this communication, please contact the sender immediately. Please then delete the message and do not disclose its contents to any person. Neither the sender nor Kouga Municipality accepts any liability whatsoever as a result of the further dissemination of this message. Whilst all reasonable steps are taken to avoid corruption of data or information, we do not accept any liability should such corruption occur. No employee or agent is authorised to conclude any binding agreement on behalf of the Kouga Municipality with another party by e-mail without express written confirmation by the Kouga Municipality.

Asanda Tebekana

From: Inèz Rossouw <noekierossouw@gmail.com>
Sent: Thursday, 9 May 2024 5:34 pm
To: IDP
Subject: Re: Water bourne sewage

Furthermore, in 2022 at a meeting with the Mayor, our objection to a water bourne sewage system was clearly stated.
Please do not go against the wishes of the people.

Kind regards

Inèz Rossouw

Cell: 082-7848462
e-mail: noekierossouw@gmail.com

On Thu, 09 May 2024 at 16:51, Inéz Rossouw <noekierossouw@gmail.com> wrote:

Dear sir/madam

I am a resident of Cape St Francis. (Erf 226). The house that I live in has been in our family for about 45 years. We have been and is still using a septic tank as our sewage system. It works well and we do not want to change that at all.

We do not find a water bourne sewage system for Cape st Francis an issue of any priority, and definitely not of high priority.

With the shortages of water in South Africa, it should be a priority to move AWAY from water bourne sewage systems, as one can see at the Kogelberg Nature Reserve. It does not make sense to make a water bourne sewage system a high priority for our community.

There are other issues that should have much higher priority in our area. We would like a meeting where these could be discussed. This water bourne sewage system was never discussed with the Cape St Francis Community. That is a critical flaw in the process and communication system.

Please schedule a meeting about issues pertaining to our community before making decisions on our behalf.

Kind regards

Inèz Rossouw

Sent from my iPhone
Disclaimer: E-Mail sent by the Kouga Municipality is to be treated as confidential, and the information in it may not be used or disclosed except for the purpose for which it has been sent. If you have

Asanda Tebekana

From: Jean Hugo <jeanhugo7@icloud.com>
Sent: Thursday, 9 May 2024 8:53 am
To: IDP
Subject: Side walks

Morning everyone!

Please consider creating proper paved sidewalks , starting with Tarragona Rd(St Francis Bay).....and then along the main roads in Cape st Francis and St Francis. People got no option than to walk in the roads and with the increased traffic it has become challenging for both pedestrians and drivers!

I believe creating walkways could be done with locals. An area shld be allocated to 'manufacture' pavers to supply the team(s) who can prepare and lay them....obviously a lot of "technical" input is required, but I believe there is enough local expertise that will happily help with this project!

Please think about sucha "project" and lets start planning so long!!

Best regards
Jean Hugo
0825570094
Sent from my iPhone
Disclaimer: E-Mail sent by the Kouga Municipality is to be treated as confidential, and the information in it may not be used or disclosed except for the purpose for which it has been sent. If you have reason to believe that you are not the intended recipient of this communication, please contact the sender immediately. Please then delete the message and do not disclose its contents to any person. Neither the sender nor Kouga Municipality accepts any liability whatsoever as a result of the further dissemination of this message. Whilst all reasonable steps are taken to avoid corruption of data or information, we do not accept any liability should such corruption occur. No employee or agent is authorised to conclude any binding agreement on behalf of the Kouga Municipality with another party by e-mail without express written confirmation by the Kouga Municipality.

Asanda Tebekana

From: Karen O Haher <karenohaher2@gmail.com>
Sent: Thursday, 9 May 2024 3:23 pm
To: IDP
Subject: Kouga IDP Cape St Francis

Good Day

I have a property in Cape St Francis (132 Da Gama Road) and would like to comment on the proposed IDP for Cape St Francis

There is NO need for water-borne sewerage as a priority!

Far greater need is the repair of our potholed roads and tarring of dirt roads as well as the encroaching sand dunes on the Cape St Francis beach

Kind regards,
Karen O'Haher

Disclaimer: E-Mail sent by the Kouga Municipality is to be treated as confidential, and the information in it may not be used or disclosed except for the purpose for which it has been sent. If you have reason to believe that you are not the intended recipient of this communication, please contact the sender immediately. Please then delete the message and do not disclose its contents to any person. Neither the sender nor Kouga Municipality accepts any liability whatsoever as a result of the further dissemination of this message. Whilst all reasonable steps are taken to avoid corruption of data or information, we do not accept any liability should such corruption occur. No employee or agent is authorised to conclude any binding agreement on behalf of the Kouga Municipality with another party by e-mail without express written confirmation by the Kouga Municipality.

Asanda Tebekana

From: Paul Sherman <prsherman55@gmail.com>
Sent: Friday, 10 May 2024 7:40 am
To: IDP
Subject: IDP for Cape St Francis

Good day,

Kindly note the following items for consideration:

1. The erosion of the Seal Point Boulevard requires urgent attention.

2. Tarring of some of the dirt roads, especially Grosvenor Road. This road is a ring road and is heavily used. The road had deteriorated significantly over the past few years due to heavy traffic.

Thank you

Paul Sherman
Sent from my iPhone
Disclaimer: E-Mail sent by the Kouga Municipality is to be treated as confidential, and the information in it may not be used or disclosed except for the purpose for which it has been sent. If you have reason to believe that you are not the intended recipient of this communication, please contact the sender immediately. Please then delete the message and do not disclose its contents to any person. Neither the sender nor Kouga Municipality accepts any liability whatsoever as a result of the further dissemination of this message. Whilst all reasonable steps are taken to avoid corruption of data or information, we do not accept any liability should such corruption occur. No employee or agent is authorised to conclude any binding agreement on behalf of the Kouga Municipality with another party by e-mail without express written confirmation by the Kouga Municipality.

VOORSTEL VIR BELASTINGAFSLAG/REBAT VIR PENSIOENARISSE 65 EN OUER WAT HUISEIENAARS IS.

TANS IS DAAR 'N REBAT/AFSLAG PROGRAM WAARVOOR AANSOEK GEDOEN MOET WORD, MAAR DIT IS GEKOPPEL AAN INKOMSTE VLAK. SLEGS HUISEIENAARS MET 'N GESAMENTLIKE INKOMSTE ONDER R16000/MAAND KWALIFISEER DAARVOOR.

DIT WAT EK VOORSTEL MOET 'N REBAT/AFSLAG WEES WAT NIE AAN INKOMSTE GEKOPPEL WORD NIE.

AS 'N HUISEIENAAR VIR DIE EEN KWALIFISEER DAN NIE VIR DIE 2DE EEN NIE.

CHRISTO VERMEULEN
LEADWOOD 128
WAVECREST

EMAIL: altaver@lantic.net
SEL: 0835700139.

An abstract of the IDP Public Participation Questionnaire feedback is provided below:

IDP PUBLIC PARTICIPATION QUESTIONNAIRE FEEDBACK RECEIVED

Ward	Priorities/Needs
1	The property at the Water Tanks currently being used as parking for Taxi to be considered as site for a Satellite Police Station as well as Satellite Office for Municipal Law Enforcement (Short Term)
	Vandalized borehole
	Update the current water reticulation plan/drawing
	Fountain catchment areas to be upgraded, maintained and safeguarded
2	Cormorant Sewerage Pumpstation Upgrade
	Poor Streets Condition
	Sewerage Spills
	Storm Water
	Clinic Facility
	Crime
	Security Camera
	Sport Facility
	Unemployment
	Relocation of illegal occupants of Aston Bay Caravan Park
	Replacement of electric lights
3	Surveillance Camera
	Resealing of 1km of Road
	Curbing of Road
	Drainage + Stormwater to standard
	Streetlights
	Need for Pedestrian Path
	Widening of St Francis Road
	Mini Circle at Spar in Da gamma Road
4	Satellite police station
	Installation of CCTV camera on strategic places
	Upgrading of play parks in Gill Marcus with decent fencing
	Upgrading of all tar roads in Gill Marcus
	Upgrading of all lights in Gill Marcus and new lights
6	Sportfield
	Construction of New Hall
	RDP House
	Tarred Road
	TLB to upgrade all gravel roads
	Water
7	Upgrading of roads
	Upgrading of informal settlements
	Playpark for kids
	Indoor sport Centre

Ward	Priorities/Needs
	RDP Houses
11	Mordinizing the front of the amusement park
12	Sewerage Pumpstations
	Burst Water Pipes
	Canal Bridges
	Shore Road Bridge Railing
	Potholes
	Stormwater Drains
	Removal and relocation of Pumphouse ablutions
	Expansion of the ablution block at the small boat harbour on the canals
	Paving of the grass area next to the ablution block at the small harbour to provide additional parking
	Repairs to erosion of the Krome Riverbank adjacent to Shore Road between the Canal Road intersection and the Pumphouse
	Upgrade of water pipes in canal shore roads
	Operationalize the smart electrical meter
	Construction of the long and term coastal protection
	Lack of cohesion on building approvals
	Objection
	Request to implement two actions of Municipality's Coastal Plan
	Ward Facilities Ward 12 Resource Mapping
	Tarring of road
	Potholes
	Paved sidewalks
13	Tap installation
	RDP Houses
	Speedbumps in church street
	Patensie WWTW must be investigated it overflows unto R331
15	RDP Houses
	No Streetlights
	Bad Roads (Gravel Roads)

ANNEXURE "B": Written Comments from Public

Written comments and inputs received during the window period of Public Notice No.78/2024 of the Draft Integrated Development Plan and Draft Budget of 2024/2025.

Below is a summary of all the inputs and comments received:

No.	Name/Organization	Summary
1.	Seavista Property Owners	Short-term to long-term development proposals for St Francis
2.	J. Maclean	Additions to the existing Ward 12 priorities
3.	Oyster Bay Residents Association	Health and Safety Proposal for Umzamowethu and Oyster Bay in Ward 1
4.	Louis Fouche	Additions to the existing Ward 12 priorities
5.	AfriForum	Highlighting the following issues; Poor conditions of roads, water, sewerage problems, stray animals on the road and cleansing of landfill sites
6.	Shirley Cowling	Objection to one of the Municipal projects, "the installation of water borne sewer reticulation, sewer pumpstation and rising to Wastewater Treatment Works". Request for implementation of two actions of the Municipality's Coastal Plan:- - Restoration of the main beach dunes Repair the erosion of Seal Point Boulevard lawn
7.	Inez Rossouw	
8.	Jean Hugo	Additions to the existing Ward 12 priorities
9.	Paul Sherman	Additions to the existing Ward 12 priorities
10	Karen O Haher	Objection to one of the Municipal projects, "the installation of water borne sewer reticulation, sewer pumpstation and rising to Wastewater Treatment Works".
11.	Christo Vermeulen	Input into the Draft Budget: Proposal on rebates for pensioners.

AT - IDP



SEAVISTA PROPERTY OWNERS

17 ELF STREET
SEAVISTA
ST FRANCIS
BAY 6312

Non-Profit Company Registration No: 2023/179085/08
Email: seavistapropertyowners@gmail.com

To:	Kouga Municipality – Sarah Baartman District – Eastern Cape – South Africa
Attn:	The Honourable Mayor, Municipal Manager, Speaker & Ward 1 Councillor
Date:	12 March 2024
Subject:	IDP Budget 2024/2025 – Short Term Objective - Seavista

Good day

Honourable Mayor

We hope we have not missed the opportunity to affect the budget if any for Seavista.

1. Short term (1 year) - **ST**
2. Medium term (3 years) - **MT**
3. Long term (5 years) - **LT**

In the Short term **ST** objectives we highlight three points for immediate consideration

i) Erecting the OPEN AIR GYM – on Erf 2626

ii) Investigate the Legitimacy of the supposed legal taverns. As Council has record of how these Taverns came into existence. We note that the Liquor Board issue these license once certain boxes have been ticked. The Municipality has a bigger responsibility and that is evaluating the social impact of such a community small enough to fit in a tea cup. Yet creating a storm that cannot be managed effectively because there is no opportunity with proper engagement with Legal entities in the community that could provide solutions. As the SVPO we had hoped the Municipality to be more proactive in reaching out to us.

iii) The property at the Water Tanks currently being used as a parking for the Taxi to be considered as site for a Satellite Police Station as well as a Satellite Office for Municipal Law Enforcement



a. Municipal Infrastructure can be policed more effectively. – This also will deter vandalism as an



SEAVISTA PROPERTY OWNERS

17 ELF STREET
SEAVISTA
ST FRANCIS
BAY 6312

Non-Profit Company Registration No: 2023/179085/08
Email: seavistapropertyowners@gmail.com

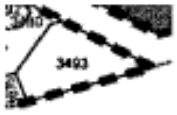
absence of these officials has shown how lawless the youth behaves because of no consequence.

b. SAPS satellite office will stem the crime overflow into the neighbouring areas. No amount of Cameras will deter the criminal element since they have become wiser and are aware of the blind spots. – Holding Cells is a must.
c. Having a Police Station so closely positioned to the R330 could also offer tourist a sense of security.

Honourable Mayor this would be a start to creating a safer environment for the community and could evolve to inclusivity such as giving rise to tourist orientated activities in the Community.

We can also through tourism educate the tourist through either plays conducted on the Streets in demarcated areas in Seavista as to the Indigenous people that roamed the Sand dunes. Also an opportunity to offer cuisine but I digress. The potential is endless.

As item (iii) is identifying and displacing the current Status quo. Erf 3493 holds the potential for an opportunity to place a neat Taxi Rank- Ablution Facilities, Kiosk for the Controller and Space to prepare Traditional Food the latter to be within Health Department Framework. Routes with existing and added routes. –



a) Seavista – Humansdorp

b) Seavista – Cape St Francis

c) Seavista – Oyster Bay (NEW)

d) Seavista – Jeffrey's Bay (via) Paradise Beach (NEW)

Honourable Mayor each of these goals will be submitted separately and hope that these projects will find favour and as mentioned previously focus on a paradigm shift.

In the correspondence to follow we will be addressing matters in **Seavista Industrial Area** as well.

Thanking You

Chairperson

Christo(Nathaar) Cupido

The Manager IDP
Jeffreys Bay.
16 April 2024

Dear Sir / Madam

To whom it may concern

Here are the list of things needed in ward 4. I am a resident of Gill Marcus Village ward 4.

1. Clinic long overdue in Gill Marcus.
2. Satelite police station
3. Upgrading of all lights in Gill Marcus and new lights and boxing must be fitted in Melkhout street.
4. Upgrading of all tar roads in Gill Marcus
5. Side walks needs to be paved especially on Merino Street Gill Marcus Village.
6. Instalation of cctv-cameras at strategic place
7. Upgrading of playparks in Gill Marcus with decent fencing and lights able.

Regards,
Resident of Ward 4 Gill Marcus
J. Maclean.

Rickie Pienaar, April 22.
Oysterbay Residents Association

IDP SUBMISSION APRIL 2024

Oyster Bay and Umzamowethu critical issues regarding a safe and healthy future

Article objective - The writer trust to achieve –

Index -

1. Explain the current scenario for the town regarding the water and electricity supplies.
2. Give an overview of electricity looking at the so-called "Single phasing" experiencing in town, touching on the negative aspects during this scenario.
3. Create an understanding of the towns potable water supplies, the filtration plant storage and distribution network.
4. Firefighting establishment, current issues experienced from recent devastating bush fire threatening the town and lives of people.
5. Toilet facilities and beach entrance control gate.
6. "Lexington avenue" current condition and purpose.
7. Entrance to Oyster Bay and Umzamowethu name board at turnoff to townships.
8. Vacant plots, the overgrown thereof and danger associated.
9. Domestic refuse separation, moving to a "Greener" environment.
10. Dune rehabilitation by means of vegetation.

Town potable water supply –

- It must be noted that Oyster Bay holistically is totally dependent, firstly.
- On two natural fountains originating from the dunes in the Northeastern side.

and secondly.

- Six boreholes situated over the area of the town, however the one in Umzamowethu is completely vandalised.
- This water is then pumped to a reservoir(±2,5Ml) situated in Perlemoen avenue top Northern side of the town.
- From this reservoir feeding the entire town into a distributing piping network. Please not that the piping network drawing is either non existing or misplaced and or not updated!

Challenges and possible solutions –

- Introduce water balance sheet as the motto: "You can't manage if not measured/controlled".
- Maintenance and inspection program to be introduced.
- Maintenance personal and function lines from top management to operator to be appointed with specific job description and tasks.
- Update the current water reticulation plan/drawing.
- Fountain catchment areas to be upgraded, maintained, and safeguarded.



- Borehole equipment to be safeguarded and all overgrown to be removed to be protected from possible fires.
- All boreholes to be functional at all costs.
- Automatic level controls to be installed and interlinked to the reservoir level controls.
- The filtration plant to be recommissioned ensuring quality water supply and regular water quality test must be introduced.
- Standby power should be put in place to supply a or more borehole pumps, this is critical to ensure potable water for domestic use or water needed for firefighting during power shutdowns.

Town & Umzamowethu energy/power supply and distribution –





- The Eskom overhead line deliver to Oyster Bay high masts as per attached photos.
- From where the energy source is distributed by means of underground cabling, to the town via various "mini substations".



- From the mini sub stations to distribution kiosks and finally to each dwelling where metering takes place.



Electrical phase loss and tripping challenges with possible solutions –

- Over and above loadshedding conditions extreme tripping conditions occur caused by -Unhealthy and dangerous occurrences either bad weather or out of date neglected switchgear/equipment OR unprotected network distribution.
- It is noted that line/cable protection is non-existence (non-observed protection in sight) and hopefully intact from the mini substations forward into the distribution network.
- Why is single phasing experienced then?
    1. Common causes of power loss are environmental conditions such as severe wind, lightning strikes and storms, wildlife, trees, and vehicular overcurrent device and transformers.
    2. All the above could result in short circuit faults and high impedance faults if not effectively protected by metering protection, which I believe is the case here.
    3. Open circuit faults occur when there is a break or loss of continuity in the intended path of the electrical circuit, which prevents the flow of electricity.
    4. A short circuit, also known as bolted fault, occurs when an unintended connection is established between two points that causes current to flow in a path other than the one intended for normal operation.

5. When short circuit faults have a significant amount of impedance, this is known as a high impedance fault, and can continue without a protective device operating due to the reduced current from the high impedance.
6. The above is exactly what we experience here with low voltages occurring in the system with a single-phase condition.
7. The above cause real unsafe conditions regarding Health & safety as well as damage to sensitive household equipment.

How to prepare and mitigate conditions as per above –

OPEN CIRCUIT (AND HIGH IMPEDANCE) FAULTS:

- In fact, open circuits in overhead lines are more likely in rural and more remote areas.
- There are a couple of short circuit faults identified. However, the overwhelming majority are single line to ground (SLG) faults.
- The SLG faults are a common occurrence for overhead lines and comprise the only type of fault that is likely to occur with underground cables, these faults can occur as bolted faults, and they can also occur as high-impedance faults.

PHASE LOSS CONDITION, ALSO KNOWN AS SINGLE PHASING:

- Phase loss events have the potential to damage motors, pumps, starters, equipment controllers and household appliances.
- A phase-loss event will have an impact throughout the town and cause severe damage to equipment and household appliances.
- Loads running during the phase loss event will continue to operate due to already established rotating magnetic field in the case of three phase motors. This increased current on the two active phases will increase by1.5 to 3 times its standard operating value – THIS WILL BE THE CASE ON OUR BOREHLE PUMPS DELIVERING POTTABLE WATER TO TOWN – EVENTUALLY NO WATER!!
- If this condition is sustained for a period, this undervoltage is likely to damage loads fed from this main transformer THIS COULD LEAD TO SEVERE DAMAGE TO THE DISTRIBUTION NETWORK MINISUBSTATIONS AND EQUIPMENT.

SOLUTIONS:

Steps to be taken –

- Ensure that existing equipment is functional and correctly configured.
- A phase failure relay is purpose built to protect equipment from damage and must be added on the secondary side of the pole installed transformer. One that measures current9in addition to voltage) rather than voltage alone will provide greater protection.
- Solid state overloads relays should be installed.

- The correct circuit breakers with overload protection must be installed on the secondary side of the pole mount transformers feeding the mini substations.

OVERVIEW

The entire electrical layout should be reviewed ang scrutinized to maintain a healthy and safe environment.

Firefighting and establishment of emergency equipment in town.

Provision was made to erect a firefighting equipment room opposite the community hall however only the foundation floor slab remains as proof. An equipment shortage or nonexistence thereof were experienced during the recent fire in our town. A shortage of funds is on the table as a reason, this however is not acceptable taking the "Health and Safety Act" in account. We therefor request two steel ship containers as an alternative which can be used as storage for emergency equipment required.

Please find attached a draft report drafted by one of our resident members tasked with firefighting responsibilities, this report is however in draft format and must be accepted as that. See attached draft at end of this IDP document.

Visitors' ablution facilities and beach entrance.

As well-known these facilities were destroyed in the early twenty's and never replaced, the current container facilities are an eye-sore and not norm taking lapsed time in consideration never mind the safety and health of residents and visitors. Parking area is also required.





Lexington avenue

Lexington avenue is a traveling stepway from between the Nautilus shop and Sea Rescue 36 station down to Kabeljou Street. This traveling way is essential for domestic workers and downtown residents to travel from and to work or Nautilus shop. The current conditions are poor and dangerous and need immediate attention to avoid any possible injuries.





OYSTER BAY ROADSIDE INDICATION ENTRANCE DESIGN NEXT TO R330

We need to attract tourism and therefor need marketing ourselves in doing so. We have put a plan together with ideas to erect a wall at this junction and have already-;

- Obtain permission from the landowners.
- The drawing has been submitted by the draughtsman to town council.
- Drawings are approved by Municipality reference number J 232400909.
- Assistance regarding funding from the Municipality will be appreciated either through the IDP or the Ward development fund.

Vacant stands in town and issues about this situation

In the early years the Municipality notified these landowners regarding overgrown stands which is against the Health and Safety of residents, if no reaction from the specific owner the Municipality would then clean the plot for the owner's account. This arrangement is obvious not in place anymore, and this allows for overgrown plots which in turn is a huge fire risk as we experienced a while ago. This condition requires immediate attention, and the Municipality is required to path the way forward regarding a solution.

Roads and stormwater handling conditions

These areas need continuous attention and repairs. We have three paved roads about 2,9 kilometres long, the rest are unpaved roads and storm water systems almost non-existence which largely contribute to the current condition of these roads-. Sharp bends or so called 'dog legs" situations are present in some traveling roadways caused by either overgrows next to the road or road design.

Roadways in Oyster Bay and Umzamowethu –

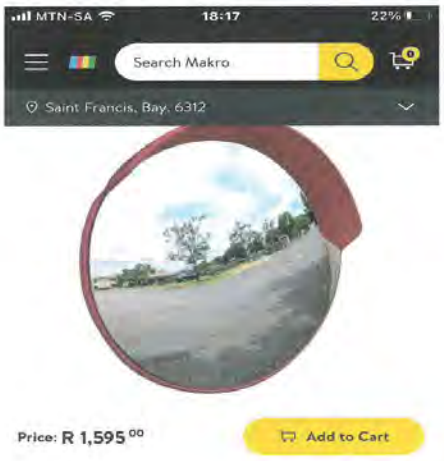
- The paved areas are currently crumbling away causing potholes.
- The unpaved roads are neglected and should be resurfaced ensuring a safe and sustainable future.
- The road makes an apex/dogleg in Kabeljous and roman street, at the entrance to the caravan park, which causes a blind spot and drivers tend to cut this corner which will result in a tragic accident.





Possible solutions

- Cut and maintain overgrows.
- Install speed humps.
- Install 4 way stops in at Nautilus shop/restaurant area.
- Install a "Traffic visibility domed mirror on the caravan park entrance pillar.



Dune rehabilitation

This important action require immediate and urgent attention as annual budget allows for manual rehabilitation by means of planting shrubs at identified areas. Plants must de made available by the Municipality Environmental department and a specific action plan to be introduced and monitored.

Domestic refuse separation

Town residents request waste separation to contribute to a GREENER South Africa

IN CONCLUSION

From the above the obvious is clear that Oyster Bay and Umzamowethu is entirely dependant on the natural and groundwater available in the area, and the availability of safe and constant electricity supply critical in delivering the water through the network piping.

The filtration plant and standby generating plant is obvious in the operating of this safe and healthy service.

The possibility of depleting water availability from the reservoir during a fire, as we recently experienced, highlight the MUST/NEED for standby generating for the reservoir pumping and borehole areas.

Stabilising and effectively maintaining the electrical supply is therefore a no brainer.

The municipality is the responsible entity for the above and therefor legally and morally responsible and are in dead aware of the situation.

We as residents are also willing to assist the Municipality in this regard however certain task and responsibilities cannot be abdicated by the Municipality.

We therefor look forward in assisting to make our township a safe and healthy environment to live in.

Firefighting draft report

OYSTERBAY

FIRE RISK EVALUATION AND PREVENTATIVE PLANNING - DISCUSSION DOCUMENT

PURPOSE:

The purpose of the 'Discussion Document" is to evaluate the risk and impact of potential bushfires at Oyster Bay and the preventative measures required to mitigate the threat.

RISK FACTORS:

A holistic approach needs to be adopted to Assess/Identify the Risk factors, which will enable the Oyster Bay Residence Association to implement preventative measures to mitigate the impact of bush fires on the community and the environment in future.

The following factors were identified for evaluation:

- Oyster Bay – Background Fire History.
- Source of ignition
- Impact of climate, wind and seasons.
- Wind and fire paths.

- Bushfire fuel.
- Access to terrain.
- Fire breaks (Internal/external).
- Fire Hazards.
- Individual- Risk to property and personal safety
- Escape routes during threat or emergency.
- Effectiveness of current firefighting equipment, procedures and maintenance.
- Emergency Operational Command Centre
- Main water supply/Risks to supply
- Alternative water supply
- Protection of water supply structures
- Protection of electricity supply.
- Environmental impact.

Fire History

?????

Source of Ignition:

The source of ignition of previous fires at Oyster Bay could not be established. The source of bushfires could only be contributed to three (3) factors - environmental (lighting) or human factors (Arson or Accidental), with the latter the most plausible explanation.

Impact (Climate/wind/season):

The summer-autumn season is potentially the highest risk period for fires at Oyster Bay, due to dry fuel and low humidity/rainfall.

The strong and gusty winds play a significant role in the fires and is identified as the leading risk factor, contributing to rapidly spreading and exacerbate fire behaviour.

Topography, Wind and Fire Paths:

The wind create fire paths, which leads to rapidly spreading fire, especially in uneven terrain between mountain and dunes. The dunes in the Eskom property is a clear example of wind and fire paths, since they are lateral to the beach, funneling between Oyster Bay and St. Frances. This may have a significant impact on the speed the fire travels and the reaction

window for the first responders. The timetable to react will also drastically be influenced by whether the fire is going up or down a slope. At a 1/10 slope (Up), the speed of the fire will double, due to radiant heat pre-heating the fuel. Infrastructure above vegetation will therefore be at higher risk, with a reduced timeframe to re-act (See attached photos).

Bushfire fuel:

The way bushfires behaves is determined by a combination of weather, topography and fuel, which is the only part of the triangle that we can influence. The vegetation fuel (bushes and trees) that are not native to the area, should be removed, due to the high level of oils that are extremely flammable. Rooikrans and wattle are the most prevalent source of fuel feeding the fires in the area.

As a consequence, the management of fuels close to the residences or infrastructure will be a more realistic option and may provide a more effective protection strategy for Oyster Bay.

Managing Fire Hazards:

Managing fire hazards is a shared responsibility between owners and Local Government entities. As landowner, you are responsible for taking all reasonable steps to manage Bushfires Hazards on your property. The owner has a legal obligation to maintain his property by removing potential fuels from the property, to mitigate the risk of bushfires.

The Disaster Management Officer responsible for compliance, will formally direct owners, to comply with Legislation or they will take the necessary measures on their behalf, at the owners cost.

Individual Risk Assessment to properties/personal safety:

The assessment will identify houses and Infrastructure in the "Red Zone" and the risks associated with specific threats to the building or personal safety, within the area, and the resources to mitigate such threats.

The following Infrastructures are in the "Red Zone" with the highest risk (External risk):

1.Eastern / South Eastern Border (Eskom Property).

The Eastern Border next to Eskom's property faces the highest risk – Historic fires confirm the narrative.

The following houses will be at the highest immediate risk:

- Mr. N Bormann – Tuna Street
- Mr. N. Maritz – Border Eskom property
- Mr. R Brooks - 355 Kartonkel Street

- Mr. A. Heyl – Tuna Street
- House on Northern Side of Kartonkel Street.
- Houses on Western Side of Oyster bay

2.North / North western Border (Mr. R. Dreyer):

Although No fires have yet been reported, the North Western side- along Perlemoen Street is also identified as a High Risk Hazard, due to the vegetation, fuel, slope and houses within the bushes.

•The following house will be at the highest immediate risk:

Mr. John Henn- 49 Perlemoen Street (Thatch roof)

3. Other Border/Directions.

Although other areas are also at risk, the fire will start in a more "controlled area" within Oyster Bay Community boundaries. We should therefore prioritise the management and removal of combustion fuel, within our properties and boundaries, to mitigate those risks.

The fire's attack level depends on the direct radiant heat. The level of exposure at your house depends on its distance to vegetation, dominant vegetation type and terrain. The higher the attack level, the greater the risk.

Access/Escape Routes

The resent fire highlighted a number of shortcomings and risks related to the lack of proper Access and Escape routes, especially at the Eastern side of the Oyster Bay Residential Area.

These routes need to be established as soon as possible to reduce the risk towards owners or occupiers. The establishing of such routes may have a negative impact on the aesthetics of the area and an environmental impact, which needs to be managed accordingly.

However, the owners or occupiers of the residences in the area, should be able to escape the fire or any other emergency for that matter to a safe area, quick and UNAIDED.

Urgent attention should be given to Mr. Brooks and Mr. Maritz's properties (See above)-due to NO escape routes during a fire emergency.

Firefighting Equipment

During the aftermath of the fire, the Kouga Disaster Management Team conceded that the current equipment are not adequate or up to standard, although hydrants were inspected two (2) months prior to the fire. Several hydrants were out of order and could not be used during the fire, which had a negative influence.

The process to increase the number of hydrants, especially on the Northern Side of Oyster Bay is underway and a priority. The current hydrants will be evaluated, inspected and maintained. The Oyster Bay Residence Association will assist with inspections and the necessary equipment will be provided by the Fire department.

The Kouga Disaster Management Team (Fire Department) trained and equipped the NSRI with firefighting equipment, enabling them to act as the first responders during Fire Emergencies, until such time that a station could be established permanently at Oyster Bay.

The Department will also deploy workers from Working on Fire at Oyster Bay.

Operational Command Centre

The Command Centre needs to be established to be able to:

1. Create a mechanism to inform and coordinate ALL role players in an event of disaster.
2. Communicate and receive information effectively between different responding agencies(Fire Department/NSRI/First Responders)
3. Ensure effective direction of the response operations.
4. Provide assistance to allocate personnel and resources.
5. Liaise with additional partners for assistance when needed (Eskom, farmers...)
6. Document all critical information and action taken.
7. Ensure that residents are well informed of ongoing threats or urgent evacuations.

Water Supply/Alternative water and protection

The local reservoir is the main supplier of water to the fire hydrants and emergency vehicles during a fire.

The supply is unfortunately at risk, since the borehole pipeline feeding the reservoir from the bottom, at Tuna Street, is above ground and was destroyed during the last fire. There is however another borehole close to the reservoir that will feed the reservoir. Whether it will provide ample water during an extreme bushfire needs to be calculated.

Load shedding is a very high risk that may influence the water supply during a fire, since NO backup power is available to the boreholes and pumps, meaning low water pressure or No water at all.

The following Alternative Emergency water supply has been identified:

- Swimming Pools- Immediate temporary supply.
- Private boreholes- Immediate temporary supply.
- Grass Ridge Dairy Farm (Mr. Rufus Dreyer) – Dam at bottom of Dairy Production facility- most viable option due to close proximity and continuous volume available. Mr. Dryer will ensure that a service gate will be made available next to the dam- to ensure easy access to the water.
- Dairy Farm Welgelegen 2 (Mr. Olof Cellier) - Viable source- due to continuous volume available. The distance to the farm will however delay the fire fighting vehicles.

The protection of the water supply to the "bottom" of Oyster Bay needs to be protected at all cost. Fire breaks need to be created alongside the pipelines on both sides to eliminate the possibility of damage due to fire. Alternatively the pipes needs be laid underground.

Electricity Protection

The electrical installations and power lines at Oyster Bay needs to protected to ensure that power is not interrupted during fires. The loss of power will directly contribute to the loss of water supply at the main reservoir, which in return will negatively impact the fire fighters ability to contain the fire.

An agreement with Eskom and /or the Town Council needs to be negotiated - to suspend any load shedding during bush fires, when necessary.

Environmental Impact

The rehabilitation of the areas should be carried out with great caution, to ensure that unnecessary fuel is removed, which may ultimately influence the aesthetics of the area effected.

The balance between the protection of the environment and the need to protect the owner's property or safety must be established, prior to the commencement of the rehabilitation.

Asanda Tebekana

From: Warren Ontong
Sent: Tuesday, 23 April 2024 7:46 pm
To: IDP
Cc: Asanda Tebekana; Thobeka Twani
Subject: FW: IDP Input Ward 12

Importance: High

Dear IDP Section

Kindly see below input from a ward 12 committee member who wishes to engage you on these items.

Sincerely
Warren

From: Fouche <louis.fouche@telkomsa.net>
To: Lorraine Maree <lmaree@kouga.gov.za>; Warren Ontong <wontong@kouga.gov.za>
Cc: 'Lorraine Maree' <lmaree@telkomsa.net>; simon@picton <simon@picton.co.za>; craignorthwood <craignorthwood@gmail.com>; 'Marshal Thomson' <marshal@tbtsa.com>; simon@sayerprivate <simon@sayerprivate.co.za>; justin.oriain@uct.ac.za; Greg_miller <Greg_miller@live.co.za>; 'Nevil Hulett' <nevilhulett@gmail.com>
Subject: IDP Input Ward 12
Importance: High

Dear Lorraine,

It appears that none of us will be able to attend the IDP walk-in session for Ward 12 on 22 April 2024. We therefore wish to provide the list of items to be included in the IDP and shall appreciate it if you will please make sure that same is in fact included.

The items listed below cover both the SFBRHOA and the KJRC.

Sewerage Pump Stations – Each pump station should have two pumps to provide back-up in the event that one fails. The electric side of the pump stations also needs to be replaced where required. This item has been on the IDP list for many years already and very little has been done about it.

Burst Water Pipes – New pipes need to be installed along Canal Road, Shore Road and Sea Glades Drive. This item has also been on the IDP list for some years already and to date nothing has been done.

Canal Bridges – The recommendations provided in the report done in 2010 have still not been fully implemented. Furthermore, signs indicating the weight restriction applicable to each bridge has to be installed.

Shore Road Bridge Railing – This item now requires immediate attention.

Pot Holes – Work in this regard has to be done properly and effectively.

Stormwater Drains – Repairs to be done where necessary and to be kept clean of debris at all times.

Removal and relocation of the Pumphouse ablutions.

Expansion of the ablution block at the small boat harbour on the canals.

Paving of the grass area next to the ablution block at the small boat harbour to provide additional parking.

Repairs to erosion of the Kromme River bank adjacent to Shore Road between the Canal Road intersection and the Pumphouse.

Please acknowledge receipt of this e-mail and let me know should you require any explanation or clarification on any of the items listed herein.

Thank you for your kind assistance.

Regards,

Louis Fouché.

Disclaimer: E-Mail sent by the Kouga Municipality is to be treated as confidential, and the information in it may not be used or disclosed except for the purpose for which it has been sent. If you have reason to believe that you are not the intended recipient of this communication, please contact the sender immediately. Please then delete the message and do not disclose its contents to any person. Neither the sender nor Kouga Municipality accepts any liability whatsoever as a result of the further dissemination of this message. Whilst all reasonable steps are taken to avoid corruption of data or information, we do not accept any liability should such corruption occur. No employee or agent is authorised to conclude any binding agreement on behalf of the Kouga Municipality with another party by e-mail without express written confirmation by the Kouga Municipality.
Disclaimer: E-Mail sent by the Kouga Municipality is to be treated as confidential, and the information in it may not be used or disclosed except for the purpose for which it has been sent. If you have reason to believe that you are not the intended recipient of this communication, please contact the sender immediately. Please then delete the message and do not disclose its contents to any person. Neither the sender nor Kouga Municipality accepts any liability whatsoever as a result of the further dissemination of this message. Whilst all reasonable steps are taken to avoid corruption of data or information, we do not accept any liability should such corruption occur. No employee or agent is authorised to conclude any binding agreement on behalf of the Kouga Municipality with another party by e-mail without express written confirmation by the Kouga Municipality.

AfriForum

29 April 2024

MR. C Du Plessis
Municipal Manager
Kouga Municipality
33 Da Gama Road,
Jeffreys Bay
6330

Delivery per email:

Dear MR. C Du Plessis

WRITTEN COMMENTS FOR 2024/2025 IDP

We address this letter to you in our capacity as a registered community organisation, acting through our local AfriForum Branch.

Section 152 of the Constitution stipulates the different objectives of local governments. More specifically, Section 152(d) stipulates that a municipality must encourage the involvement of communities and community organisations in all local government matters. The municipality's IDP is very important to all residents of Patenise ,Jeffreysbaai and rest of the Kouga area because it directly affects their quality of life.

As a community organisation, we feel obliged to assist you in identifying key areas of improvement to continually promote the standards of living and the safety of our members and the general community

Since the time for drafting the 2024/2025 IDP is approaching fast, we would like you to take note of our contribution to this public process. Therefore, we submit, in writing, a few pressing issues that we, as an organisation, feel need to be resolved and thus need to be included in the IDP. Please find a list of these issues attached.

Because involving the community in local government matters is one of your objectives, we trust that you will consider this submission when drafting the IDP. For this purpose, we direct your attention to Regulation 15 of the Local Government: Municipal Planning and Performance Management Regulations, 2001 (published under GN R796 in GG 22605 of 24 August 2001), which provides as follows:

> ***15 Community participation in respect of integrated development planning and performance management***
>
> *(1) (a) In the absence of an appropriate municipal wide structure for community participation, a municipality must establish a forum that will enhance community participation in -*
>
> *(i) the drafting and implementation of the municipality's integrated development plan; and*
>
> *(ii) the monitoring, measurement and review of the municipality's performance in relation to the key performance indicators and performance targets set by the municipality.*
>
> *(b) Before establishing a forum in terms of paragraph (a), a municipality must, through appropriate mechanisms, invite the local community to identify persons to serve on the forum, including representatives from ward committees, if any.*
>
> *(c) A forum established in terms of paragraph (a) must be representative of the composition of the local community of the municipality concerned.*
>
> *(2) A municipality must -*
>
> *(a) convene regular meetings of the forum referred to in subregulation (1) to -*
>
> *(i) discuss the process to be followed in drafting the integrated development plan;*
>
> *(ii) consult on the content of the integrated development plan;*
>
> *(iii) monitor the implementation of the integrated development plan;*
>
> *(iv) discuss the development, implementation and review of the municipality's performance management system;*

(v) *monitor the municipality's performance in relation to the key performance indicators and performance targets set by the municipality; and*

(b) *allow members of the forum at least 14 days before any meeting of the forum to consult their respective constituencies on the matters that will be discussed at such a meeting.*

(3) *A municipality must afford the local community at least 21 days to comment on the final draft of its integrated development plan before the plan is submitted to the council for adoption.*

We thank you in advance for considering our submission and resolving these issues for the community.

Kind regards

Wikus van der Walt
District coordinator :Eastern cape
AfriForum
E-pos: wikus.vanderwalt@afriforum.co.za
Sel: 0664867611

1. **Poor conditions of roads**

Many roads in Patensie and the Wavecrest Area in Jeffreys Bay are in a shockingly bad condition. Due to all the potholes, the roads are unsafe for motorists following reports of serious damage to their cars (mainly tyres and rims).

This issue needs to be addressed as soon as possible by the municipality and they need to start fixing and upgrading the roads.

It is of utmost importance that the municipality budget accordingly in the new financial year and allocate sufficient funds to fix potholes and upgrade the roads.

Some of the main roads in Patensie that need urgent attention are as follows:

- Protea Street
- Kloof Road
- Church street

- Hankey streets are in verry bad condition.

Some of the main roads in Jeffreys Bay that need urgent attention are as follows:

- Da Gama Road
- Disa Ave
- Tulip Ave
- Salie street

2. Water

Access to water is a human right and daily necessity. The municipality must ensure that they have all the necessary measures in place to always be able to provide water to the residents of the Wave Crest area in Jeffreys Bay. We therefore request the municipality to use the IDP process to address these problems, by allocating sufficient funds to upgrade the water systems. Moreover, the costs associated with the necessary tools and vehicles to transport the workers to the jobs must be prioritised in the budget.

3. Sewerage problems

We have received complaints regarding that the pumpstations Jeffrey's bay waist water treatment works are not functioning adequately or not at all. This means that the raw sewerage is not processed by the sewerage plant and if the pumps are out of order for a few hours the raw sewerage starts overflowing into the swartriver and ends up in the Seekoeiriver.

Pollution of natural resources is a criminal offence and because of this, we strongly advise that this problem gets resolved before it becomes serious.
We therefore request that the infrastructure of the sewerage lines gets maintained, as well as the pump stations, and that the municipality ensures that the pumpstation is up and running at all times.

4. Stray animals on the road

The handling of stray animals is a big problem. Cattle can often be seen roaming right next to the road, grazing scarily close to incoming and outgoing traffic and many times in the road.

Budgeting and planning must be done to police the bylaw regarding stray animals by appointing law enforcement officers and possibly set up another municipal animal pound.

5. **Cleansing**

a. **Landfill sites:**

The landfill sites in Humansdorp, Hankey are in extremely poor condition and pose major risks to the environment, as well as the health of the community. These issues include:

1. Security and access control are inadequate and/or non-existent because the site is not enclosed with a proper fence.
2. Signage surrounding the landfill sites is inadequate and/or non-existent.
3. Refuse is not covered with soil on a daily basis and unpleasant odours arise from the landfill site. This happens only every two weeks.
4. The health and safety of the community are in jeopardy, as fires are started at the landfill sites.
5. The is many recyclers on the site that lives' there.

If left untreated, waste that is produced by any urban community not only becomes an aesthetic problem, but also poses serious health risks. This can be aggravated if the waste contains hazardous materials. Very often such environmental injustices are unfairly borne by those in society who do not have the means to do anything about it, as is the case in Hankey.

The present situation at the Hankey landfill sites is unacceptable. AfriForum wishes to engage with the Kouga Municipality on how the present situation came to be and what measures, if any, the Municipality proposes to implement to ensure that this situation is rectified as soon as possible.

9 Panaghia Str, Cape St Francis. 8 May 2024

WARD 12

Comments on the Amended IDP 2024-2025 Review.

I, Shirley Cowling, as a resident of Cape St Francis, wish to make 5 comments

1. I object strongly to the following proposal for Cape St Francis - Install water borne sewer reticulation, sewer pump station and rising to Wastewater Treatment Works in the IDP on pg 245 copied below.

   Cape St Francis residents voiced very strong disagreement against the suggestion of a water-borne sewer system at a very well-attended residents' meeting held by the Municipal Manager at the Resort in June 2022. (The meeting had been convened to discuss the proposed monthly charge for the emptying of conservancy tanks, whereas so many houses have septic tanks.)

IDP page 245

NATIONAL KPA	MUNICIPAL KPA	Project Name		Ward	Project Number	TARGET YEAR		
KPA1: Basic Services & Infrastructure	Basic Services and Infrastructure	Cape St Francis - Install water borne sewer reticulation, sewer pump station and rising to Wastewater Treatment Works	1&1 2	IE_002		X	X	X

2. I request the implementation of at least two actions of the Municipality's Coastal Management Plan : namely to implement the restoration of the main beach dunes to reinstate the safety of the beach swimming area,; and to repair the erosion of Seal Point Boulevard lawn and ensure its protection against future storm surf.
   IDP – pg 46 Coastal management in KLM is of great importance due to its extensive coastline and the vulnerability of coastal areas to various environmental factors. The municipality recognises the need to protect and sustainably manage its coastal resources to ensure their long-term viability

3. I support actions regarding the maintenance of roads, the repair and upgrading of all wastewater treatment plants and stormwater systems.

4. It is encouraging that the IDP identifies sustainability 35 times but the Municipality needs to put this into practice regarding its spatial and town planning and its infrastructure.

5. The St Francis Nature areas are ignored in the IDP and should be listed under Ward Facilities Ward 12 Resource Mapping and should be included as a Natural Asset on pg 446..

6. The serious errors in the report are of concern as it does not instil trust in the document – it is difficult to have faith in what is written.

2 examples of serious inaccuracies.

Pg 463 At the top of Main Street sits the impressive Cultural Centre, a fully eco-sustainable building, which guards over the town. Traditional Khoisan art is exhibited there. This building has been derelict for several years.

Pg 204 SECTOR DEPARTMENT: DEPARTMENT OF EDUCATION

PRIORITY	DESCRIPTION	WARD/AREA	23/24	
Rock revetment, spit and dune management	Rock revetment, spit and dune management	WARD 12		

These actions do not belong under Education.

Asanda Tebekana

From: Inéz Rossouw <noekierossouw@gmail.com>
Sent: Thursday, 9 May 2024 4:52 pm
To: IDP
Subject: Water bourne sewage

Dear sir/madam

I am a resident of Cape St Francis. (Erf 226). The house that I live in has been in our family for about 45 years. We have been and is still using a septic tank as our sewage system. It works well and we do not want to change that at all.

We do not find a water bourne sewage system for Cape st Francis an issue of any priority, and definitely not of high priority.

With the shortages of water in South Africa, it should be a priority to move AWAY from water bourne sewage systems, as one can see at the Kogelberg Nature Reserve. It does not make sense to make a water bourne sewage system a high priority for our community.

There are other issues that should have much higher priority in our area. We would like a meeting where these could be discussed. This water bourne sewage system was never discussed with the Cape St Francis Community. That is a critical flaw in the process and communication system.

Please schedule a meeting about issues pertaining to our community before making decisions on our behalf.

Kind regards

Inèz Rossouw

Sent from my iPhone
Disclaimer: E-Mail sent by the Kouga Municipality is to be treated as confidential, and the information in it may not be used or disclosed except for the purpose for which it has been sent. If you have reason to believe that you are not the intended recipient of this communication, please contact the sender immediately. Please then delete the message and do not disclose its contents to any person. Neither the sender nor Kouga Municipality accepts any liability whatsoever as a result of the further dissemination of this message. Whilst all reasonable steps are taken to avoid corruption of data or information, we do not accept any liability should such corruption occur. No employee or agent is authorised to conclude any binding agreement on behalf of the Kouga Municipality with another party by e-mail without express written confirmation by the Kouga Municipality.

Asanda Tebekana

From: Inèz Rossouw <noekierossouw@gmail.com>
Sent: Thursday, 9 May 2024 5:34 pm
To: IDP
Subject: Re: Water bourne sewage

Furthermore, in 2022 at a meeting with the Mayor, our objection to a water bourne sewage system was clearly stated.
Please do not go against the wishes of the people.

Kind regards

Inèz Rossouw

Cell: 082-7848462
e-mail: noekierossouw@gmail.com

On Thu, 09 May 2024 at 16:51, Inéz Rossouw <noekierossouw@gmail.com> wrote:

Dear sir/madam

I am a resident of Cape St Francis. (Erf 226). The house that I live in has been in our family for about 45 years. We have been and is still using a septic tank as our sewage system. It works well and we do not want to change that at all.

We do not find a water bourne sewage system for Cape st Francis an issue of any priority, and definitely not of high priority.

With the shortages of water in South Africa, it should be a priority to move AWAY from water bourne sewage systems, as one can see at the Kogelberg Nature Reserve. It does not make sense to make a water bourne sewage system a high priority for our community.

There are other issues that should have much higher priority in our area. We would like a meeting where these could be discussed. This water bourne sewage system was never discussed with the Cape St Francis Community. That is a critical flaw in the process and communication system.

Please schedule a meeting about issues pertaining to our community before making decisions on our behalf.

Kind regards

Inèz Rossouw

Sent from my iPhone
Disclaimer: E-Mail sent by the Kouga Municipality is to be treated as confidential, and the information in it may not be used or disclosed except for the purpose for which it has been sent. If you have

Asanda Tebekana

From: Jean Hugo <jeanhugo7@icloud.com>
Sent: Thursday, 9 May 2024 8:53 am
To: IDP
Subject: Side walks

Morning everyone!

Please consider creating proper paved sidewalks , starting with Tarragona Rd(St Francis Bay).....and then along the main roads in Cape st Francis and St Francis. People got no option than to walk in the roads and with the increased traffic it has become challenging for both pedestrians and drivers!

I believe creating walkways could be done with locals. An area shld be allocated to 'manufacture' pavers to supply the team(s) who can prepare and lay them....obviously a lot of "technical" input is required, but I believe there is enough local expertise that will happily help with this project!

Please think about sucha "project" and lets start planning so long!!

Best regards
Jean Hugo
0825570094
Sent from my iPhone
Disclaimer: E-Mail sent by the Kouga Municipality is to be treated as confidential, and the information in it may not be used or disclosed except for the purpose for which it has been sent. If you have reason to believe that you are not the intended recipient of this communication, please contact the sender immediately. Please then delete the message and do not disclose its contents to any person. Neither the sender nor Kouga Municipality accepts any liability whatsoever as a result of the further dissemination of this message. Whilst all reasonable steps are taken to avoid corruption of data or information, we do not accept any liability should such corruption occur. No employee or agent is authorised to conclude any binding agreement on behalf of the Kouga Municipality with another party by e-mail without express written confirmation by the Kouga Municipality.

Asanda Tebekana

From: Karen O Haher <karenohaher2@gmail.com>
Sent: Thursday, 9 May 2024 3:23 pm
To: IDP
Subject: Kouga IDP Cape St Francis

Good Day

I have a property in Cape St Francis (132 Da Gama Road) and would like to comment on the proposed IDP for Cape St Francis

There is NO need for water-borne sewerage as a priority!

Far greater need is the repair of our potholed roads and tarring of dirt roads as well as the encroaching sand dunes on the Cape St Francis beach

Kind regards,
Karen O'Haher

Disclaimer: E-Mail sent by the Kouga Municipality is to be treated as confidential, and the information in it may not be used or disclosed except for the purpose for which it has been sent. If you have reason to believe that you are not the intended recipient of this communication, please contact the sender immediately. Please then delete the message and do not disclose its contents to any person. Neither the sender nor Kouga Municipality accepts any liability whatsoever as a result of the further dissemination of this message. Whilst all reasonable steps are taken to avoid corruption of data or information, we do not accept any liability should such corruption occur. No employee or agent is authorised to conclude any binding agreement on behalf of the Kouga Municipality with another party by e-mail without express written confirmation by the Kouga Municipality.

Asanda Tebekana

From: Paul Sherman <prsherman55@gmail.com>
Sent: Friday, 10 May 2024 7:40 am
To: IDP
Subject: IDP for Cape St Francis

Good day,

Kindly note the following items for consideration:

1. The erosion of the Seal Point Boulevard requires urgent attention.

2. Tarring of some of the dirt roads, especially Grosvenor Road. This road is a ring road and is heavily used. The road had deteriorated significantly over the past few years due to heavy traffic.

Thank you

Paul Sherman
Sent from my iPhone
Disclaimer: E-Mail sent by the Kouga Municipality is to be treated as confidential, and the information in it may not be used or disclosed except for the purpose for which it has been sent. If you have reason to believe that you are not the intended recipient of this communication, please contact the sender immediately. Please then delete the message and do not disclose its contents to any person. Neither the sender nor Kouga Municipality accepts any liability whatsoever as a result of the further dissemination of this message. Whilst all reasonable steps are taken to avoid corruption of data or information, we do not accept any liability should such corruption occur. No employee or agent is authorised to conclude any binding agreement on behalf of the Kouga Municipality with another party by e-mail without express written confirmation by the Kouga Municipality.

VOORSTEL VIR BELASTINGAFSLAG/REBAT VIR PENSIOENARISSE 65 EN OUER WAT HUISEIENAARS IS.

TANS IS DAAR 'N REBAT/AFSLAG PROGRAM WAARVOOR AANSOEK GEDOEN MOET WORD, MAAR DIT IS GEKOPPEL AAN INKOMSTE VLAK. SLEGS HUISEIENAARS MET 'N GESAMENTLIKE INKOMSTE ONDER R16000/MAAND KWALIFISEER DAARVOOR.

DIT WAT EK VOORSTEL MOET 'N REBAT/AFSLAG WEES WAT NIE AAN INKOMSTE GEKOPPEL WORD NIE.

AS 'N HUISEIENAAR VIR DIE EEN KWALIFISEER DAN NIE VIR DIE 2DE EEN NIE.

CHRISTO VERMEULEN
LEADWOOD 128
WAVECREST

EMAIL: altaver@lantic.net
SEL: 0835700139.

During April 15th to 22nd, the Municipality held a number of IDP/Budget 'Walk-In' sessions throughout the municipality, where the following needs were identified:

IDP/BUDGET PUBLIC PARTICIPATION QUESTIONNAIRE FEEDBACK RECEIVED DURING WALK-IN SESSIONS

Ward	Priorities/Needs
1	The property at the Water Tanks currently being used as parking for Taxi to be considered as site for a Satellite Police Station as well as Satellite Office for Municipal Law Enforcement (Short Term)
	Vandalized borehole
	Update the current water reticulation plan/drawing
	Fountain catchment areas to be upgraded, maintained and safeguarded
2	Cormorant Sewerage Pumpstation Upgrade
	Poor Streets Condition
	Sewerage Spills
	Storm Water
	Clinic Facility
	Crime
	Security Camera
	Sport Facility
	Unemployment
	Relocation of illegal occupants of Aston Bay Caravan Park
	Replacement of electric lights
3	Surveillance Camera
	Resealing of 1km of Road
	Curbing of Road
	Drainage + Stormwater to standard
	Streetlights
	Need for Pedestrian Path
	Widening of St Francis Road
	Mini Circle at Spar in Da gamma Road
4	Satellite police station
	Installation of CCTV camera on strategic places
	Upgrading of play parks in Gill Marcus with decent fencing
	Upgrading of all tar roads in Gill Marcus
	Upgrading of all lights in Gill Marcus and new lights
6	Sportfield
	Construction of New Hall
	RDP House
	Tarred Road
	TLB to upgrade all gravel roads
	Water
7	Upgrading of roads
	Upgrading of informal settlements

Ward	Priorities/Needs
	Playpark for kids
	Indoor sport Centre
	RDP Houses
11	Mordinizing the front of the amusement park
12	Sewerage Pumpstations
	Burst Water Pipes
	Canal Bridges
	Shore Road Bridge Railing
	Potholes
	Stormwater Drains
	Removal and relocation of Pumphouse ablutions
	Expansion of the ablution block at the small boat harbour on the canals
	Paving of the grass area next to the ablution block at the small harbour to provide additional parking
	Repairs to erosion of the Krome Riverbank adjacent to Shore Road between the Canal Road intersection and the Pumphouse
	Upgrade of water pipes in canal shore roads
	Operationalize the smart electrical meter
	Construction of the long and term coastal protection
	Lack of cohesion on building approvals
	Objection
	Request to implement two actions of Municipality's Coastal Plan
	Ward Facilities Ward 12 Resource Mapping
	Tarring of road
	Potholes
	Paved sidewalks
13	Tap installation
	RDP Houses
	Speedbumps in church street
	Patensie WWTW must be investigated it overflows unto R331
15	RDP Houses
	No Streetlights
	Bad Roads (Gravel Roads)

KOUGA MUNICIPALITY (EC 108)
ORDINARY COUNCIL MEETING
OFFICE OF THE MUNICIPAL MANAGER
OPEN
DATE: 31 MAY 2024
ITEM NO: **24/05/MM4**

ORGANISATIONAL STRUCTURE REVIEW: 2024/2025

1. **Introduction**

The Council embarked on a review of its organisational structure in line with Section 66 of the Local Government Municipal Systems Act 32 of 2000 as amended.

The purpose of this item is to appraise the Council on the processes as well as to approve the revised organogram for submission to the MEC for Cooperative Governance and Traditional Affairs (CoGTA).

2. **Background**

The current proposed changes are necessitated by the re-allocation and re-appropriation of duties and functions, to ensure alignment with Council's IDP review period. In terms of the guided legislative processes, the following approach was adopted to arrive at the process of amending the existing organogram. It is essential that the structure be optimized to be aligned with the Institutional objectives of Council.

The strategies utilised were as follows:

- The Municipality's revised IDP including the Powers & Functions of the Municipality.
- Departmental SDBIPs
- Departmental Strategic Planning Reports.
- The Senior Management and Political Leadership Strategic Planning Outcomes.
- Planning sessions with each directorate.

All members of the Mayoral Committee that serve as MMCs in their respective directorates were included in the presentations and consultations to the different directorates.

3. **Discussion**

The following is a synopsis of the changes that were affected within each directorate.

Municipal Manager and Deputy Municipal Manager's Office

Within this Directorate there were only title changes where positions were combined and where functions were streamlined to provide optimal use of existing warm bodies. These changes are highlighted in red in the attached

Annexure A proposed organogram. The section has also abolished certain positions, but no new positions were created.

Number of Posts (Existing organogram)	Number of Posts (New, proposed organogram)
88	83 excluding municipal court

Office of the MM and DMM:

- Increase of internal auditors from two to three (MM's office)
- Within the office of the DMM the title change proposed for Office Administrator to Office Administrator DMM and Ward Development Fund
- Removal of Strategic Manager post from the office of the DMM.

Below are the different sections within the DMM's office.

Office of Chief of Staff:

- Title change from Chief of Staff to Manager Special Programmes
- Office Administrator/Researcher: Mayco to Administration Officer
- Communications/Spokesperson to Communications Officer
- Office Administrator: Office of the Executive Mayor to Office Administrator: Special Programmes
- Combined SPU Coordinator post where JDs would provide the difference between the special programmes

Legal Services:

- Legal Officer in the office of the Speaker changed to Legal Advisor: Council Support and reporting line directly to Manager Legal Services and dotted line to Speaker.
- Removal of Municipal Court to an annexure with the status quo of pending approval from Department of Justice.

Administration:

- Title changes effected from Senior Admin Officer Registry and Senior Admin Officer: Committees to Coordinator Registry Services and Coordinator: Committee Services
- Transfer of Suction Services and combining Call Centre, title change to Customer Care and Services Coordinator.
- Change of job title of Call Centre Supervisor to Customer Care Supervisor
- Change of Call Centre agents to Customer Care Agents
- Creation of new post called Front Desk: Customer Care Agents

Human Resources:

No change, only increase in staff complement within the Labour Relations Section from one to two Labour Relations Officers and Labour Relations Clerk from one to two warm bodies.

Communications:

- The section had no changes, only the post of media liaison combined to reflect one post. The JD providing the split between graphic designing and video and written media.
- Removal of Clerk: Communications position.

Public Participation:

- Office Administrator: Office of the Speaker changed to Office Administrator: Support Services
- Admin Clerk: Office of the Speaker to Admin Clerk: Support Services

ICT:

- Within this section only reporting lines were changed and the ICT Service Desk changed to ICT Service Administrator reporting directly to the Manager: ICT
- Chief ICT Governance and Cyber Security changed to Technician: Cyber Security reporting directly to the Manager: ICT.
- Chief Network and Server Support Engineer changed to Chief Network, Server and Governance Support Engineer

Community Services Directorate

Within this department the following changes were effected:

Number of Post (Existing organogram)	**Number of Post (New, proposed organogram)**
194	195

Waste and Environmental Management

- Creation of new post for Coordinator Waste and Environmental Management
- Added Skip Truck Driver
- Moved TLB operator to report directly to Supervisor: General Waste

Safety and Security

- Creation of additional Admin Officer: Services under Traffic
- Increase number of Law Enforcement Officers

Fire and Disaster

- Divisional Officer reporting directly to Manager: Fire and Disaster
- Creation of two fire prevention officers reporting directly to Divisional Officer
- Creation of two Fire Prevention Officers
- Creation of Chief Lifeguard position
- Remove Disaster Coordinator and create two additional Disaster Management Practitioners, increasing the compliment from two to four.

Electro/Mechanical Directorate

Within this department the following changes were effected:

Number of Post (Existing organogram)	Number of Post (New, proposed organogram)
88	75

Mechanical

- Creation of Projects Officer position
- New position: Area Engineer Mechanical.
- New position Artisan Electrician (specifically created for pump stations) and Admin Officer: Mechanical

Civil and Water Services Directorate

The Roads and Stormwater and Water Services Authority subsections has effected the most changes. Both sections had no seniors within the sections and with the appointment processes concluded the process of correctly populating the sections could commence. These changes are reflected below and highlighted in red in the attached Annexure A.

Number of Post (Existing organogram)	Number of Post (New, proposed organogram)
188	123

Directorate Office

- Creation of Projects Officer
- Creation of Admin Officer
- Clerical Administrators for all Managers (new post)
- Area Coordinator job title and reporting change. Change to Coordinator Sanitation Services and reporting directly to Manager: Water and Sanitation Services

Water Services Authority

- (WSA)All Process Controllers included under the Water Services Authority functionality.
- Creation of a new Process Controller Class 4
- Creation of a Sampler IRIS Data Capturer
- Creation of a Senior Leak Detection Technician
- New position of Superintendent WSA: Maintenance including new General worker maintenance WSA

Roads and Stormwater

- Projects Officer reporting directly to Manager Roads and Stormwater (new position)
- Creation of Plant and Machine Operators and Machine Operators/General Workers

Project Management Unit (PMU)

- Changed Draftsman to Wayleave administrator.
- New position of Junior Technician reporting to Construction Quality Assurance Officer

Planning and Development Directorate

The spate and increase in work volume and the massive growth spurts within the towns of the Kouga Region, has required the section to realign some of the functions to ensure optimal use of existing staff members. These changes are reflected below and highlighted in red in the attached Annexure A.

Number of Post (Existing organogram)	Number of Post (New, proposed organogram)
39	40

Director Office

- Creation of Projects Officer
- Technician Construction Project management and Quality Assurance removed from Human Settlements to reporting directly to the newly created Project Officer position.

Building Control

- Changed in job title from Chief Building Control Compliance and Outdoor Advertisement to Manager Building Control Compliance and Outdoor Advertisement

Town Planning

- Remove GIS Specialist position and create data capturer
- Change Compliance Officer to Land Use Inspector Town Planning
- Land Development Officer changed to Admin Officer: Land Use
- Creation of new Assistant Town Planner position.
- Remove Admin Clerk: Spatial Development and created additional Admin Officer: Spatial Development

Human Settlement

- Senior Beneficiary Officer and Senior Human Settlement Officer: Technical combined into Chief Human Settlement Officer.
- Informal Settlement Coordinator changed to Human Settlement Coordinator.
- Admin Officer Rental Housing and Tenancy changed to Admin Officer Rental Housing Tenancy and Conveyancing.
- Finance Administrator changed to Coordinator Land Property and Finance.

Land and Property Administration

- New position created for Property Management Administrator

Finance and Economic Development

The below changes were effected.

Number of Post (Existing organogram)	Number of Post (New, proposed organogram)
77	73

Revenue

- New position of customer care clerks
- Senior financial officers inserted dual reporting to Senior Accountant Services and Senior Accountant Receipting and Sundries

SCM

- Combination of two SCM Practitioners into one
- Admin Support: Contracts Management new position

Budget and Treasury

- Changed the cost accountant to financial systems specialist/administrator.
- Removed senior accountant service delivery and added another accountant budget and reporting (increase from two to three)
- Senior Accountant Compliance

The completed organogram is attached as Annexure A to this report, where the changes are highlighted in red.

4. **Financial Implications**

No new funding is allocated to the proposed changes. All existing and future vacancies will be filled within the current approved budget and reprioritisation will occur if critical vacancies are identified.

Completed by BTO -	Not applicable
Project Description	
Ukey no.	
Budgeted Amount	
Amount spent and committed to date	
Amount Available	
Comment	

5. **Applicable Legislation**

Local Government: Municipal Systems Act 32 of 2000, as amended.

6. **Legal Implications**

Should Council approve the staff establishment, job descriptions must be provided for each post accommodated on the approved staff establishment.

7. **Other Implications**

None.

8. **Comments by Directorates:**

8.1 **Chief Financial Officer:**

Recommendations supported.

8.2 **Acting Director: Planning & Development**

Supported

8.3 **Director: Civil & Water Services**

Item supported.

8.4 **Director: Electro-Mechanical Services**

Item supported.

8.5 **Director: Community Services**

Supported.

8.6 **Deputy Municipal Manager**

The alignment of the organogram review will ensure that the departments are more functional and address required services.

8.7 **Municipal Manager**

Supported.

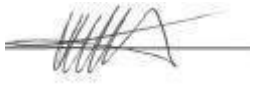
9. **Delegated Authority**

Council.

10. **Recommendations**

10.1 That the Organisational Structure be approved by Council and submitted to the MEC for comments.

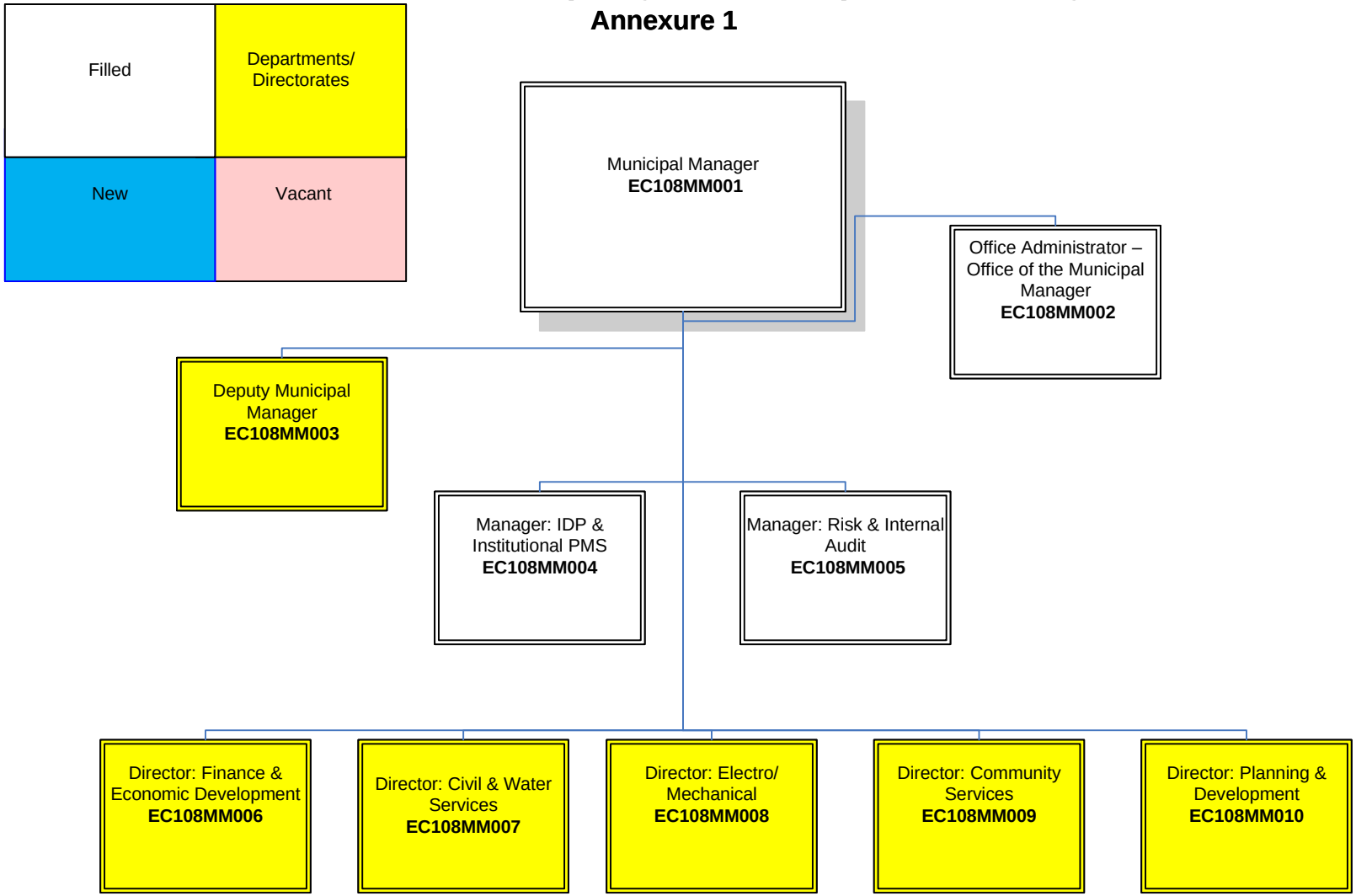
10.2 That the filling of positions be prioritised subject to budgetary provision and organizational priorities.

Item prepared by the: Deputy Municipal Manager 

Item endorsed by the Municipal Manager: 

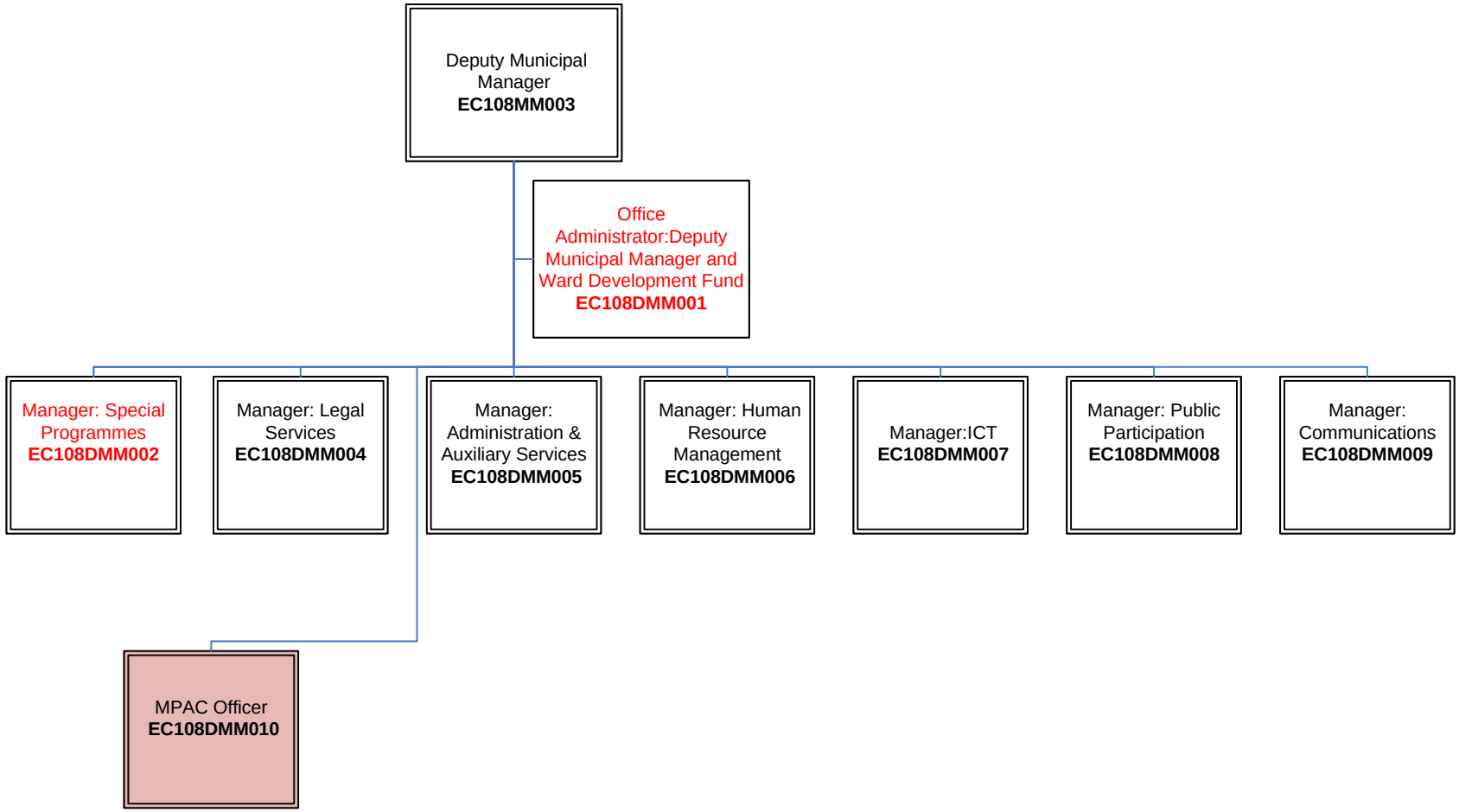
Kouga Local Municipality
Office of the Municipal Manager
Office of the Deputy Municipal Manager

Annexure 1



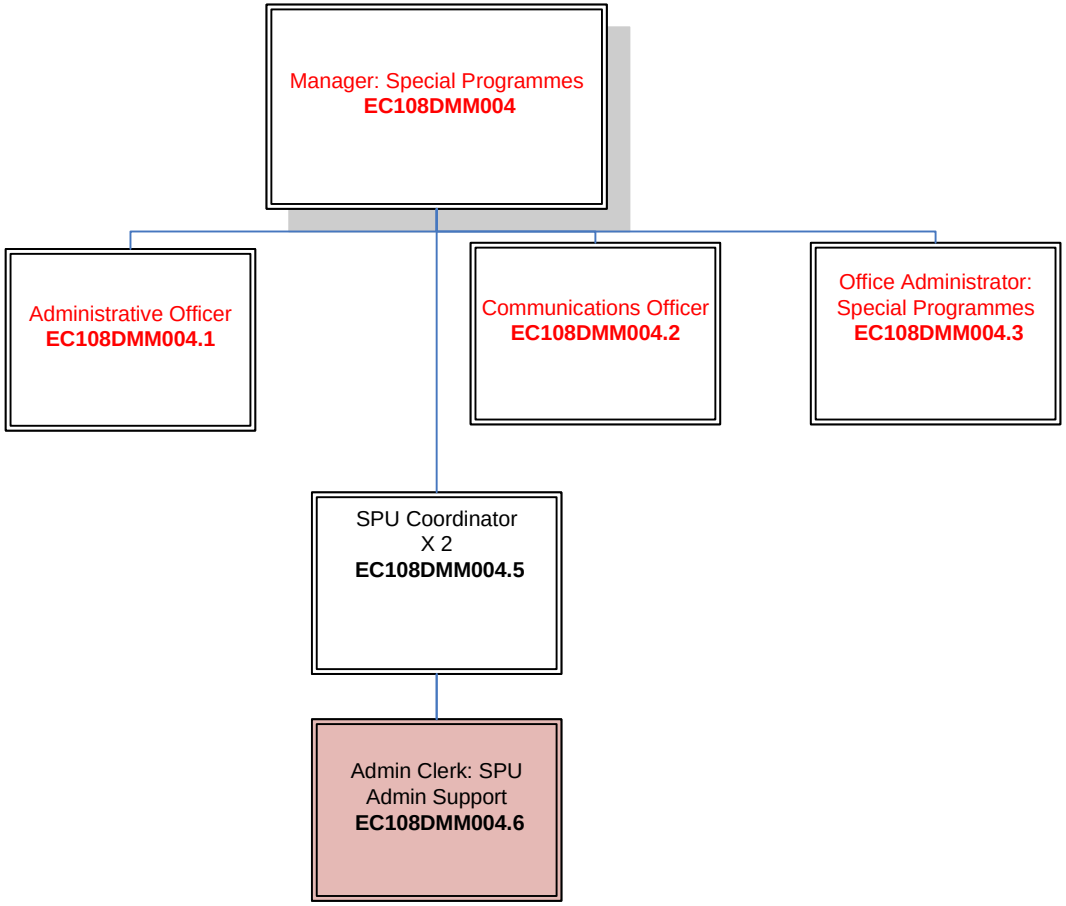
Office of the Municipal Manager
Office of the Deputy Municipal Manager

Annexure 1.1



Office of the Deputy Municipal Manager

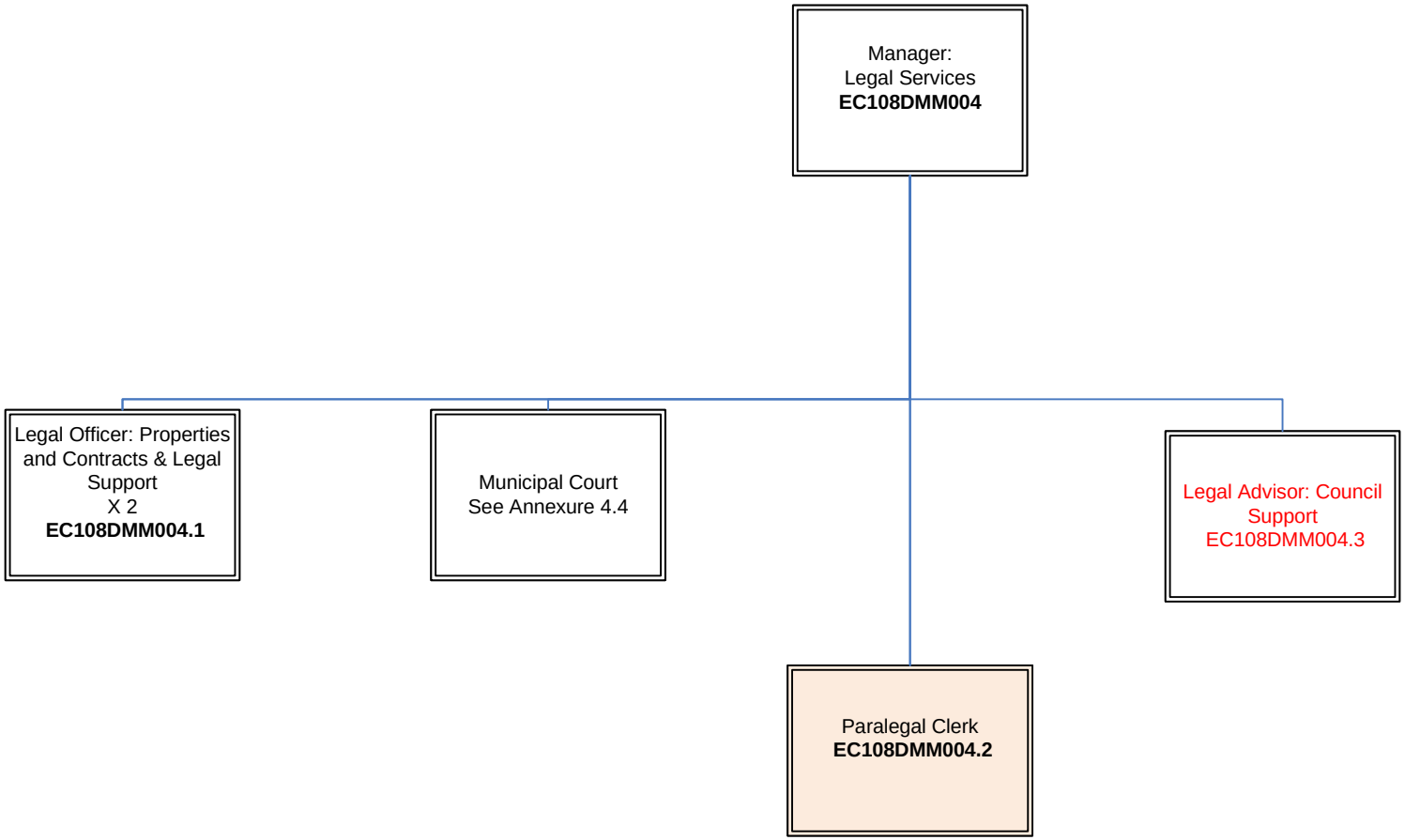
Annexure 1.1.1



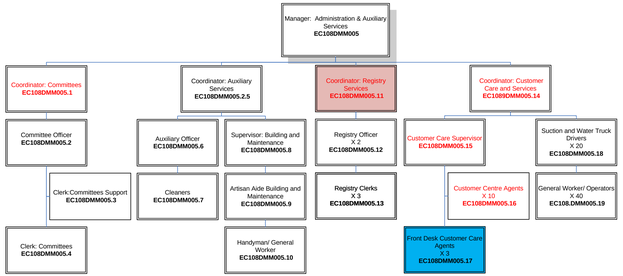
Office of the Deputy Municipal Manager

Legal Services

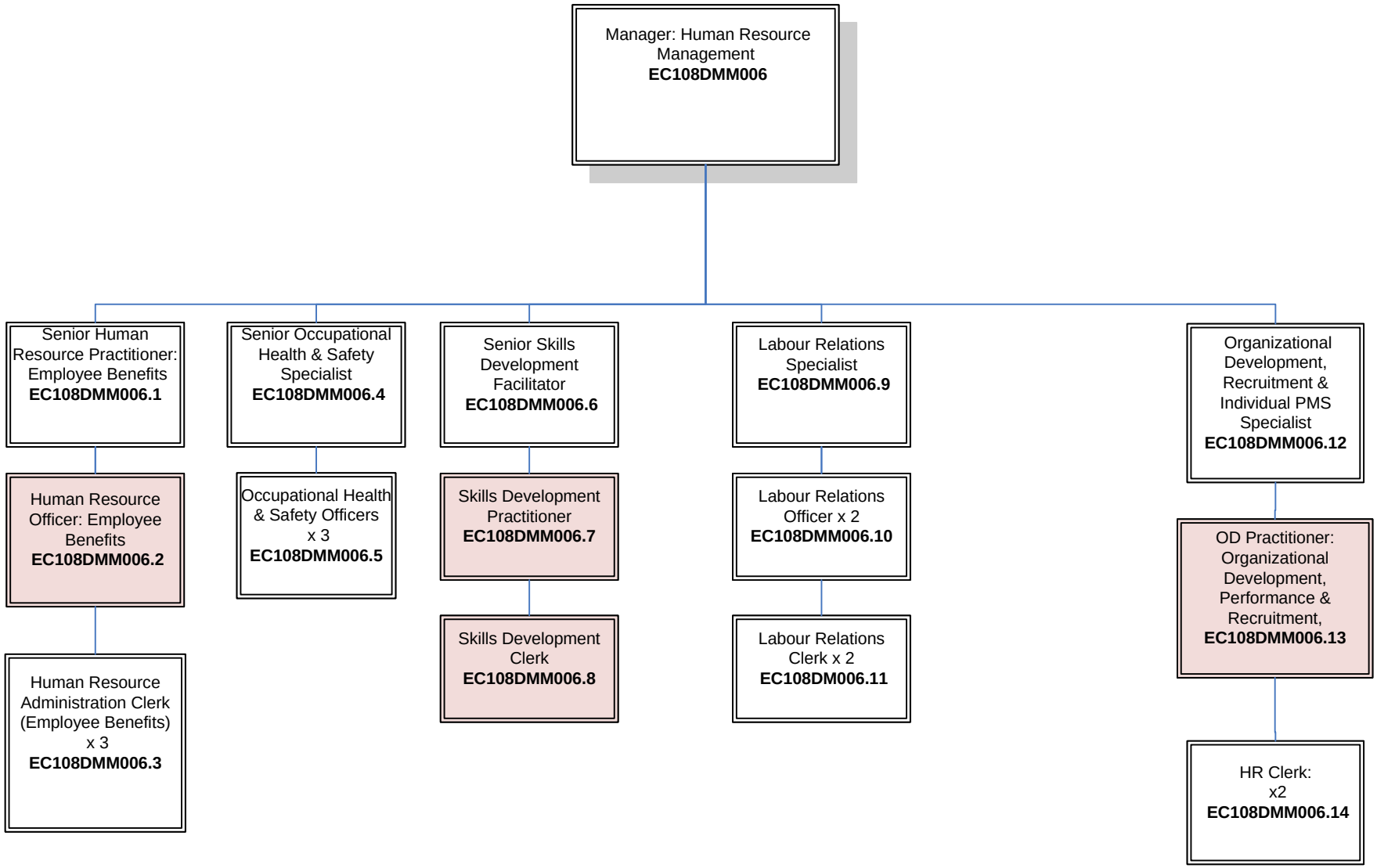
Annexure 1.1.3



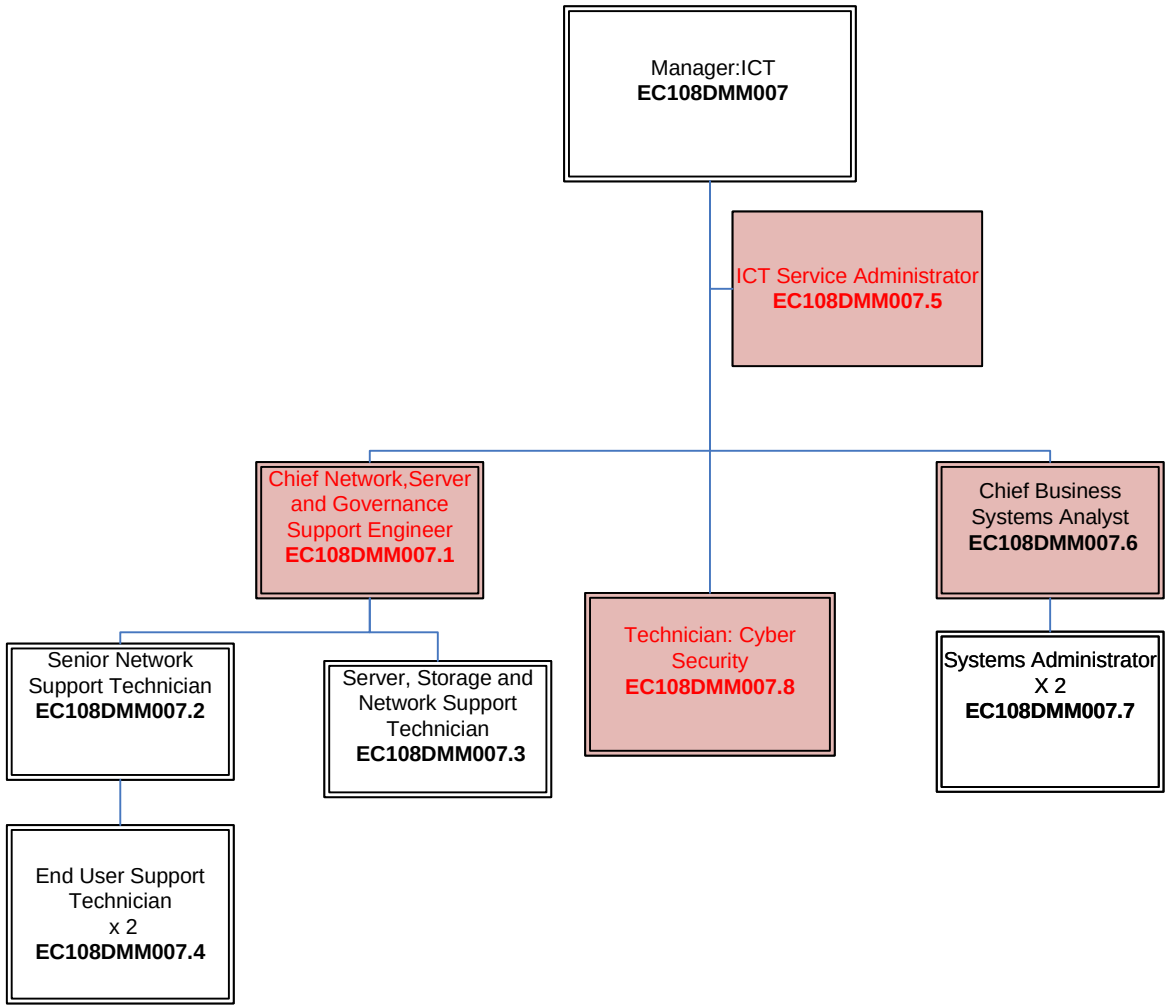
Office of the Deputy Municipal Manager
ADMINISTRATION & AUXILIARY SERVICES
Annexure 1.1.4



Office of the Deputy Municipal Manager
Human Resource Management
Annexure 1.1.5

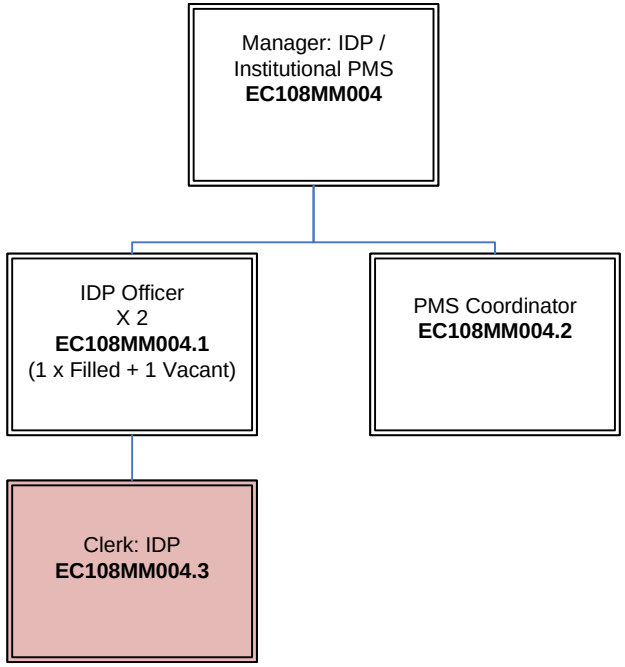


Office of the Deputy Municipal Manager
ICT
Annexure 1.1.6

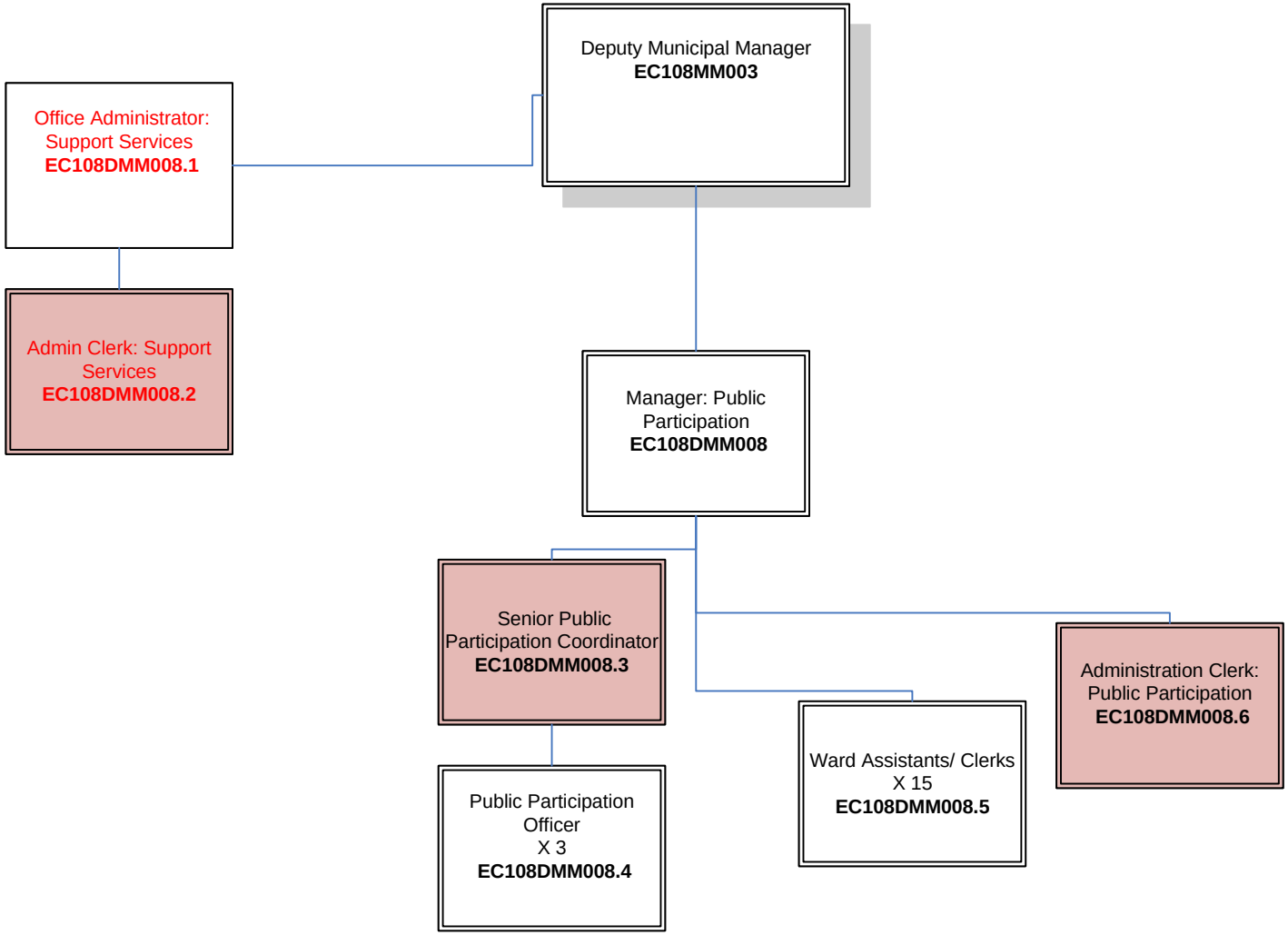


Office of the Municipal Manager
IDP/ Institutional PMS

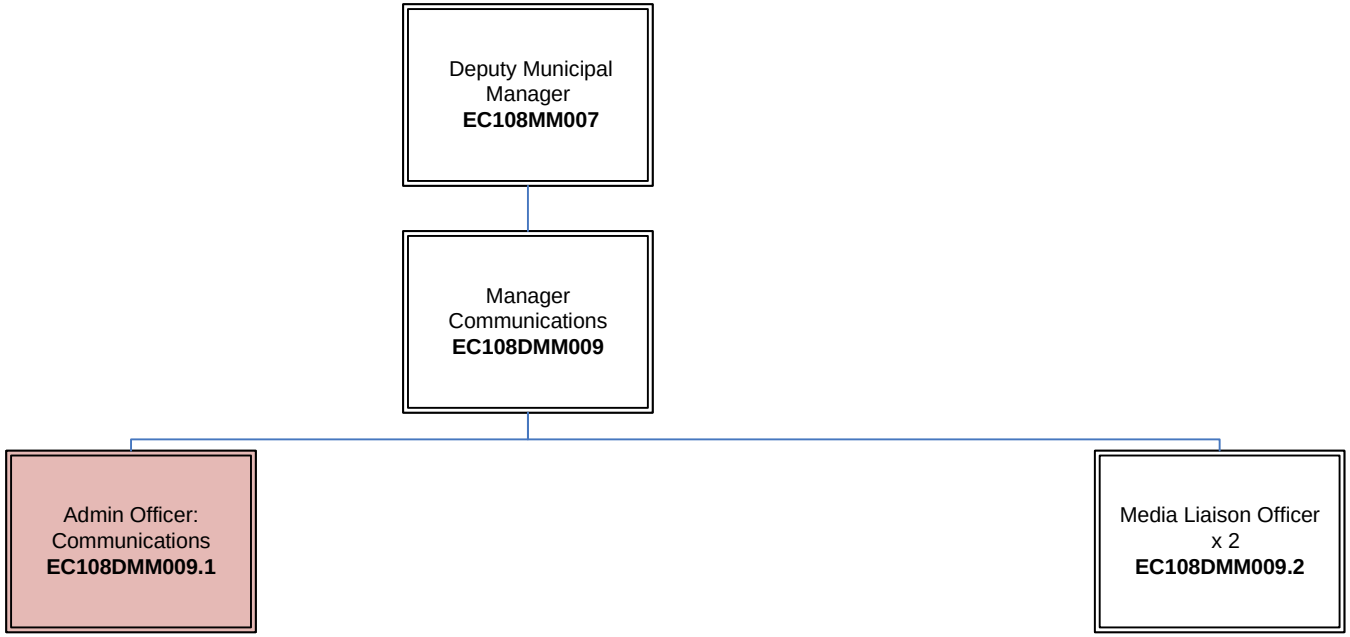
Annexure 1.1.8



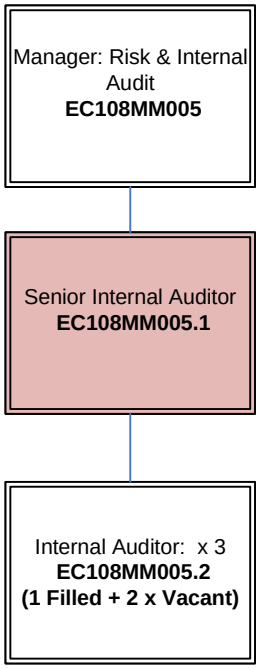
Office of the Deputy Municipal Manager
Public Participation
Annexure 1.1.9



Office of the Deputy Municipal Manager
COMMUNICATIONS
Annexure 1.1.10



Office of the Municipal Manager
Risk & Internal Audit
Annexure 1.2

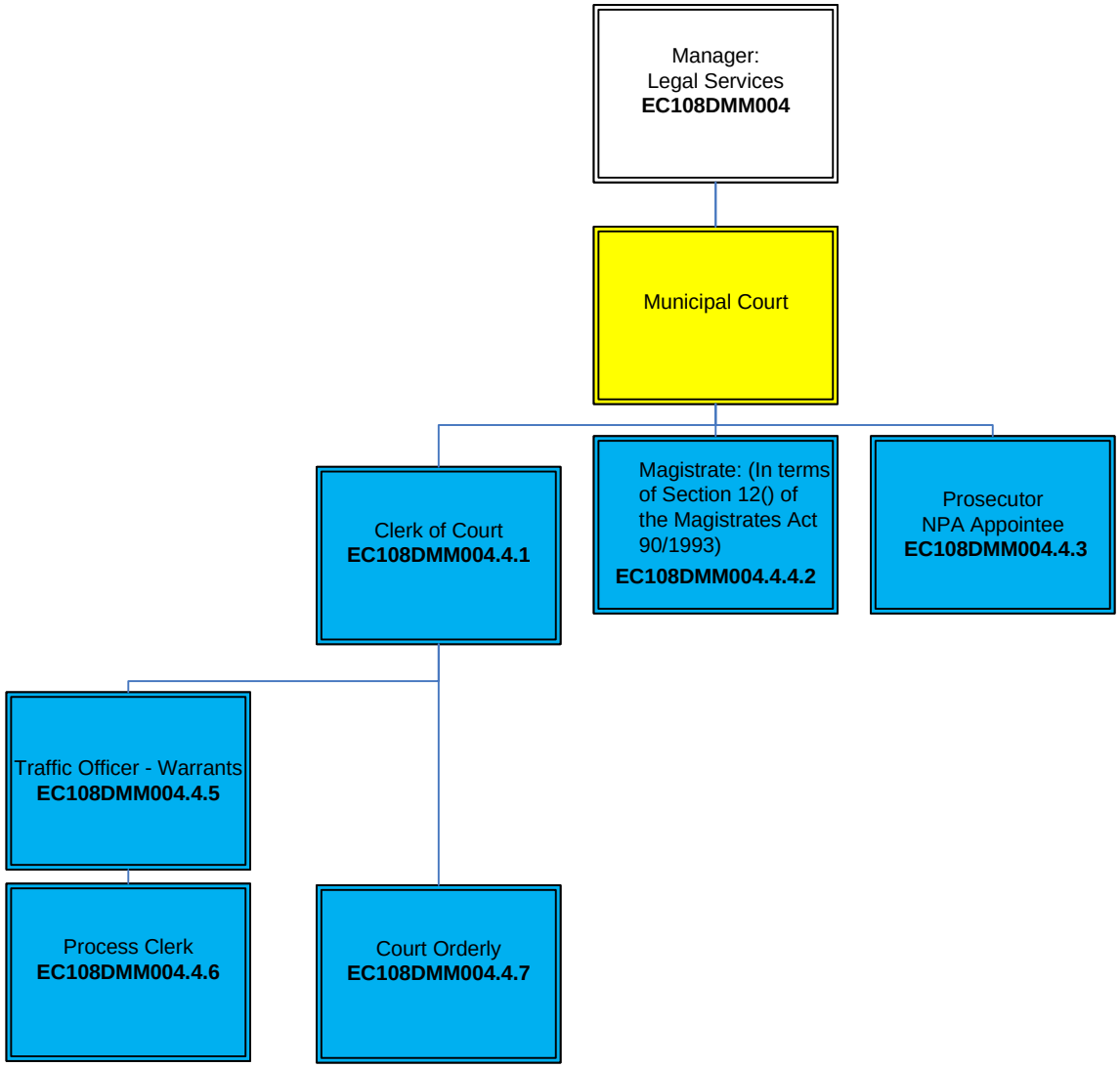


Office of the Deputy Municipal Manager

Legal Services

Annexure: 004.4

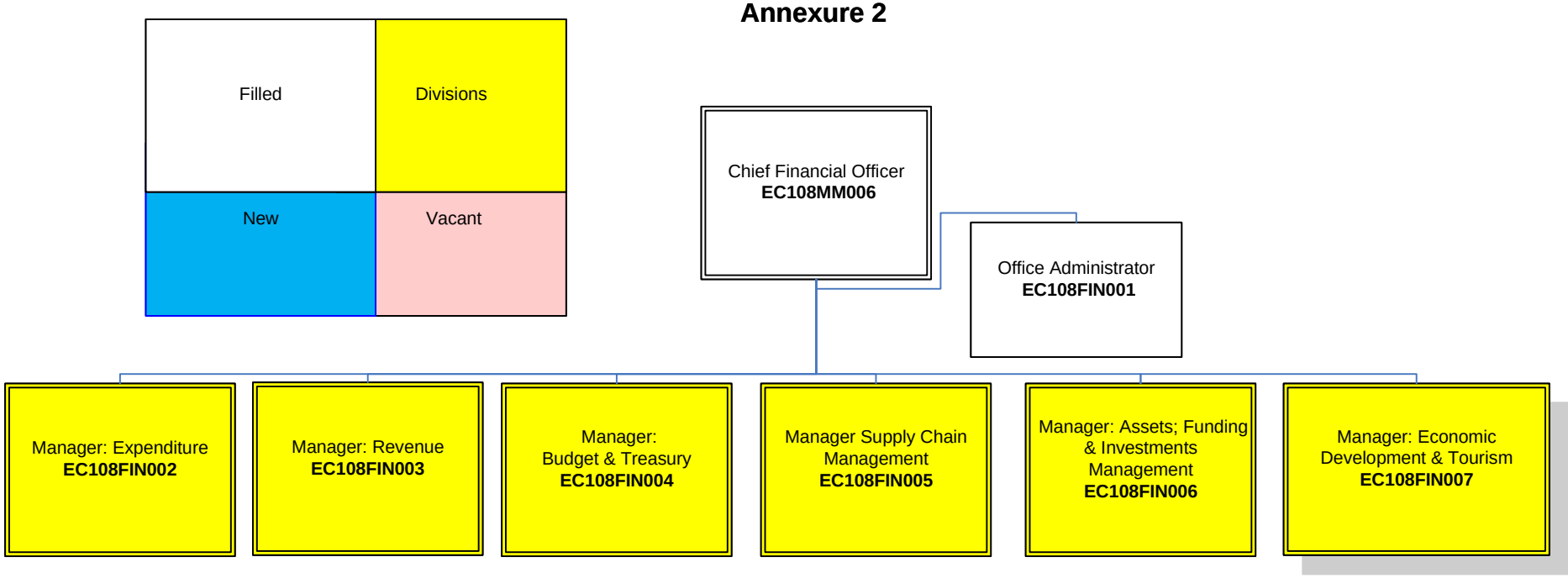
Pending Approval from Department of Justice



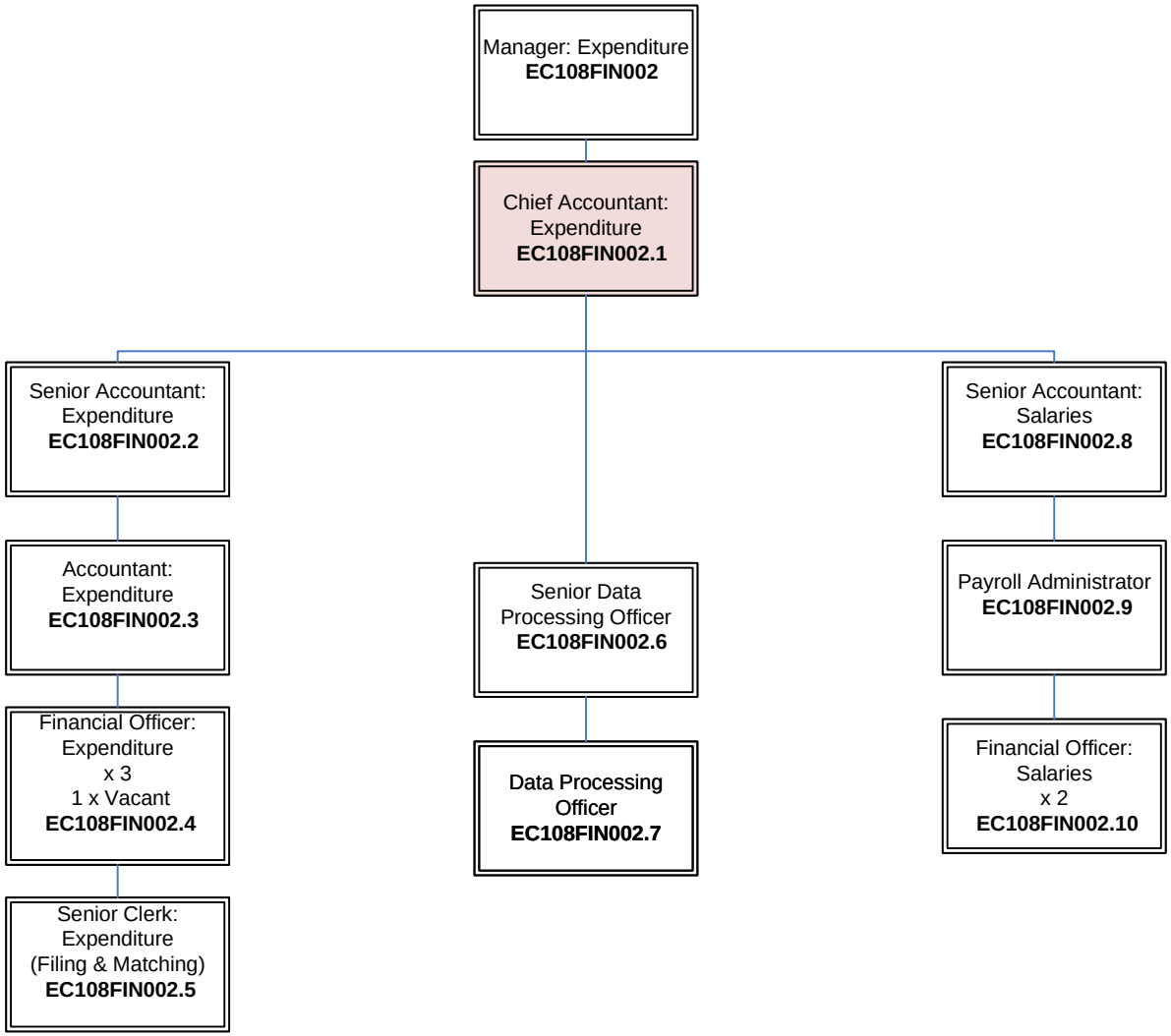
Kouga Local Municipality

Finance & Economic Development Directorate

Annexure 2



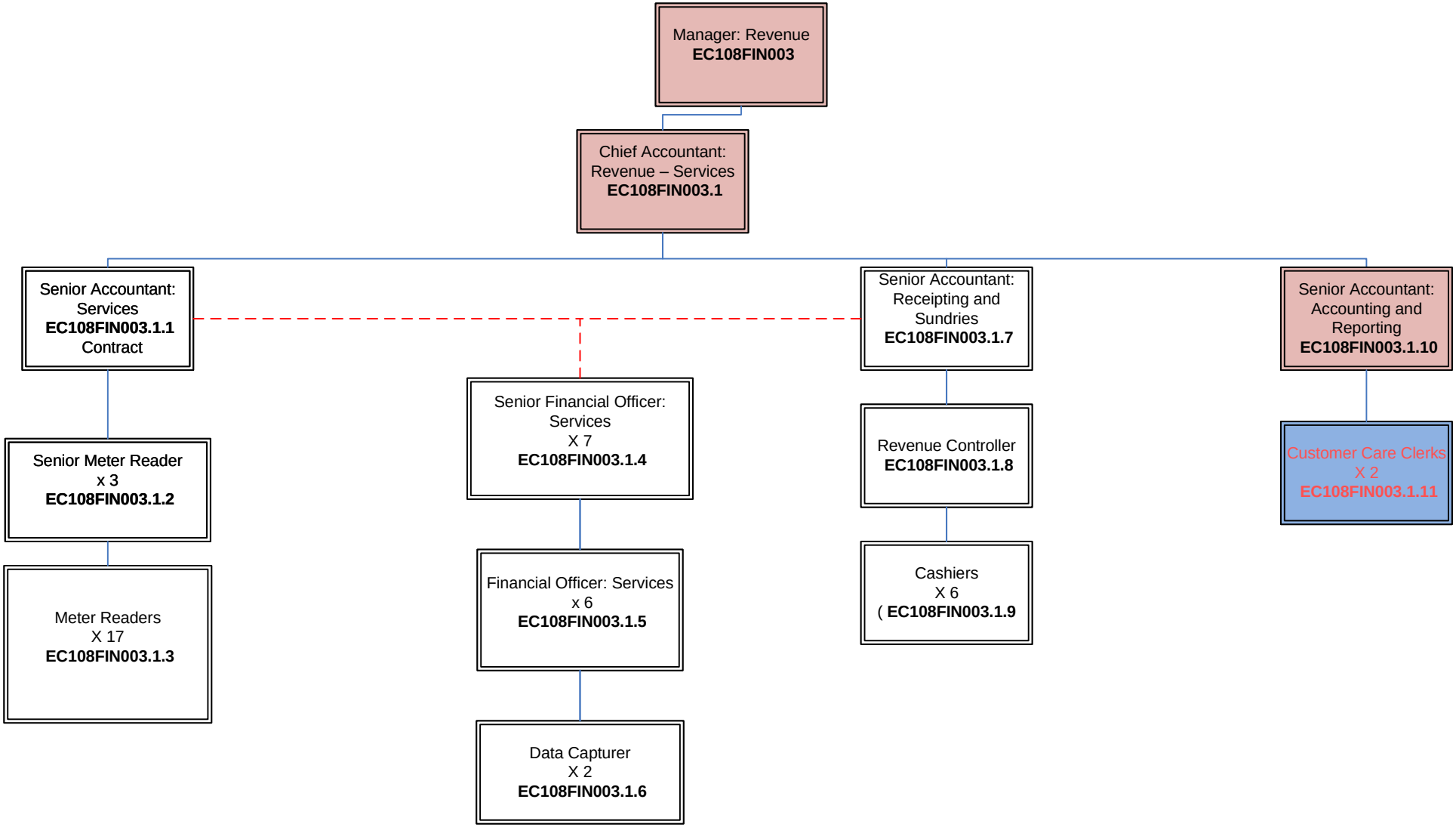
Finance & Economic Development Directorate
Expenditure
Annexure 2.1



Finance & Economic Development Directorate

Revenue Management

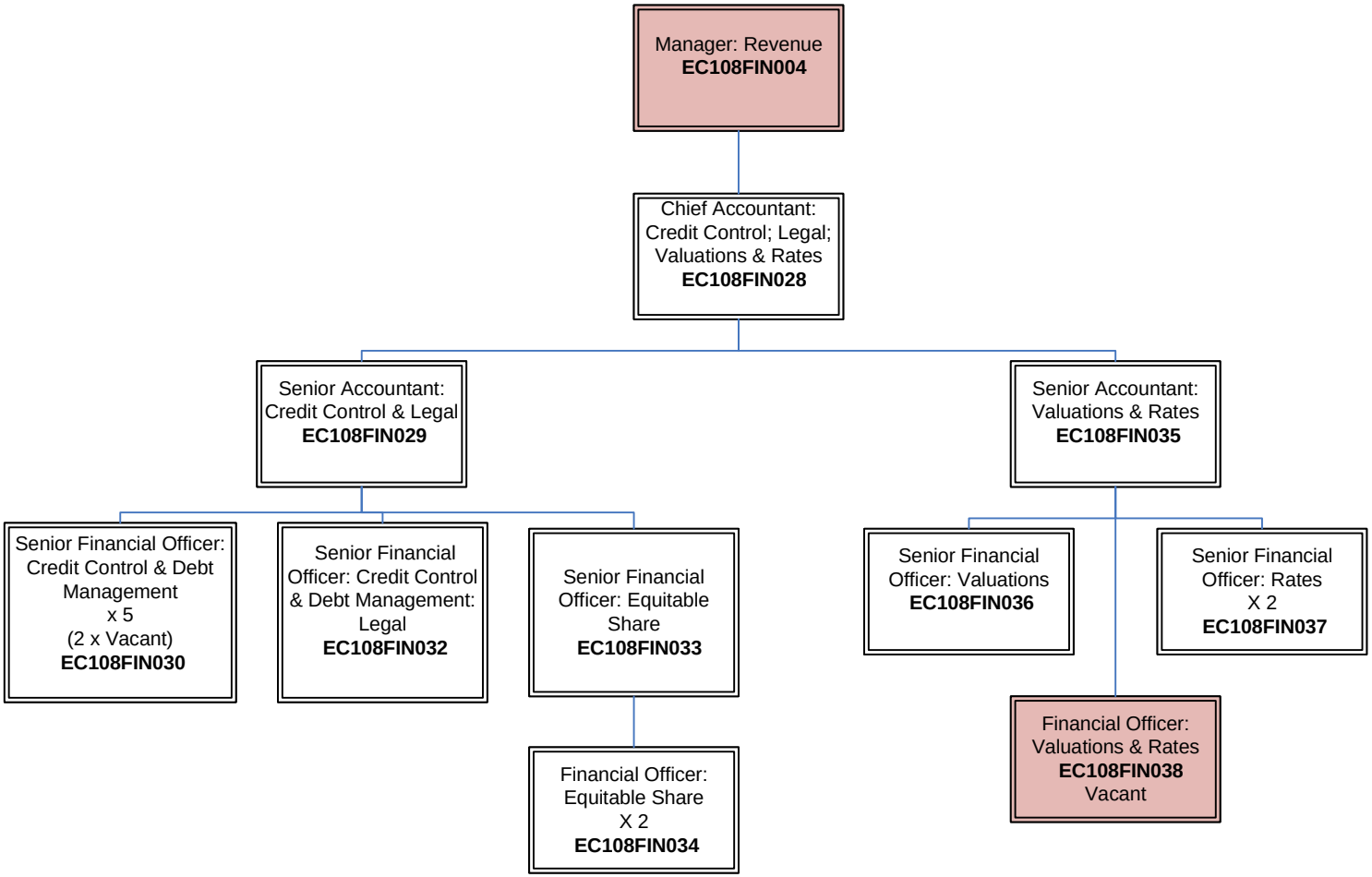
Annexure 2.2



Finance & Economic Development Directorate

Revenue Management

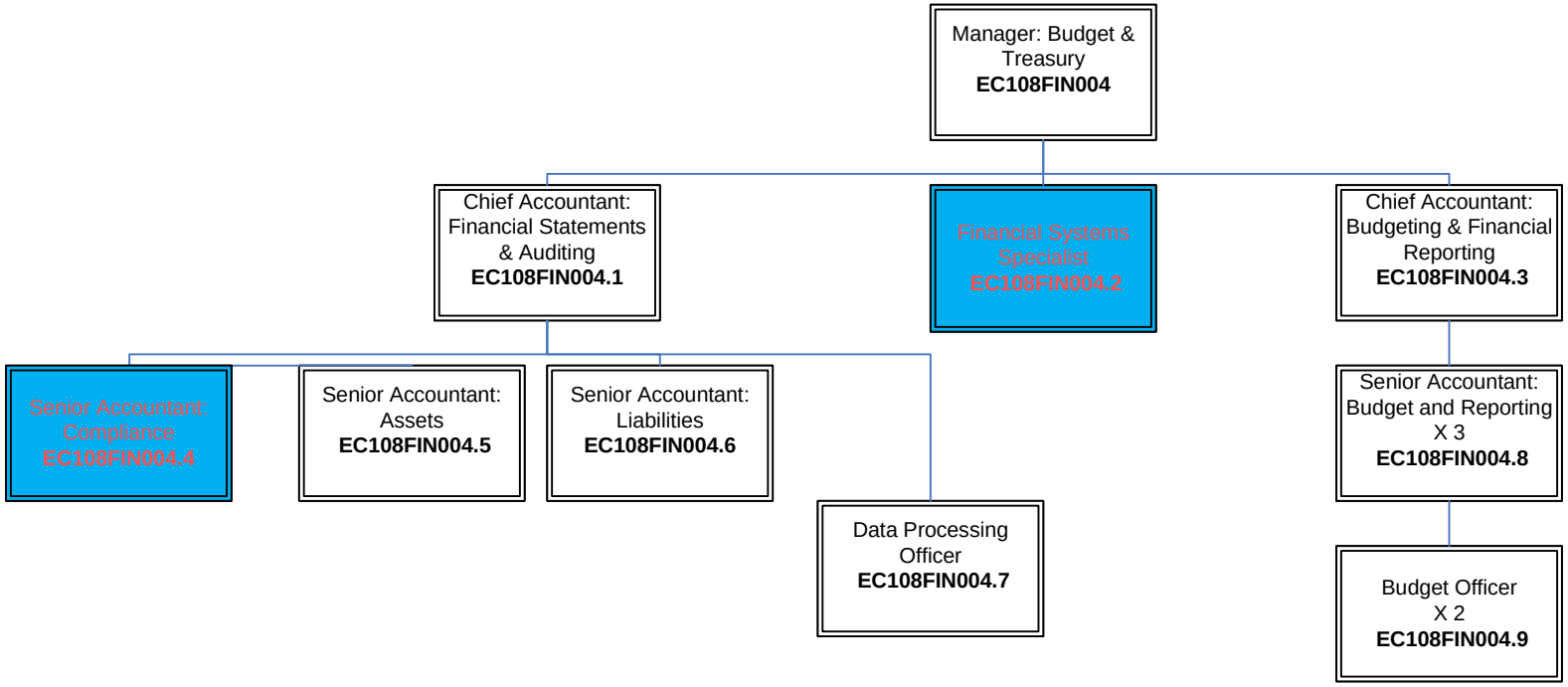
Annexure 2.2.1



Finance & economic Development Directorate

Budget & Treasury

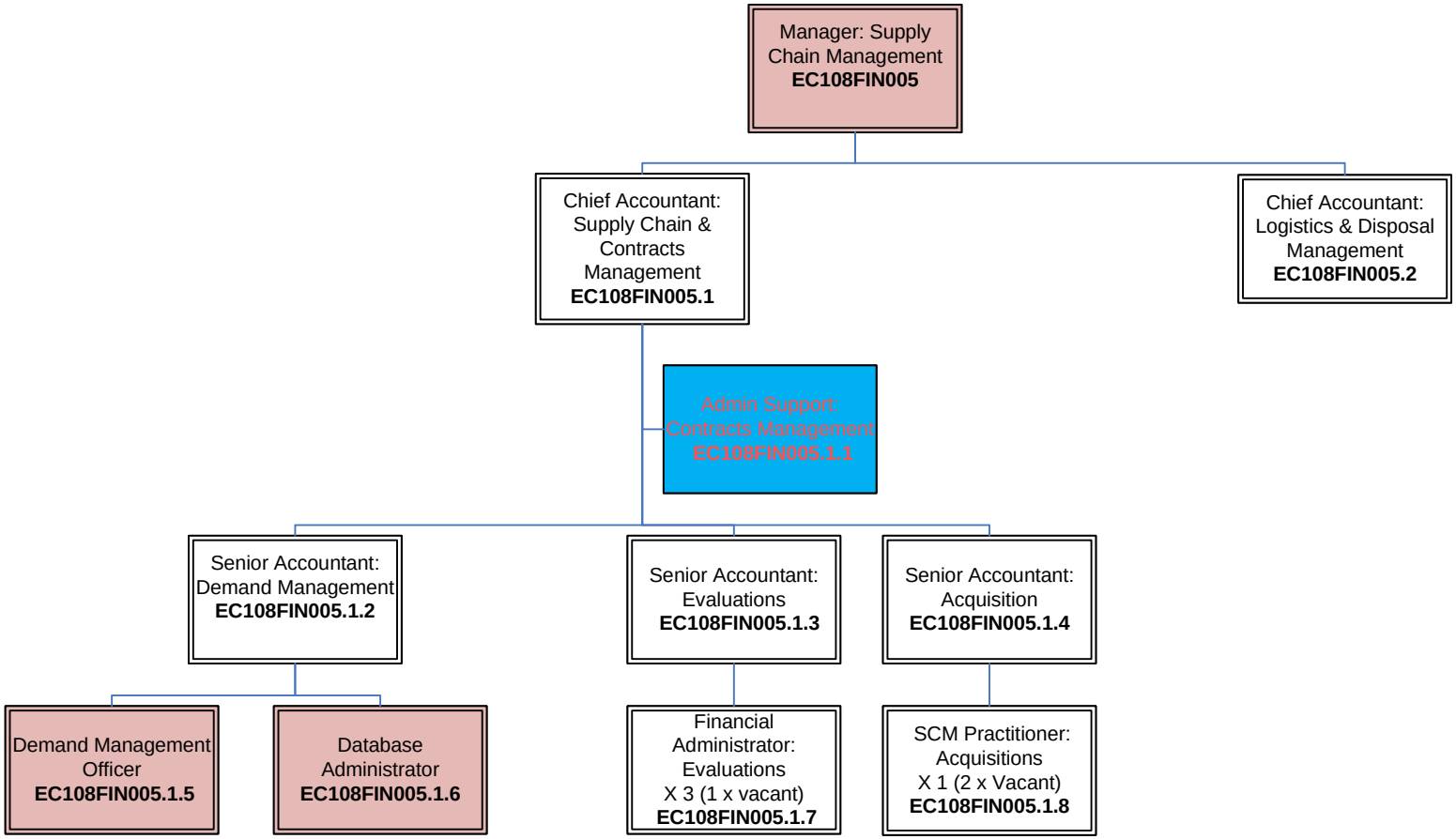
Annexure 2.3



Finance & Economic Development Directorate

Supply Chain Management

Annexure 2.4

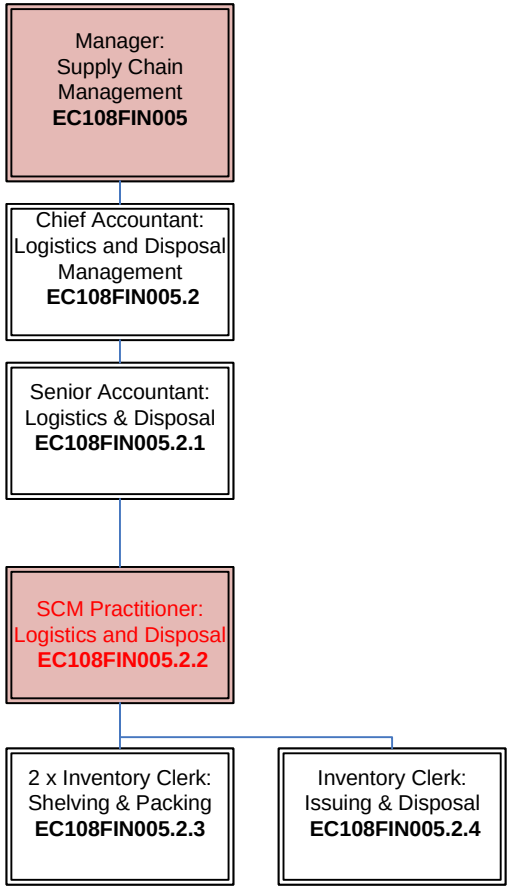


Finance & Economic Development Directorate

Supply Chain Management

Demand Management – Centralized Stores

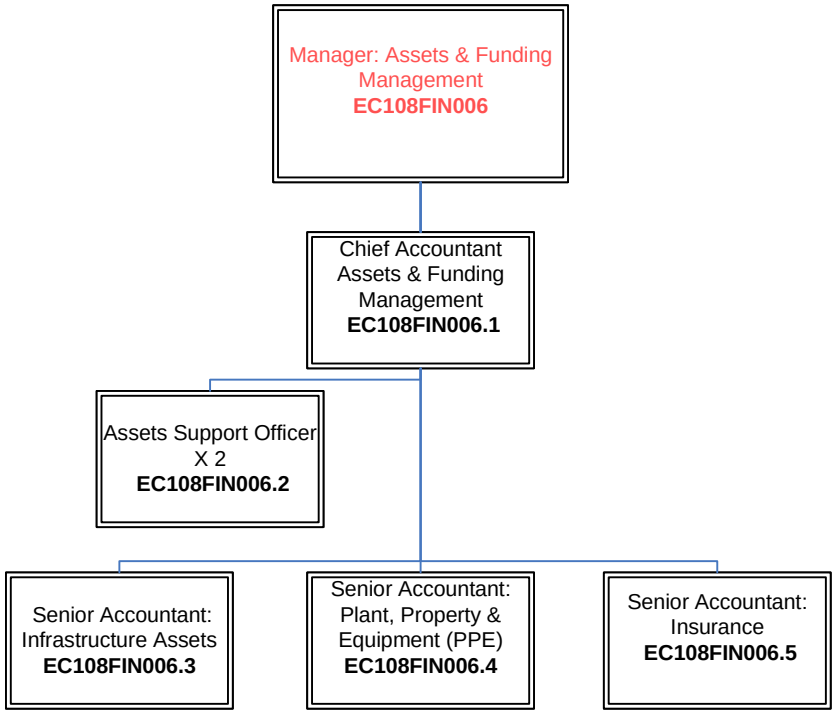
Annexure 2.4.1



Finance & Economic Development Directorate

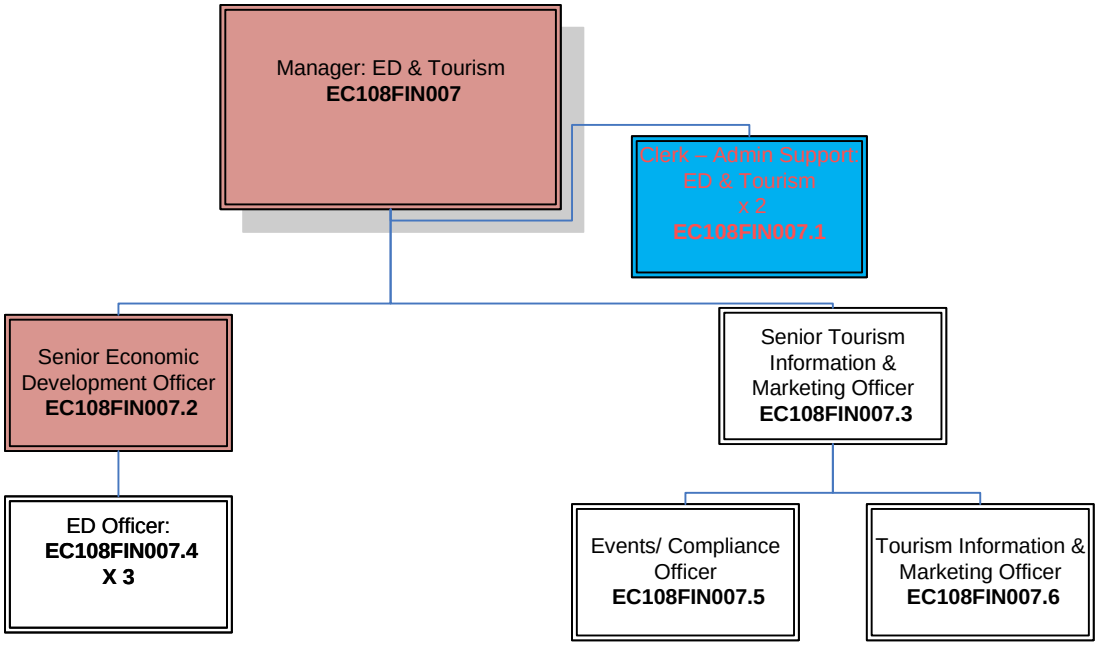
Assets and Funding Management

Annexure: 2.5

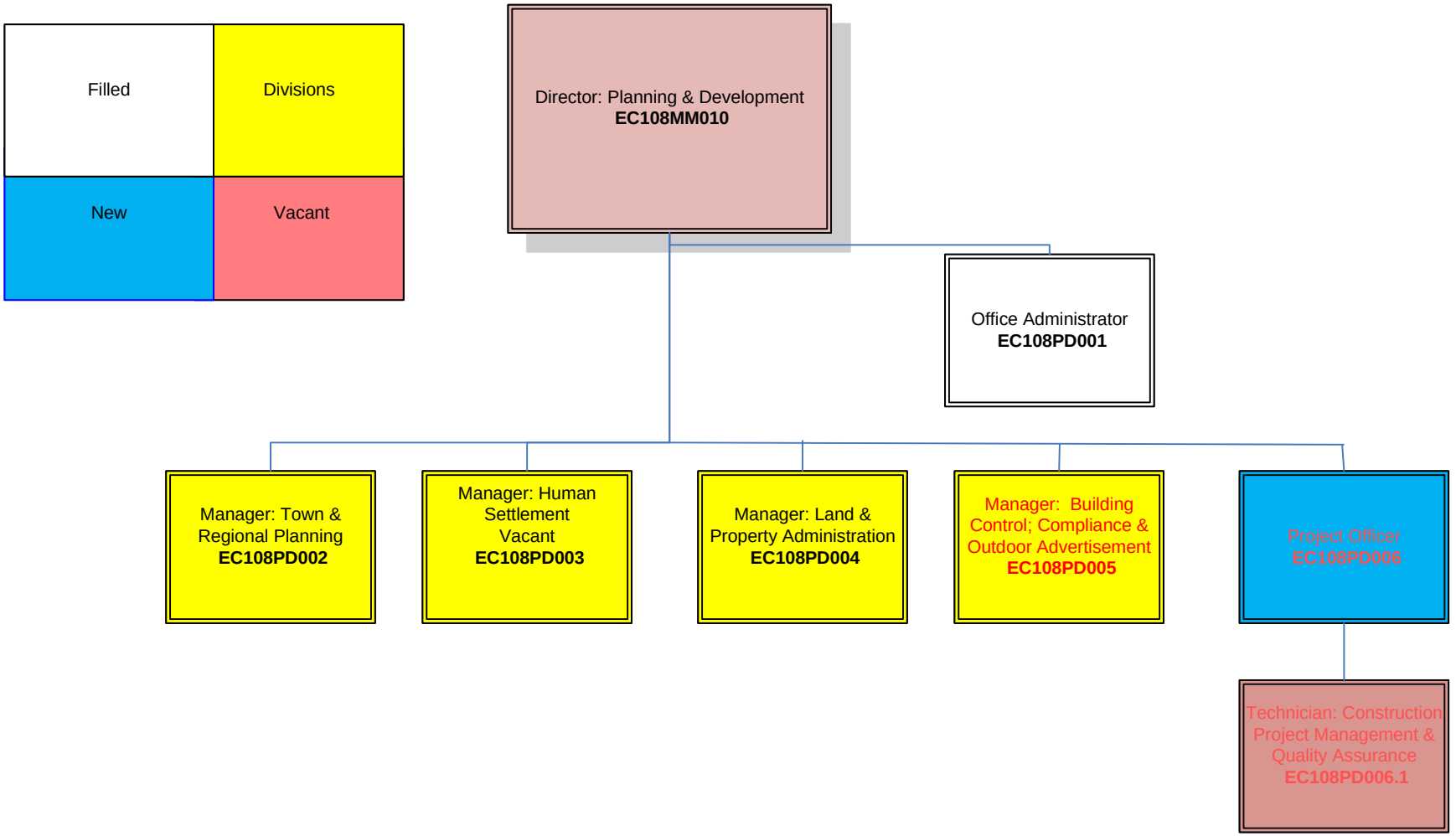


Economic Development & Tourism

Annexure 2.6



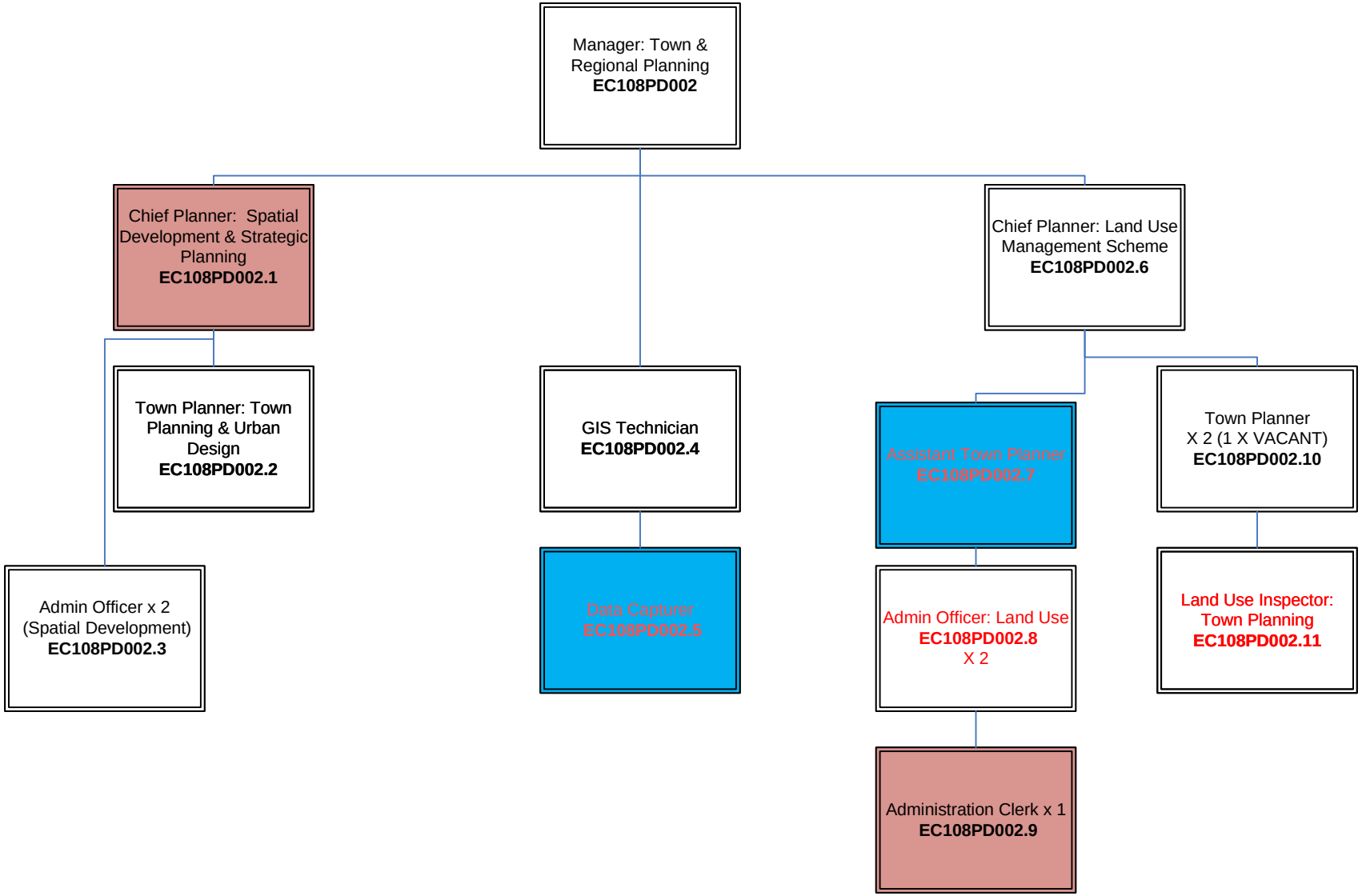
Kouga Local Municipality
Planning & Development
Annexure 6



Planning & Development

Town & Regional Planning

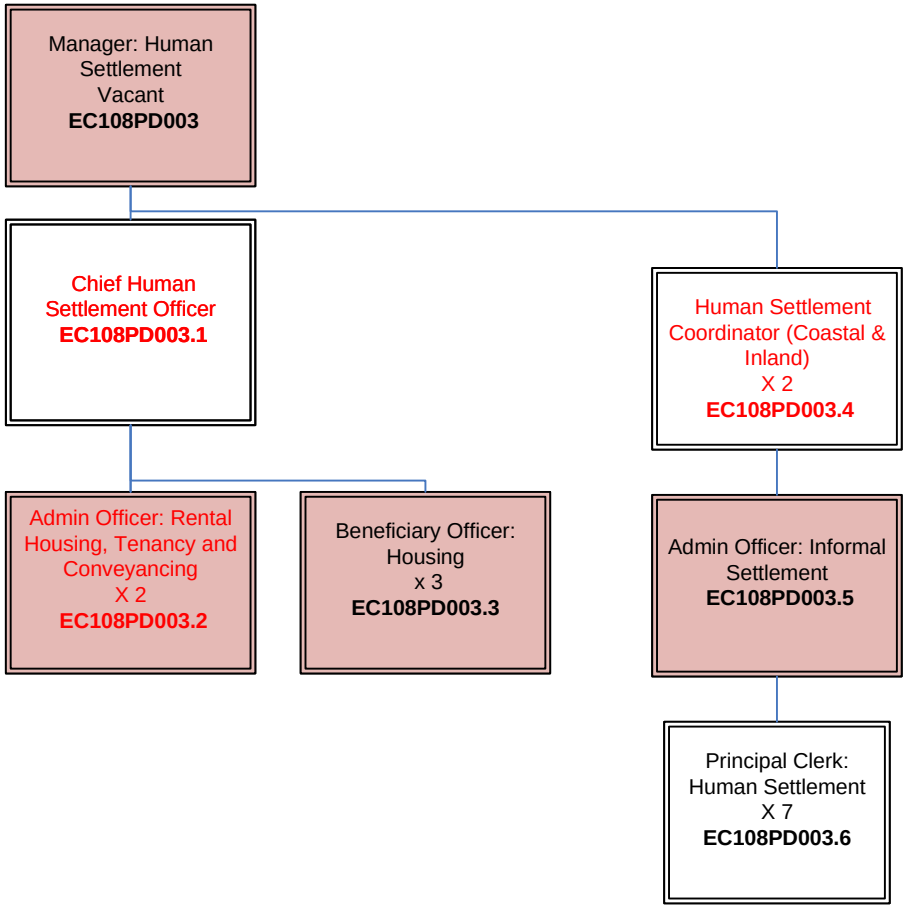
Annexure 6.1



Planning & Development

Human Settlement

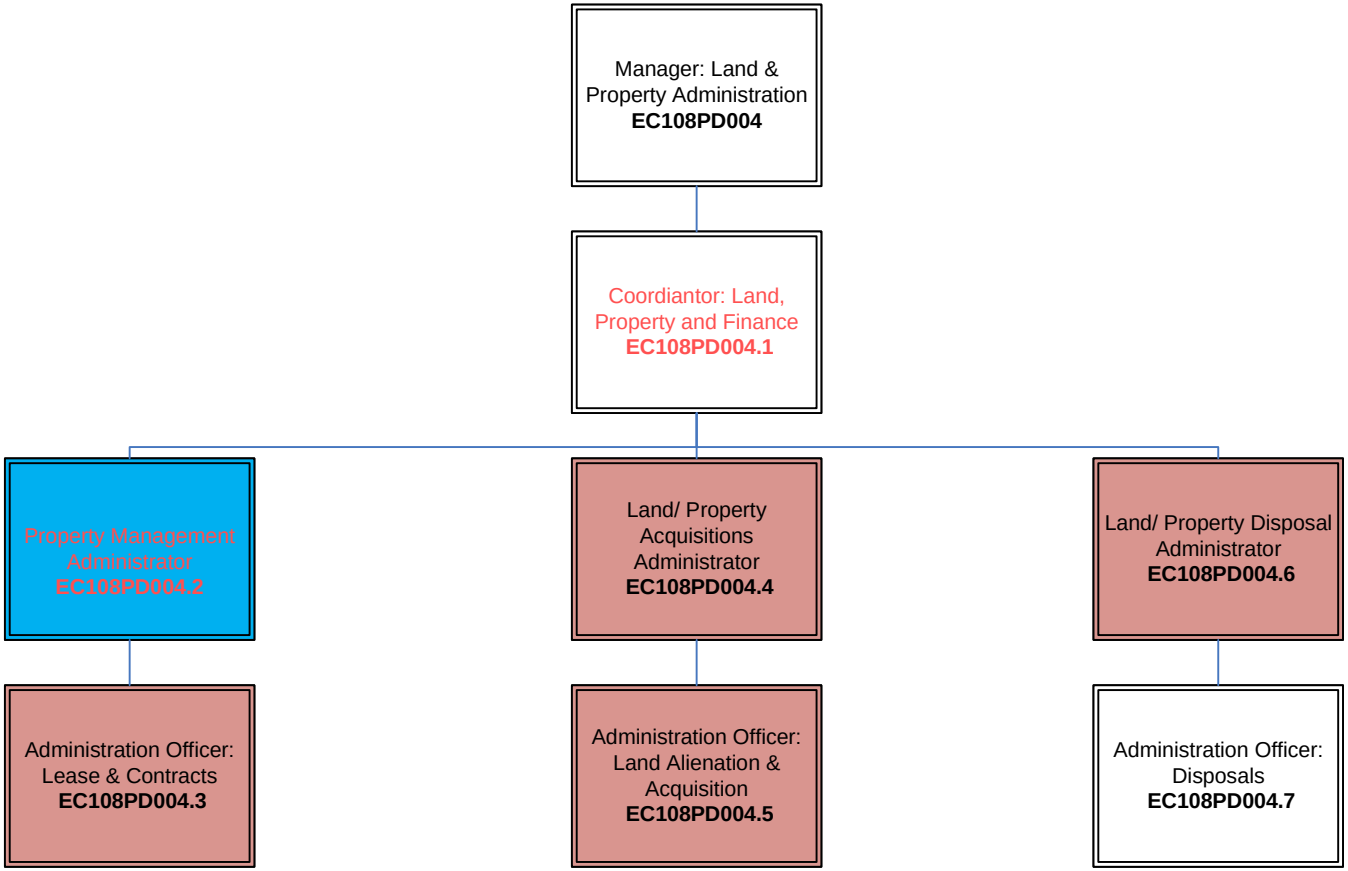
Annexure: 6.2



Planning & Development

Land & Property Administration

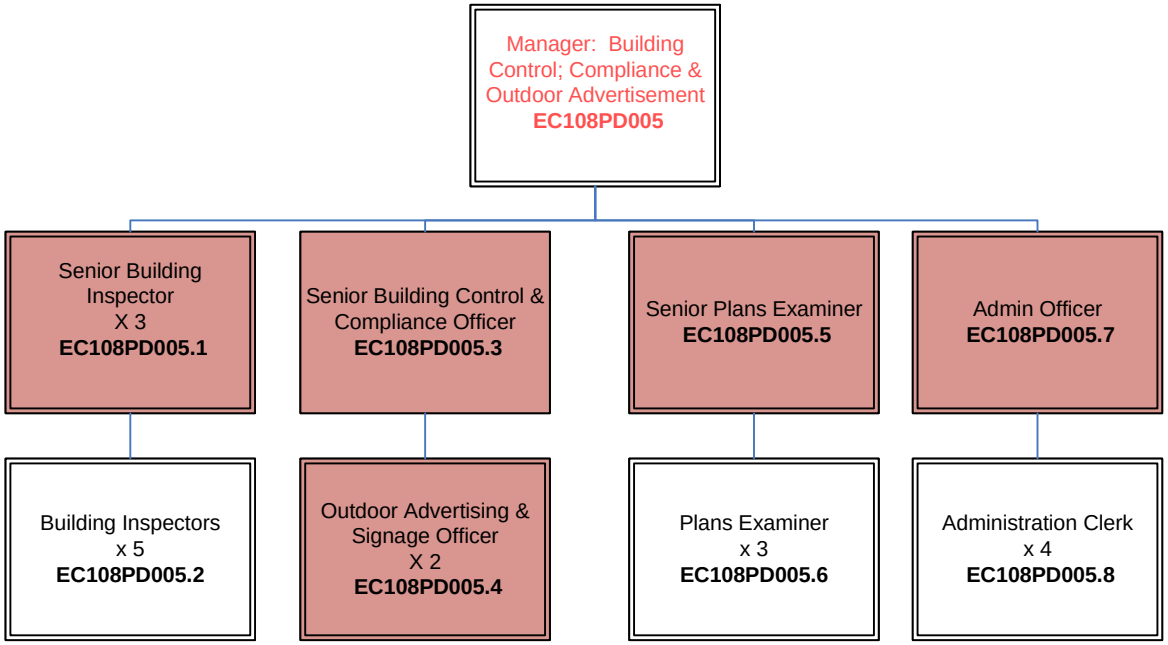
Annexure: 6.3



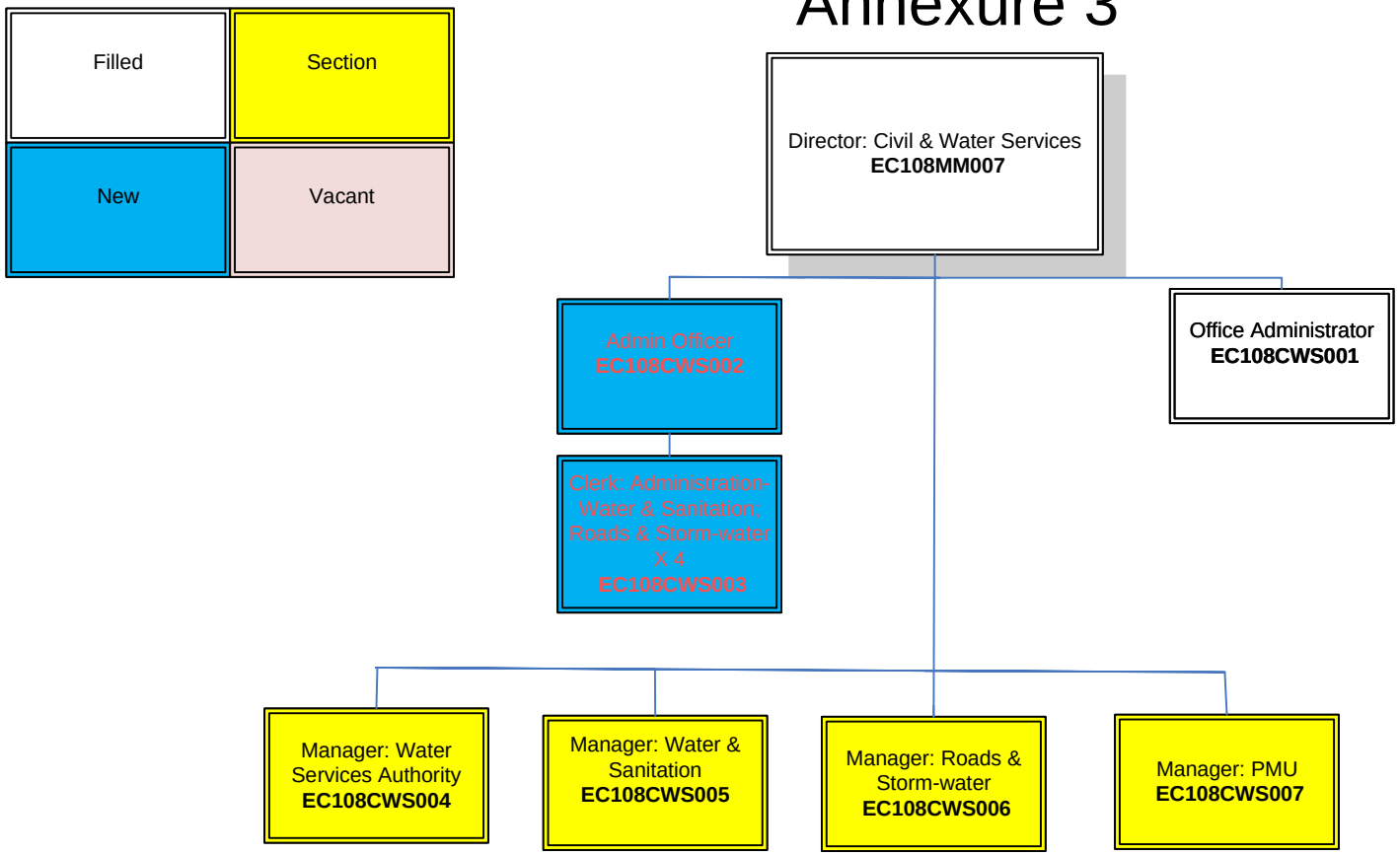
Planning & Development

Building Control; Compliance and Outdoor Advertising

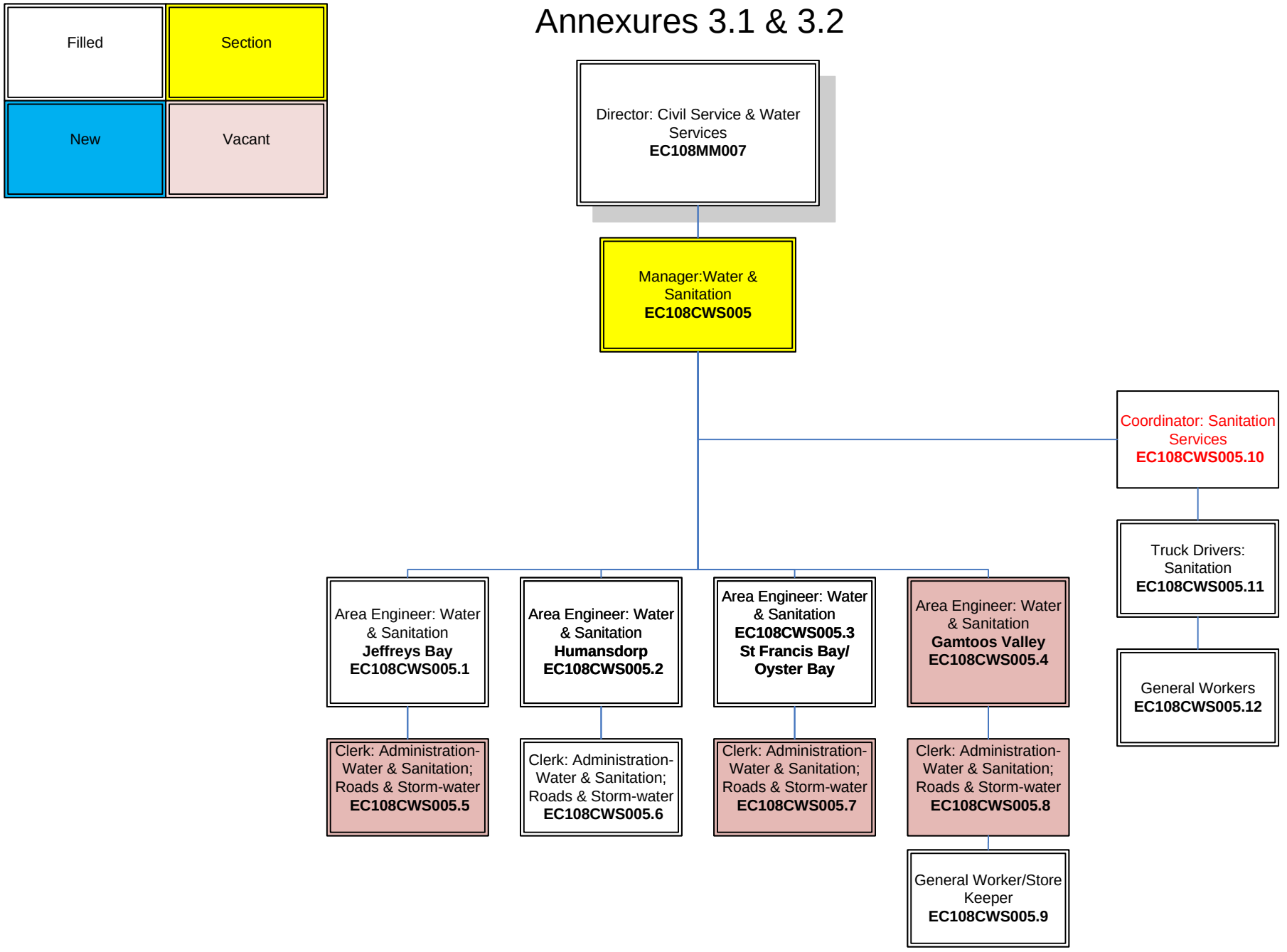
Annexure: 6.4



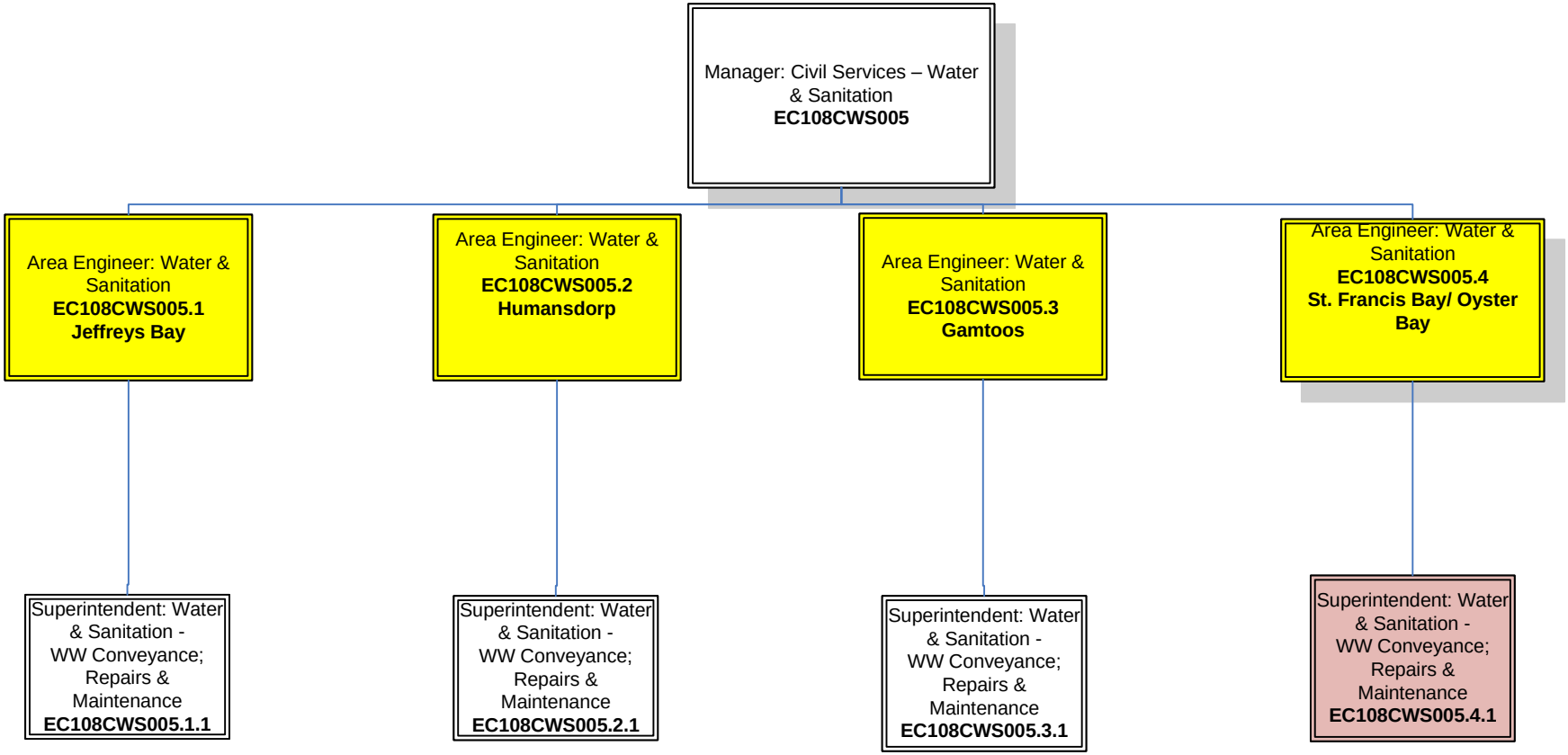
Kouga Local Municipality
Civil & Water Services – Top Structure
Annexure 3



Kouga Local Municipality
Civil & Water Services
Water Services Authority & Water & Sanitation Provision
Annexures 3.1 & 3.2



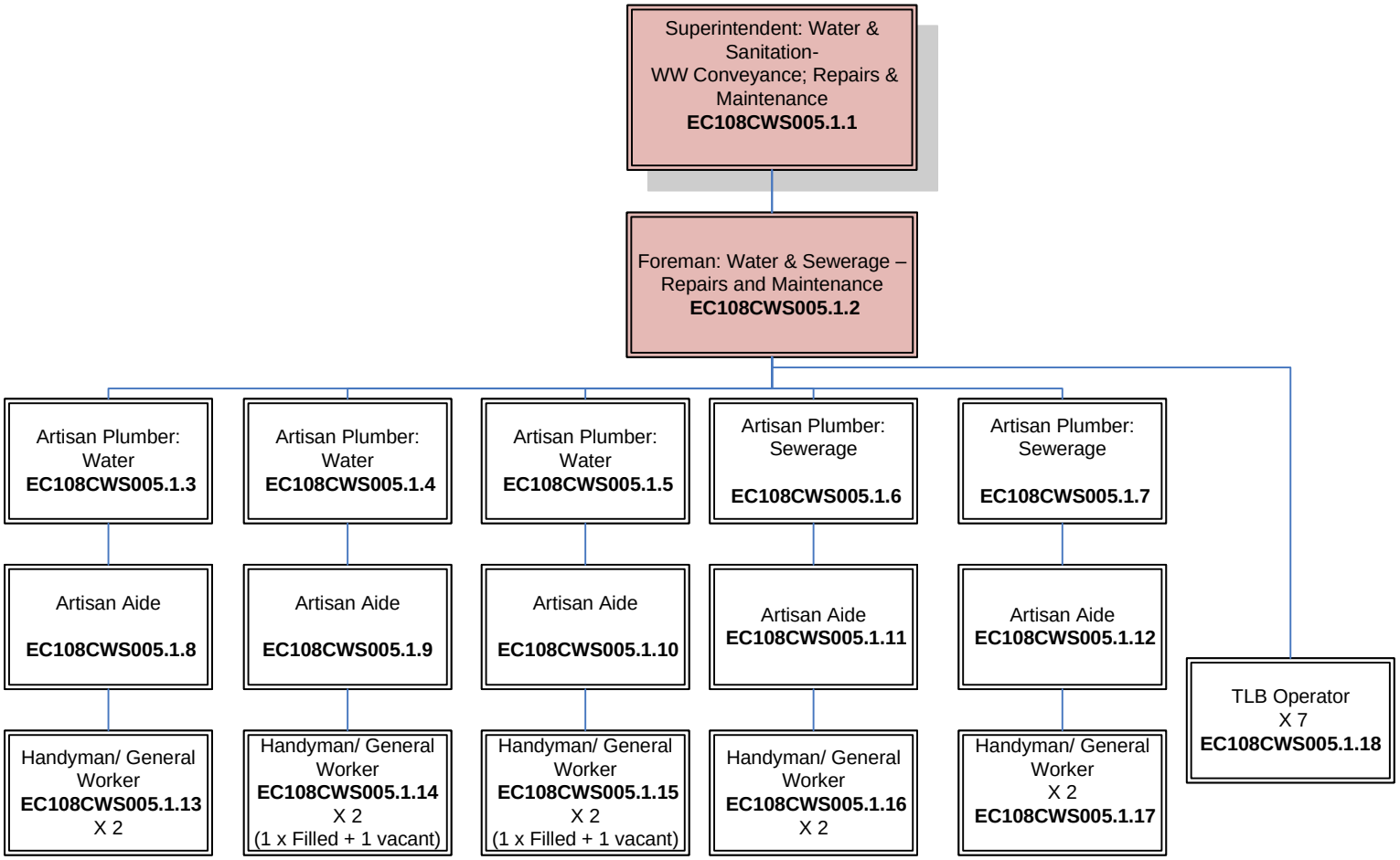
Civil & Water Services
Water & Sanitation
Annexure 3.2



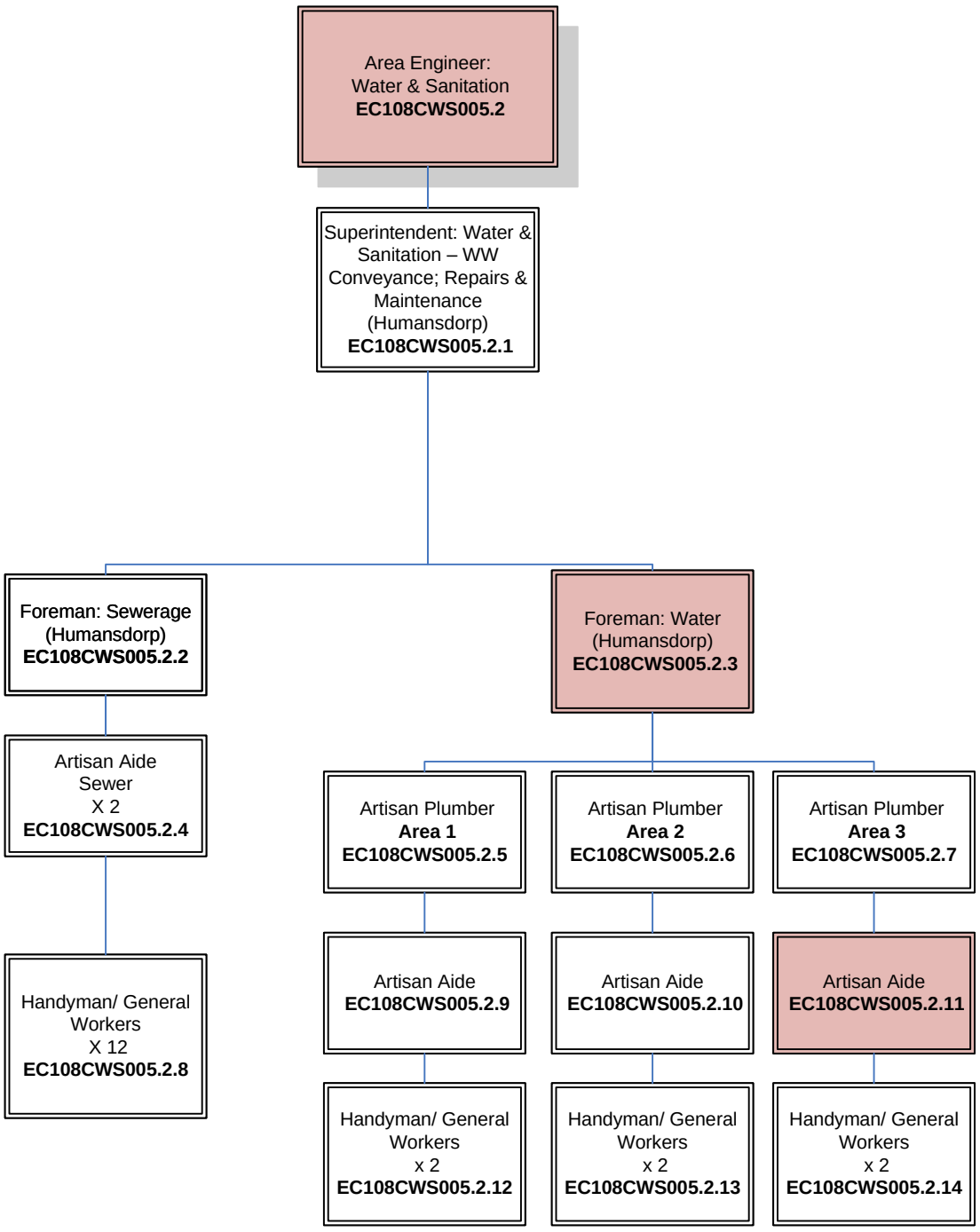
Civil & Water Service

Water & Sanitation (Waste Water Conveyancing: Repairs & Maintenance) - Jeffrey's Bay

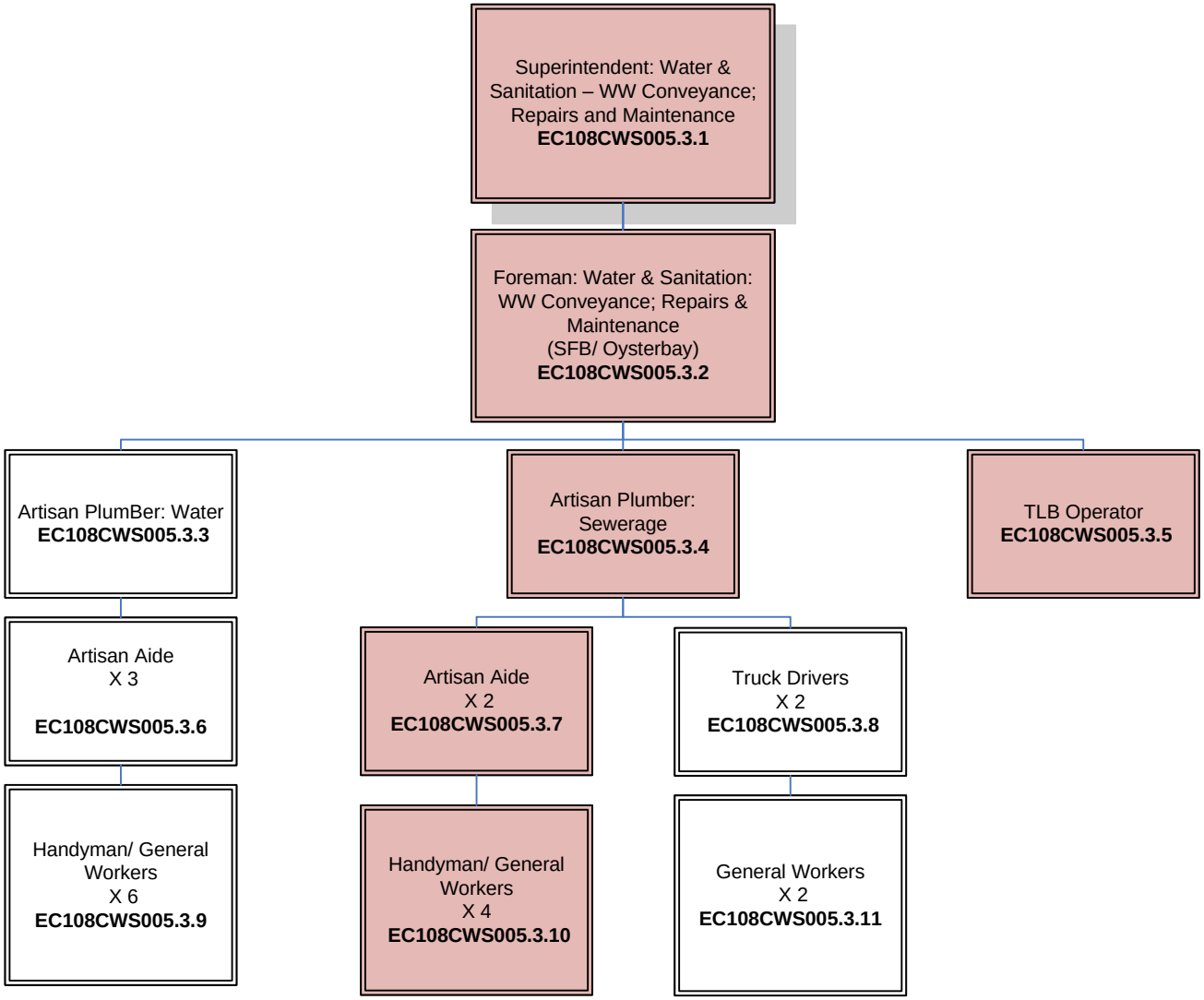
Annexure: 3.2.1



Civil & Water Services
Water & Sanitation – Humansdorp
Annexure: 3.2.2



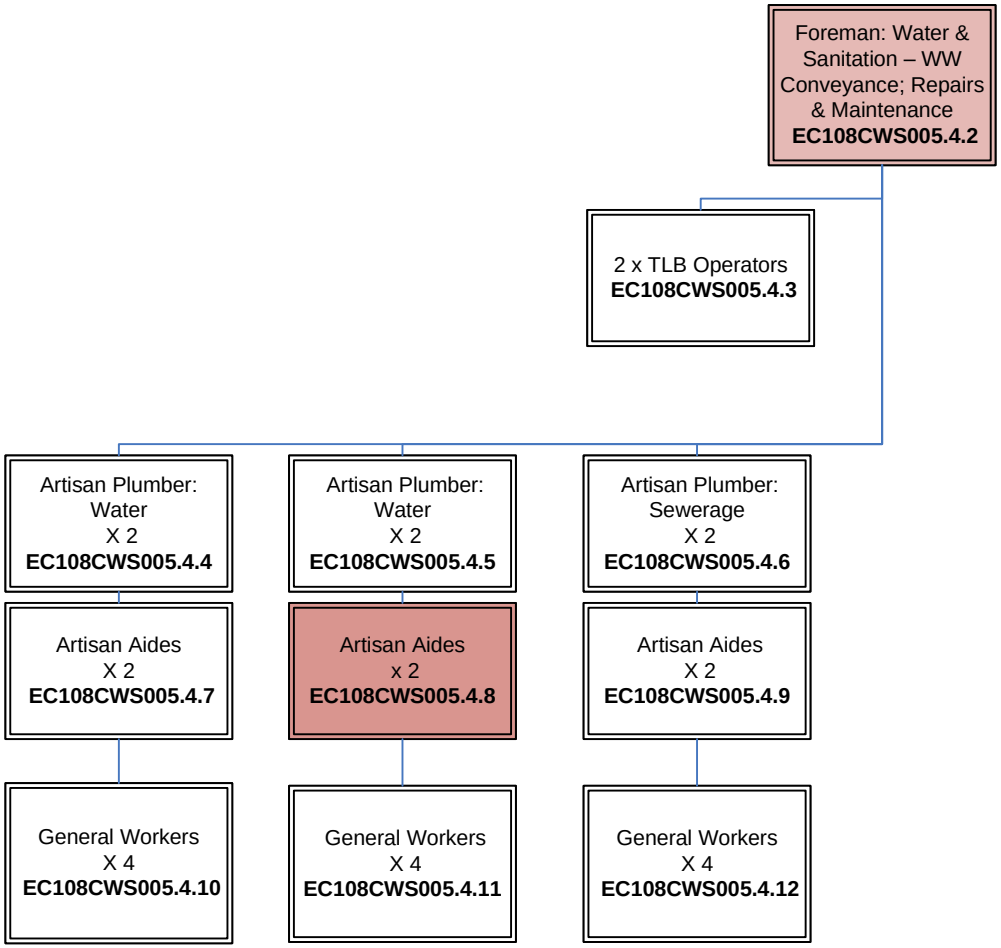
Civil & Water Services
Water and Sanitation – (WW Conveyance; Repairs & Maintenance)
SFB, Oyster Bay
Annexure: 3.2.4



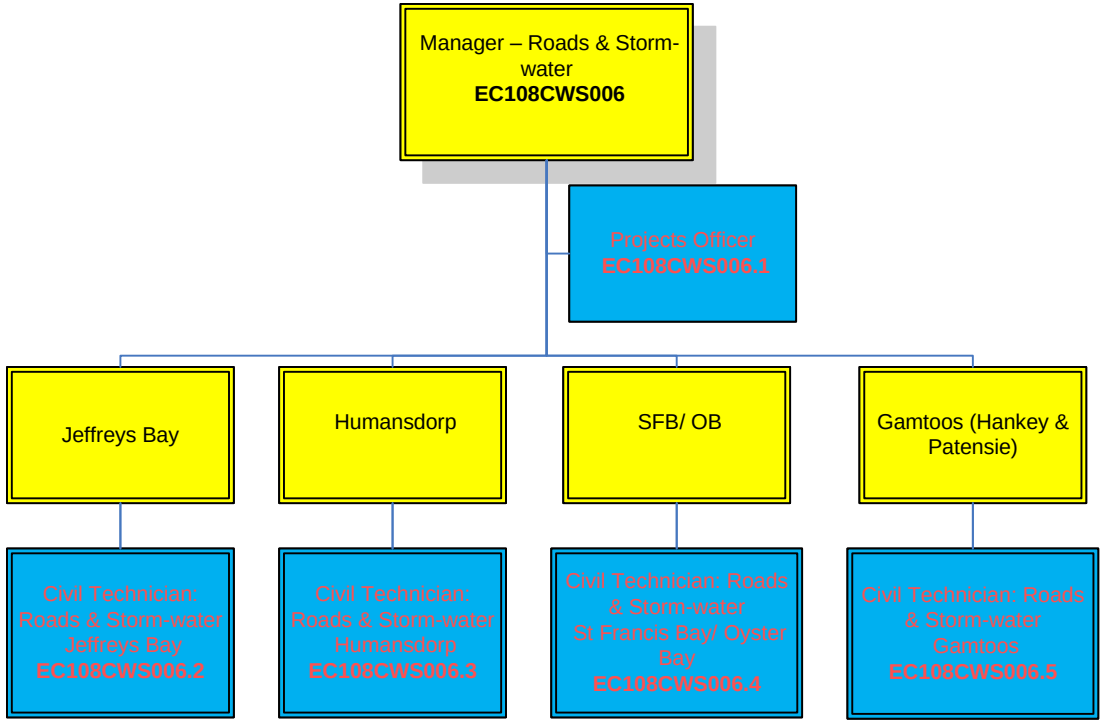
Civil & Water Services

Water – WW Coveyance; Repairs & Maintenance - Gamtoos

Annexure: 3.2.3

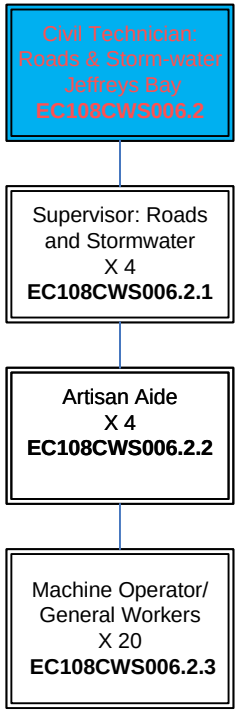


Civil & Water Services
Roads and Storm-water
Annexure: 3.3

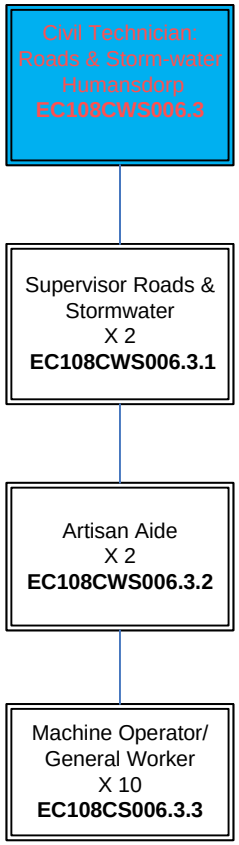


Purpose: To maintain, construct and repair Roads, Streets, Tar and Gravel Roads, Sidewalks, Storm-water Systems/ Structures; etc.

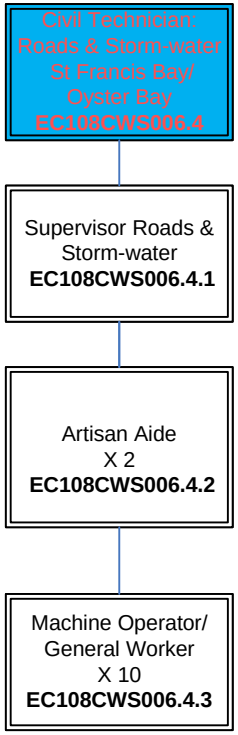
Civil & Water Services
Roads and Storm-water - Jeffrey's Bay
Annexure: 3.3.1



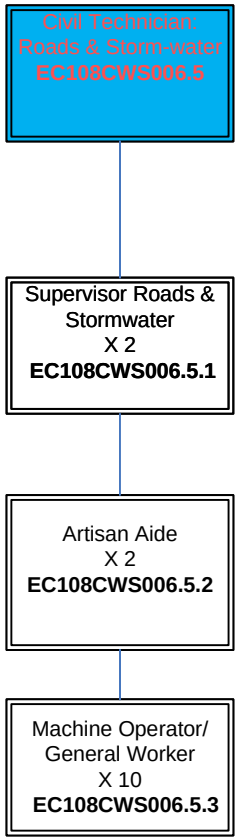
Civil & Water Services
Roads and Storm-Water – Humansdorp
Annexure: 3.3.2



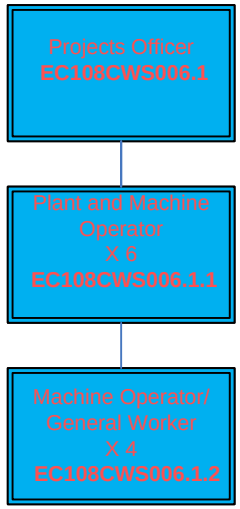
Civil & Water Services
Roads – St Francis Bay
Annexure: 3.3.3



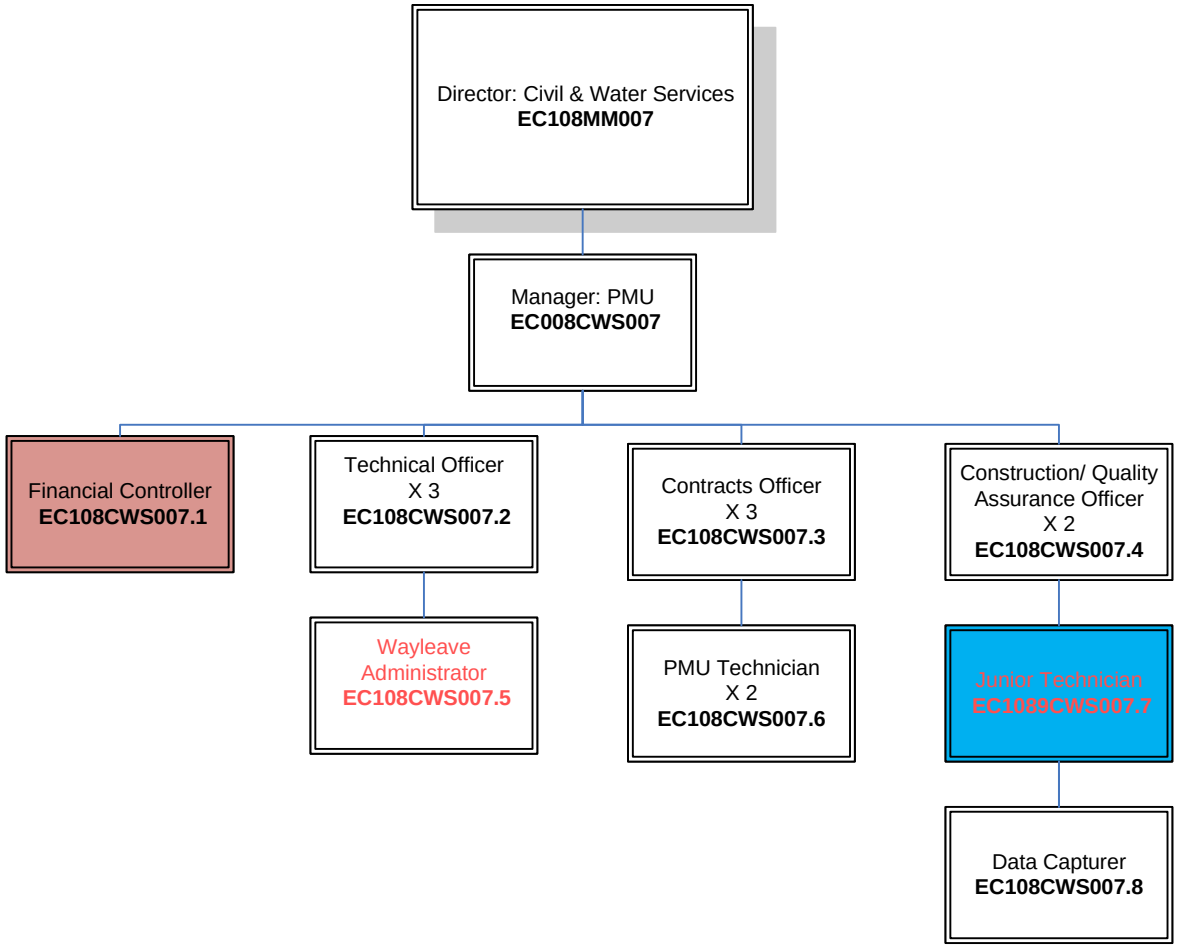
Civil & Water Services
Roads & Storm-water – Gamtoos
Annexure: 3.3.4



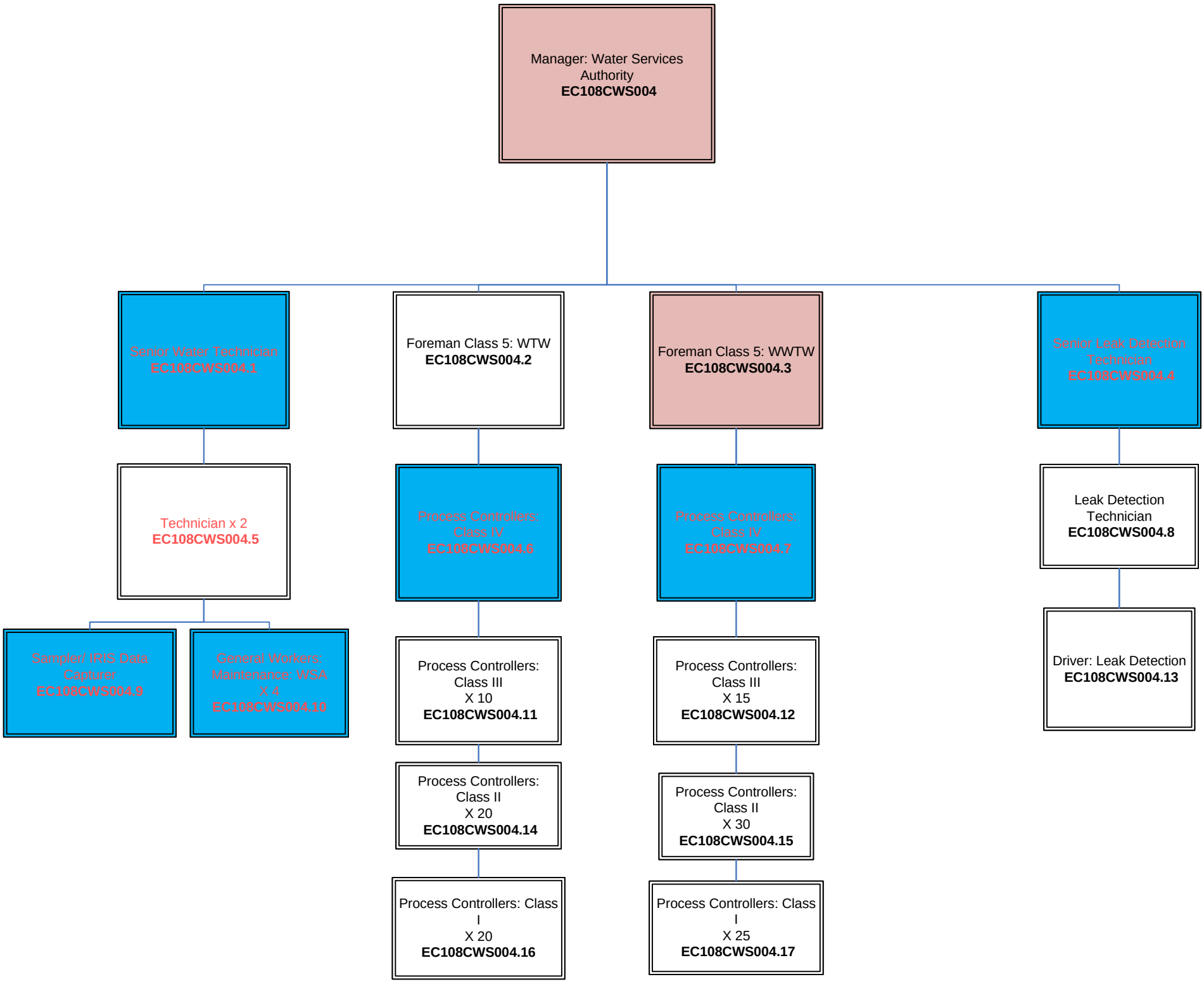
Civil & Water Services
Roads & Storm-water – Projects



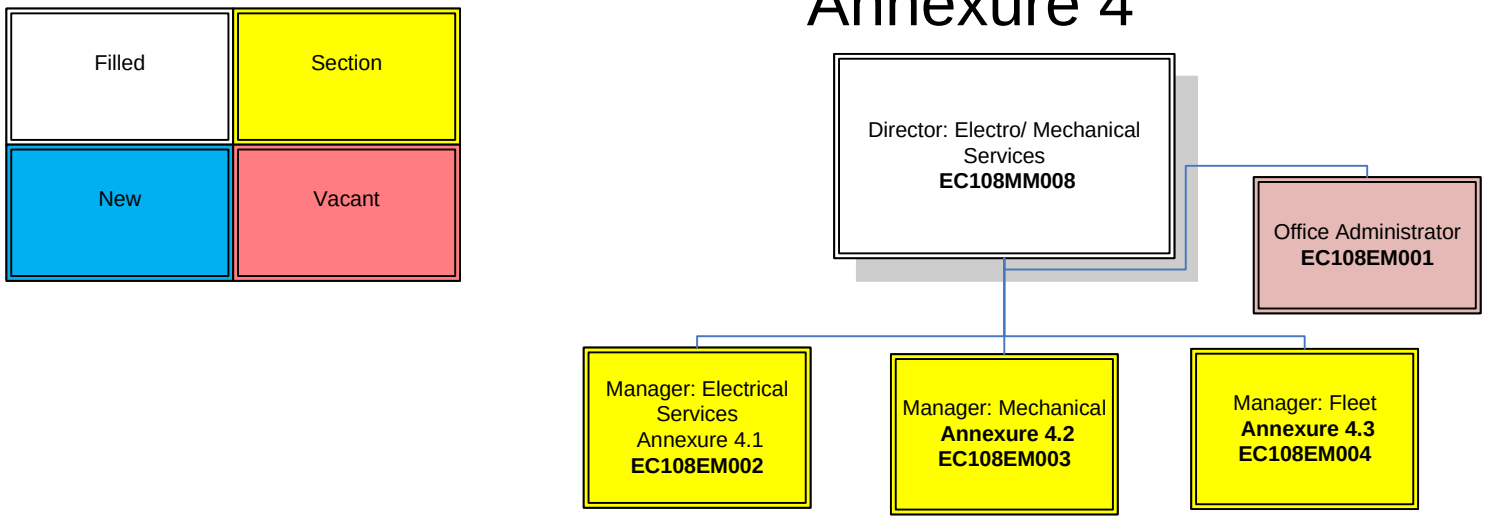
Civil & Water Services
Project Management Unit
Annexure 3.4



Civil & Water Services
Water Services Authority
Annexure 3.4



Kouga Local Municipality
Electro/ Mechanical Services – Top Structure
Annexure 4



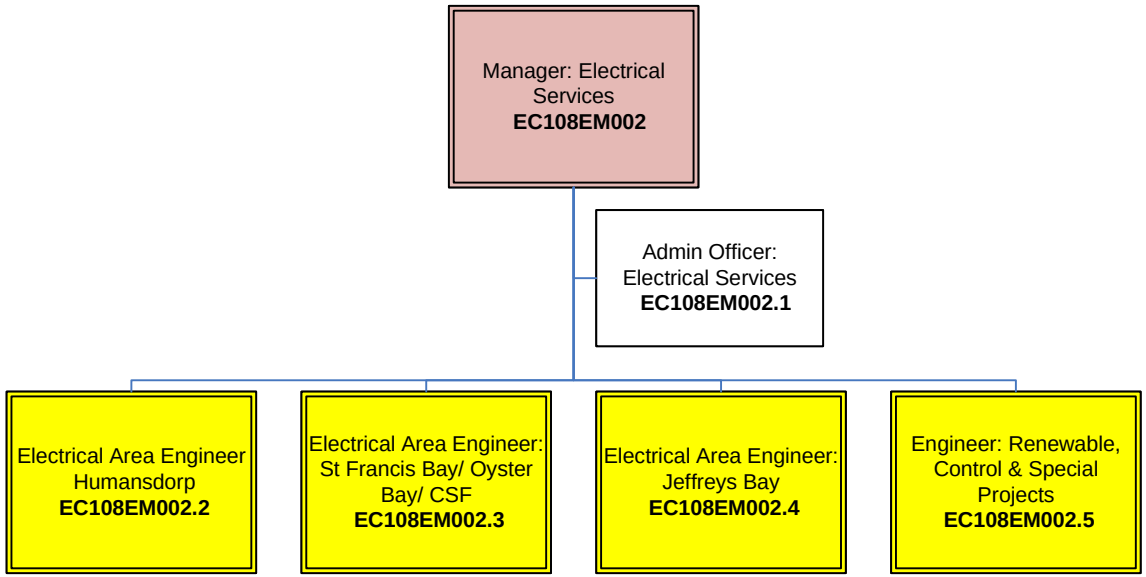
Kouga Local Municipality

Electro/ Mechanical Services

Electrical Services

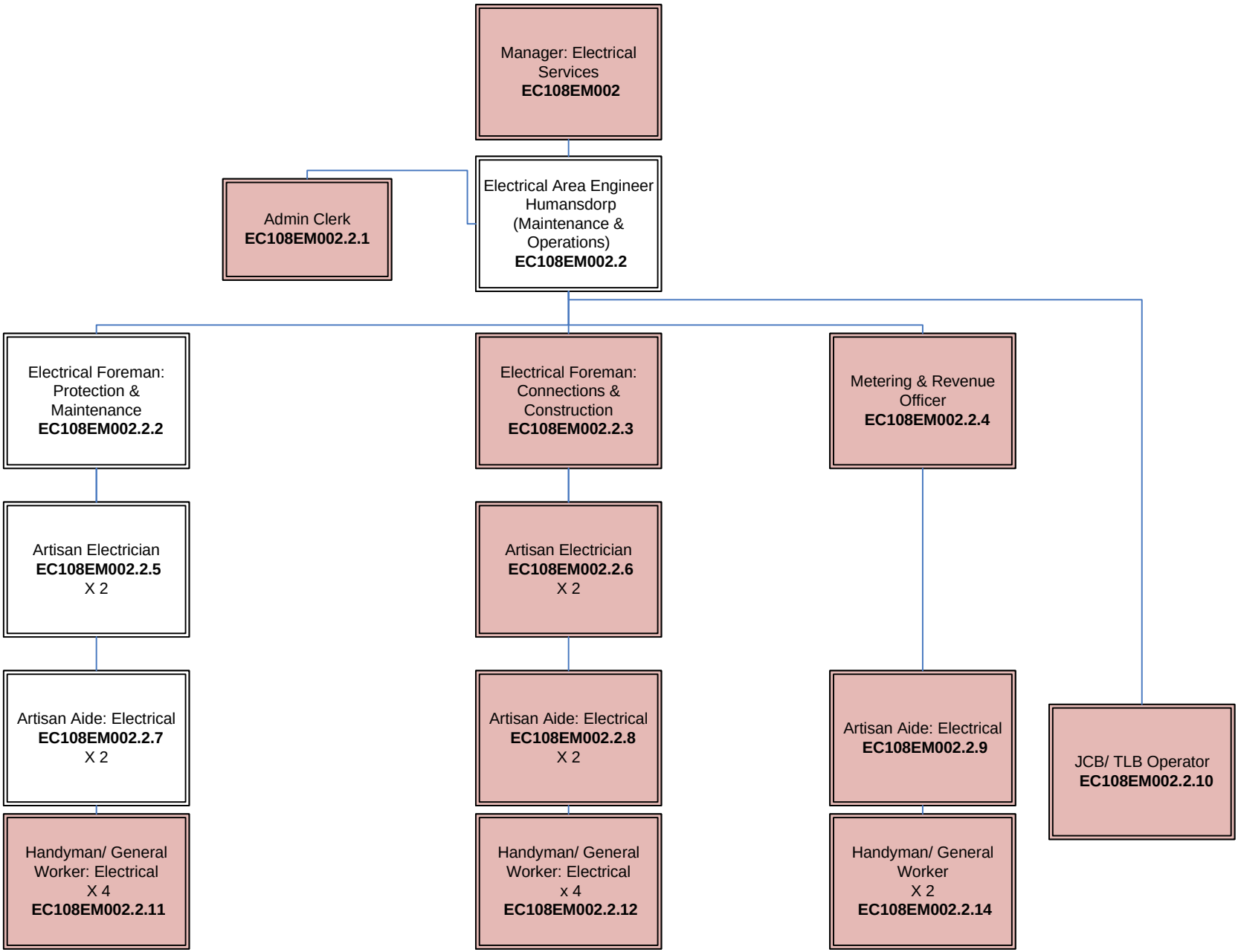
Annexure 4.1

Filled	Sections
New	Vacant



Electro/ Mechanical Services
Electrical - Humansdorp

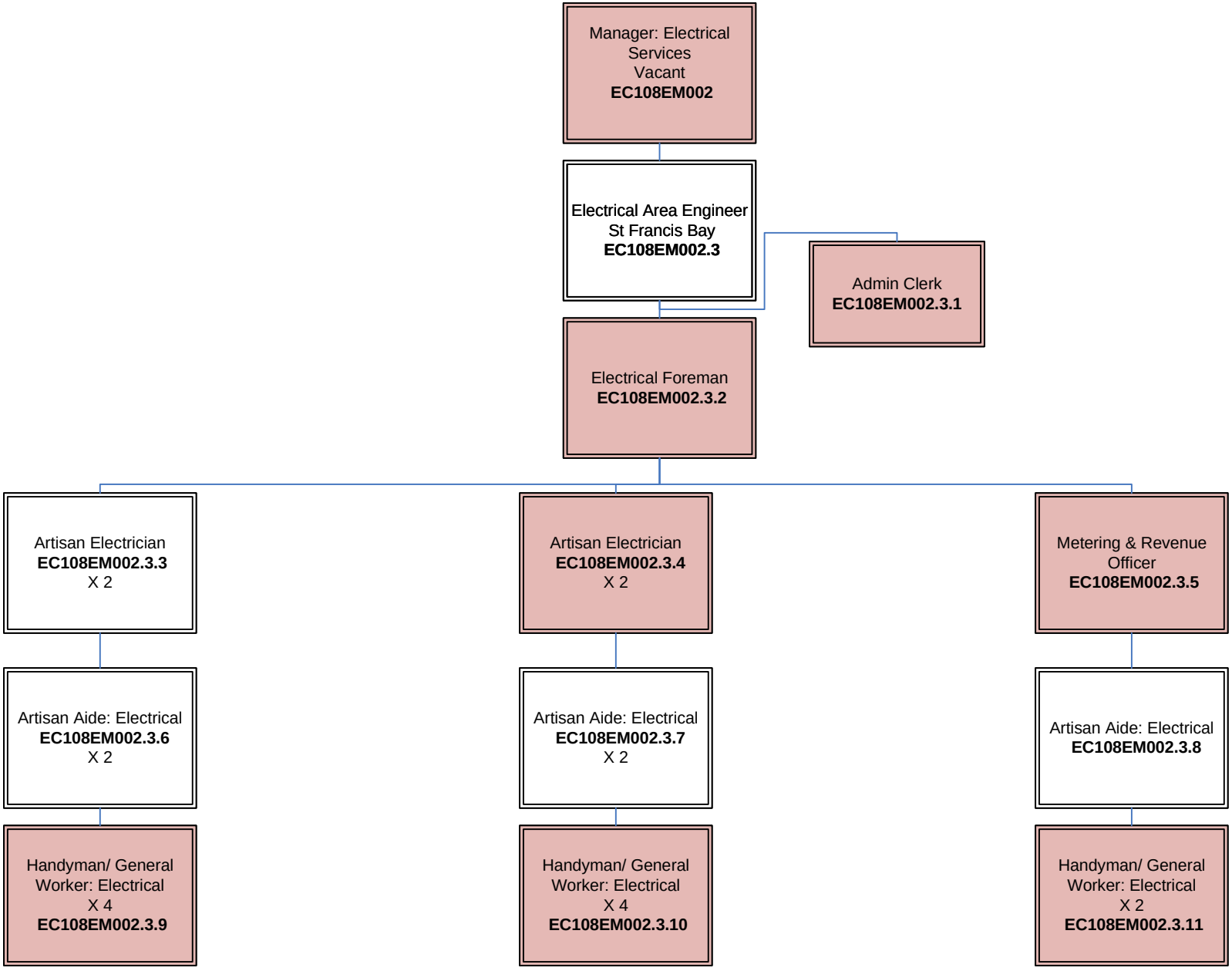
Annexure: 4.1.1



Electro/ Mechanical Services

Electricity - St Francis Bay/ CSF/ Oyster Bay

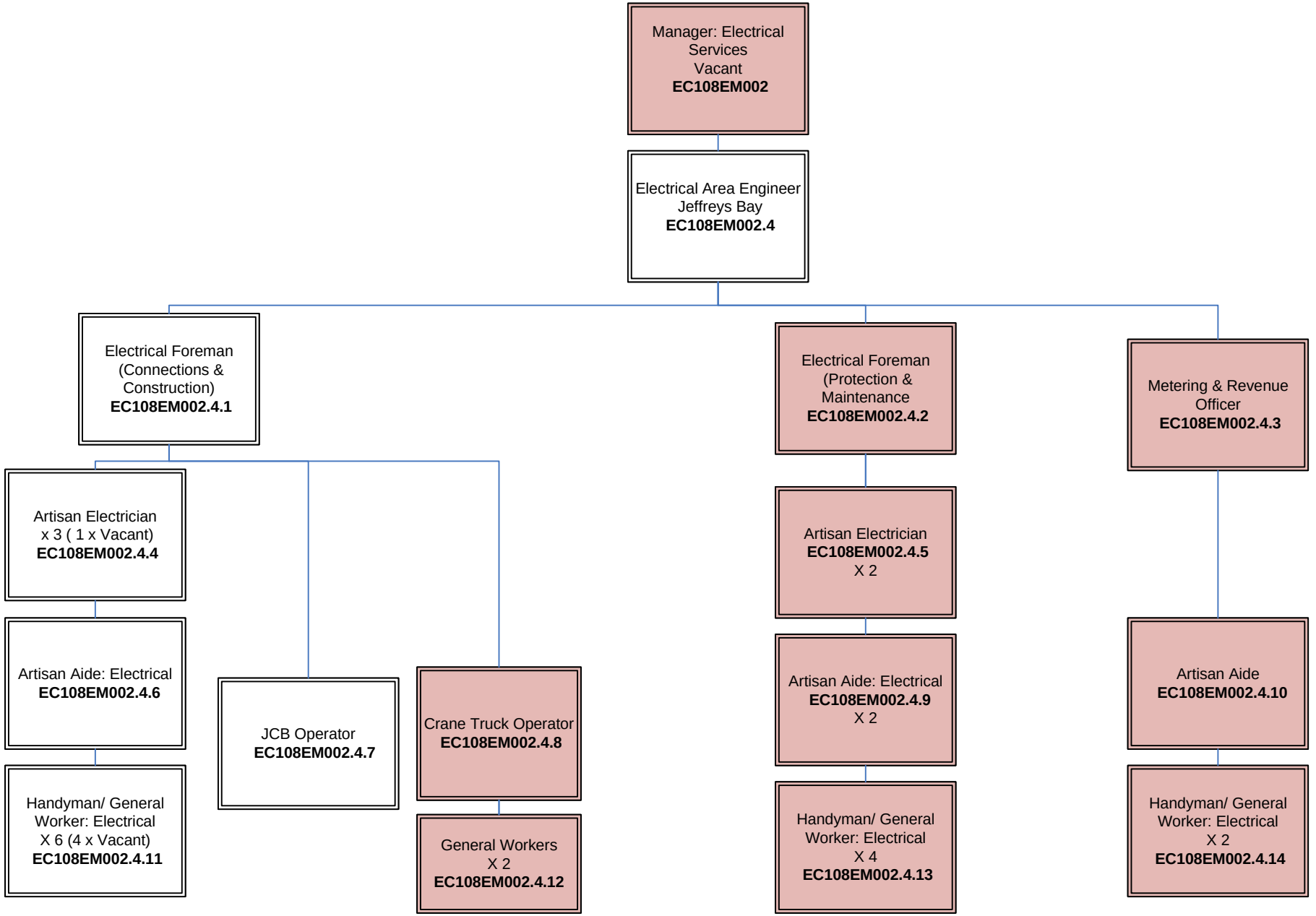
Annexure: 4.1.2



Electro/ Mechanical Services

Electricity - Jeffreys Bay

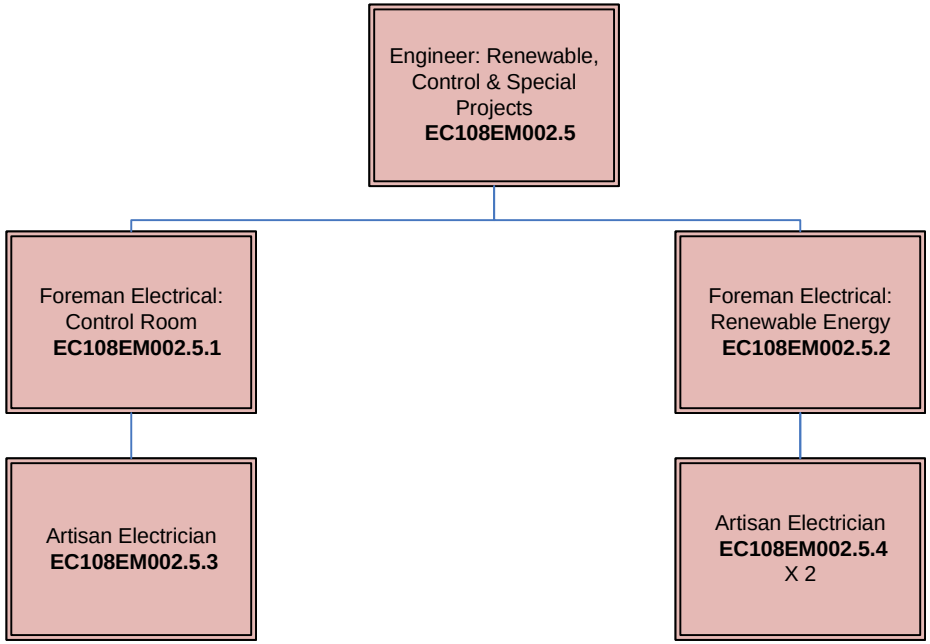
Annexure: 4.1.3



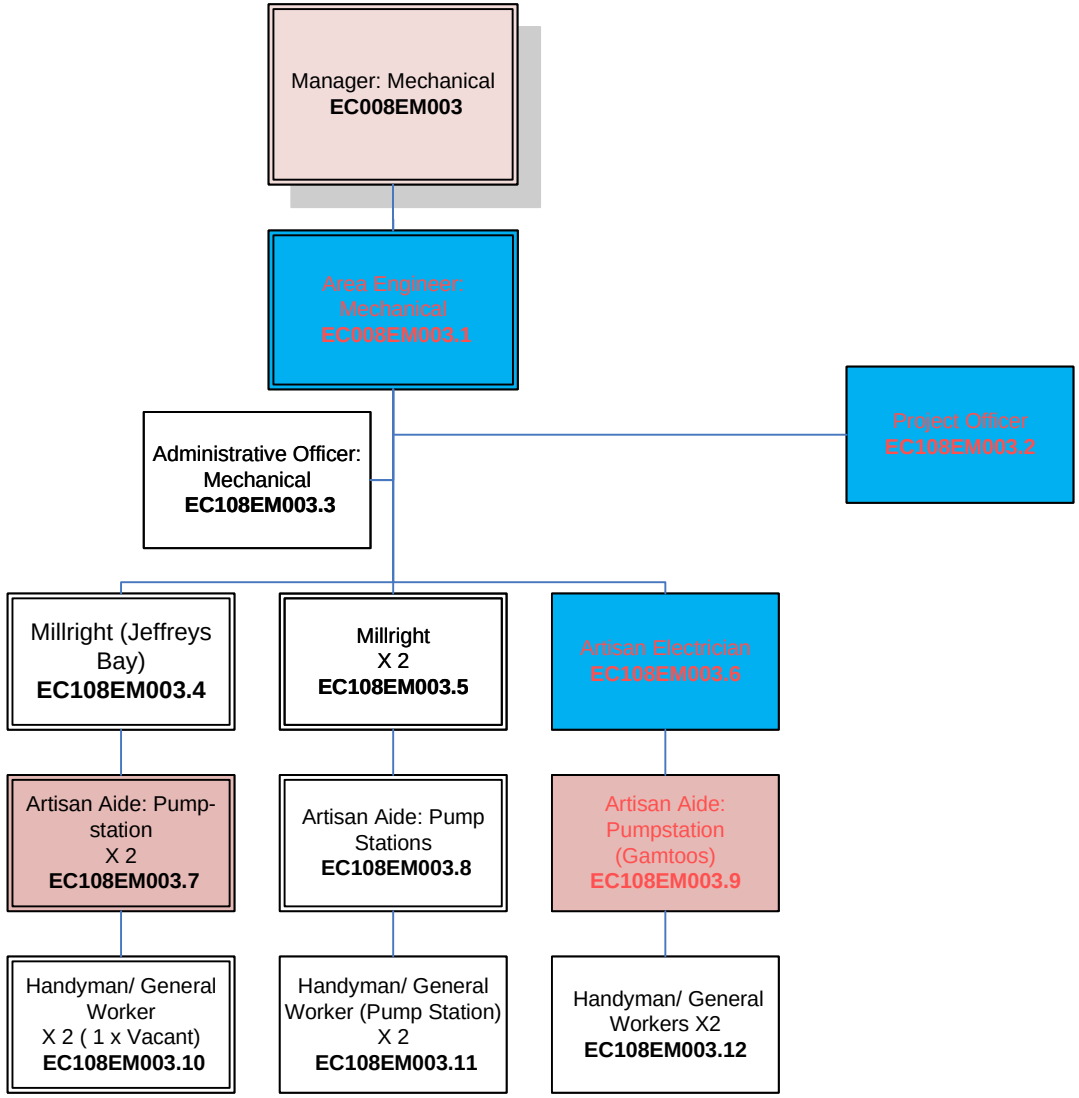
ELECTRO/ MECHANICAL SERVICES

RENEWABLE, CONTROL & SPECIAL PROJECTS

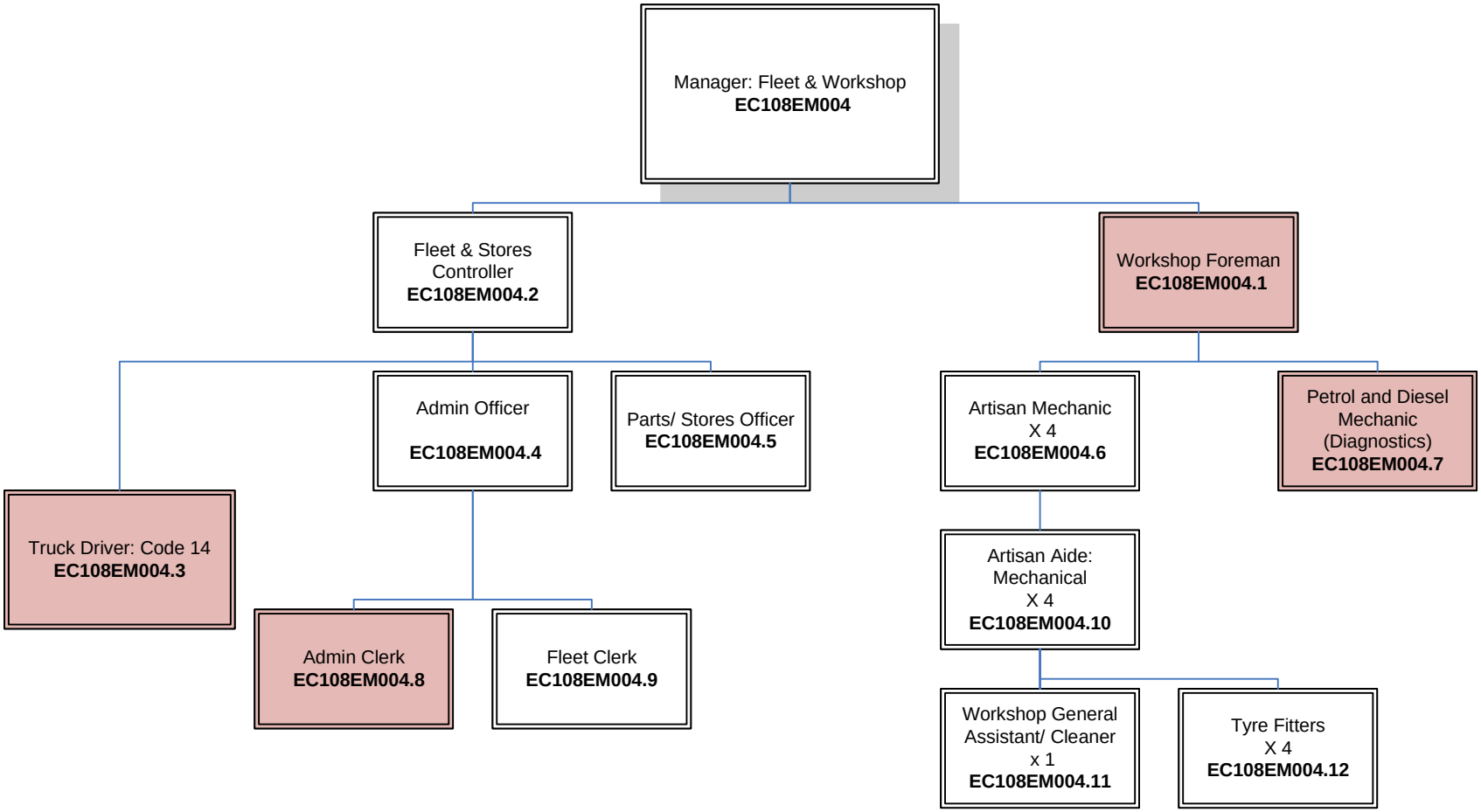
Annexure: 4.1.4



Electro-Mechanical Service
Mechanical Unit
Annexure 4.2



Electro/ Mechanical Services
Fleet & Workshop
Annexure: 4.3

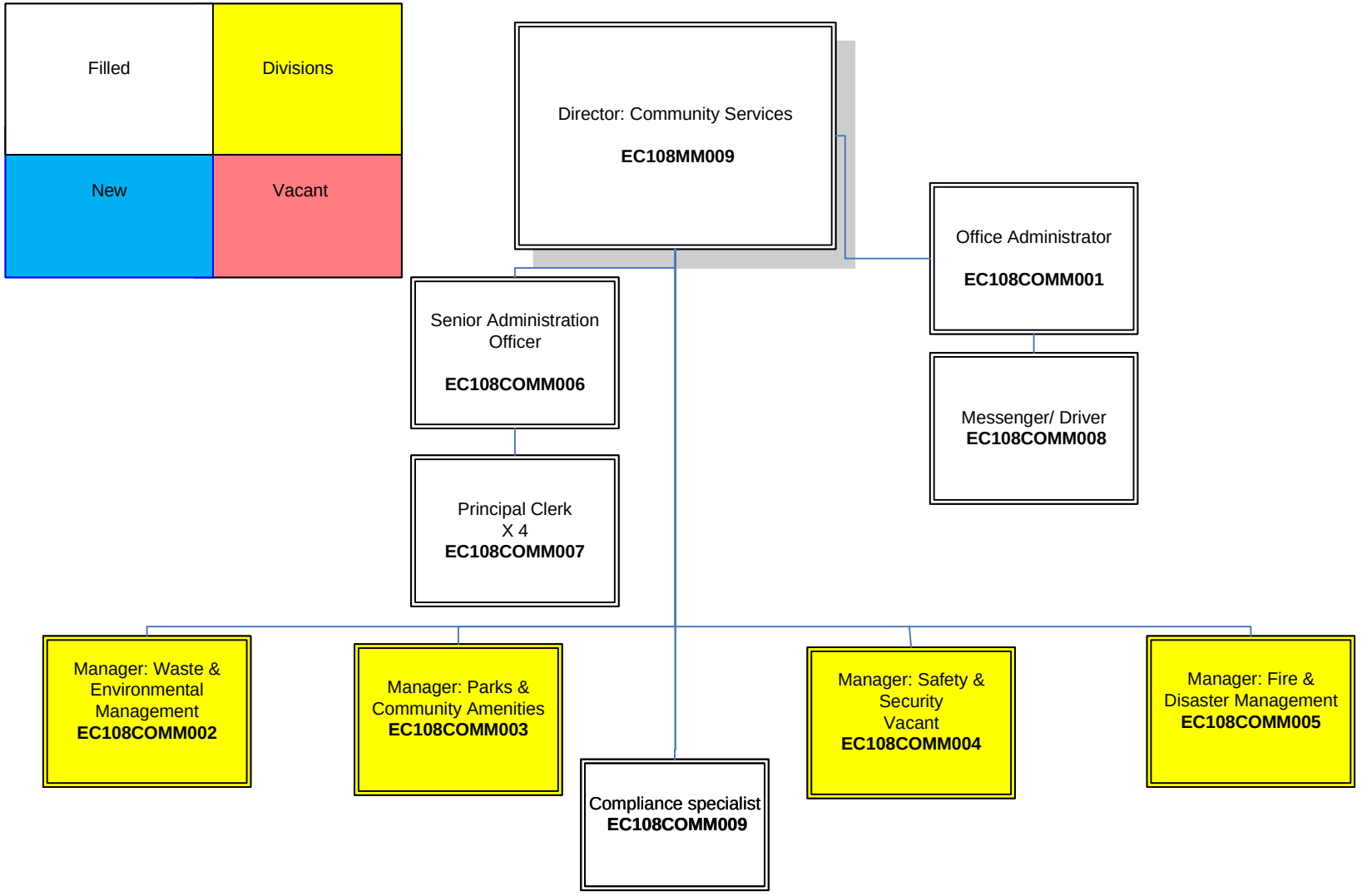


Purpose: To provide support for Fleet, Stores, Maintenance of Vehicle and Equipment to the I & E Department

Kouga Local Municipality

Community Services – Top Structure

Annexure 5

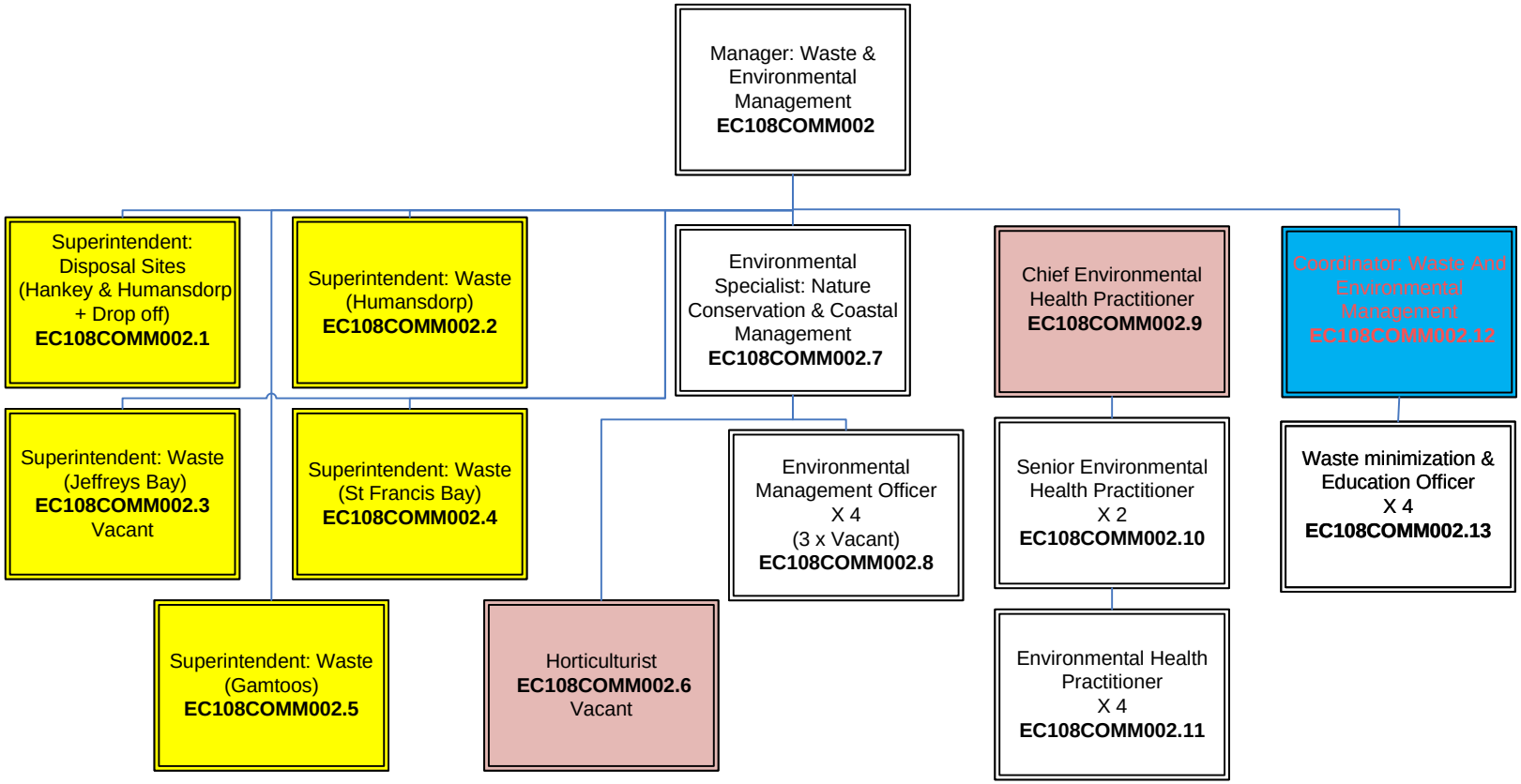


Kouga Local Municipality

Community Services

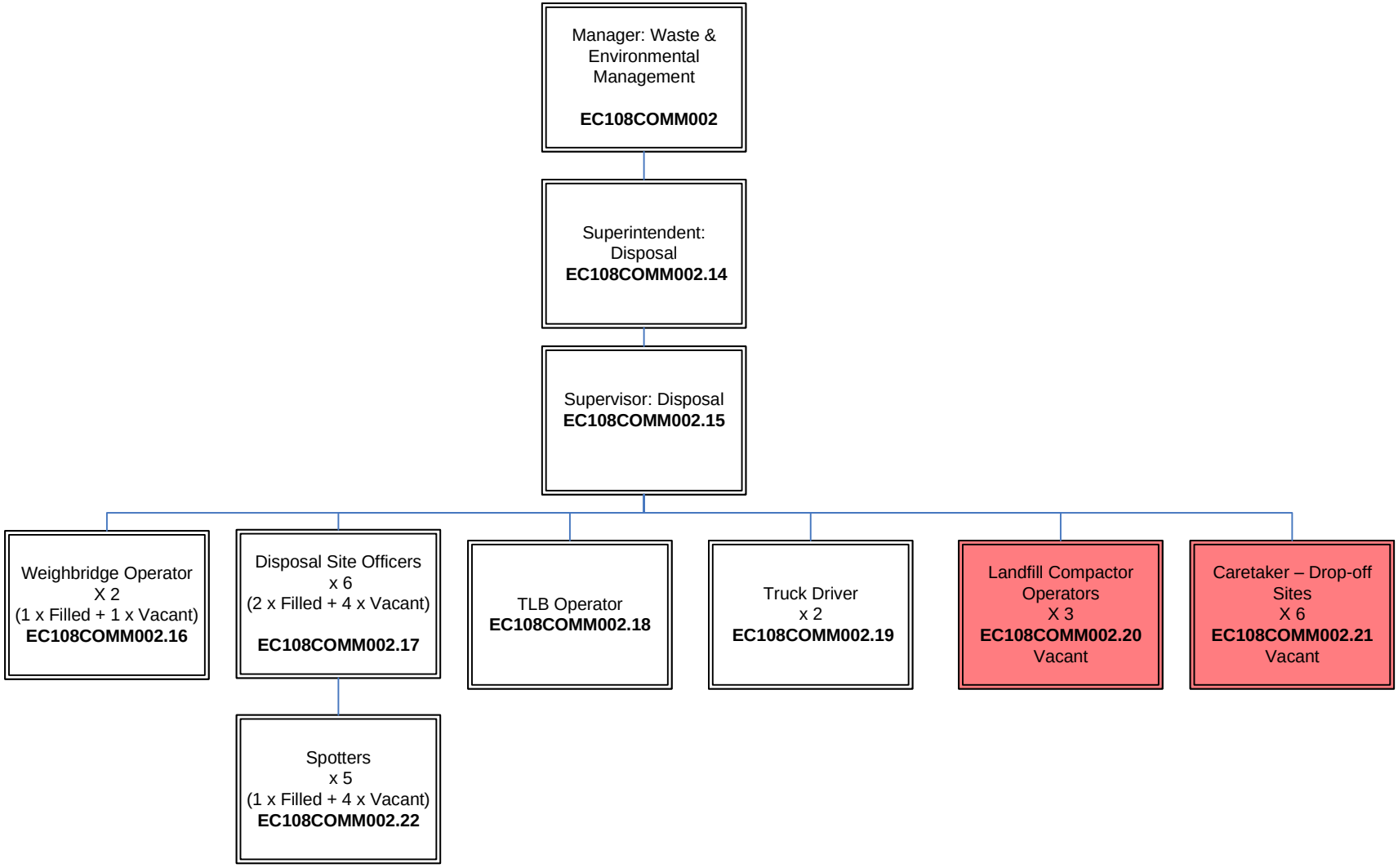
Waste & Environmental Management

Annexure 5.1



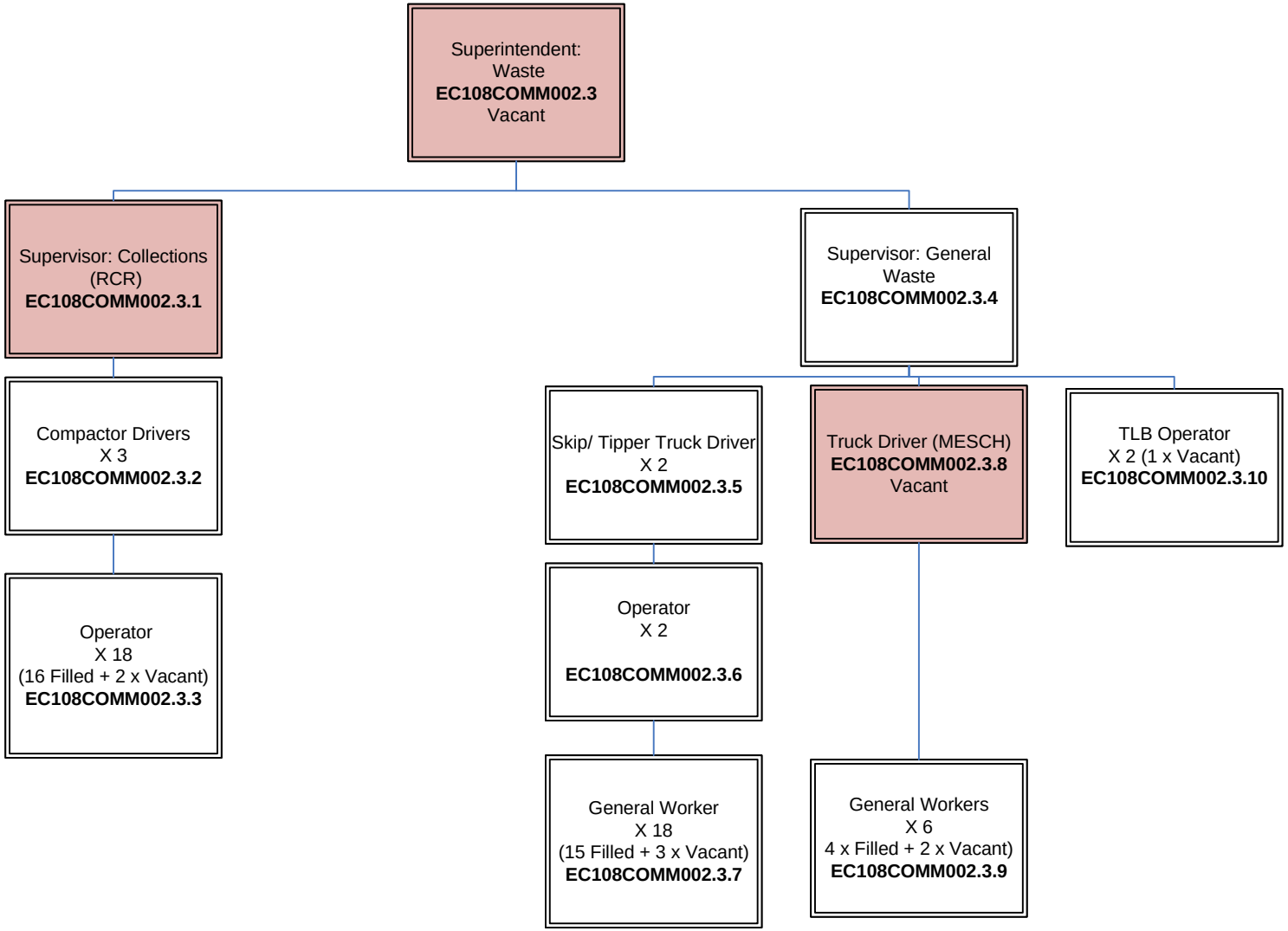
Community Services
Waste & Environmental Management
Disposal & Minimization & Drop-Off Sites

Annexure 5.1.1



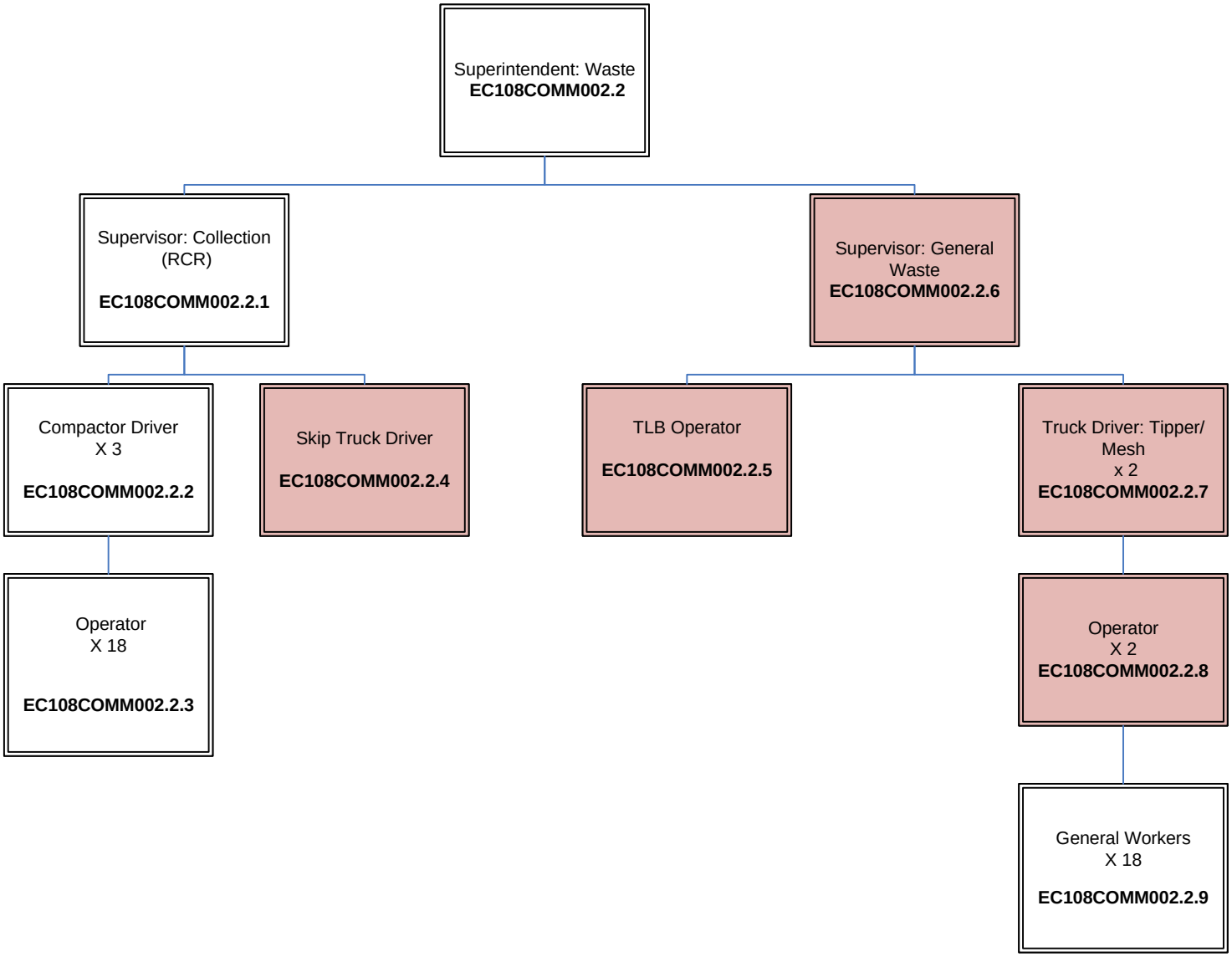
Community Services
Environmental Management
Waste – Jeffreys Bay

Annexure: 5.1.2



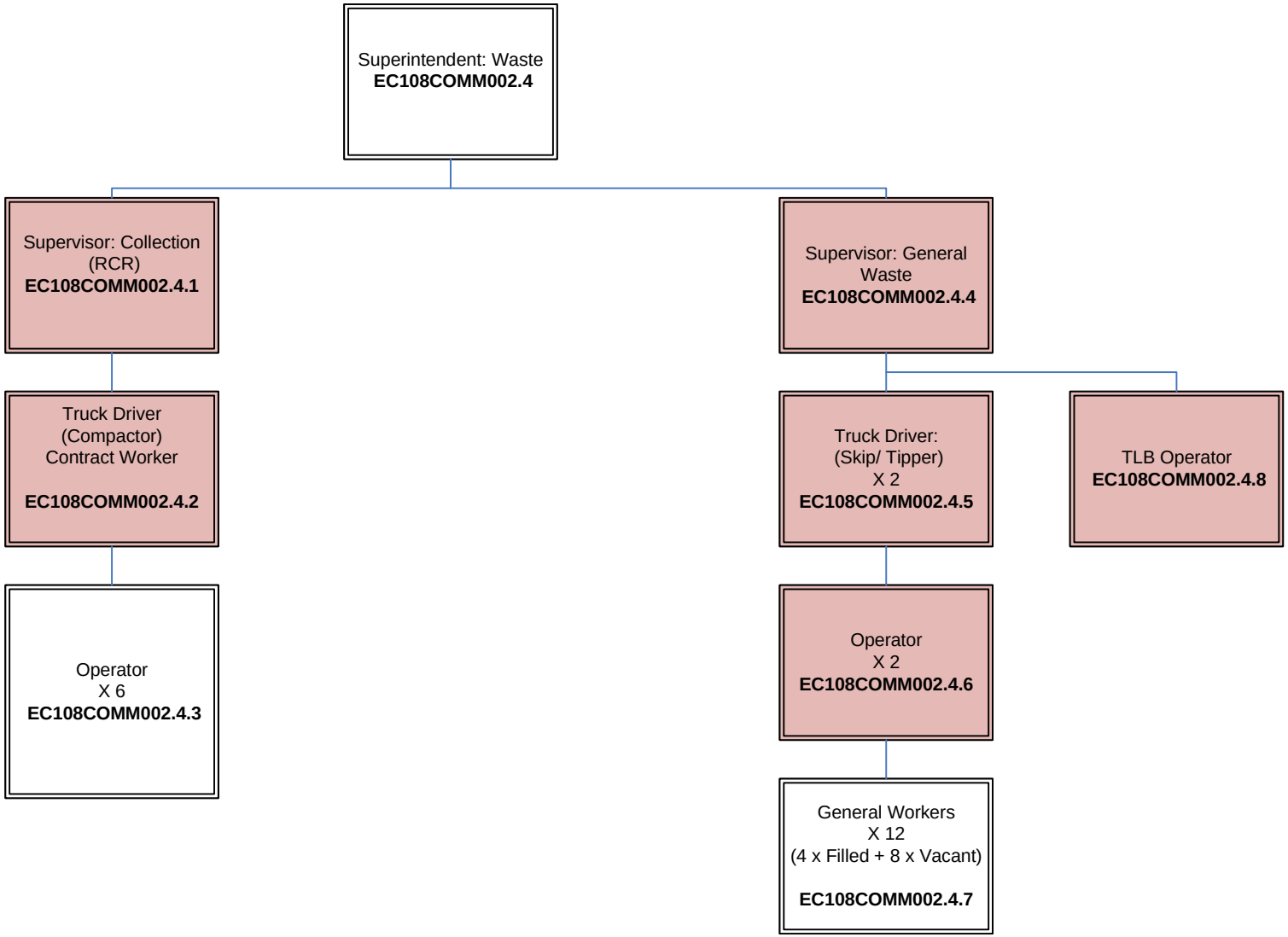
Community Services
Environmental Management
Waste – Humansdorp

Annexure: 5.1.3



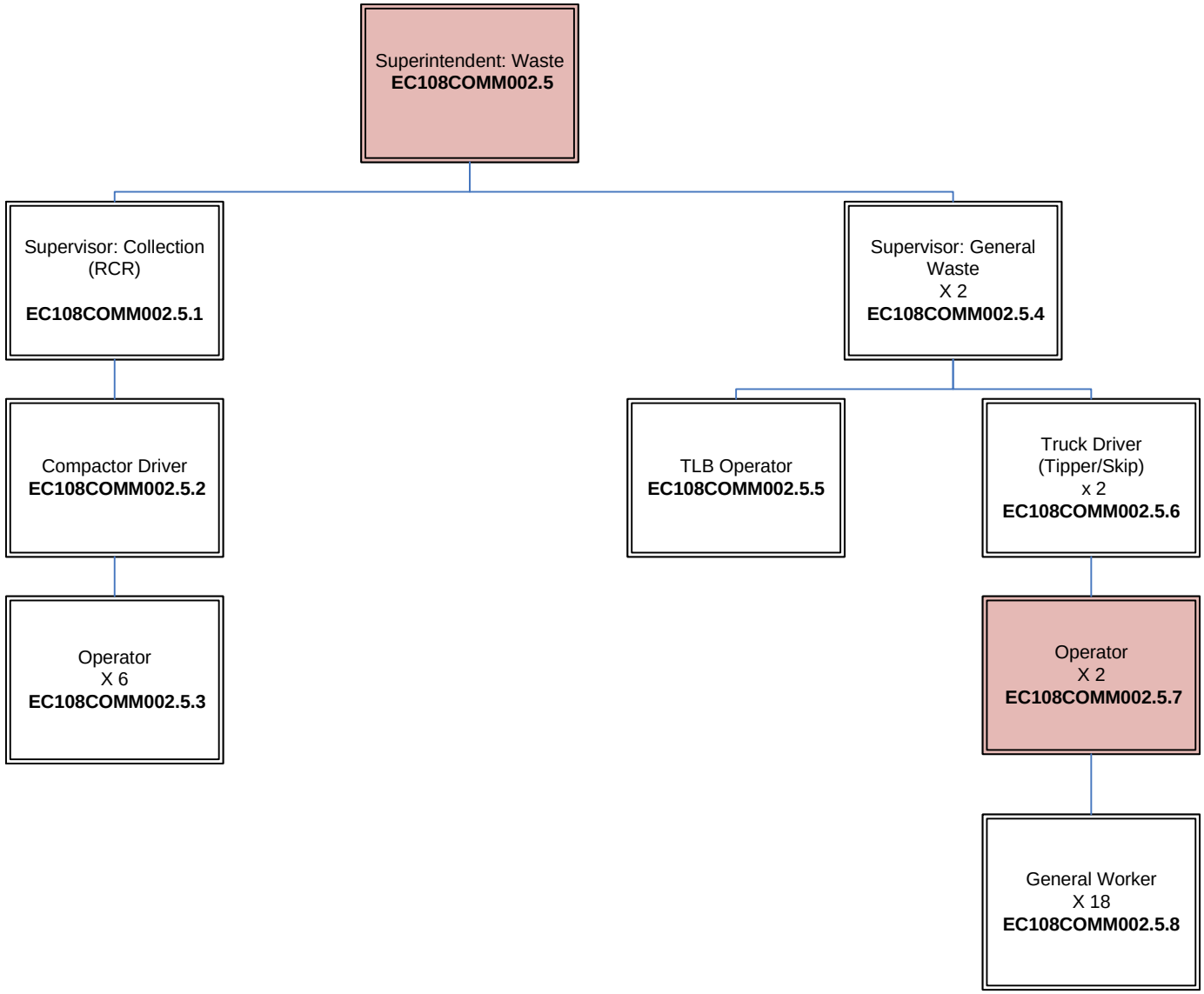
Community Services
Environmental Management
Waste – St Francis Bay

Annexure: 5.1.4

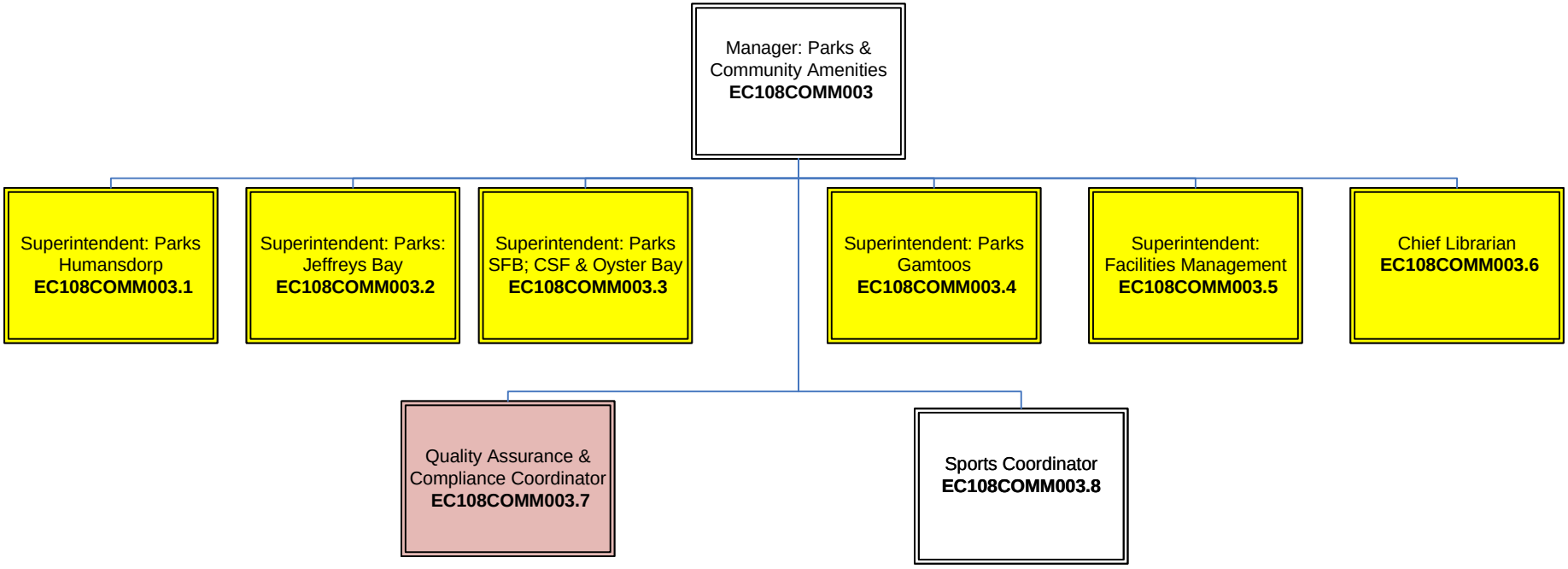


Community Services
Environmental Management
Waste – Gamtoos Valley

Annexure: 5.1.5

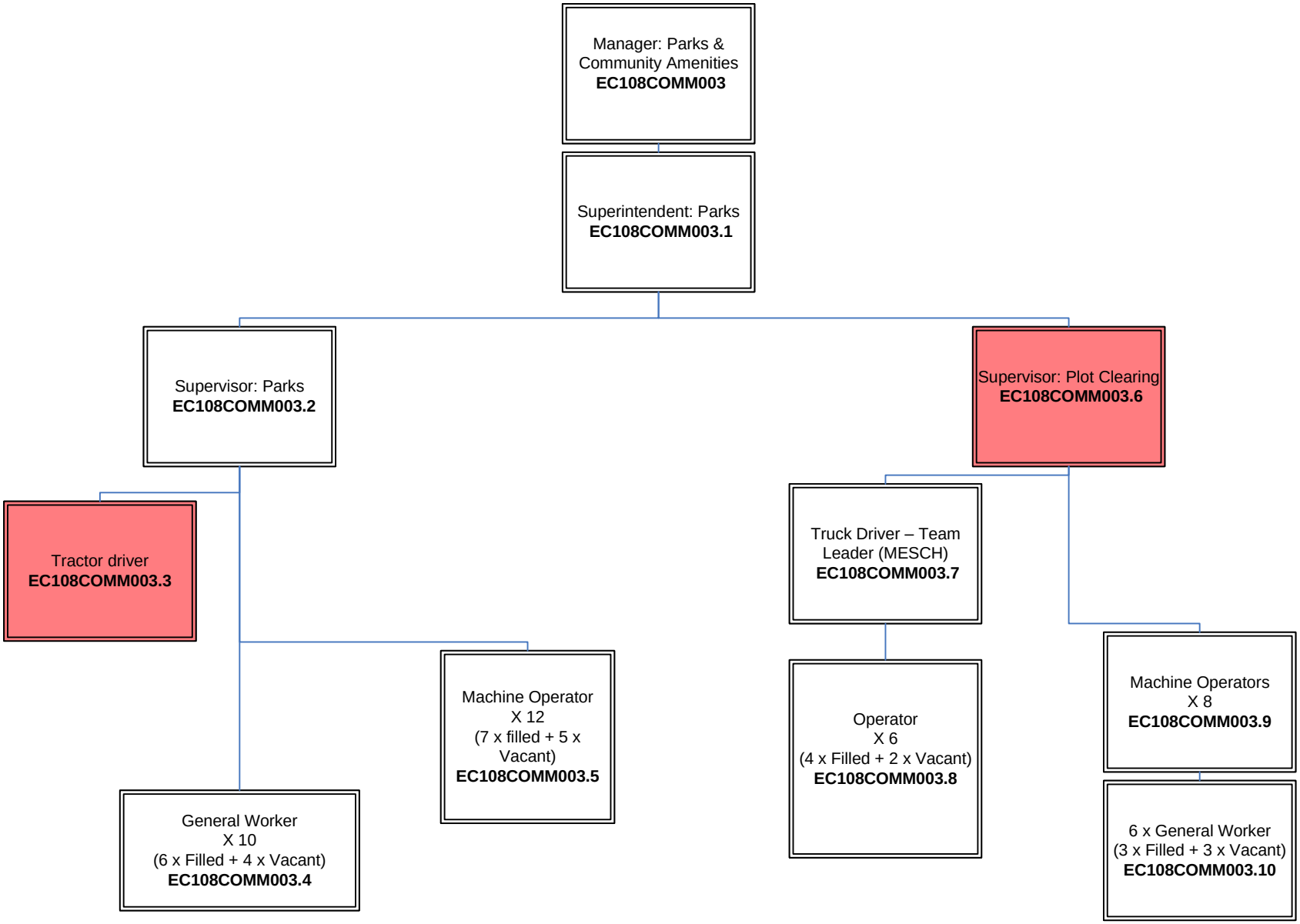


Community Services
Parks & Community Amenities
Annexure 5.2



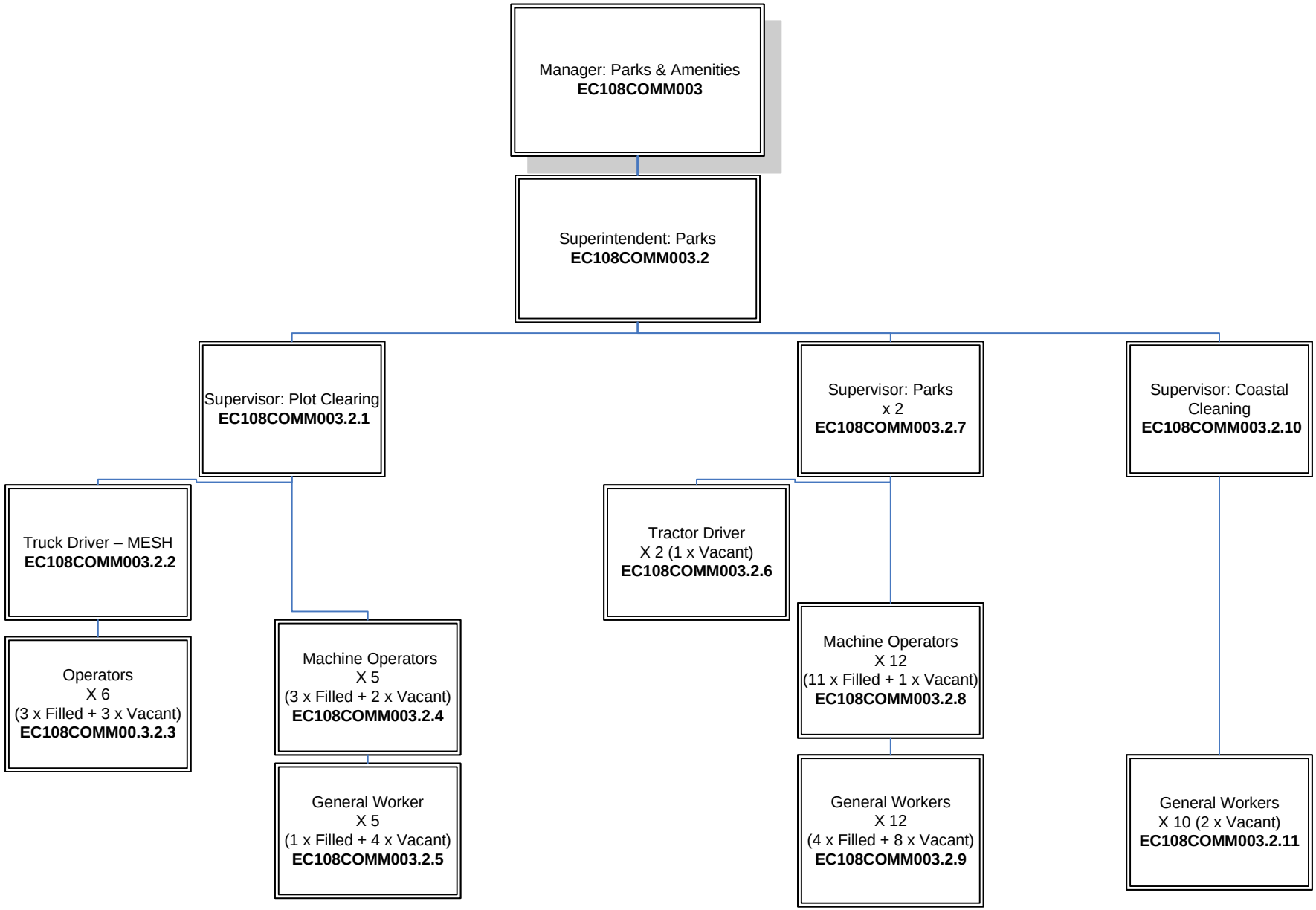
Community Services
Parks & Community Amenities
Parks - Humansdorp

Annexure 5.2.1



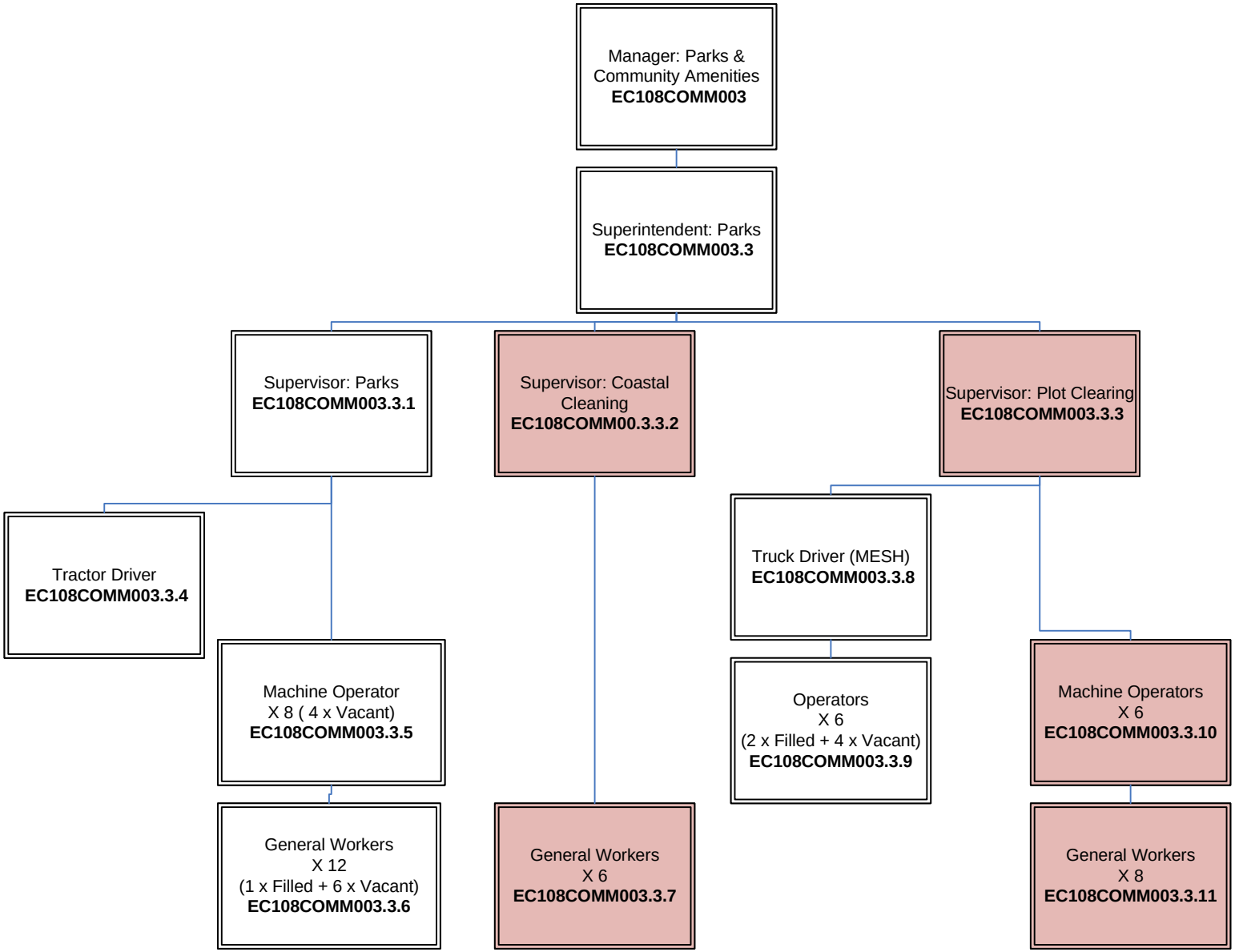
Community Services
Parks & Community Amenities
Parks – Jeffreys Bay

Annexure 5.2.2



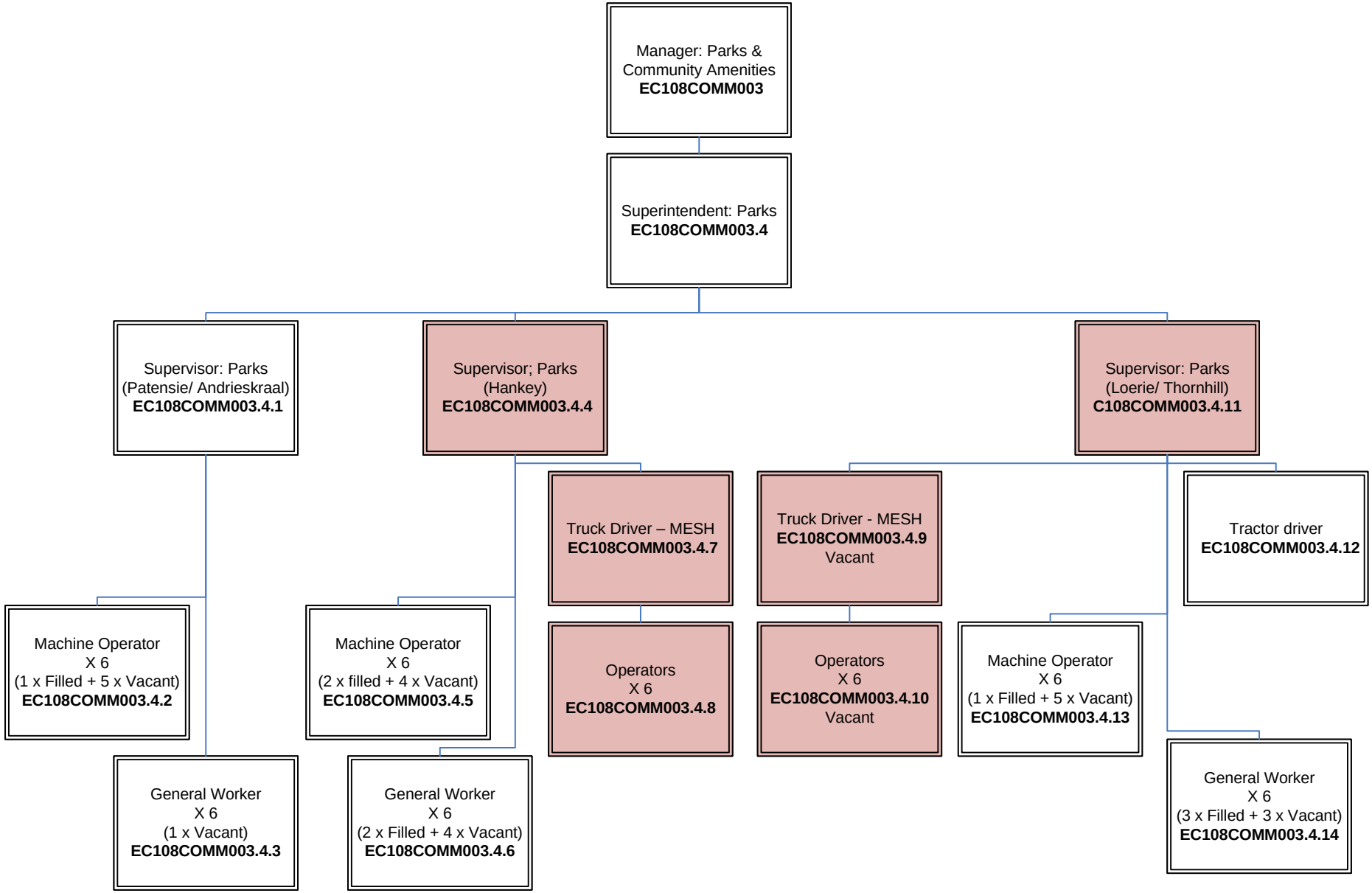
Community Services
Parks & Community Amenities
Parks – SFB, CSF & Oyster Bay

Annexure 5.2.3



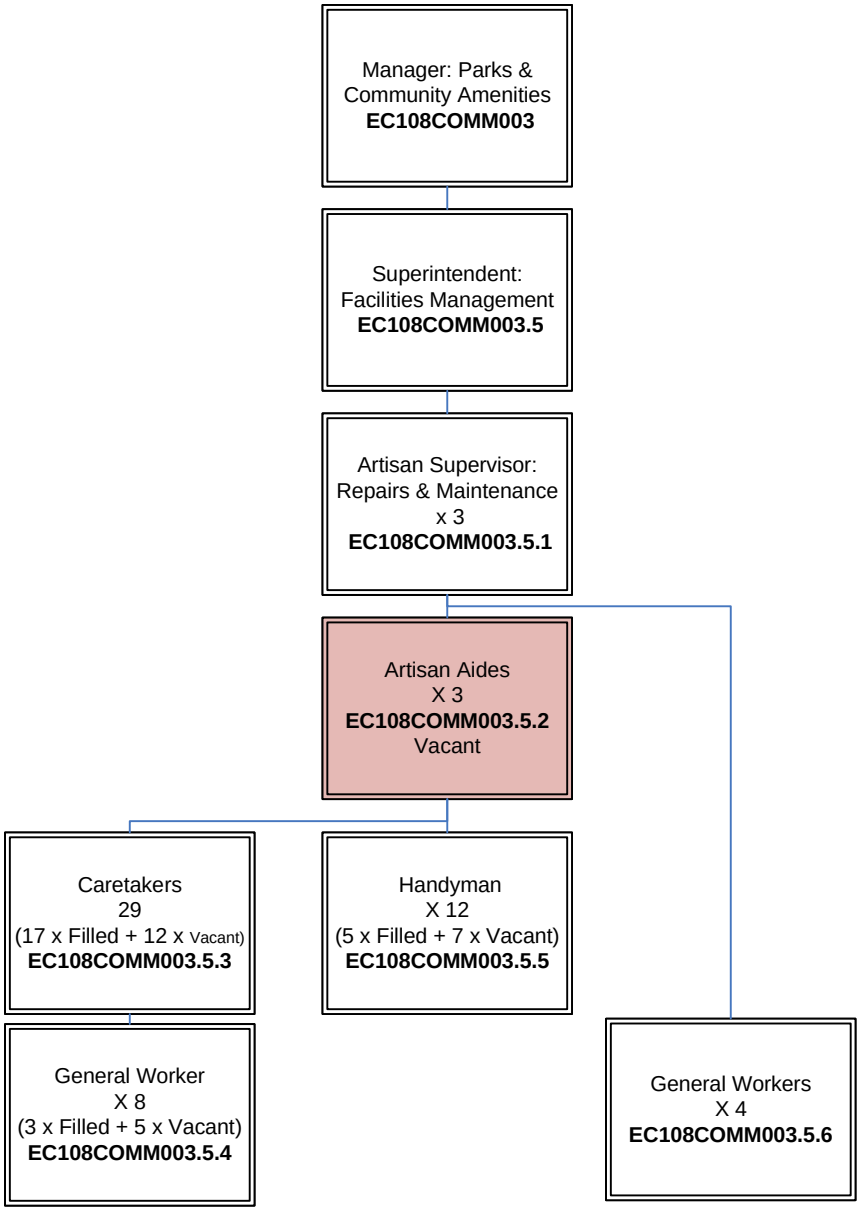
Community Services
Parks & Community Amenities
Parks - Gamtoos

Annexure 5.2.4



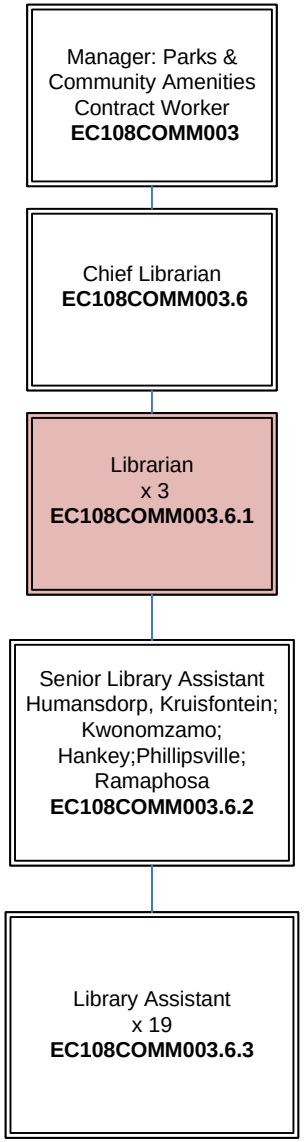
Community Services
Parks & Community Amenities
Facilities Management

Annexure 5.2.5



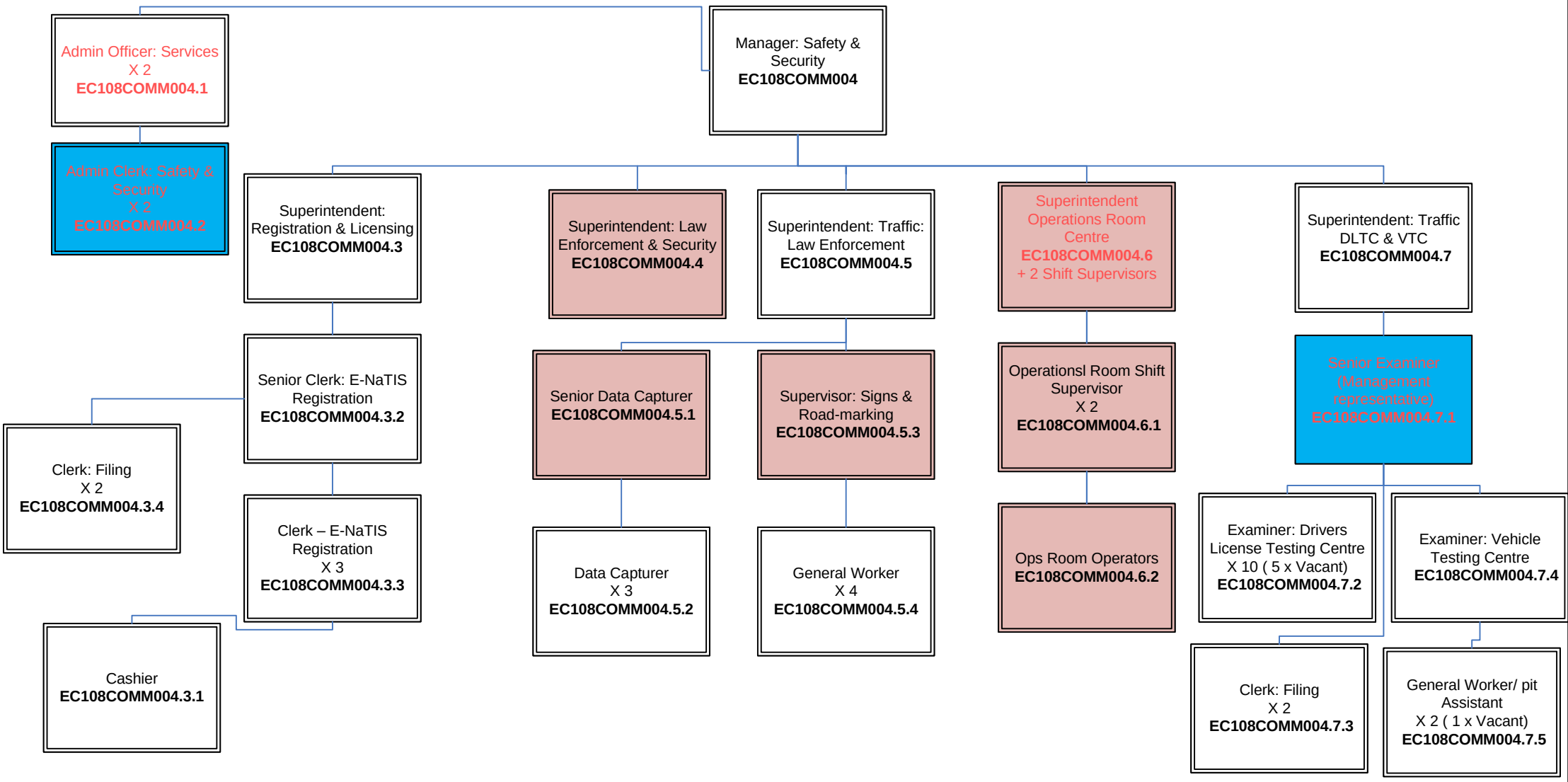
Community Services
Parks & Community Amenities
Library Services

Annexure 5.2.6



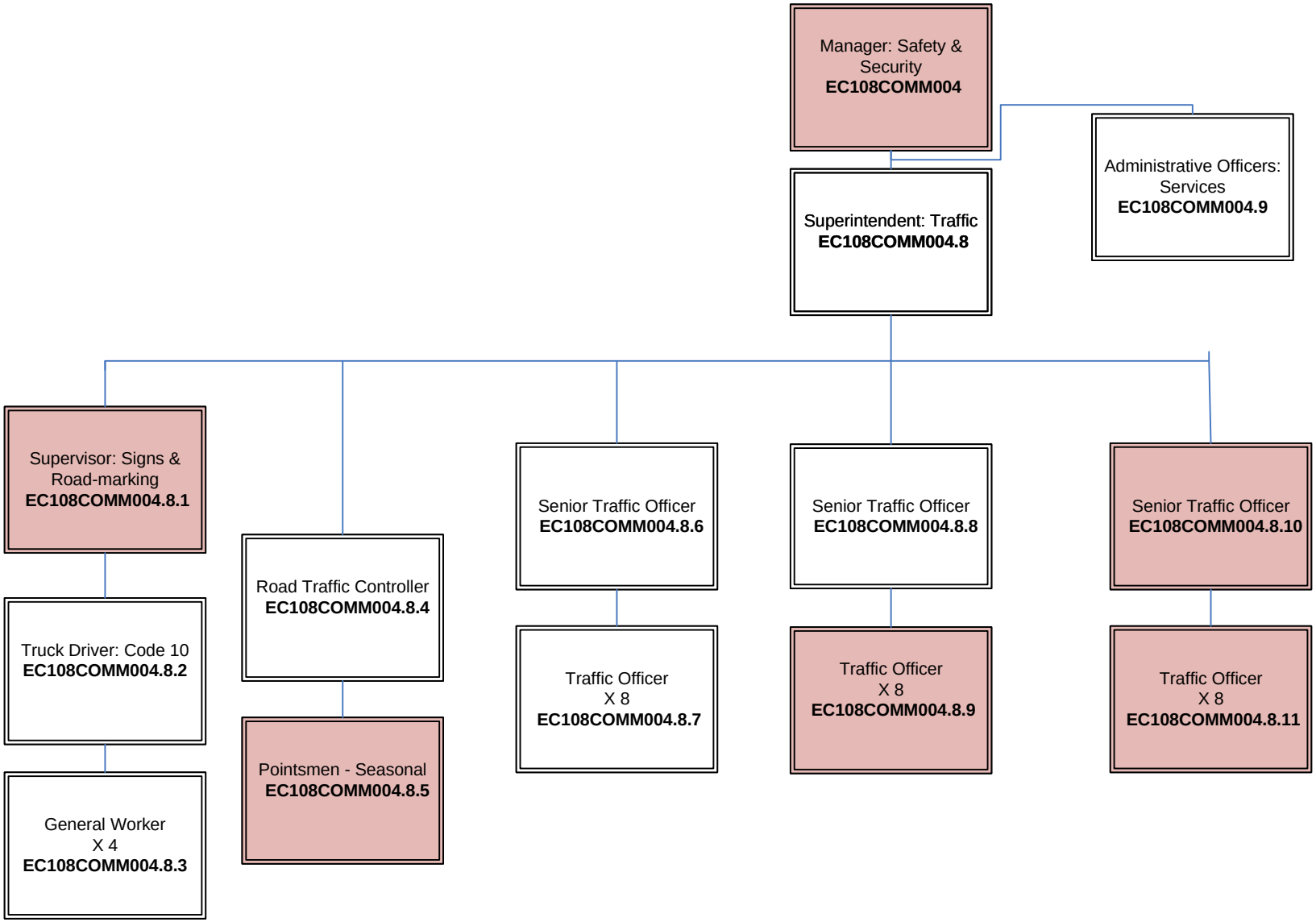
Community Services
Safety & Security

Annexure 5.3

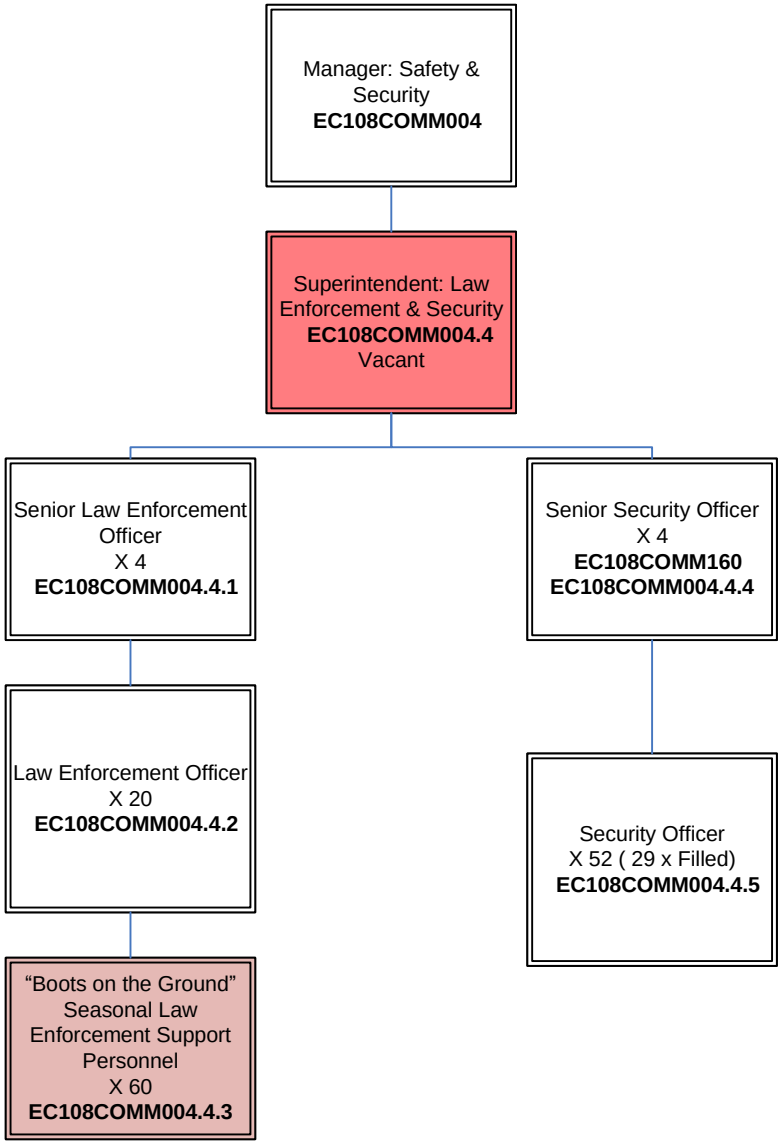


Community Services
Safety & Security
Traffic/ Law Enforcement

Annexure 5.3 Continued



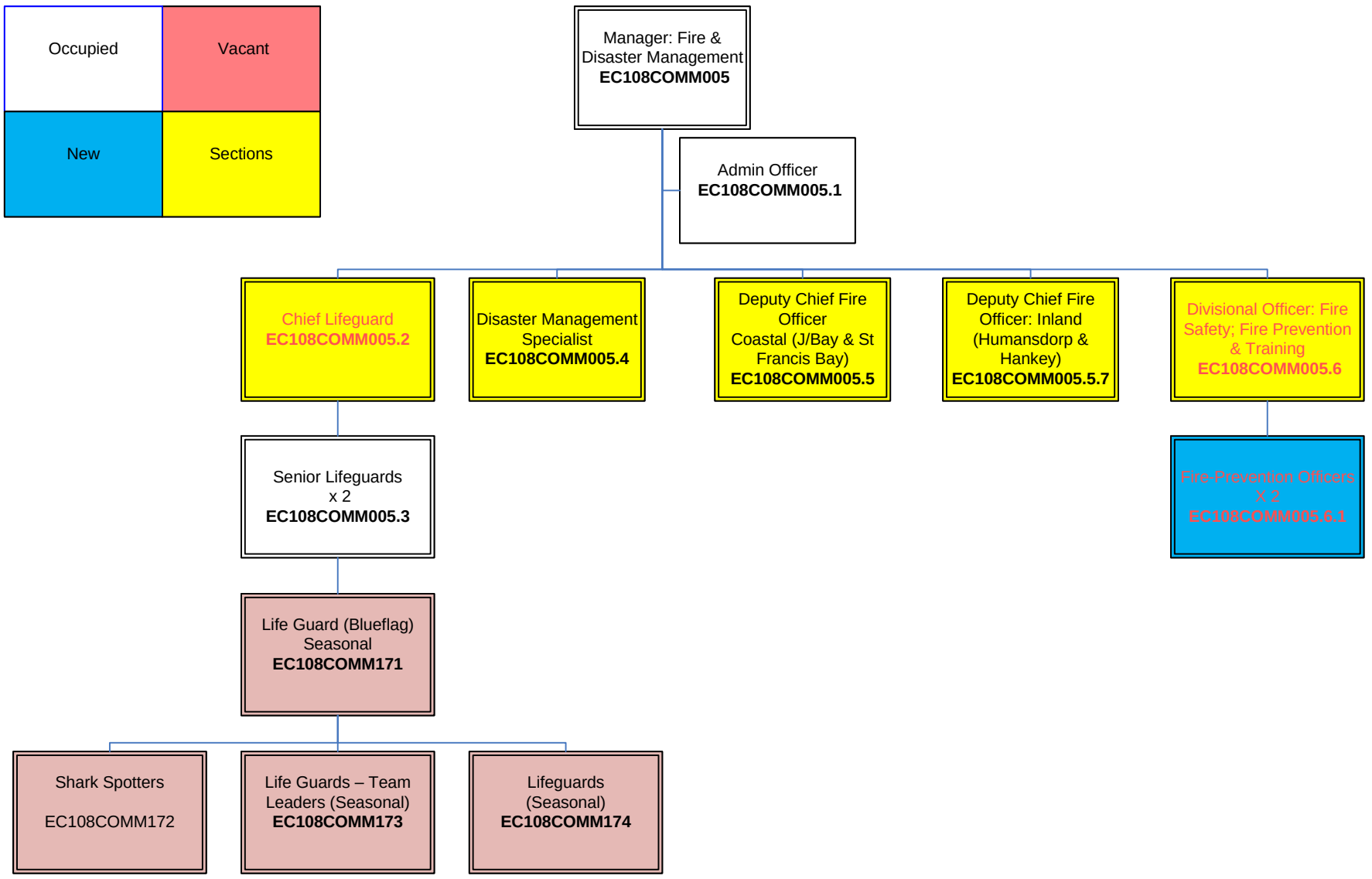
Community Services
Safety & Security



COMMUNITY SERVICES

Disaster Management & Fire Services

Annexure 5.4

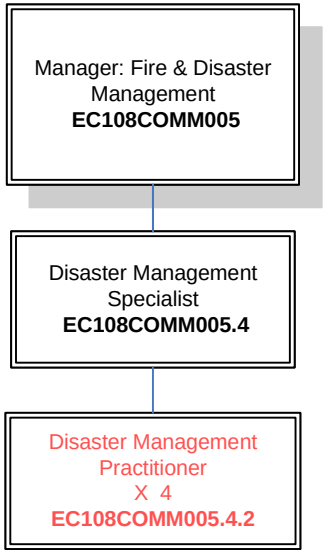


Community Services

Disaster Management and Fire Services

Disaster Management

Annexure 5.4.1

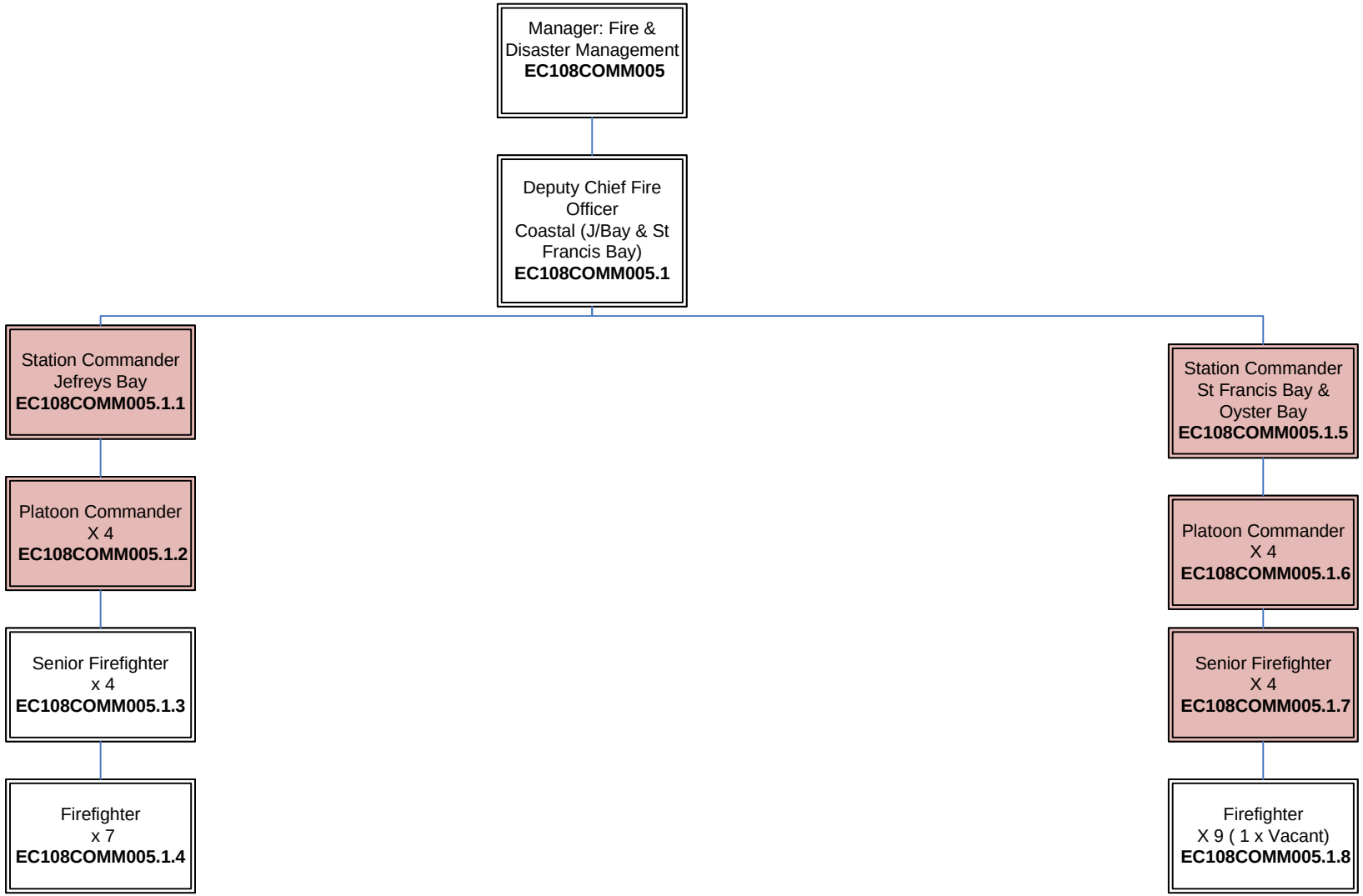


Community Services

Disaster Management & Fire Services

Fire Services: Coastal Region

Annexure 5.4.2

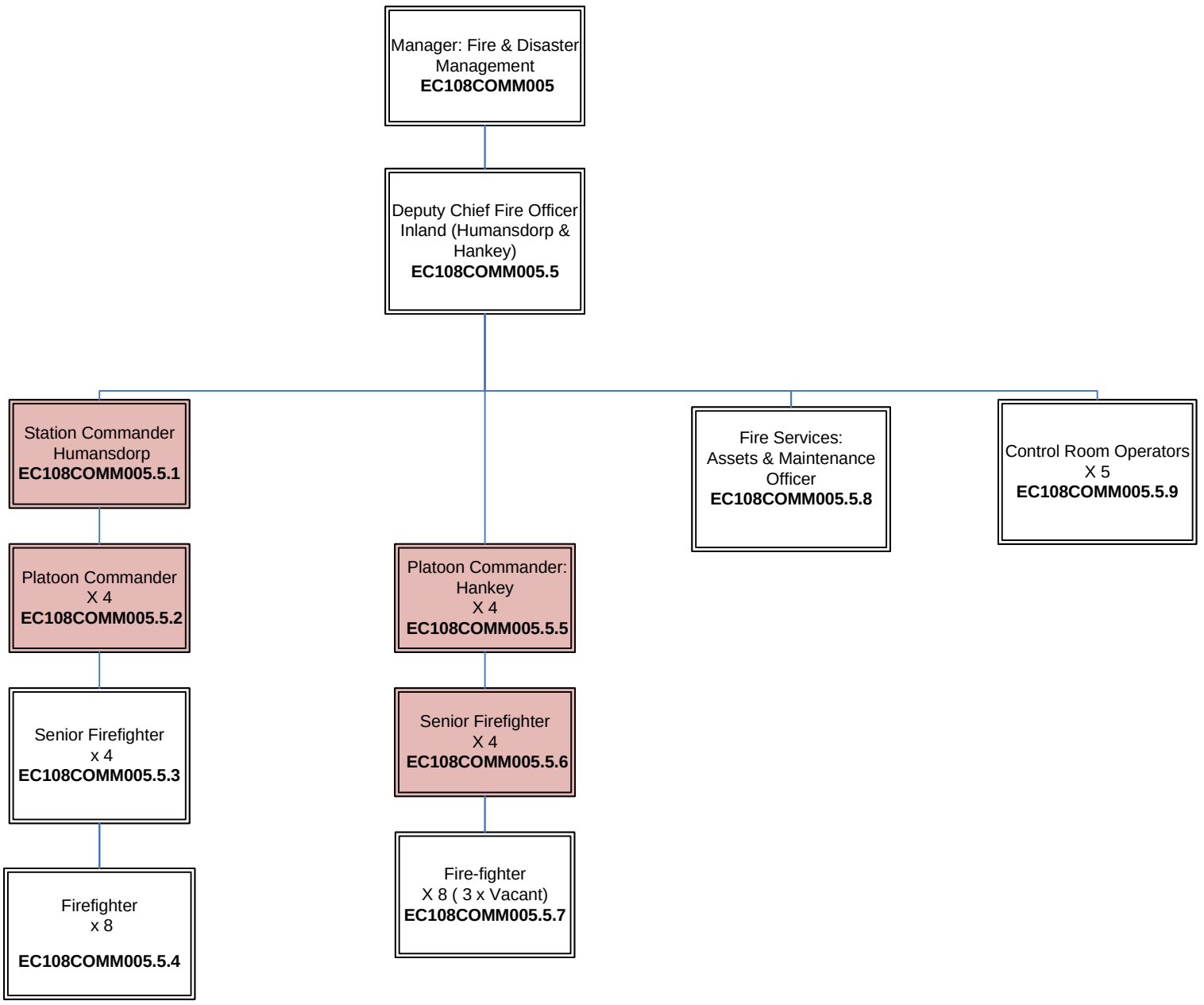


Community Services

Disaster Management & Fire Services

Fire Services: Inland Region

Annexure 5.4.3



REPORTS BY THE EXECUTIVE MAYOR

KOUGA

REPORTS BY THE PORTFOLIO CHAIRPERSON: FINANCE AND ECONOMIC DEVELOPMENT

KOUGA
local municipality
Good Governance through Service Excellence

KOUGA MUNICIPALITY (EC 108)
ORDINARY COUNCIL MEETING
FINANCE & ECONOMIC DEVELOPMENT
OPEN
DATE: 31 MAY 2024
ITEM NO: **24/05/FED15**

SPONSORSHIP REQUEST - YELLOWWOODS JAZZ FESTIVAL DEVELOPMENT PROJECTS

1. Introduction

This item requests Council's approval for the sponsorship of the 2024 Yellowwoods Jazz Festival Development Projects. These initiatives aim to empower young talent and enrich the festival experience, taking place alongside the Yellowwoods Jazz Festival from 14 - 15 June 2024 in the Gamtoos Valley.

2. Background

The Yellowwoods Jazz Festival is a landmark event celebrating music, fostering community spirit, and attracting visitors to the Gamtoos Valley. This proposal seeks to enhance the festival's impact through two targeted development programs:

- Music Skills Development Program: A collaboration with Nelson Mandela University offering workshops for local brass and marimba band members.
- Rugby Development Clinic: High school rugby players train alongside legends, honing skills and fostering a love for the sport.

3. Discussion

As part of their commitment to community upliftment, Gamtoos Tourism is using the Yellowwoods Jazz Festival to develop skills, create jobs for the local community through festival functions, raise environmental awareness through recycling initiatives, and seek partnerships like this one to empower more community members and ensure the festival's lasting positive and sustainable impact.

3.1 Objectives

- Develop musical and rugby skills of young talent in the Gamtoos Valley.
- Foster collaboration, teamwork, and community pride.
- Enhance the Yellowwoods Jazz Festival by showcasing local talent.

3.2 Outcomes and Deliverables

- Improved musical skills and knowledge for band participants.
- Enhanced rugby skills and knowledge for young players.
- Increased teamwork, sportsmanship, and leadership qualities.
- Festival performances by participating bands and rugby clinic teams.

3.3 **Socio-economic Impact**

- Job creation: Hiring instructors, coaches, and event staff.
- Media exposure: Positive promotion for the Gamtoos Valley.
- Local community engagement: Empowering youth and fostering community spirit.
- Upliftment: Creating opportunities for local talent to showcase their skills.

3.4 **Sponsorship Request**

We request a combined sponsorship of R300,000.00 to support these programs, alongside in-kind support through service delivery. The budget breakdown can be found in Annexure A.

This could include:

- Venue rentals for workshops and clinics.
- Assistance with printing program materials.
- Support with volunteer recruitment.

An additional budget allocation for the development projects was requested for the 2023/2024 FY budget under U-Key: 20220707986879. Council approval will enable Gamtoos Tourism to successfully implement these Projects to cultivate talent, build a stronger community, and attract visitors, ultimately benefiting the Gamtoos Valley and broader Kouga communities.

For reference of the above item please see attached Annexures A and B as follows:

Annexure A: 2024 Yellowwoods Jazz Festival Development Projects Sponsorship Proposal

Annexure B: Budget Verification: U-Key: 20220707986879 Yellowwoods Jazz Festival

4. **Financial Implications**

Completed by BTO -	
Project Description	Yellowwoods Annual Jazz Festival
Ukey no.	20220707986879
Budgeted Amount	R500 000
BTO Signature	KOUGA MUNICIPALITY 2024-04-29 BUDGET &TREASURY
DATE	29 April 2024
Amount spent and committed to date	R0
Amount Available	R500 000

Comment	

5. **Applicable Legislation**

Funds transferred to external organisations or bodies must comply with section 67 of the MFMA, Act 56 of 2003:

Funds transferred to organisations and bodies outside government.

(1) Before transferring funds of the municipality to an organisation outside any sphere of government otherwise than in compliance with a commercial or other business transaction, the accounting officer must be satisfied that the organisation or body-

(a) has the capacity and has agreed-

(i) to comply with any agreement with the municipality;

(ii) for the period of the agreement to comply with all reporting, financial management and auditing requirements as may be stipulated in the agreement;

(iii) to report at least monthly to the accounting officer on actual expenditure against such transfer; and

(iv) to submit its audited financial statements for its financial year to the accounting officer promptly;

(b) implements effective, efficient, and transparent financial management and 15 internal control systems to guard against fraud. theft and financial mismanagement; and

(c) has in respect of previous similar transfers complied with all the requirements of this section.

(2) If there has been a failure by an organisation or body to comply with the 20 requirements of subsection (1)in respect of a previous transfer, the municipality may
(I)(c) make a further transfer to that organisation or body provided that-

(a) subsection (I)(a) and (b) is complied with, and

(b) the relevant provincial treasury has approved the transfer.

(1) The accounting officer must through contractual and other appropriate mechanisms enforce compliance with subsection (1).

6. **Legal Implications**

The Municipality must ensure that beneficiaries have complied with their contractual duties, as required by the MFMA. Failure to comply with the MFMA may result in the transaction being classified as unauthorized, irregular, or

fruitless and wasteful expenditure, and which may pose a risk to the financial audit qualifications of the Municipality.

7. **Other Implications**

None

8. **Comments by Directorates:**

8.1 **Chief Financial Officer:**

Recommendation supported.

8.2 **Acting Director: Planning & Development**

Item noted.

8.3 **Acting Director: Civil & Water Services**

Item noted.

8.4 **Director: Electro-Mechanical Services**

Item supported.

8.5 **Director: Community Services**

Noted

8.6 **Deputy Municipal Manager**

Noted.

8.7 **Municipal Manager**

Item noted.

9. **Delegated Authority**

Council

10. **Recommendations**

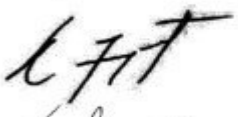
10.1 That Council approves the allocation of R 300,000.00 (Three Hundred Thousand Rand) only, VAT-inclusive, to support the 2024 Yellowwoods Jazz Festival Development Projects.

10.2 That Council authorizes the Accounting Officer to conclude an addendum to the current Sponsorship Agreement with Gamtoos Tourism to stage the 2024 Yellowwoods Jazz Festival in accordance with the funding allocated in recommendation 10.1 above.

Item prepared by the Acting Manager EDT:



Item approved by the Chief Financial Officer:



Item endorsed by the Municipal Manager:



Item noted by Portfolio Chairperson:



Annexure A:

2024 Yellowwoods Jazz Festival Development Projects Sponsorship Proposal



Yellowwoods Jazz Festival Development Projects

Introduction

The Yellowwoods Jazz Festival proudly presents two exciting initiatives designed to empower local talent and celebrate the rich cultural tapestry of the Gamtoos Valley and the broader Kouga. These programs offer a unique platform for young musicians and aspiring rugby players to hone their skills, connect with legends of their respective fields, and contribute to a vibrant community event.

Empowering Youth. Celebrating Community

The Yellowwoods Jazz Festival ignites passion and unlocks potential with two exceptional projects:

Music Skills Development Program: Partnering with Nelson Mandela University, this program elevates the musical skills of local brass and marimba band members, fostering collaboration and a love for music.

Rugby Development Clinic: High school rugby players train alongside legends, honing their skills, learning advanced strategies, and building teamwork within the Gamtoos Valley community.

These initiatives create a vibrant festival experience while empowering young talent. Explore further to discover how you can be a part of it!



Yellowwoods Jazz Festival
Music Skills Development Program

Introduction

The Yellowwoods Jazz Festival is excited to offer a Music Skills Development Program in collaboration with Nelson Mandela University's Music Department. This program aims to empower local brass and marimba band members by honing their musical skills and fostering a love for music within the Gamtoos Valley community.

Background

The Gamtoos Valley and the broader Kouga area boast a vibrant music scene with a strong presence of brass and marimba bands. However, limited access to professional instruction can hinder individual and group development. This program addresses this gap by providing participants with valuable training from experienced musicians.

Objectives

- Enhance the musical skills and knowledge of local brass and marimba band members.
- Provide participants with techniques to improve their performance level.
- Encourage collaboration and teamwork within the bands.
- Foster a sense of community and pride in the local music scene.





Sustainable Outcomes and Deliverables

- Improved musical skills: Participants will demonstrate improved technique, musicianship, and ensemble playing through pre- and post-program assessments.
- Increased knowledge: Musicians will gain a deeper understanding of music theory, performance techniques, and band repertoire.
- Enhanced collaboration: Bands will demonstrate improved teamwork and communication through group exercises and workshops.
- Community engagement: Participating bands will showcase their newfound skills at the Yellowwoods Jazz Festival, inspiring others.

Impact Groups

- Primary: Local brass and marimba band members (estimated 30 participants)
- Secondary: Gamtoos Valley community (through festival performances)
- Tertiary: Music industry professionals (potential future collaborations)

Sustainability

- Building relationships with Nelson Mandela University Music Department for future collaborations.
- Seeking sponsorships from local businesses to support future iterations of the program.
- Encouraging participants to share their knowledge with younger musicians in the community.






Evaluation

- Nelson Mandela University to conduct pre- and post-program assessments for participants to measure skill development.
- Feedback surveys from instructors and participants.
- Monitoring of band performance quality during festival showcase.

Budget (R 200.000.00)

Personnel (R55,000.00):
Honorariums for Nelson Mandela University Music Department Instructors and Assistant Teachers.

Venue & Equipment (R20,000.00):

- Rental of rehearsal space at Nelson Mandela University Music Department
- Basic music equipment for workshops (e.g., metronomes, music stands)

Materials & Supplies (R 5, 000.00):

- Sheet music for workshops and rehearsals
- Printing of program materials and participant certificates

Marketing & Promotion (R 10,000.00):

- Social media promotion of the program
- Flyers and posters displayed in community centers.

Catering (R 5,000.00)

Transport (R 100,000.00)

Contingency (R.5,000.00):
Unforeseen program costs (e.g., additional equipment rentals, etc.



Community Heritage Integration

Embedded in the heritage and culture of the local communities of Kouga, the brass and marimba bands selected for the music skills development project hold a special place in the hearts of the residents.

These bands, representing a rich tapestry of traditions, add a unique and authentic flavor to the festival, connecting the event deeply with the cultural roots of Kouga Communities..

The realization of these objectives and deliverables will not only establish the Yellowwoods Jazz Festival as a cultural and economic cornerstone but will also position the Gamtoos Valley and Kouga as destinations of choice on the provincial and national events calendar.

Conclusion

By providing high-quality music instruction, the Yellowwoods Jazz Festival Music Skills Development Program has the potential to create a lasting impact on the Kouga music scene. By empowering local musicians, the program fosters a sense of community pride and paves the way for a more vibrant musical future.



Yellowwoods Jazz Festival
Rugby Skills Development Program

Introduction

The Yellowwoods Jazz Festival proudly presents the Rugby Development Clinic, an initiative designed to ignite passion and elevate the skills of aspiring young rugby players in the Gamtoos Valley. Partnering with local rugby legends, this program offers an exclusive opportunity for high school students to learn from the best and refine their game

Background

The Gamtoos Valley boasts a strong sporting spirit, with rugby holding a special place in the community. However, access to high-level coaching can be limited. This clinic bridges the gap by connecting young talent with experienced legends, fostering their development and love for the sport.

Objectives

- Enhance the fundamental rugby skills and knowledge of high school participants.
- Provide exposure to advanced techniques and strategies from rugby legends.
- Cultivate teamwork, sportsmanship, and leadership qualities among players.
- Promote the legacy of rugby within the Gamtoos Valley community.





Sustainable Outcomes and Deliverables

- Improved Playing Skills: Participants will demonstrate enhanced passing, tackling, kicking, and game awareness through pre- and post-clinic drills and scrimmages.
- Advanced Game Knowledge: Players will gain valuable insights into game strategies, tactics, and mental preparation from rugby legends.
- Stronger Teamwork: The clinic will foster collaboration and communication skills through group exercises and team-building activities.
- Community Inspiration: Participating players will showcase their newfound skills during a demonstration match at the Yellowwoods Jazz Festival, inspiring future generations.

Impact Groups

- Primary: High school rugby players from the Gamtoos Valley (estimated 200 participants)
- Secondary: Gamtoos Valley community (through festival demonstration match)
- Tertiary: Local rugby clubs and coaches (potential mentorship opportunities)

Evaluation

- Pre- and post-clinic skills assessments for participants to measure improvement.
- Feedback surveys from coaches, mentors, and participants.
- Observation of player performance during the festival demonstration match







Budget (R 100,000-00)

Personnel (R40,000.00):

- Honorariums for participating rugby legends as coaches and mentors
- Assistant coaches (optional, can be sourced from local rugby clubs)

Venue & Equipment (R20,000.00):

- Rental of a sports field suitable for rugby training
- Rugby training equipment (balls, cones, tackling shields)

Materials & Supplies (R15,000.00):

- Rugby jerseys with the Yellowwoods Jazz Festival logo for participants
- Snacks and hydration for players during training sessions
- Printing of program materials and participation certificates

Marketing & Promotion (R10,000.00):

- Social media promotion of the clinic targeting high schools and rugby clubs
- Flyers and posters displayed in schools and community sporting venues

Contingency (R15,000.00):

Unforeseen program costs (e.g., additional equipment rentals, first-aid supplies)

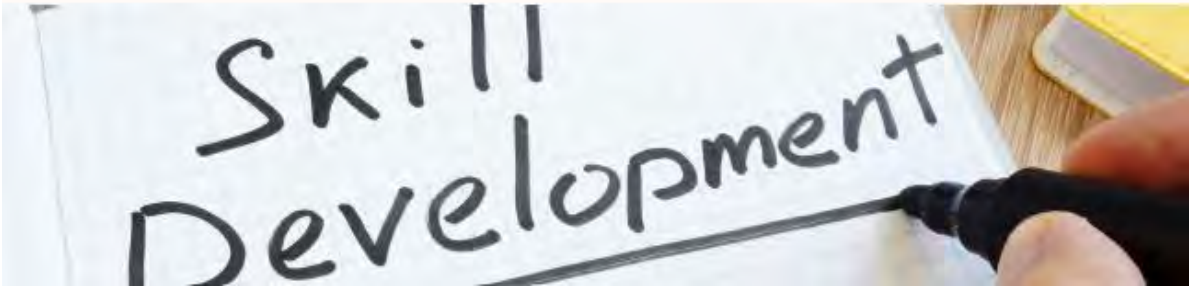


Sustainability

- Building relationships with participating rugby legends for future coaching opportunities.
- Collaborating with local rugby clubs to integrate clinic learnings into regular training.
- Creating a mentorship program connecting clinic participants with experienced players.

Conclusion

By providing access to expert coaching and a unique learning environment, the Yellowwoods Jazz Festival Rugby Development Clinic has the potential to nurture future rugby stars within the Gamtoos Valley. This program fosters a sense of community pride, ignites passion for the sport, and equips young players with the skills and knowledge to excel.











Gamtoos Jazz Festival Revival: Additional Projects and Programs / continues...

Community Upliftment Initiatives:

- Job Creation and Training: Gamtoos Tourism is committed to creating employment opportunities within the local community by training and employing residents in various festival-related functions.
- Environmental Education: The festival will serve as a platform to raise awareness about environmental protection. Gamtoos Tourism plans to involve community members in waste management practices at the festival, promoting recycling habits.

Collaboration and Sustainability:

- While Gamtoos Tourism strives to expand these community efforts, funding remains a challenge. Financial assistance from Kouga Municipality is crucial in identifying and empowering more community members.
- Gamtoos Tourism emphasizes its commitment to uplifting the Gamtoos Valley community and welcomes any grant opportunities that align with this objective. Their vision, with your support, is to transform the Gamtoos Valley into a thriving gem within the Kouga region.
- By partnering with Gamtoos Tourism, you can contribute to these impactful initiatives alongside enjoying the benefits of sponsoring the Yellowwoods Jazz Festival revival.

Supporting the Yellowwoods Jazz Festival: Investing in Our Community

The Yellowwoods Jazz Festival is thrilled to present exciting opportunities for the Kouga Local Municipal Council to partner with us through financial and in-kind support. Your contribution will play a vital role in making these development programs a reality, fostering a vibrant music and sporting scene, and promoting Gamtoos Valley and Kouga as welcoming destinations.

Your financial or in-kind support can make a real difference:

- Financials: Fund instructors, venues, equipment, and marketing.
- In-Kind: Donate venues, equipment, printing, or volunteer recruitment assistance.

Benefits for You:

- Community goodwill: Showcase your commitment to youth development and the arts.
- Boost local economy: Enhance the Gamtoos Valley and Kouga's' cultural vibrancy and attract visitors.

Join hands with us as we nurture talent, build community pride, and celebrate the arts!

Thank you for considering this partnership, and we look forward to creating memorable moments together.

Yours Sincerely.

Nichola

pp *Gamtoos Tourism Chairperson: Mr. Wernich Cronje*

+27-83-556-3206 info@baviaans.net www.baviaans.net

GAMTOOS TOURISM

KOUGA local municipality

KOUGA TOURISM

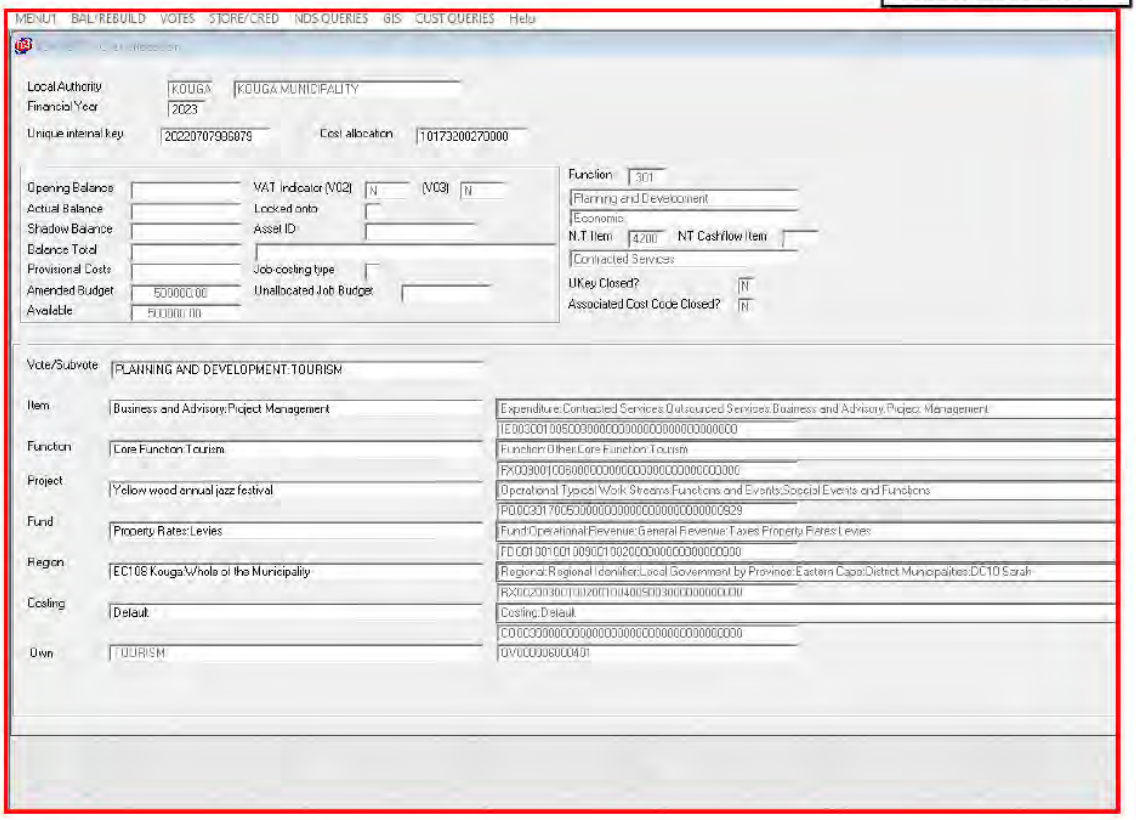
7 WONDERS OF SOUTH AFRICA

South Africa EASTERN CAPE Yours to Explore

THE JOURNEY IS THE DESTINATION FROM THE MOUNTAINS TO THE sea BE INSPIRED FOR LIFE!

Annexure B: Budget Verification

KOUGA MUNICIPALITY
2024-04-29
BUDGET &TREASURY



KOUGA local municipality
Good Governance through Service Excellence

KOUGA MUNICIPALITY (EC 108)
ORDINARY COUNCIL MEETING
FINANCE & ECONOMIC DEVELOPMENT
OPEN
DATE: 31 MAY 2024
ITEM NO: **24/05/FED16**

MEDIUM-TERM REVENUE AND EXPENDITURE FRAMEWORK (MTREF)- BUDGET FOR 2024/25 TO 2026/27 FINANCIAL YEARS

1. **Introduction**

The purpose of the report is to seek Council approval for the Medium-Term Revenue and Expenditure Framework (MTREF) – Budget for the 2024/25 – 2026/27 fiscal years, in accordance with Section 24 of the Municipal Finance Management Act.

2. **Background**

In accordance with the Municipal Finance Management Act, Section 24(1) stipulates that the municipal council must at least 30 days before the start of the budget year consider approval of the annual budget.

(2) An annual budget-
- a) Must be approved before the start of the budget year;
- b) Is approved by the adoption by the council of a resolution referred to in section 17(3)(a)(i); and
- c) Must be approved together with the adoption of resolutions as may be necessary –
  - i. Imposing any municipal tax for the budget year;
  - ii. Setting any municipal tariffs for the budget year;
  - iii. Approving measurable performance objectives for revenue from each source and for each vote in the budget;
  - iv. Approving any changes to the municipality's integrated development plan; and
  - v. Approving any changes to the municipality's budget-related policies.

In accordance with the Municipal Budget and Reporting Regulations, Regulation 17(1) stipulates that a municipal council must consider the full implications, financial or otherwise, of the annual budget and supporting documentation before approving the annual budget.

3. **Discussion**

The 2024/25 Annual Budget has been prepared in accordance with the Municipal Finance Management Act, Municipal Budget and Reporting Regulations and Municipal Regulations on a Standard Chart of Accounts (mSCOA) requirements.

The 2024/25 Annual Budget Documents are attached as follows:

- 2024/25 Annual Budget Report – "**Annexure A".**
- 2024/25 Annual Budget Schedule A **– "Annexure B".**
- 2024/25 Capital Expenditure **"Annexure C".**
- 2024/25 Annual Tariffs "**Annexure D".**
- 2024/25 Electricity Tariffs **"Annexure D1"**
- 2024/25 mSCOA Road Map "**Annexure E".**
- 2024/25 mSCOA Procurement Plan **"Annexure F".**
- 2024/25 Budget-Related Policies **"Annexure G"**
- 2024/25 Provincial Treasury Annual Budget Funding Assessment Report **"Annexure H".**

4. **Financial Implications**

Completed by BTO -	As stipulated in the report. Refer to "**Annexure A"**
Project Description	
Ukey no.	
Budgeted Amount	
Amount spent and committed to date	
Amount Available	
Comment	
BTO Signature	

5. **Applicable legislation**

- Municipal Finance Management Act No. 56 of 2003.
- Municipal Budget and Reporting Regulations
- Municipal Regulations on a Standard Chart of Accounts (mSCOA)

6. **Legal Implications**

Compliance with the Section 24 of the Municipal Finance Management Act No. 56 of 2003.

The Local Government: Municipal Finance Management Act (Act No. 56 of 2003): Municipal Budget and Reporting Regulations regulate the format of the budget documentation as set out in Schedule A – "**Annexure B"** of the Municipal Budget and Reporting Regulations. This includes the main Tables A1 – A10 as well as the supporting tables SA1 – SA38.

7. **Other Implications**

None.

8. **Comments by Directorates:**

8.1 **Chief Financial Officer:**

Recommendations supported.

8.2 **Acting Director: Planning & Development**

Noted

8.3 **Director: Civil & Water Services**

Item noted.

8.4 **Director: Electro-Mechanical Services**

Item noted.

8.5 **Director: Community Services**

Noted.

8.6 **Deputy Municipal Manager**

Noted.

8.7 **Municipal Manager**

Noted.

9. **Delegated Authority**

Council.

10. **Recommendations**

10.1 That the Executive Mayor recommends that the Council, by resolution taken by the majority of its full number, and in terms of Section 30(2) of the Local Government: Municipal Structures Act No. 117 of 1998 (as amended), read in conjunction with Section 24 of the Local Government: Municipal Finance Management Act, Act 56 of 2003:

10.1.1 approves the 2024/25 – 2026/27 Annual Budget, as set out in the "**Annexure A"** on the following tables:

a) Consolidated Budget Summary [Table A1] [Page 23]
b) Budgeted Financial Performance (revenue and expenditure by standard classification); [Table A2] [Page 25]
c) Budgeted Financial Performance (revenue and expenditure by municipal vote); [Table A3] [Page 27]
d) Budgeted Financial Performance (revenue by source and expenditure by type); [Table A4] [Page 28]
e) Multi-year and single year capital appropriations by municipal vote and standard classification and associated funding by source. [Table A5]

10.1.2 That the budgeted financial position, budgeted cash flows, cash-backed reserves/accumulated surplus, asset management and basic service delivery targets be noted as set-out in the following tables:

a) Budgeted Financial Position; [Table A6] [Page 32]
b) Budgeted Cash Flows; [Table A7] [Page 34]
c) Cash backed reserves and accumulated surplus reconciliation; [Table A8] [Page 35]
d) Asset management; [Table A9] [Page 36]
e) Basic service delivery measurement. [Table A10] [Page 39]

10.1.3 That the tariffs be increased as follows, with effect from 1 July 2024:

Property rates	5.5%
Water	7.25%
Sanitation	6.5%
Refuse	6.5%
Electricity (average increase in electricity income)	12.7%
Environmental Management Fee	6.5%

a) Indicative tariffs for 2025/26 and 2026/27 will be increased as follows:

	2025/26	**2026/27**
Property rates	5.5%	5.5%
Water	7.25%	7.25%
Sanitation	6.5%	6.5%
Refuse	6.5%	6.5%
Electricity (average increase in electricity income)	15.7%	15.7%
Environmental Management Fee	6.5%	6.5%

10.1.4 That the Council approves the tariffs, as reflected in "**Annexure D"**.

10.1.5 That the Council approves the Electricity tariffs subject to the approval from NERSA in **"Annexure D1"**

10.1.6 That the mSCOA road map be approved. **"Annexure E".**

10.1.7 That the 2024/25 Procurement plan be approved **"Annexure F"**.

10.1.8 That the Council approves the budget-related policies, as reflected in **"Annexure G".**

10.1.9 That the Provincial Treasury's Budget Funding Assessment Report be noted, **"Annexure H".**

Item prepared by the Manager: Budget & Treasury: 

Item approved by the: Chief Financial Officer: 

Item endorsed by the Municipal Manager: 

Item noted by Portfolio Chairperson: 

ANNEXURE ‘’A’’

KOUGA LOCAL MUNICIPALITY

KOUGA
local municipality
Good Governance through Service Excellence

2024/25 – 2026/27

ANNUAL BUDGET

TABLE OF CONTENTS

		Page
PART 1 – ANNUAL BUDGET		
1.1	Executive Mayor's Report	5
1.2	Council Resolutions	8
1.3	Executive Summary	9
1.4	Operating Revenue Framework	11
1.5	Operating Expenditure Framework	17
1.6	Capital Expenditure	21
1.7	Annual Budget Tables	22
PART 2 – SUPPORTING DOCUMENTATION		
2.1	Overview of annual budget process	41
2.2	Alignment of annual budget with Integrated Development Plan	41
2.3	Measurable performance objectives and indicators	43
2.4	Overview of budget related policies	46
2.5	Overview of budget assumptions	47
2.6	Overview of budget funding	49
2.7	Expenditure on allocations and grant programmes	60
2.8	Allocations and grants made by the municipality	62
2.9	Councillors' and employee benefits	63
2.10	Monthly targets for revenue, expenditure and cash flow	64
2.11	Annual budgets and service delivery and budget implementation plans – Directorates	67
2.12	Legislation compliance status	67
2.13	Capital expenditure details	69
2.14	Municipal Manager's quality certification	69

LIST OF TABLES

Table No.	Title	Page
1	Overview of 2024/25 MTREF	10
2	Summary of main revenue sources	12
3	Mix of main revenue sources	13
4	Operating transfers and grant receipts	14
5.	Summary of operating expenditure by standard classification item	17
6.	Repairs and maintenance per asset class	20
7.	2024/25 medium term capital budget per vote	21
8.	Budget summary	23
9.	Budgeted financial performance (revenue and expenditure by standard classification)	25
10.	Budgeted financial performance (revenue and expenditure by municipal vote)	27
11.	Budgeted financial performance (revenue and expenditure)	28
12.	Budgeted capital expenditure by vote, standard classification and funding source	30
13.	Budgeted financial position	32
14.	Budgeted cash flow statement	34
15.	Cash backed reserves/accumulated surplus reconciliation	35
16.	Asset Management	36
17.	Basic service delivery measurement	39

Table No.	Title	Page
18.	Breakdown of the operating revenue over the medium term	49
19.	Investment information	51
20.	Sources of capital revenue over MTREF	52
21.	Capital transfers and grant receipts	53
22.	Budgeted cash flow statement	55
23.	Cash backed reserves/accumulated surplus reconciliation	56

LIST OF FIGURES

Figure No.	Title	Page
1.	Main operational expenditure categories for the 2024/25 financial year	19
2.	Capital Expenditure	21
3.	Breakdown of operating revenue over the 2024/25 MTREF	49
4.	Sources of capital revenue for the 2024/25 financial year	52

PART 1 – ANNUAL BUDGET

1.1 EXECUTIVE MAYOR'S REPORT

It is my greatest privilege on behalf of Kouga Municipality and in my capacity as Executive Mayor of Kouga Municipality to present to you the municipality's Integrated Development Plan (IDP) for the cycle 2022 to 2027.

The IDP provides the strategic framework for a municipality to fulfil its mandate and apply its budget.

It is a five-year document that is drawn up in partnership with communities and other spheres of government. Reviewed annually, it enables a municipality to do short, medium, and long-term planning to meet communities' needs, with due consideration of those projects being implemented by district, provincial, and national governments.

The IDP and Budget will be externally focused, driven by community needs and geared towards meeting community aspirations gleaned from stakeholder consultations and engagements throughout the past months. It will, furthermore, continue to be guided by narratives that provide strategic focus areas. These are:

- Keep Kouga Serviced
- Keep Kouga Clean
- Keep Kouga Green
- Keep Kouga Safe
- Keep Kouga Smart and
- Keep Kouga Growing

Kouga Municipality has additionally set four key objectives which we are determined to achieve within the next 15 months. These include (1) Fixing our roads (2) Upgrading our Waste Water treatment Works (3) Improving our levels of customer care and (4) Reducing our reliance on ESKOM.

Council passed a resolution to secure external funding amounting to R200 million for the vital task of rehabilitating 150KM of roads in the next 15 months.

We are presently negotiating with several financial institutions to secure these funds in order to appoint the most capable contractors to do the job effectively.

A environmental impact assessment for the construction of a 20MW solar plant outside Humansdorp has been completed and approved. We are currently in the process of conducting a thorough financial feasibility study to distinguish costing and various financing models.

This green energy project will reduce our reliance from ESKOM, cut costs on energy supply, create jobs, keep local businesses energized and will ultimately increase economic development exponentially, particularly within the targeted Humansdorp area.

Kouga Municipality will be forking out more than R42m to upgrade the vandalized wastewater treatment plant in KwaNomzamo, Humansdorp.

The 18-month project, designed to enhance the treatment capacity of the plant, will also clear obstacles holding back the progress of a 400-unit housing project here.

Kouga Municipality is committed to bringing open, accessible, transparent and accountable government to all residents across the Kouga region. For this reason, I launched the first Thursday initiative.

On every first Thursday of the month, residents can meet with myself and my mayoral committee, the municipal manager and directors without having to make any appointment.

I am also excited about launching our first ever Customer Service Charter, which could possibly be the first of its kind in the Province.

This document, which will be distributed broadly, is essentially a commitment to residents detailing the services we offer, the level to which they ought to be rendered and the turnaround time we commit ourselves toward.

We must strive to provide dignity to the poorest within our community. Informal settlements across the Kouga region are set to be upgraded at a combined cost of more than R68 million.

The implementation of this project will see nine informal communities with over 3 000 households be provided with decent basic services, such as water, electricity, sanitation, and waste management.

This will help to address the ongoing dependence of informal areas on the bucket system – which we are committed to removing entirely.

I trust that this IDP will stimulate the municipality's partnership with communities, the private sector, and other spheres of government in order for us to achieve our goals.

Together we are more, when we unite against the deterioration and destruction of our physical, cultural, structural, and moral assets, and can seize the potential we hold to be the best Municipality in South Africa.

The Council would like to thank all residents, ward committees, sector departments and stakeholder groups who actively participated in the compilation of Kouga's IDP.

I would also like to thank our ward councillors for facilitating the meetings in their wards and the municipal administration who prepared the new document in accordance with legislation and the Council's new mandate.

We look forward to building on our relationship with all stakeholders and continually improving on the municipality's planning processes so that, together, we can achieve our vision of Good Governance through Service Excellence.

Let us all collaborate on our shared future, because if we want more, we need to become more.

Hon. Cllr Hatting Bornman



……
EXECUTIVE MAYOR

1.2 COUNCIL RESOLUTIONS

(a) The Executive Mayor recommends that the Council resolves that:

1. The annual budget of the Kouga Municipality for the financial year 2024/25 and the indicative allocations for the projected outer years 2025/26 and 2026/27; and the multi-year and single-year capital appropriations be approved for the purpose of complying with section 24 of the Municipal Finance Management Act (MFMA), Act No. 56 of 2003, as set-out in the following tables:

   1.1 Consolidated Budget Summary [Table A1] [Page 23]
   1.2 Budgeted Financial Performance (revenue and expenditure by standard classification); [Table A2] [Page 25]
   1.3 Budgeted Financial Performance (revenue and expenditure by municipal vote); [Table A3] [Page 27]
   1.4 Budgeted Financial Performance (revenue by source and expenditure by type); [Table A4] [Page 28]
   1.5 Multi-year and single year capital appropriations by municipal vote and standard classification and associated funding by source. [Table A5] [Page 30]

2. That the budgeted financial position, budgeted cash flows, cash-backed reserves/accumulated surplus, asset management and basic service delivery targets be noted as set-out in the following tables:

   2.1 Budgeted Financial Position; [Table A6] [Page 32]
   2.2 Budgeted Cash Flows; [Table A7] [Page 34]
   2.3 Cash backed reserves and accumulated surplus reconciliation; [Table A8] [Page 35]
   2.4 Asset management; [Table A9] [Page 36]
   2.5 Basic service delivery measurement. [Table A10] [Page 39]

3. That the tariffs be increased as follows, with effect from 1 July 2024:

Property rates	5.5%
Water	7.25%
Sanitation	6.5%
Refuse	6.5%
Electricity (average increase in electricity income)	12.7%
Environmental Management Fee	6.5%

4. Indicative tariffs for 2025/26 and 2026/27 will be increased as follows:

	2025/26	2026/27
Property rates	5.5%	5.5%
Water	7.25%	7.25%
Sanitation	6.5%	6.5%
Refuse	6.5%	6.5%
Electricity (average increase in electricity income)	15.7%	15.7%
Environmental Management Fee	6.5%	6.5%

5. That the Council approves the tariffs, as reflected in "**Annexure D".**

6. That the mSCOA road map be approved. **"Annexure E".**

7. That the 2024/25 Procurement Plan be approved **"Annexure F".**

8. That the Council approves the Budget Related Policies, as reflected in **"Annexure G".**

9. That the Provincial Treasury 2024/25 Annual Budget Funding Assessment Report be noted, **"Annexure H".**

1.3 EXECUTIVE SUMMARY

The key service delivery priorities, as reflected in the IDP, informed the development of the Budget, including the need to maintain and improve the Municipality's financial sustainability.
It is also to be noted that cost containment measures are being implemented to curb costs and to improve operational efficiency.

National Treasury's MFMA Circulars No. 126 and 128 was used to guide the compilation of the 2024/25 Medium Term Revenue and Expenditure Framework (MTREF).

The Local Government: Municipal Finance Management Act (Act No. 56 of 2003): Municipal Budget and Reporting Regulations regulate the format of the budget documentation as set out in Schedule A **("Annexure B")** of the Municipal Budget and Reporting Regulations. This includes the main Tables A1 – A10 as well as the supporting tables SA1 – SA38.

The Municipality faced the following significant challenges during the compilation of the 2024/25 MTREF:

- Maintaining an acceptable employee related cost ratio.
- Increased costs associated with bulk electricity and water purchases, placing upward pressure on municipal tariff increases.
- Allocation of the required budget provision for the rehabilitation and maintenance of infrastructure.
- Maintaining electricity and water losses at acceptable levels.
- Maintaining revenue collection rates at the targeted levels; and
- Maintaining an acceptable cost coverage ratio.

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

- The priorities and targets, relating to the key strategic focus areas, as outlined in the IDP.
- The level of property rates and tariff increases to take into account the need to address maintenance and infrastructural backlogs.
- The level of property rates and tariff increases to ensure the delivery of municipal services on a financially sustainable basis.
- The need to enhance the municipality's revenue base.
- In accordance with Section 19 of the Municipal Finance Management Act, the relevant Directors must submit comprehensive reports in relation to new projects, inter alia; dealing with the total project costs, funding sources, future operating budget implications and associated tariff implications, before Council finally approves the implementation of any new projects.

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

Table 1 (Overview of the 2024/25 MTREF)

Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework					
R thousand	Adjusted Budget	Budget Year 2024/25	% Incr./Decr.	Budget Year 2025/26	% Incr./Decr.	Budget Year 2026/27	% Incr./Decr.
Revenue							
Total Revenue (excluding capital transfers and contributions)	1 313 738	1 392 621	6,00%	1 512 282	8,59%	1 648 335	9,00%
Total Expenditure	1 437 791	1 505 474	4,71%	1 631 362	8,36%	1 755 199	7,59%
Surplus/(Deficit)	(124 053)	(112 853)	-9,03%	(119 080)	5,52%	(106 864)	-10,26%
Total Capital Expenditure	130 161	150 362	15,52%	45 354	-69,84%	49 890	10,00%

Total operating revenue has increased by 6% or R 78,883 million for the 2024/25 financial year, compared to the 2023/24 Adjustments Budget.

For the two outer years, operational revenue increases by 8.59% and 9.0% respectively, resulting in a total revenue growth of R 334,597 million over the MTREF, when compared to the 2023/24 financial year.

Total operating expenditure for the 2024/25 financial year amounts to R 1,505 billion, resulting in a budgeted deficit of R 112,853 million. Compared to the 2023/24 Adjustments Budget, operational expenditure increased by 4,71% in the 2024/25 Budget.

For the two outer years, operational expenditure increases by 8.36% and 7.59% respectively. The 2025/26 and 2026/27 budgets reflect operating deficits of R 119,080 million and R 106,864 million respectively.

The major operating expenditure items for 2024/25 are employee related costs (31.34%), bulk electricity purchases (25.66%), debt impairment (10.51%), contracted services (8.35%), depreciation (7.82%), inventory consumed (7.21%) and operational costs (6.26%).

Funding for the 2024/25 Operating Budget is obtained from various sources, the major sources being service charges such as electricity, water, sanitation, environmental management fees and refuse collection (47.71%), property rates (21.33%), grants and subsidies received from National and Provincial Governments (14.52%).

To fund the 2024/25 Operating Budget, the following increases in property rates and service charges have been proposed, with effect from 1 July 2024:

Property rates (decrease in cents in the Rand)	-	5.5%
Water	-	7.25%
Sanitation	-	6.5%
Refuse	-	6.5%
Electricity (average increase in income)	-	12.7%
Environmental Management Fee	-	6.5%

The capital budget of R 150,362 million for 2024/25 is R 20,201 million or 15.52% more than the 2023/24 Adjustments Budget.

The Capital Budget over the MTREF will be mainly funded from government grants and subsidies, as the municipality has limited internal funding available.

1.4 OPERATING REVENUE FRAMEWORK

The continued provision and expansion of municipal services is largely dependent on the Municipality generating sufficient revenues. Efficient and effective revenue management is thus of vital importance in ensuring the ongoing financial sustainability of the Municipality. Furthermore, in accordance with the MFMA, expenditure must be limited to the realistically anticipated revenues.

The Municipality's revenue management strategy includes the following key components:

- National Treasury's guidelines in this regard.
- Tariff Policies.
- Property Rates Policy.
- Indigent Policy and provision of free basic services.
- The level of property rates and tariff increases must ensure financially sustainable service delivery.
- The level of property rates and tariff increases to consider the maintenance and replacement of infrastructure, including the expansion of services.
- Determining fully cost reflective tariffs for trading services.
- Electricity bulk tariff increases as approved by the National Electricity Regulator of South Africa (NERSA).
- Water bulk tariff increases as approved by the Nelson Mandela Bay Metropolitan Municipality.
- Efficient revenue management, targeting a 95% annual collection rate for property rates and service charges.

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

Table 2 (Summary of main revenue sources)

Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	Adjusted Budget	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
Revenue				
Exchange Revenue				
Service charges - Electricity	352 780	397 583	460 004	532 224
Service charges - Water	118 603	127 202	136 424	146 315
Service charges - Waste Water Management	64 268	68 446	72 895	77 633
Service charges - Waste Management	66 782	71 123	75 745	80 669
Sale of Goods and Rendering of Services	9 000	9 533	10 095	10 689
Agency services	4 276	4 554	4 850	5 166
Interest earned from Receivables	30 145	32 335	34 757	37 376
Interest earned from Current and Non Current Assets	11 674	13 998	12 809	13 385
Rental from Fixed Assets	2 999	3 187	3 385	3 595
Licence and permits	2 677	2 851	3 037	3 234
Operational Revenue	20 443	1 955	1 976	1 998
Non-Exchange Revenue				
Property rates	281 488	297 076	313 303	330 535
Fines, penalties and forfeits	134 597	143 343	152 658	162 577
Licences or permits	11 053	11 772	12 537	13 352
Transfer and subsidies - Operational	197 730	202 153	211 994	223 454
Interest	5 223	5 510	5 813	6 133
Total Revenue (excluding capital transfers and contributions)	**1 313 738**	**1 392 621**	**1 512 282**	**1 648 335**

The following table illustrates the mix of main revenue sources, supporting the 2024/25 MTREF:

Table 3 (Mix of main revenue sources)

Description	Current Year 2023/24		2024/25 Medium Term Revenue & Expenditure Framework					
R thousand	Adjusted Budget	%	Budget Year 2024/25	%	Budget Year 2025/26	%	Budget Year 2026/27	%
Revenue								
Exchange Revenue								
Service charges - Electricity	352 780	26,85%	397 583	28,55%	460 004	30,42%	532 224	32,29%
Service charges - Water	118 603	9,03%	127 202	9,13%	136 424	9,02%	146 315	8,88%
Service charges - Waste Water Management	64 268	4,89%	68 446	4,91%	72 895	4,82%	77 633	4,71%
Service charges - Waste Management	66 782	5,08%	71 123	5,11%	75 745	5,01%	80 669	4,89%
Sale of Goods and Rendering of Services	9 000	0,69%	9 533	0,68%	10 095	0,67%	10 689	0,65%
Agency services	4 276	0,33%	4 554	0,33%	4 850	0,32%	5 166	0,31%
Interest earned from Receivables	30 145	2,29%	32 335	2,32%	34 757	2,30%	37 376	2,27%
Interest earned from Current and Non-Current Assets	11 674	0,89%	13 998	1,01%	12 809	0,85%	13 385	0,81%
Rental from Fixed Assets	2 999	0,23%	3 187	0,23%	3 385	0,22%	3 595	0,22%
Licence and permits	2 677	0,20%	2 851	0,20%	3 037	0,20%	3 234	0,20%
Operational Revenue	20 443	1,56%	1 955	0,14%	1 976	0,13%	1 998	0,12%
Non-Exchange Revenue								
Property rates	281 488	21,43%	297 076	21,33%	313 303	20,72%	330 535	20,05%
Fines, penalties, and forfeits	134 597	10,25%	143 343	10,29%	152 658	10,09%	162 577	9,86%
Licences or permits	11 053	0,84%	11 772	0,85%	12 537	0,83%	13 352	0,81%
Transfer and subsidies - Operational	197 730	15,05%	202 153	14,52%	211 994	14,02%	223 454	13,56%
Interest	5 223	0,40%	5 510	0,40%	5 813	0,38%	6 133	0,37%
Total Revenue (excluding capital transfers and contributions)	**1 313 738**	**100,00%**	**1 392 621**	**100,00%**	**1 512 282**	**100,00%**	**1 648 335**	**100,00%**

In the 2023/24 financial year, rates and service charges amounted to R 883,921 million. This increases to R 961,430 million, R 1,058 billion and R 1,167 billion in the 2024/25, 2025/26 and 2026/27 financial years, respectively.

The major operating revenue sources for 2024/25 are electricity (28.55%), property rates (21.33%), operating grants & subsidies (14.52%), water (9.13%), waste management (5.11%) and wastewater management (4.91%).

The following table provides a breakdown of the various operating grants and subsidies allocated to the Municipality over the medium term:

Table 4 (Operating Transfers and Grant Receipts)

Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	Adjusted Budget	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
RECEIPTS:				
-				
Operating Transfers and Grants				
National Government:	**190 140**	**197 710**	**207 441**	**218 788**
Operational Revenue:General Revenue:Equitable Share	180 506	192 664	203 746	214 723
Expanded Public Works Programme Integrated Grant for Municipalities [Schedule 5B]	2 321	1 495	–	–
Local Government Financial Management Grant [Schedule 5B]	1 570	1 723	1 785	2 001
Energy Efficiency and Demand-side [Schedule 5B]	4 000	–	–	–
Municipal Infrastructure Grant [Schedule 5B]	1 743	1 828	1 910	2 064
Provincial Government:	**2 050**	**2 050**	**2 050**	**2 050**
Libraries, Archives and Museums	2 050	2 050	2 050	2 050
District Municipality:	**2 281**	**2 393**	**2 503**	**2 616**
Environmental Health	2 281	2 393	2 503	2 616
Total Operating Transfers and Grants	**194 472**	**202 153**	**211 994**	**223 454**
Capital Transfers and Grants				
National Government:	**77 914**	**52 874**	**50 558**	**55 774**
Integrated National Electrification Programme (Municipal Grant) [Schedule 5B]	4 089	4 203	7 260	7 558
Municipal Infrastructure Grant [Schedule 5B]	33 125	34 730	36 298	39 216
Local Government Financial Management Grant [Schedule 5B]	150			
Municipal Disaster Relief Grant	10 550			
Water Services Infrastructure Grant [Schedule 5B]	30 000	13 941	7 000	9 000
Provincial Government:		**68 969**		
Housing		68 969		
District Municipality:	**1 362**	**1 600**	**1 600**	**1 600**
Fire Services	1 362	1 600	1 600	1 600
Total Capital Transfers and Grants	**79 276**	**123 443**	**52 158**	**57 374**
TOTAL RECEIPTS OF TRANSFERS & GRANTS	**273 747**	**325 596**	**264 152**	**280 828**

The Municipality is faced with the significant challenge of providing services with its limited financial resources. Against this background, the Municipality has undertaken the tariff determination process relating to property rates and service charges as follows:

1.4.1 Property Rates

Property rates fund the costs associated with the provision of general services, such as fire, library and roads and stormwater services.

The following provisions in the Property Rates Policy are highlighted:

- The first R15 000 of the market value of a property used for residential purposes is excluded from the rateable value (Section 17(h) of the MPRA).
- An additional R85 000 rebate will be granted to registered indigents in terms of the Indigent Policy.
- If the usage of a property changes during a financial year, the rebate applicable will be reduced *pro rata* for the balance of the financial year.
- Residential properties with a market value up of R400 000 including the impermissible rate of R15 000.
- R 200 000 on one residential property, including the impermissible rate of R15 000, for Rate Payer 60 years and older with a gross household income not more than R15 000.00

A property rates increase of 5.5% in cents in the rand is proposed as from 1 July 2024.

The proposed property rates increase is mainly influenced by the following:

- Employee-related costs increased by 6%.
- Providing for debt impairment.

1.4.2 Sale of Water and Impact of Tariff Increases

In accordance with National Treasury's MFMA Circulars, no. 51, 55, 58, 66, 70, 74, 85, 88, 89, 91, 93 and 94, Municipalities are encouraged to review the level and structure of their water tariffs to ensure:

- Fully cost reflective water tariffs – tariffs should include the costs associated with bulk water purchases, the maintenance and renewal of purification plants, water networks and water reticulation expansion.
- Water tariffs are structured to protect basic levels of service; and
- Water tariffs are designed to encourage efficient and sustainable consumption.

A phased-in approach will be undertaken to ensure that tariffs are fully cost reflective over the medium term. As the charging of fully cost reflective tariffs would place an undue financial burden on customers.

A tariff increases of 7.25% is proposed as from 1 July 2024. The proposed tariff increase is mainly influenced by the following:

- Employee related costs increased by 6%.
- The cost of bulk water purchases increased by 7.25%.
- Providing for debt impairment.

The water tariff structure is designed in such a manner that higher levels of water consumption are progressively charged at a higher rate.

1.4.3 Sale of Electricity and Impact of Tariff Increases

The National Energy Regulator of South Africa (NERSA) is responsible for price determination of the bulk costs for electricity, a 12.7% increase in bulk costs for electricity was approved by Nersa.
The Municipality is proposing a 12.7% increase on average consumer tariffs to offset the additional electricity bulk purchases costs, as from 1 July 2024. The proposed tariffs increase of 12.7% is subjected to the approval by Nersa.

The proposed tariff increases are mainly influenced by the following:

- Employee related costs increased by 6%.
- The cost of bulk electricity purchases increased by 12.7%.
- Repairs and maintenance of electricity infrastructure.
- Providing for debt impairment.

1.4.4 Sanitation and Impact of Tariff Increases

In accordance with National Treasury's MFMA Circulars, no. 51, 55, 58, 66, 70, 74, 85, 88, 89, 91, 93 and 94, Municipalities are encouraged to review the level and structure of their sanitation tariffs to ensure:

- Fully cost reflective sanitation tariffs – tariffs should include the costs associated with maintenance and renewal of treatment plants, sanitation networks and sanitation infrastructure expansion.
- Sanitation tariffs are structured to protect basic levels of service; and
- Sanitation tariffs are designed to encourage efficient and sustainable consumption.

A phased-in approach will be undertaken to ensure that tariffs are fully cost reflective over the medium term. As the charging of fully cost reflective tariffs would place an undue financial burden on customers.

A tariff increases of 6.5% is proposed as from 1 July 2024. The proposed tariff increase is mainly influenced by the following:

- Employee-related costs increased by 6%.
- Providing for debt impairment.

1.4.5 Refuse Collection and Impact of Tariff Increases

National Treasury has urged municipalities to ensure that refuse tariffs are fully cost reflective. The tariffs should consider the need to maintain a cash-backed reserve to cover the future costs of the rehabilitation of landfill sites. In this regard a phased-in approach will be undertaken to ensure that tariffs are fully cost reflective over the medium term. As the charging of fully cost reflective tariffs would place an undue financial burden on customers.

A tariff increases of 6.5% is proposed for refuse collection, as from 1 July 2024.

The proposed tariff increase is mainly influenced by the following:

- Employee-related costs increased by 6%.
- Providing for debt impairment

1.4.6 Environmental Management Fees and Impact of Tariff increases

A tariff increases of 6.5% is proposed for the environmental management fee, as from 1 July 2024.

1.5 OPERATING EXPENDITURE FRAMEWORK

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

- The funding of the budget over the medium-term is informed by the requirements of Section 18 and 19 of the MFMA.

- A balanced budget approach by limiting operating expenditure to operating revenue.

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

Table 5 (Summary of operating expenditure by standard classification item)

Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	Adjusted Budget	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
Expenditure				
Employee related costs	442 256	471 743	502 140	528 366
Remuneration of councillors	15 140	15 594	16 345	17 163
Bulk purchases - electricity	354 710	386 299	462 520	535 135
Inventory consumed	101 196	108 619	114 517	121 908
Debt impairment	173 540	158 246	176 273	188 877
Depreciation and amortisation	109 663	117 798	123 884	129 229
Interest	5 750	17 404	17 757	11 519
Contracted services	129 835	125 772	114 007	116 078
Transfers and subsidies	1 124	400	400	400
Irrecoverable debts written off	13 835	9 359	10 227	11 197
Operational costs	90 742	94 240	93 291	95 326
Total Expenditure	**1 437 791**	**1 505 474**	**1 631 362**	**1 755 199**

The total operating expenditure increased by R 67,683 million (4.71%) from R 1,438 billion in 2023/24 to R 1,505 billion in 2024/25.

Below is a discussion of the main expenditure components.

Employee related costs

The 2024/25 budget provides for a general increase of 6%, based on the salary and wage collective agreement.

The total budget provision of R 471,743 million represents an increase of 6.67% over the 2024/25 budget. Employee related costs in the 2024/25 Budget, represent 31.34% of the total operating expenditure.

Remuneration of Councillors

The remuneration of Councillors is determined by the Minister of Co-operative Governance and Traditional Affairs, in accordance with the Remuneration of Public Office Bearers Act, 1998 (Act 20 of 1998). There is no proclamation in terms of Remuneration of Councillors yet.

Debt Impairment

The provision for debt impairment and irrecoverable debts written off was determined based on a targeted annual collection rate of 95% for property rates and services charges. For the 2024/25 financial year this amounted to R 158,246 million (includes R 123,039 million for traffic fines debt impairment) and R 9,359 million, respectively. While this expenditure represents a non-cash flow item, it is considered in determining the total costs associated with the rendering of municipal services and the realistically anticipated revenues.

Depreciation and Asset Impairment

The provision for depreciation and asset impairment has been informed by the Municipality's Fixed Assets Register. The budget amounts to R 117,798 million for the 2024/25 financial year and equates to 7.82% of the total operating expenditure.

Bulk Electricity Purchases

The bulk purchases of increased by 8.91% or R 31,589 million, compared to the 2023/24 adjustments budget. The approved NERSA bulk electricity purchases is 12.7% and the Bulk electricity purchases constitute 25.66% of total operating expenditure for 2024/25.

Inventory Consumed

Inventory consumed relates to the inventory items, such as bulk water purchases, material and supplies, consumables, printing and stationery, fuel, and oil etc., initially budgeted under bulk purchases and general expenses, being transferred to other materials. This is in line with the mSCOA requirements. The budget for 2024/25 amounts to R 108,619 million and equates to 7.21% of the total operating expenditure.

Contracted Services

In the 2024/25 financial year, the budget provision amounts to R 125,787 million and equates to 8.35% of the total operating expenditure.

Transfers and subsidies

Transfers and subsidies relate to grant-in-aid given by the municipality to various non-profit organizations, in line with the Council approved grant-in-aid policy. In the 2024/25 financial year, the budget provision amounts to R 0,400 million and equates to 0.03% of the total operating expenditure.

Operational Costs

Operational costs comprise of various line items relating to the daily operations of the municipality. In the 2024/25 financial year, the budget provision amounts to R 94,287 million and equates to 6.26% of the total operating expenditure.

The graph below reflects the expenditure components of the budgeted statement of financial performance.

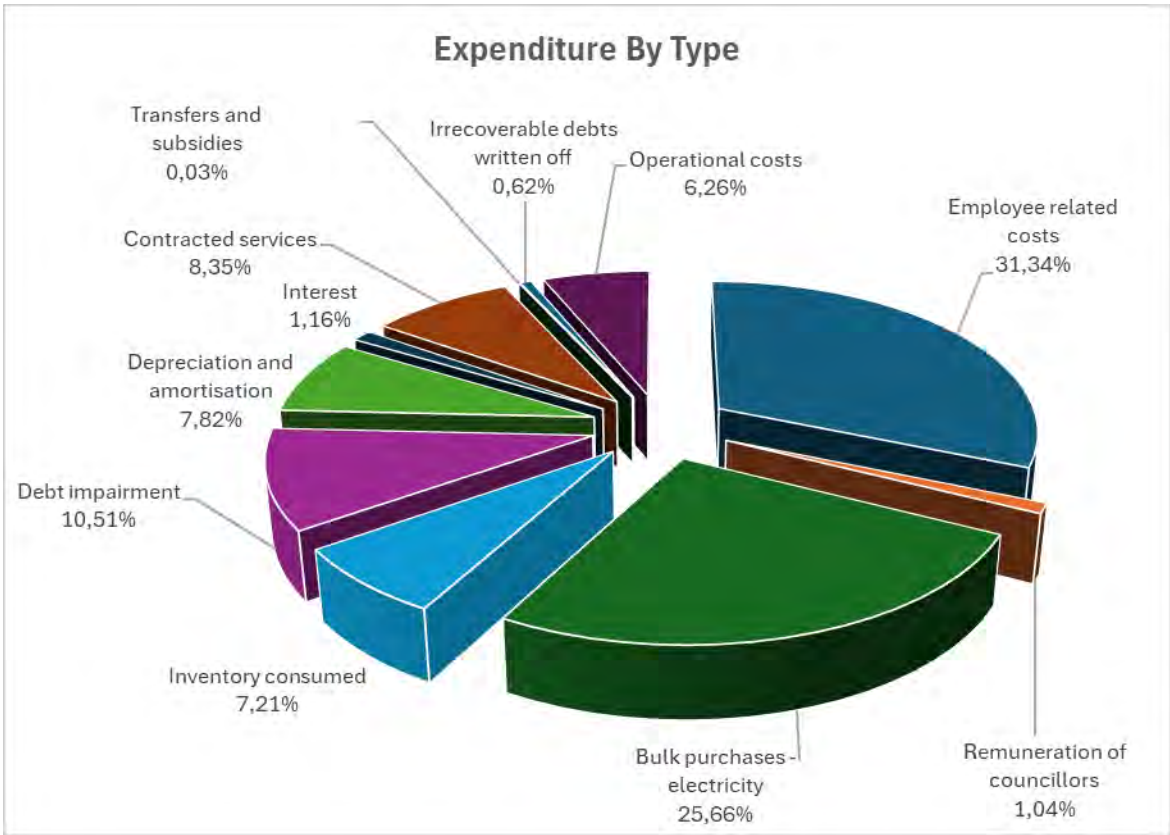


Figure 1 Main operational expenditure categories for the 2024/25 financial year.

1.5.1 Priority relating to repairs and maintenance.

The repairs and maintenance expenditure in the 2024/25 financial year increased by R 160,651 million or 278.28% compared to the 2023/24 Approved Adjustments Budget.

It is to be noted that repairs and maintenance constitute 14.51%, 14.30% and 14.01% of the total operating expenditure, for the 2024/25, 2025/26 and 2026/27 financial years, respectively.

The table below provides a breakdown of the repairs and maintenance in relation to asset class:

Table 6 (Repairs and maintenance per asset class)

Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	Adjusted Budget	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
Repairs and Maintenance by Asset Class	**57 730**	**218 381**	**233 320**	**245 952**
Roads Infrastructure	7 144	42 069	48 545	52 267
Storm water Infrastructure	989	2 420	3 400	4 320
Electrical Infrastructure	10 827	30 806	30 431	31 896
Water Supply Infrastructure	6 055	32 198	35 881	37 553
Sanitation Infrastructure	12 720	38 483	40 225	42 041
Infrastructure	***37 735***	***145 976***	***158 481***	***168 077***
Community Facilities	2 911	40 224	41 708	43 634
Sport and Recreation Facilities	1 445	1 340	1 431	1 431
Community Assets	***4 356***	***41 564***	***43 139***	***45 065***
Operational Buildings	3 982	4 187	4 201	4 215
Other Assets	***3 982***	***4 187***	***4 201***	***4 215***
Machinery and Equipment	**721**	**694**	**699**	**710**
Transport Assets	**10 936**	**25 960**	**26 800**	**27 885**

For the 2024/25 financial year an amount of R 145,976 million (66.84%) of total repairs and maintenance will be spent on infrastructure assets.

1.5.2 Free Basic Services: Indigent Support

Indigent support assists indigent households that have limited financial ability to pay for municipal services. To qualify for free services, the households are required to register in terms of the Municipality's Indigent Policy, whilst the monthly household income may not exceed two state pensions. Details relating to free services, cost of free basic services, as well as basic service delivery measurement is contained in Table A10 (Basic Service Delivery Measurement).

The cost of the indigent support of the registered indigent households is largely financed by national government through the local government equitable share allocation, received in terms of the annual Division of Revenue Act.

1.6 CAPITAL EXPENDITURE

The following table provides a breakdown of budgeted capital expenditure by vote:

Table 7 (2024/25 Medium-term capital budget per vote)

Vote Description	Current Year 2023/24		2024/25 Medium Term Revenue & Expenditure Framework					
R thousand	Adjusted Budget	%	Budget Year 2024/25	%	Budget Year 2025/26	%	Budget Year 2026/27	%
Capital expenditure - Vote								
Multi-year expenditure to *be appropriated*								
Vote 1 - OFFICE OF THE MUNICIPAL MANAGER	103	0,08%	–	0,00%	–	0,00%	–	0,00%
Vote 2 - OFFICE OF THE DEPUTY MUNICIPAL MANAGER	2 664	2,05%	–	0,00%	–	0,00%	–	0,00%
Vote 3 - FINANCE AND ECONOMIC DEVELOPMENT	1 437	1,10%	–	0,00%	–	0,00%	–	0,00%
Vote 4 - COMMUNITY SERVICES	5 999	4,61%	1 391	0,93%	1 391	3,07%	1 391	2,79%
Vote 5 - CIVIL AND WATER SERVICES	86 916	66,78%	80 868	53,78%	36 650	80,81%	39 427	79,03%
Vote 6 - ELECTRO/MECHANICAL SERVICES	11 383	8,75%	68 103	45,29%	7 313	16,12%	9 072	18,18%
Vote 7 - PLANNING AND DEVELOPMENT	21 658	16,64%	–	0,00%	–	0,00%	–	0,00%
Total Capital Expenditure - Vote	**130 161**	**100,00%**	**150 362**	**100,00%**	**45 354**	**100,00%**	**49 890**	**100,00%**

Civil and Water Services receives the highest allocation of R 80,868 million in 2024/25, which equates to 53.78%, followed by Electro/Mechanical Services at R 68,103 million (45.29%) and Community Services at R 1,391 million (0.93%).

The following graph provides a breakdown of the capital budget over the MTREF.

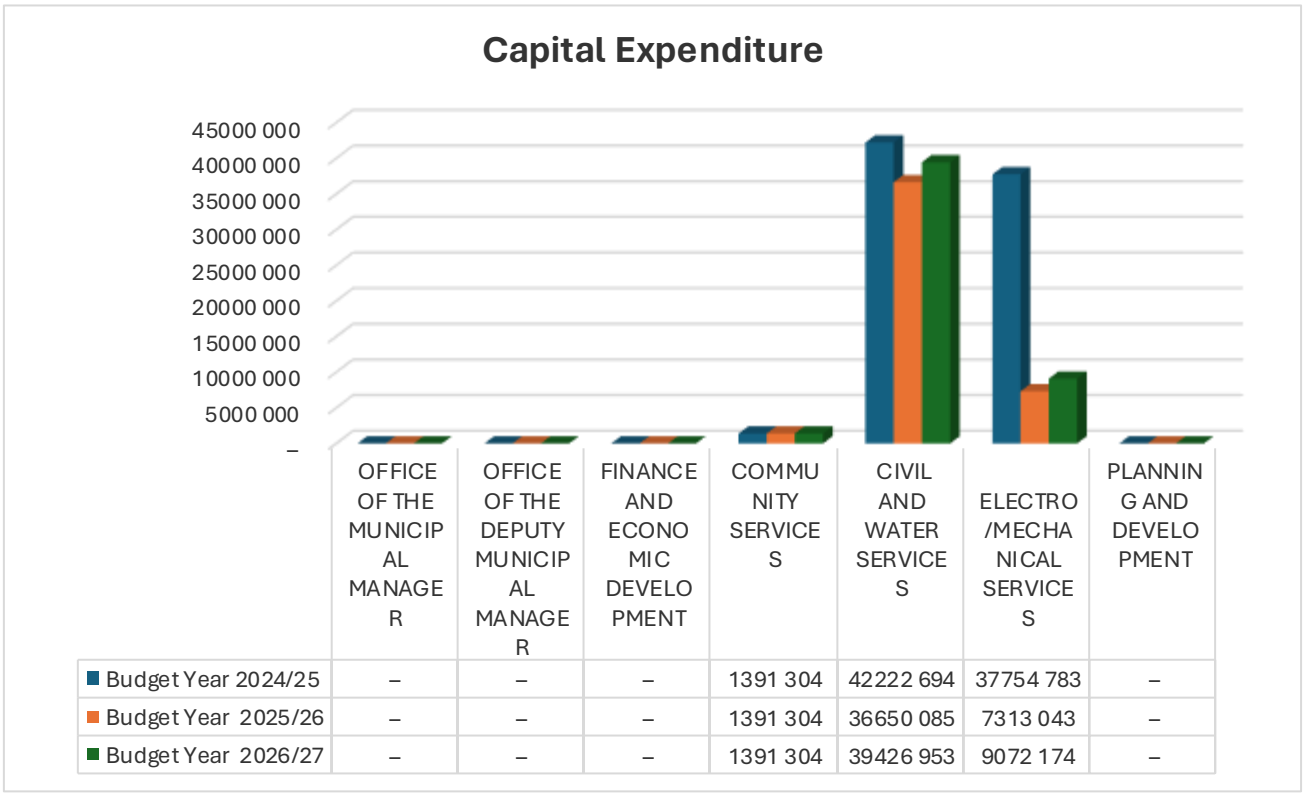


Figure 2 Capital Expenditure

1.7 ANNUAL BUDGET TABLES

The ten main budget tables, as required in terms of the Municipal Budget and Reporting Regulations, are included in this section. These tables set out the Municipality's 2024/25 Budget and MTREF to be considered for approval by the Council. Each table is accompanied by *explanatory notes*.

Table 8 (Table A1 - Budget Summary)

Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
R thousands	Adjusted Budget	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
Financial Performance				
Property rates	281 488	297 076	313 303	330 535
Service charges	602 433	664 354	745 068	836 841
Investment revenue	11 674	13 998	12 809	13 385
Transfer and subsidies - Operational	197 730	202 153	211 994	223 454
Other own revenue	220 413	215 040	229 107	244 120
Total Revenue (excluding capital transfers and contributions)	1 313 738	1 392 621	1 512 282	1 648 335
Employee costs	442 256	471 743	502 140	528 366
Remuneration of councillors	15 140	15 594	16 345	17 163
Depreciation and amortisation	109 663	117 798	123 884	129 229
Interest	5 750	17 404	17 757	11 519
Inventory consumed and bulk purchases	455 906	494 918	577 037	657 043
Transfers and subsidies	1 124	400	400	400
Other expenditure	407 951	387 617	393 798	411 479
Total Expenditure	1 437 791	1 505 474	1 631 362	1 755 199
Surplus/(Deficit)	(124 053)	(112 853)	(119 080)	(106 864)
Transfers and subsidies - capital (monetary allocations)	94 639	133 816	52 158	57 374
Transfers and subsidies - capital (in-kind)	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions	(29 414)	20 963	(66 923)	(49 490)
Intercompany/Parent subsidiary transactions	–	–	–	–
Surplus/(Deficit) for the year	(29 414)	20 963	(66 923)	(49 490)
Capital expenditure & funds sources				
Capital expenditure	130 161	150 362	45 354	49 890
Transfers recognised - capital	88 515	116 362	45 354	49 890
Borrowing	–	34 000	–	–
Internally generated funds	41 646	–	–	–
Total sources of capital funds	130 161	150 362	45 354	49 890
Financial position				
Total current assets	213 612	213 837	218 854	256 020
Total non current assets	2 337 384	2 369 948	2 291 418	2 212 080
Total current liabilities	223 679	225 392	213 601	202 708
Total non current liabilities	255 754	270 953	276 153	294 364
Community wealth/Equity	2 071 563	2 087 440	2 020 517	1 971 028

Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
R thousands	Adjusted Budget	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
Cash flows				
Net cash from (used) operating	81 059	138 815	73 935	98 389
Net cash from (used) investing	(130 161)	(116 362)	(45 354)	(49 890)
Net cash from (used) financing	(12 169)	(22 478)	(23 564)	(11 333)
Cash/cash equivalents at the year end	43 665	43 640	48 657	85 823
Cash backing/surplus reconciliation				
Cash and investments available	43 665	43 640	48 657	85 823
Application of cash and investments	31 211	21 278	21 718	22 159
Balance - surplus (shortfall)	12 454	22 362	26 939	63 664
Asset management				
Asset register summary (WDV)	2 337 384	2 369 948	2 291 418	2 212 080
Depreciation	109 663	117 798	123 884	129 229
Renewal and Upgrading of Existing Assets	97 863	97 563	14 045	22 990
Repairs and Maintenance	57 740	218 381	233 320	245 952
Free services				
Cost of Free Basic Services provided	38 098	66 720	71 730	77 158
Revenue cost of free services provided	17 793	7 249	7 647	8 068
Households below minimum service level				
Water:	–	–	–	–
Sanitation/sewerage:	–	–	–	–
Energy:	–	–	–	–
Refuse:	–	–	–	–

Explanatory notes to Table A1 - Budget Summary

The aim of the Budget Summary is to provide a concise overview of the proposed budget from all the major financial perspectives (operating expenditure, capital expenditure, financial position, cash flow, and MFMA funding compliance). The table provides an overview of the amounts to be approved by Council within the context of operating performance, resources utilised for capital expenditure, financial position, cash, and funding compliance, as well as the Municipality's commitment to eliminating basic service delivery backlogs.

Table 9 (Table A2 - Budgeted Financial Performance (revenue and expenditure by standard classification))

Functional Classification Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	Adjusted Budget	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
Revenue - Functional				
Governance and administration	**558 025**	**590 750**	**621 613**	**655 502**
Executive and council	135	142	148	155
Finance and administration	557 890	590 608	621 465	655 347
Internal audit	–	–	–	–
Community and public safety	**53 386**	**87 286**	**19 225**	**20 187**
Community and social services	2 435	2 460	2 486	2 515
Sport and recreation	10 802	11 504	12 252	13 048
Public safety	1 604	1 857	1 874	1 892
Housing	36 168	68 969	–	–
Health	2 378	2 496	2 613	2 733
Economic and environmental services	**50 609**	**56 136**	**47 066**	**50 111**
Planning and development	9 690	10 252	10 839	11 529
Road transport	13 180	19 972	8 631	9 192
Environmental protection	27 739	25 912	27 596	29 390
Trading services	**746 356**	**792 266**	**876 535**	**979 909**
Energy sources	370 684	409 585	476 287	550 222
Water management	182 887	177 913	182 860	197 609
Waste water management	116 065	123 062	130 371	139 404
Waste management	76 720	81 707	87 018	92 674
Other	**–**	**–**	**–**	**–**
Total Revenue - Functional	**1 408 377**	**1 526 437**	**1 564 439**	**1 705 709**
Expenditure - Functional				
Governance and administration	**323 670**	**361 622**	**369 436**	**377 649**
Executive and council	60 112	60 669	63 460	65 420
Finance and administration	263 099	300 430	305 578	311 781
Internal audit	460	523	398	449
Community and public safety	**120 186**	**140 104**	**145 522**	**151 964**
Community and social services	13 558	13 952	14 331	14 956
Sport and recreation	60 909	75 205	78 127	81 461
Public safety	30 280	33 254	34 943	36 726
Housing	7 606	9 703	9 753	10 088
Health	7 832	7 991	8 368	8 732

Functional Classification Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	Adjusted Budget	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
Economic and environmental services	**302 786**	**287 839**	**306 635**	**325 294**
Planning and development	35 970	31 456	29 720	31 225
Road transport	254 742	246 274	266 817	283 816
Environmental protection	12 074	10 109	10 098	10 254
Trading services	**683 139**	**715 909**	**809 769**	**900 291**
Energy sources	427 457	454 724	534 317	611 385
Water management	107 011	108 542	116 361	122 468
Waste water management	84 300	88 779	93 970	98 663
Waste management	64 371	63 864	65 121	67 774
Other	**8 010**	**–**	**–**	**–**
Total Expenditure - Functional	**1 437 791**	**1 505 474**	**1 631 362**	**1 755 199**
Surplus/(Deficit) for the year	**(29 414)**	**20 963**	**(66 923)**	**(49 490)**

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

The ‘standard classification’ refers to a modified Government Finance Statistics (GFS) reporting structure. The aim of the standard classification approach is to ensure that all municipalities approve a budget in one common format, to facilitate comparison across all municipalities. It should be noted that the revenue by vote as reflected in this table, includes revenue attributable to capital grants.

Table 10 (Table A3 - Budgeted Financial Performance (revenue and expenditure by municipal vote))

Vote Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	Adjusted Budget	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
Revenue by Vote				
Vote 1 - OFFICE OF THE MUNICIPAL MANAGER	–	–	–	–
Vote 2 - OFFICE OF THE DEPUTY MUNICIPAL MANAGER	789	1 115	1 143	1 172
Vote 3 - FINANCE AND ECONOMIC DEVELOPMENT	422 753	446 890	468 447	492 425
Vote 4 - COMMUNITY SERVICES	263 317	276 782	294 491	313 345
Vote 5 - CIVIL AND WATER SERVICES	306 719	314 671	315 141	339 078
Vote 6 - ELECTRO/MECHANICAL SERVICES	370 684	409 586	476 288	550 224
Vote 7 - PLANNING AND DEVELOPMENT	44 115	77 392	8 929	9 465
Total Revenue by Vote	**1 408 377**	**1 526 437**	**1 564 439**	**1 705 709**
Expenditure by Vote ***to be appropriated***				
Vote 1 - OFFICE OF THE MUNICIPAL MANAGER	68 421	31 456	32 681	34 019
Vote 2 - OFFICE OF THE DEPUTY MUNICIPAL MANAGER	62 232	128 955	131 727	136 388
Vote 3 - FINANCE AND ECONOMIC DEVELOPMENT	133 019	141 869	143 474	143 136
Vote 4 - COMMUNITY SERVICES	369 557	386 594	410 377	430 778
Vote 5 - CIVIL AND WATER SERVICES	334 137	316 288	334 913	353 575
Vote 6 - ELECTRO/MECHANICAL SERVICES	427 457	466 160	546 114	623 674
Vote 7 - PLANNING AND DEVELOPMENT	42 967	34 152	32 074	33 629
Total Expenditure by Vote	**1 437 791**	**1 505 474**	**1 631 362**	**1 755 199**
Surplus/(Deficit) for the year	**(29 414)**	**20 963**	**(66 923)**	**(49 490)**

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

1. The purpose of the format in which the budget is presented, is to enable the Council to enforce a vote in accordance with the municipality's organisational structure, to assign responsibility for the revenue and expenditure recorded against these votes to the Municipal Manager and Directors concerned. Operating revenue and expenditure are thus presented by 'vote'. A 'vote' is defined as one of the main segments into which a budget of a municipality is divided into, for the appropriation of funds.

Table 11 (Table A4 - Budgeted Financial Performance (revenue and expenditure))

Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	Adjusted Budget	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
Revenue				
Exchange Revenue				
Service charges - Electricity	352 780	397 583	460 004	532 224
Service charges - Water	118 603	127 202	136 424	146 315
Service charges - Waste Water Management	64 268	68 446	72 895	77 633
Service charges - Waste Management	66 782	71 123	75 745	80 669
Sale of Goods and Rendering of Services	9 000	9 533	10 095	10 689
Agency services	4 276	4 554	4 850	5 166
Interest earned from Receivables	30 145	32 335	34 757	37 376
Interest earned from Current and Non Current Assets	11 674	13 998	12 809	13 385
Rental from Fixed Assets	2 999	3 187	3 385	3 595
Licence and permits	2 677	2 851	3 037	3 234
Operational Revenue	20 443	1 955	1 976	1 998
Non-Exchange Revenue				
Property rates	281 488	297 076	313 303	330 535
Fines, penalties and forfeits	134 597	143 343	152 658	162 577
Licences or permits	11 053	11 772	12 537	13 352
Transfer and subsidies - Operational	197 730	202 153	211 994	223 454
Interest	5 223	5 510	5 813	6 133
Total Revenue (excluding capital transfers and contributions)	**1 313 738**	**1 392 621**	**1 512 282**	**1 648 335**
Expenditure				
Employee related costs	442 256	471 743	502 140	528 366
Remuneration of councillors	15 140	15 594	16 345	17 163
Bulk purchases - electricity	354 710	386 299	462 520	535 135
Inventory consumed	100 946	108 619	114 517	121 908
Debt impairment	173 540	158 246	176 273	188 877
Depreciation and amortisation	109 663	117 798	123 884	129 229
Interest	5 750	17 404	17 757	11 519
Contracted services	130 075	125 772	114 007	116 078
Transfers and subsidies	1 124	400	400	400
Irrecoverable debts written off	13 835	9 359	10 227	11 197
Operational costs	90 752	94 240	93 291	95 326
Other Losses	–	–	–	–
Total Expenditure	**1 437 791**	**1 505 474**	**1 631 362**	**1 755 199**
Surplus/(Deficit)	**(124 053)**	**(112 853)**	**(119 080)**	**(106 864)**
Transfers and subsidies - capital (monetary allocations)	94 639	133 816	52 158	57 374
Transfers and subsidies - capital (in-kind)	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions	**(29 414)**	**20 963**	**(66 923)**	**(49 490)**
Income Tax	–	–	–	–
Surplus/(Deficit) after income tax	(29 414)	20 963	(66 923)	(49 490)
Share of Surplus/Deficit attributable to Joint Venture	–	–	–	–
Share of Surplus/Deficit attributable to Minorities	–	–	–	–
Surplus/(Deficit) attributable to municipality	(29 414)	20 963	(66 923)	(49 490)
Share of Surplus/Deficit attributable to Associate	–	–	–	–
Intercompany/Parent subsidiary transactions	–	–	–	–
Surplus/(Deficit) for the year	**(29 414)**	**20 963**	**(66 923)**	**(49 490)**

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

Revenue

1. The Financial Performance Budget is required to be approved concurrently by revenue source and expenditure type, to ensure consistency with annual reporting format requirements. A key aim is to facilitate comparison between the annual results and the original budget, to assess performance.

2. Total revenue (excluding capital transfers and contributions) amounts to R 1,393 billion in 2024/25 and increases to R 1,648 billion in 2026/27.This represents a year-on-year increase of 6% for the 2024/25 financial year and increases of 8.59% for the 2025/26 financial year and increases of 9,0% for the 2026/27 financial year, respectively.

3. Revenue from property rates amounts to R 297,076 million in the 2024/25 financial year and increases to R 330,535 million in 2026/27, which amounts to 21.33% of the total operating revenue base of the Municipality.

4. Services charges relating to electricity, water, sanitation, environmental management and refuse collection constitute the biggest component of the total revenue base, amounting to R 664,354 million for the 2024/25 financial year and increasing to R 836,841 million in 2026/27. For the 2024/25 financial year services charges amount to 47.71% of the total revenue base.

5. Transfers recognised – operating includes the local government equitable share and other operating grants from national and provincial government. It is to be noted that the grants increased by 2.24% for 2024/25, increases by 4.87% for 2025/26 and increased by 5.41% for 2026/27, compared to previous financial years.

   Below a breakdown of property rates and service charges for 2024/25:

Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework					
R thousand	Adjusted Budget	Budget Year 2024/25	% Increase	Budget Year 2025/26	% Increase	Budget Year 2026/27	% Increase
Revenue							
Exchange Revenue							
Service charges - Electricity	352 780	397 583	12,70%	460 004	15,70%	532 224	15,70%
Service charges - Water	118 603	127 202	7,25%	136 424	7,25%	146 315	7,25%
Service charges - Waste Water Management	64 268	68 446	6,50%	72 895	6,50%	77 633	6,50%
Service charges - Waste Management	66 782	71 123	6,50%	75 745	6,50%	80 669	6,50%
Property rates	281 488	297 076	5,5%	313 303	5,5%	330 535	5,5%
Total	**883 921**	**961 430**	**8,77%**	**1 058 371**	**10,08%**	**1 167 376**	**10,30%**

Table 12 (Table A5 - Budgeted Capital Expenditure by vote, standard classification, and funding source)

Vote Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	Adjusted Budget	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
Capital expenditure - Vote				
Multi-year expenditure to *be appropriated*				
Vote 1 - OFFICE OF THE MUNICIPAL MANAGER	48	–	–	–
Vote 2 - OFFICE OF THE DEPUTY MUNICIPAL MANAGER	2 664	–	–	–
Vote 3 - FINANCE AND ECONOMIC DEVELOPMENT	1 422	–	–	–
Vote 4 - COMMUNITY SERVICES	4 199	1 391	1 391	1 391
Vote 5 - CIVIL AND WATER SERVICES	86 916	80 868	36 650	39 427
Vote 6 - ELECTRO/MECHANICAL SERVICES	9 970	68 103	7 313	9 072
Vote 7 - PLANNING AND DEVELOPMENT	21 658	–	–	–
Capital multi-year expenditure sub-total	**126 878**	**150 362**	**45 354**	**49 890**
Single-year expenditure *to be appropriated*				
Vote 1 - OFFICE OF THE MUNICIPAL MANAGER	55	–	–	–
Vote 2 - OFFICE OF THE DEPUTY MUNICIPAL MANAGER	–	–	–	–
Vote 3 - FINANCE AND ECONOMIC DEVELOPMENT	15	–	–	–
Vote 4 - COMMUNITY SERVICES	1 800	–	–	–
Vote 5 - CIVIL AND WATER SERVICES	–	–	–	–
Vote 6 - ELECTRO/MECHANICAL SERVICES	1 413	–	–	–
Vote 7 - PLANNING AND DEVELOPMENT	–	–	–	–
Capital single-year expenditure sub-total	**3 283**	**–**	**–**	**–**
Total Capital Expenditure - Vote	**130 161**	**150 362**	**45 354**	**49 890**
Capital Expenditure - Functional				
Governance and administration	**4 960**	**34 000**	**–**	**–**
Executive and council	1 096	–	–	–
Finance and administration	3 808	34 000	–	–
Internal audit	55	–	–	–
Community and public safety	**24 858**	**1 391**	**1 391**	**1 391**
Community and social services	–	–	–	–
Sport and recreation	200	–	–	–
Public safety	3 000	1 391	1 391	1 391
Housing	21 658	–	–	–
Health	–	–	–	–
Economic and environmental services	**16 451**	**9 670**	**27 500**	**13 845**
Planning and development	9 127	500	7 500	5 135
Road transport	6 925	9 170	20 000	8 709
Environmental protection	400	–	–	–
Trading services	**83 892**	**105 300**	**16 463**	**34 655**
Energy sources	11 117	34 103	7 313	9 072
Water management	34 818	29 008	150	–
Waste water management	36 158	42 190	9 000	25 582
Waste management	1 800	–	–	–
Other	**–**	**–**	**–**	**–**
Total Capital Expenditure - Functional	**130 161**	**150 362**	**45 354**	**49 890**

Vote Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	Adjusted Budget	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
Funded by:				
National Government	63 857	54 997	43 963	48 499
Provincial Government	21 658	59 973	–	–
District Municipality	3 000	1 391	1 391	1 391
Transfers recognised - capital	**88 515**	**116 362**	**45 354**	**49 890**
Borrowing	–	34 000	–	–
Internally generated funds	41 646	–	–	–
Total Capital Funding	**130 161**	**150 362**	**45 354**	**49 890**

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

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

2. The capital programme is funded from national grants and internally generated funds. For 2024/25, capital transfers totals R 116,362 million (77.39%) and amount to R 49,890 million for 2026/27 (100%). Borrowing amounts to R 34,000 million (41.79%) in the 2024/25 financial year. These funding sources are further discussed in detail in Section 2.6 (Overview of Budget Funding).

Table 13 (Table A6 - Budgeted Financial Position)

Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	Adjusted Budget	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
ASSETS				
Current assets				
Cash and cash equivalents	43 665	43 640	48 657	85 823
Trade and other receivables from exchange transactions	77 030	77 030	77 030	77 030
Receivables from non-exchange transactions	29 014	29 014	29 014	29 014
Current portion of non-current receivables	–	–	–	–
Inventory	18 598	18 598	18 598	18 598
VAT	45 445	45 445	45 445	45 445
Other current assets	109	109	109	109
Total current assets	**213 862**	**213 837**	**218 854**	**256 020**
Non current assets				
Investments	–	–	–	–
Investment property	262 608	262 608	262 608	262 608
Property, plant and equipment	2 074 173	2 106 737	2 028 207	1 948 869
Biological assets	–	–	–	–
Living and non-living resources	–	–	–	–
Heritage assets	–	–	–	–
Intangible assets	603	603	603	603
Trade and other receivables from exchange transactions	–	–	–	–
Non-current receivables from non-exchange transactions	–	–	–	–
Other non-current assets	–	–	–	–
Total non current assets	**2 337 384**	**2 369 948**	**2 291 418**	**2 212 080**
TOTAL ASSETS	**2 551 246**	**2 583 785**	**2 510 272**	**2 468 099**
LIABILITIES				
Current liabilities				
Bank overdraft	–	–	–	–
Financial liabilities	12 169	23 564	11 333	–
Consumer deposits	29 060	29 060	29 060	29 060
Trade and other payables from exchange transactions	124 413	124 413	124 413	124 413
Trade and other payables from non-exchange transactions	10 373	–	–	–
Provision	47 914	48 355	48 795	49 235
VAT	(0)	(0)	(0)	(0)
Other current liabilities	–	–	–	–
Total current liabilities	**223 929**	**225 392**	**213 601**	**202 708**
Non current liabilities				
Financial liabilities	11 207	11 333	–	–
Provision	137 116	140 468	143 821	147 173
Long term portion of trade payables	–	–	–	–
Other non-current liabilities	107 431	119 151	132 332	147 190
Total non current liabilities	**255 754**	**270 953**	**276 153**	**294 364**
TOTAL LIABILITIES	**479 683**	**496 345**	**489 755**	**497 072**
NET ASSETS	**2 071 563**	**2 087 440**	**2 020 517**	**1 971 028**
COMMUNITY WEALTH/EQUITY				
Accumulated surplus/(deficit)	2 071 563	2 087 440	2 020 517	1 971 028
Reserves and funds	–	–	–	–
Other	–	–	–	–
TOTAL COMMUNITY WEALTH/EQUITY	**2 071 563**	**2 087 440**	**2 020 517**	**1 971 028**

Explanatory notes to Table A6 - Budgeted Financial Position

1. The table presents Assets less Liabilities as Community Wealth. The order of items within each group is also aligned to the convention of showing items in order of liquidity, i.e., assets readily converted to cash or liabilities immediately required to be met from cash appear first.

2. Any movement on the Budgeted Financial Performance or the Capital Budget will invariably impact on the Budgeted Financial Position. For example, the collection rate assumption will impact on the cash position of the municipality and consequently inform the level of cash and cash equivalents at year end. Similarly, the collection rate assumption informs the budget provision for debt impairment, which in turn impacts on the provision for bad debts. These budget and planning assumptions form a critical link in determining the applicability and relevance of the budget as well as the determination of ratios and financial indicators. In addition, the funding compliance assessment is directly informed by forecasting the statement of financial position.

Table 14 (Table A7 - Budgeted cash flow statement)

Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	Adjusted Budget	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
CASH FLOW FROM OPERATING ACTIVITIES				
Receipts				
Property rates	263 774	287 458	303 161	319 834
Service charges	672 771	761 922	853 251	956 982
Other revenue	105 467	93 666	79 750	82 541
Transfers and Subsidies - Operational	194 472	202 153	211 994	223 454
Transfers and Subsidies - Capital	79 276	123 443	52 158	57 374
Interest	11 674	13 998	12 809	13 385
Dividends	–	–	–	–
Payments				
Suppliers and employees	(1 238 638)	(1 327 265)	(1 423 447)	(1 546 615)
Interest	(6 612)	(16 159)	(15 340)	(8 167)
Transfers and Subsidies	(1 124)	(400)	(400)	(400)
NET CASH FROM/(USED) OPERATING ACTIVITIES	**81 059**	**138 815**	**73 935**	**98 389**
CASH FLOWS FROM INVESTING ACTIVITIES				
Receipts				
Proceeds on disposal of PPE	–	–	–	–
Decrease (increase) in non-current receivables	–	–	–	–
Decrease (increase) in non-current investments	–	–	–	–
Payments				
Capital assets	(130 161)	(116 362)	(45 354)	(49 890)
NET CASH FROM/(USED) INVESTING ACTIVITIES	**(130 161)**	**(116 362)**	**(45 354)**	**(49 890)**
CASH FLOWS FROM FINANCING ACTIVITIES				
Receipts				
Short term loans	–	–	–	–
Borrowing long term/refinancing	–	–	–	–
Increase (decrease) in consumer deposits	–	–	–	–
Payments				
Repayment of borrowing	(12 169)	(22 478)	(23 564)	(11 333)
NET CASH FROM/(USED) FINANCING ACTIVITIES	**(12 169)**	**(22 478)**	**(23 564)**	**(11 333)**
NET INCREASE/ (DECREASE) IN CASH HELD	**(61 270)**	**(25)**	**5 016**	**37 166**
Cash/cash equivalents at the year begin:	104 935	**43 665**	**43 640**	**48 657**
Cash/cash equivalents at the year end:	**43 665**	**43 640**	**48 657**	**85 823**

Explanatory notes to Table A7 - Budgeted Cash Flow Statement

1. The budgeted cash flow statement represents the first measurement in determining whether the budget is funded.

2. It reflects the expected cash inflows versus cash outflows that are likely to result from the implementation of the budget.

3. The cash position of the Municipality increases over the 2024/25 to 2026/27 period, from R 43,665 million to R 85,823 million.

4. Cash and cash equivalents amount to R 43,640 million as at the end of the 2024/25 financial year and increases to R 85,823 million in 2026/27.

Table 15 (Table A8 - Cash Backed Reserves/Accumulated Surplus Reconciliation)

Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	Adjusted Budget	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
Cash and investments available				
Cash/cash equivalents at the year end	43 665	43 640	48 657	85 823
Other current investments > 90 days	–	–	0	0
Non current Investments	–	–	–	–
Cash and investments available:	**43 665**	**43 640**	**48 657**	**85 823**
Application of cash and investments				
Trade payables from Non-exchange transactions: Unspent conditional Grants	10 373	–	–	–
Unspent borrowing	–	–	–	–
Statutory requirements	(45 445)	(45 445)	(45 445)	(45 445)
Other working capital requirements	18 369	18 368	18 368	18 368
Other provisions	47 914	48 355	48 795	49 235
Long term investments committed	–	–	–	–
Reserves to be backed by cash/investments	–	–	–	–
Total Application of cash and investments:	**31 211**	**21 278**	**21 718**	**22 159**
Surplus(shortfall)	**12 454**	**22 362**	**26 939**	**63 664**

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

1. The cash backed reserves/accumulated surplus reconciliation is aligned to the requirements of MFMA Circular 42 – Funding a Municipal Budget.

2. The table assesses the funding levels of the budget by firstly forecasting the cash and investments at year-end and secondly reconciling the available funding to the liabilities/commitments that exist.

3. As part of the budgeting and planning guidelines that informed the compilation of the 2024/25 MTREF, the end objective of the medium-term framework was to ensure the budget is funded as required in accordance with section 18 of the MFMA.

4. It is to be noted that the budget moves from a funding surplus of R 22,362 million in 2024/25 to a funding surplus of R 63,664 million in 2026/27.

Table 16 (Table A9 - Asset Management)

Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	Adjusted Budget	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
CAPITAL EXPENDITURE				
Total New Assets	**32 298**	**52 798**	**31 309**	**26 901**
Roads Infrastructure	5 939	150	20 000	8 709
Electrical Infrastructure	4 702	3 755	7 313	9 072
Water Supply Infrastructure	10 625	11 975	50	–
Sanitation Infrastructure	415	1 527	2 055	5 000
Infrastructure	***21 761***	***17 407***	***29 418***	***22 782***
Community Facilities	750	–	–	–
Community Assets	***750***	**–**	**–**	**–**
Computer Equipment	**2 625**	**–**	**–**	**–**
Furniture and Office Equipment	**1 372**	**–**	**–**	**–**
Machinery and Equipment	**989**	**–**	**–**	**–**
Transport Assets	**4 800**	**35 391**	**1 891**	**4 119**
Total Renewal of Existing Assets	**5 084**	**250**	**100**	**–**
Electrical Infrastructure	5 000	–	–	–
Water Supply Infrastructure	84	250	100	–
Infrastructure	***5 084***	***250***	***100***	**–**
Total Upgrading of Existing Assets	**92 779**	**97 313**	**13 945**	**22 990**
Roads Infrastructure	2 752	8 596	–	–
Storm water Infrastructure	10	424	–	–
Electrical Infrastructure	1 371	30 348	–	–
Water Supply Infrastructure	45 766	16 783	–	–
Sanitation Infrastructure	35 662	40 663	6 945	20 582
Infrastructure	***85 563***	***96 813***	***6 945***	***20 582***
Sport and Recreation Facilities	7 217	500	7 000	2 407
Community Assets	***7 217***	***500***	***7 000***	***2 407***
Total Capital Expenditure	**130 161**	**150 362**	**45 354**	**49 890**
Roads Infrastructure	8 691	8 746	20 000	8 709
Storm water Infrastructure	10	424	–	–
Electrical Infrastructure	11 073	34 103	7 313	9 072
Water Supply Infrastructure	56 475	29 008	150	–
Sanitation Infrastructure	36 077	42 190	9 000	25 582
Solid Waste Infrastructure	80	–	–	–
Infrastructure	***112 408***	***114 470***	***36 463***	***43 364***
Community Facilities	750	–	–	–
Sport and Recreation Facilities	7 217	500	7 000	2 407
Community Assets	***7 967***	***500***	***7 000***	***2 407***
Computer Equipment	**2 625**	**–**	**–**	**–**
Furniture and Office Equipment	**1 372**	**–**	**–**	**–**
Machinery and Equipment	**989**	**–**	**–**	**–**
Transport Assets	**4 800**	**35 391**	**1 891**	**4 119**
TOTAL CAPITAL EXPENDITURE - Asset class	**130 161**	**150 362**	**45 354**	**49 890**

Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	Adjusted Budget	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
ASSET REGISTER SUMMARY - PPE (WDV)	2 337 384	2 369 948	2 291 418	2 212 080
Roads Infrastructure	551 360	518 821	565 208	529 074
Storm water Infrastructure	29 734	28 084	25 596	23 532
Electrical Infrastructure	175 298	209 400	181 366	190 438
Water Supply Infrastructure	493 163	503 821	468 012	452 029
Sanitation Infrastructure	484 838	495 636	458 539	447 727
Solid Waste Infrastructure	(15 087)	(15 087)	(15 087)	(15 087)
Information and Communication Infrastructure	72	72	72	72
Infrastructure	***1 719 379***	***1 740 748***	***1 683 705***	***1 627 786***
Community Assets	56 844	59 161	64 344	66 751
Investment properties	262 608	262 608	262 608	262 608
Other Assets	32 094	30 780	29 466	28 152
Intangible Assets	603	603	603	603
Computer Equipment	5 696	5 110	4 523	3 937
Furniture and Office Equipment	2 156	(12 500)	(28 989)	(46 638)
Machinery and Equipment	7 798	6 323	4 839	3 345
Transport Assets	38 870	65 778	58 981	54 200
Land	211 337	211 337	211 337	211 337
TOTAL ASSET REGISTER SUMMARY - PPE (WDV)	**2 337 384**	**2 369 948**	**2 291 418**	**2 212 080**

Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	Adjusted Budget	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
EXPENDITURE OTHER ITEMS				
Depreciation	109 663	117 798	123 884	129 229
Repairs and Maintenance by Asset Class	**57 730**	**218 381**	**233 320**	**245 952**
Roads Infrastructure	7 144	42 069	48 545	52 267
Storm water Infrastructure	989	2 420	3 400	4 320
Electrical Infrastructure	10 827	30 806	30 431	31 896
Water Supply Infrastructure	6 055	32 198	35 881	37 553
Sanitation Infrastructure	12 720	38 483	40 225	42 041
Infrastructure	***37 735***	***145 976***	***158 481***	***168 077***
Community Facilities	2 911	40 224	41 708	43 634
Sport and Recreation Facilities	1 445	1 340	1 431	1 431
Community Assets	***4 356***	***41 564***	***43 139***	***45 065***
Operational Buildings	3 982	4 187	4 201	4 215
Other Assets	***3 982***	***4 187***	***4 201***	***4 215***
Machinery and Equipment	**721**	**694**	**699**	**710**
Transport Assets	**10 936**	**25 960**	**26 800**	**27 885**
TOTAL EXPENDITURE OTHER ITEMS	**167 393**	**336 179**	**357 204**	**375 181**

Explanatory notes to Table A9 - Asset Management

1. The table provides a summarised version of the capital programme divided into new assets and renewal of existing assets; and reflects the relevant asset categories. The associated repairs and maintenance and depreciation are also reflected. It also provides an indication of the resources deployed for maintaining and renewing existing assets, as well as the extent of asset expansion.

2. National Treasury has suggested that municipalities should allocate at least 40% of their capital budget to the renewal/rehabilitation of existing assets, and allocations to repairs and maintenance should be 8% of PPE. In this regard the expenditure relating to the renewal/rehabilitation of existing assets amounts to 64.9% of the capital budget, whilst repairs and maintenance constitute 9.2% of PPE.

Table 17 (Table A10 - Basic Service Delivery Measurement)

Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
	Adjusted Budget	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
Household service targets				
Water:				
Piped water inside dwelling	–	–	–	–
Piped water inside yard (but not in dwelling)	–	–	–	–
Using public tap (at least min.service level)	–	–	–	–
Other water supply (at least min.service level)	–	–	–	–
Minimum Service Level and Above sub-total	–	–	–	–
Using public tap (< min.service level)	–	–	–	–
Other water supply (< min.service level)	–	–	–	–
No water supply	–	–	–	–
Below Minimum Service Level sub-total	–	–	–	–
Total number of households	**–**	**–**	**–**	**–**
Sanitation/sewerage:				
Flush toilet (connected to sewerage)	–	–	–	–
Flush toilet (with septic tank)	–	–	–	–
Chemical toilet	–	–	–	–
Pit toilet (ventilated)	–	–	–	–
Other toilet provisions (> min.service level)	–	–	–	–
Minimum Service Level and Above sub-total	–	–	–	–
Bucket toilet	–	–	–	–
Other toilet provisions (< min.service level)	–	–	–	–
No toilet provisions	–	–	–	–
Below Minimum Service Level sub-total	–	–	–	–
Total number of households	**–**	**–**	**–**	**–**
Energy:				
Electricity (at least min.service level)	–	–	–	–
Electricity - prepaid (min.service level)	–	–	–	–
Minimum Service Level and Above sub-total	–	–	–	–
Electricity (< min.service level)	–	–	–	–
Electricity - prepaid (< min. service level)	–	–	–	–
Other energy sources	–	–	–	–
Below Minimum Service Level sub-total	–	–	–	–
Total number of households	**–**	**–**	**–**	**–**

Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
	Adjusted Budget	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
Refuse:				
Removed at least once a week	–	–	–	–
Minimum Service Level and Above sub-total	–	–	–	–
Removed less frequently than once a week	–	–	–	–
Using communal refuse dump	–	–	–	–
Using own refuse dump	–	–	–	–
Other rubbish disposal	–	–	–	–
No rubbish disposal	–	–	–	–
Below Minimum Service Level sub-total	–	–	–	–
Total number of households	**–**	**–**	**–**	**–**
Households receiving Free Basic Service				
Water (6 kilolitres per household per month)	19 797 190	21 232 488	22 771 848	24 422 796
Sanitation (free minimum level service)	13 345 283	14 212 728	15 136 560	16 120 428
Electricity/other energy (50kwh per household per month)	4 955 229	5 584 548	6 461 316	7 475 748
Refuse (removed at least once a week)	–	25 690 656	27 360 552	29 138 988
Informal Settlements	–	–	–	–
Cost of Free Basic Services provided - Formal Settlements (R'000)				
Water (6 kilolitres per **indigent** household per month)	19 797	21 232	22 772	24 423
Sanitation (free sanitation service to **indigent households**)	13 345	14 213	15 137	16 120
Electricity/other energy (50kwh per **indigent** household per month)	4 955	5 585	6 461	7 476
Refuse (removed once a week **for indigent households**)	–	25 691	27 361	29 139
Cost of Free Basic Services provided - Informal Formal Settlements (R'000)	–	–	–	–
Total cost of FBS provided	**38 098**	**66 720**	**71 730**	**77 158**
Highest level of free service provided per household				
Property rates (R value threshold)	–	–	–	–
Water (kilolitres per household per month)	–	–	–	–
Sanitation (kilolitres per household per month)	–	–	–	–
Sanitation (Rand per household per month)	–	–	–	–
Electricity (kwh per household per month)	–	–	–	–
Refuse (average litres per week)	–	–	–	–
Revenue cost of subsidised services provided (R'000)				
Property rates **(tariff adjustment)** (**impermissible values per section 17 of MPRA**)	–	–	–	–
Property rates exemptions, reductions and rebates **and impermissible values in excess of section 17 of MPRA)**	17 793	7 249	7 647	8 068
Water **(in excess of 6 kilolitres per indigent household per month)**	–	–	–	–
Sanitation **(in excess of free sanitation service to indigent households)**	–	–	–	–
Electricity/other energy **(in excess of 50 kwh per indigent household per month)**	–	–	–	–
Refuse **(in excess of one removal a week for indigent households)**	–	–	–	–
Municipal Housing - rental rebates	–	–	–	–
Housing - top structure subsidies	–	–	–	–
Other	–	–	–	–
Total revenue cost of subsidised services provided	**17 793**	**7 249**	**7 647**	**8 068**

Explanatory notes to Table A10 - Basic Service Delivery Measurement

1. Table A10 provides an overview of service delivery levels, including backlogs (below minimum service level), for each of the main services.

PART 2 – SUPPORTING DOCUMENTATION

2.1 OVERVIEW OF ANNUAL BUDGET PROCESS

The Budget process started in September 2023 after the approval of a timetable to guide the preparation of the 2024/25 to 2026/27 Operating and Capital Budgets.

The timetable provides broad timeframes for the IDP and Budget preparation process. It allows for consultation with stakeholders, such as the elected public representatives, employees of the Municipality, Civil Society, State departments, business, and labour, during April/May 2024. The main aim of the timetable was to ensure that an IDP and a balanced Budget are tabled in May 2024. The Budget and IDP will be tabled by the Executive Mayor at a Council meeting scheduled for 31 May 2024. After this meeting, it will be submitted to National and Provincial Treasury.

The budget consultation process had taken the form of a series of public walk-ins' meetings in the various wards under the direction and leadership of the Executive Mayor and his Mayoral Committee. The inputs of the aforementioned consultations were taken into consideration, whilst the Executive Mayor will table the IDP and Budget for consideration and approval at a Council meeting to be held on 31 May 2024.

The Service Delivery and Budget Implementation Plan is the mechanism that ensures that the IDP and the Budget is aligned.

2.1.1 IDP & Budget Timetable 2024/25 to 2026/27

The preparation of the 2024/25 to 2026/27 IDP and Budget were guided by the following schedule of key deadlines as approved by Council on 31 August 2023.

Activity	Date
IDP/Budget Schedule approved by Council	31 August 2023
Tabling of Draft IDP and Budget in Council	27 March 2024
Public Participation	During April and May 2024
Final adoption of IDP and Budget by Council	31 May 2024
Approval of SDBIP by Executive Mayor	26 June 2024

2.2 ALIGNMENT OF ANNUAL BUDGET WITH INTEGRATED DEVELOPMENT PLAN

The Integrated Development Plan (IDP) determines and prioritises the needs of the community.

The review of the IDP, in accordance with the Municipal Systems Act, was guided and informed by the following principles:

- Achievement of the five strategic priorities of the municipality.
- Focusing on service delivery backlogs and the maintenance of infrastructure.
- Addressing community priorities (needs) as identified in the IDP.

The review of the IDP focused on establishing measurable performance indicators and targets. These targets informed the preparation of the multi-year budget, as well as the Service Delivery and Budget Implementation Plan (SDBIP).

The 2024/25 to 2026/27 Operating and Capital Budgets were prepared in accordance with the IDP. The key strategic focus areas of the IDP are as follows:

- Municipal transformation and development
- Service delivery and infrastructure development.
- Local economic development
- Financial sustainability and viability
- Good governance and public participation

The budget consultation process took the form of a series of walk-ins' meetings held throughout the municipal area with the elected public representatives, employees of the Municipality, Civil Society, business, labour, National and Provincial Governments on how the budget addresses the IDP priorities and objectives. The feedback flowing from these meetings will be referred to the relevant Directorates for their attention.

2.3 MEASURABLE PERFORMANCE OBJECTIVES AND INDICATORS

Description of financial indicator	Basis of calculation		2024/25 Medium Term Revenue & Expenditure Framework		
		Adjusted Budget 2023/24	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
Borrowing Management					
Credit Rating					
Capital Charges to Operating Expenditure	Interest & Principal Paid /Operating Expenditure	1,2%	2,6%	2,5%	1,3%
Capital Charges to Own Revenue	Finance charges & Repayment of borrowing /Own Revenue	1,6%	3,4%	3,2%	1,6%
Borrowed funding of 'own' capital expenditure	Borrowing/Capital expenditure excl. transfers and grants and contributions	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%
Liquidity					
Current Ratio	Current assets/current liabilities	1,0	0,9	1,0	1,3
Current Ratio adjusted for aged debtors	Current assets less debtors > 90 days/current liabilities	1,0	0,9	1,0	1,3
Liquidity Ratio	Monetary Assets/Current Liabilities	0,2	0,2	0,2	0,4
Revenue Management					
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts/Last 12 Mths Billing	92,0%	95,0%	95,0%	95,0%
Current Debtors Collection Rate (Cash receipts % of Ratepayer & Other revenue)		153,2%	155,7%	153,1%	150,7%
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue	3,6%	3,4%	3,1%	2,9%
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		284.4%	285.1%	255.7%	145.0%

Description of financial indicator	Basis of calculation		2024/25 Medium Term Revenue & Expenditure Framework		
		Adjusted Budget 2023/24	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
Other Indicators					
Electricity Distribution Losses (2)	Total Volume Losses (kW)				
	Total Volume Losses (kW) non-technical				
	Total Cost of Losses (Rand '000)				
	% Volume (units purchased and generated less units sold)/units purchased and generated				
Water Volumes :System input	Bulk Purchase				
	Water treatment works				
	Natural sources				
Water Distribution Losses (2)	Total Volume Losses (kℓ)				
	Total Cost of Losses (Rand '000)				
	% Volume (units purchased and generated less units sold)/units purchased and generated				
Employee costs	Employee costs/(Total Revenue - capital revenue)	33.7%	33,9%	33,2%	32,1%
Remuneration	Total remuneration/(Total Revenue - capital revenue)	34.8%	35,0%	34,3%	33,1%
Repairs & Maintenance	R&M/(Total Revenue excluding capital revenue)	4,4%	15,7%	15,4%	14,9%
Finance charges & Depreciation	FC&D/(Total Revenue - capital revenue)	8,8%	9,7%	9,4%	8,5%
IDP regulation financial viability indicators	-				
i. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year)	0,02	0,03	0,03	0,02
ii.O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	7,7%	7,0%	6,3%	5,6%
iii. Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure	0,42	0,40	0,41	0,67

2.3.1 Performance indicators and benchmarks

2.3.1.1 Borrowing Management

Capital expenditure may be funded from capital grants, internal sources, and long-term borrowing. The ability of a municipality to raise long term borrowing is largely dependent on its creditworthiness and financial position. The following financial performance indicators formed part of the compilation of the 2024/25 MTREF:

- *Capital charges to operating expenditure* is a measure of the cost of borrowing, compared to the total operating expenditure. The cost of borrowing amounts to 2.6% of total operating expenditure over the 2024/25 MTREF.
-

2.3.1.2 Liquidity

- The c*urrent ratio* is a measure of the current assets divided by the current liabilities. The Municipality has set a benchmark limit of 1. For the 2024/25 MTREF, the current ratio is 0.2 in the 2024/25, 0.2 in the 2025/26 and 0.4 in the 2026/27 financial years.

- *The liquidity ratio* is a measure of the municipality's ability to utilise cash and cash equivalents to meets its current liabilities. A liquidity ratio of 1 should be maintained. For the 2024/25 MTREF, the liquidity ratio is at 0,2:1. This represents a significant risk for the Municipality, as any under collection of revenue will result in financial challenges for the Municipality. As part of the medium-term financial planning objectives, this ratio must be maintained at a minimum of 1.

2.3.2 Basic social services package for indigent households

The Constitution stipulates that a municipality must structure and manage its administration, budgeting and planning to give priority to the basic needs of the community and to promote their social and economic development. The basic social package is an affirmation of the Municipality's commitment to push back the frontiers of poverty by providing social welfare to those residents who cannot afford to pay, because of adverse social and economic conditions.

2.4 OVERVIEW OF BUDGET RELATED POLICIES

The MFMA and the Budget and Reporting Regulations require budget-related policies to be reviewed, and where applicable, be updated on an annual basis.

2.4.1 Financial Management Policies

A number of policies have been adopted by the Council. The policies govern the financial management functions of the Municipality, such as supply chain management, budget virements, credit control and debt collection, etc.

2.4.2 The following budget-related policies were reviewed and will be submitted to Council for adoption.

- Virement Policy
- Budget Implementation and Management Policy
- Asset Management Policy
- Customer Care, Credit Control and Debt Collection Policy

The 2024/25 MTREF has been prepared on the basis of achieving an average revenue collection rate of 95% of current billings.

2.4.3 Supply Chain Management Policy

A revised Supply Chain Management Policy was adopted by Council on 31 May 2023.

2.4.4 Property Rates Policy

A revised Property Rates Policy was adopted by Council on 31 May 2023.

2.4.6 Funding and Reserves Policy

A revised Funding and Reserves Policy was adopted by Council on 31 May 2023.

2.4.7 Cost Containment Policy

The Cost Containment Policy was reviewed and adopted by Council on 31 May 2023.

2.4.8 Cash Management and Investment Policy

A revised Cash Management and Investment Policy was adopted by Council on 31 May 2023.

2.4.9 Borrowing Policy

A revised Borrowing Policy was adopted by Council on 31 May 2023.

2.4.10 Indigent Policy

A revised Indigent Policy was adopted by the Council on 31 May 2023.

2.4.11 Unallocated Revenue and Building Deposit Policy

A revised Unallocated Revenue and Building Deposit Policy was adopted by the Council on 31 May 2023.

2.4.12 Tariff Policy

A revised Tariffs Policy was adopted by the Council on 31 May 2023.

2.4.13 Preferential Procurement Policy Framework

A revised Preferential Procurement Policy Framework was adopted by the Council on 31 May 2023.

2.5 OVERVIEW OF BUDGET ASSUMPTIONS

The municipal fiscal environment is influenced by a variety of macro-economic control measures. National Treasury provides guidelines on the ceiling of year-on-year increases in the total Operating Budget, whilst the National Electricity Regulator of South Africa (NERSA) regulates bulk electricity tariff increases. The Municipality's employee related costs are also influenced by collective agreements concluded in the South African Local Government Bargaining Council. Various government departments also affect municipal service delivery through the level of grants and subsidies.

The following principles and guidelines directly informed the compilation of the Budget:

- The priorities and targets, relating to the key strategic focus areas, as outlined in the IDP.
- The need to enhance the municipality's revenue base.
- The level of property rates and tariff increases to consider the need to address maintenance and infrastructural backlogs, including the expansion of services.
- The level of property rates and tariff increases to ensure the delivery of services on a financially sustainable basis.
- No loan funding is available to support the Capital Budget at this stage.
- No growth in revenue sources has been provided for in view of current consumption trends in municipal services.
- No growth in property rates income has been provided for, in view of the depressed property market.

The Municipality faced the following significant challenges in preparing the 2024/25 – 2026/27 Budget:

- Maintaining an acceptable employee related cost ratio.

- Increased costs associated with bulk electricity and water purchases, placing upward pressure on municipal tariff increases.
- Allocation of the required budget provision for the rehabilitation and maintenance of infrastructure.
- Maintaining electricity and water losses at acceptable levels.
- Maintaining revenue collection rates at the targeted levels; and
- Maintaining an acceptable cost coverage ratio.

The multi-year budget is therefore underpinned by the following assumptions:

	2024/25	2025/26	2026/27
Income	**%**	**%**	**%**
Tariff Increases for water	7.25	7.25	7.25
Tariff Increases for sanitation	6.5	6.5	6.5
Tariff Increases for refuse	6.5	6.5	6.5
Property rates increase (decrease in cents in the rand for 2023/24)	5.5	5.5	5.5
Electricity tariff increase (on average)	12.7	15.7	15.7
Environmental Management Fee increase	6.5	6.5	6.5
Revenue collection rates (Property Rates and Service Charges)	95	95	95
Expenditure increases allowed	4.9	4.6	4.5
Salary increase	6	6	6
Increase in bulk purchase of electricity costs	12.7	15.7	15.7
Increase in bulk purchase of water costs	7.25	7.25	7.25

2.6 OVERVIEW OF BUDGET FUNDING

2.6.1 Medium-term outlook: operating revenue

The following table provides a breakdown of operating revenue over the medium-term:

Table 18 (Breakdown of the operating revenue over the medium-term)

The following graph is a breakdown of the operational revenue per main category for the 2024/25 financial year.

Description	Current Year 2023/24		2024/25 Medium Term Revenue & Expenditure Framework					
R thousand	Adjusted Budget	%	Budget Year 2024/25	%	Budget Year 2025/26	%	Budget Year 2026/27	%
Revenue								
Exchange Revenue								
Property rates	281 488	21,43%	297 076	21,33%	313 303	20,72%	330 535	20,05%
Service charges	602 433	45,86%	664 354	47,71%	745 068	49,27%	836 841	50,77%
Transfer and subsidies - Operational	197 730	15,05%	202 153	14,52%	211 994	14,02%	223 454	13,56%

Other revenue	232 087	17,67%	229 038	16,45%	241 916	16,00%	257 505	15,62%
Total Revenue (excluding capital transfers and contributions)	**1 313 738**	**100,00%**	**1 392 621**	**100,00%**	**1 512 282**	**100,00%**	**1 648 335**	**100,00%**

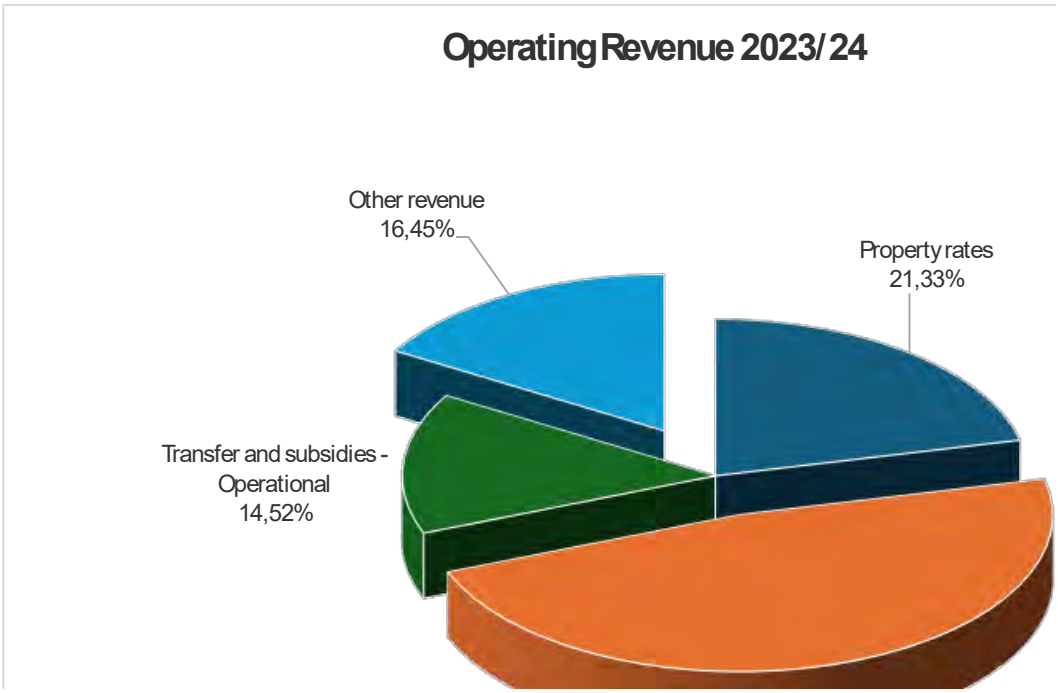


Figure 3 Breakdown of operating revenue over the 2024/25 MTRE

Tariff determination is important in ensuring appropriate levels of revenue, to achieve a credible and funded budget. Operating revenue is mainly derived from service charges, such as water, electricity, sanitation and refuse collection and disposal, property rates and operating grants.

The revenue management strategy includes the following key components:

- National Treasury's guidelines in this regard.
- The Property Rates Policy.
- The level of property rates and tariff increases must ensure financially sustainable service delivery.
- The level of property rates and tariff increases to consider maintenance and replacement of infrastructure, including the expansion of services.
- Determining fully cost reflective tariffs for trading services.
- Electricity bulk tariff increases as approved by the National Electricity Regulator of South Africa (NERSA).
- Water bulk tariff increases as approved by the Nelson Mandela Bay Metropolitan Municipality.
- Efficient revenue management, targeting an 95% annual collection rate for property rates and service charges.
- Growth in the revenue base.

The principles guided the annual increases in property rates and tariffs charged to the consumer.

Property rates amount to R 297,076 million in the 2024/25 financial year and increase to R 330,535 million in 2026/27, representing 21.33% of the total operating revenue for the 2024/25 budget.

Services charges relating to electricity, water, sanitation, environmental management and refuse collection constitute the largest component of the revenue base, amounting to R 664,354 million in the 2024/25 financial year and increasing to R 836,841 million in 2026/27. For the 2024/25 financial year, services charges amount to 47.71% of the total revenue base.

Operational grants and subsidies amount to R 202,153 million, R 211,994 million and R 223,454 million for each of the respective financial years of the MTREF, or 14.52% of total operating revenue for 2024/25.

The table below provides investment particulars by type.

Table 19 (SA15 – Detail Investment Information)

Investment type	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
	Adjusted Budget	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
R thousand				
Parent municipality				
Securities - National Government				
Listed Corporate Bonds				
Deposits - Bank	43 665	43 640	48 657	85 823
Deposits - Public Investment Commissioners				
Deposits - Corporation for Public Deposits				
Bankers' Acceptance Certificates				
Negotiable Certificates of Deposit - Banks				
Guaranteed Endowment Policies (sinking)				
Repurchase Agreements - Banks				
Municipal Bonds				
Municipality sub-total	**43 665**	**43 640**	**48 657**	**85 823**
Entities				
Securities - National Government				
Listed Corporate Bonds				
Deposits - Bank				
Deposits - Public Investment Commissioners				
Deposits - Corporation for Public Deposits				
Bankers' Acceptance Certificates				
Negotiable Certificates of Deposit - Banks				
Guaranteed Endowment Policies (sinking)				
Repurchase Agreements - Banks				
Entities sub-total	–	–	–	–
Consolidated total:	**43 665**	**43 640**	**48 657**	**85 823**

Investments are anticipated to increase from R 43 640 million in 2024/25 to R 85 823 million in 2026/27.

2.6.2 Medium-term outlook: capital revenue

The following table provides a breakdown of the funding components of the 2024/25 medium-term capital programme:

Table 20 (Sources of capital revenue over the MTREF)

Vote Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	Adjusted Budget	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
Funded by:				
National Government	63 857	54 997	43 963	48 499
Provincial Government	21 658	59 973	–	–
District Municipality	3 000	1 391	1 391	1 391
Transfers recognised - capital	**86 544**	**116 362**	**45 354**	**49 890**
Public contributions & donations	–	–	–	–
Borrowing	–	34 000	–	–
Internally generated funds	41 646	–	–	–
Total Capital Funding	**130 161**	**150 362**	**45 354**	**49 890**

The above table is graphically represented as follows for the 2024/25 financial year.

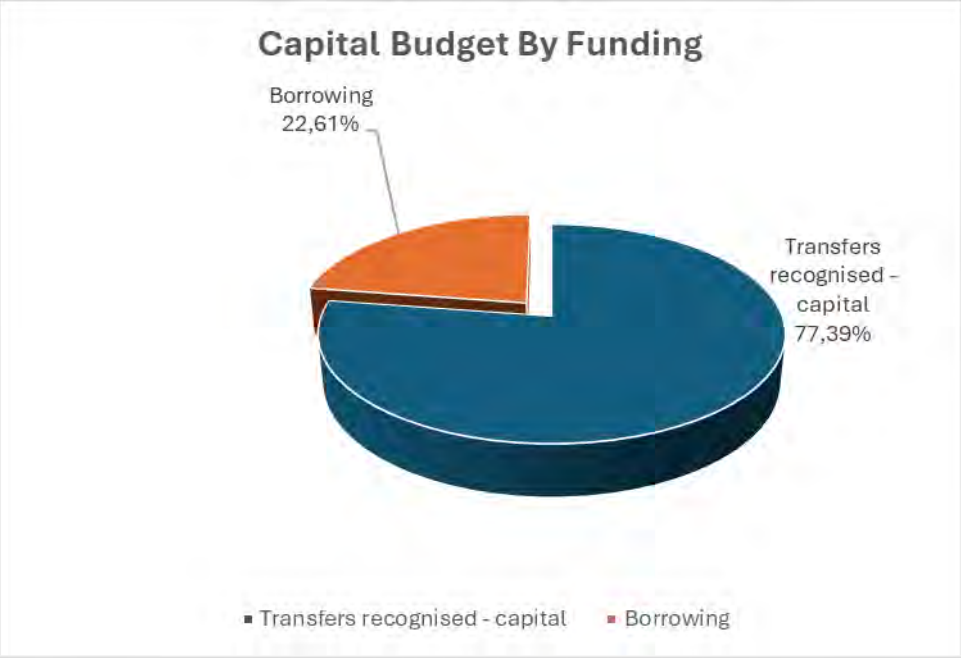


Figure 4 Sources of Capital Revenue for the 2024/25 financial year

Capital Grants constitute 77.39% of the total funding sources, amounting to R 116,362 million for the 2024/25 financial year and amounting to R 49,890 million or 100% in the 2026/27 financial year.

The following table indicates the capital transfers and grant receipts:

Table 21 (Table SA 18 - Transfers and grant receipts)

Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	Adjusted Budget	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
RECEIPTS:				
-				
Operating Transfers and Grants				
National Government:	**190 140**	**197 710**	**207 441**	**218 788**
Operational Revenue:General Revenue:Equitable Share	180 506	192 664	203 746	214 723
Expanded Public Works Programme Integrated Grant for Municipalities [Schedule 5B]	2 321	1 495	–	–
Local Government Financial Management Grant [Schedule 5B]	1 570	1 723	1 785	2 001
Energy Efficiency and Demand-side [Schedule 5B]	4 000	–	–	–
Municipal Infrastructure Grant [Schedule 5B]	1 743	1 828	1 910	2 064
Provincial Government:	**2 050**	**2 050**	**2 050**	**2 050**
Libraries, Archives and Museums	2 050	2 050	2 050	2 050
District Municipality:	**2 281**	**2 393**	**2 503**	**2 616**
Environmental Health	2 281	2 393	2 503	2 616
Total Operating Transfers and Grants	**194 472**	**202 153**	**211 994**	**223 454**
Capital Transfers and Grants				
National Government:	**77 914**	**52 874**	**50 558**	**55 774**
Integrated National Electrification Programme (Municipal Grant) [Schedule 5B]	4 089	4 203	7 260	7 558
Municipal Infrastructure Grant [Schedule 5B]	33 125	34 730	36 298	39 216
Local Government Financial Management Grant [Schedule 5B]	150			
Municipal Disaster Relief Grant	10 550			
Water Services Infrastructure Grant [Schedule 5B]	30 000	13 941	7 000	9 000
Provincial Government:		**68 969**		
Housing		68 969		
District Municipality:	**1 362**	**1 600**	**1 600**	**1 600**
Fire Services	1 362	1 600	1 600	1 600
Total Capital Transfers and Grants	**79 276**	**123 443**	**52 158**	**57 374**
TOTAL RECEIPTS OF TRANSFERS & GRANTS	**273 747**	**325 596**	**264 152**	**280 828**

2.6.3 Cash Flow Management

Cash flow management and forecasting is a critical step in determining whether the budget is funded over the medium term. The table includes some specific features:

- Clear separation of receipts and payments within each cash flow category.
- Clear separation of capital and operating receipts from government; and
- Separation of borrowing and loan repayments (no set-off), to assist with MFMA compliance assessment regarding the use of long-term borrowing (debt).

Table 22 (Table A7 - Budgeted cash flow statement)

Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	Adjusted Budget	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
CASH FLOW FROM OPERATING ACTIVITIES				
Receipts				
Property rates	263 774	287 458	303 161	319 834
Service charges	672 771	761 922	853 251	956 982
Other revenue	105 467	93 666	79 750	82 541
Transfers and Subsidies - Operational	194 472	202 153	211 994	223 454
Transfers and Subsidies - Capital	79 276	123 443	52 158	57 374
Interest	11 674	13 998	12 809	13 385
Dividends	–	–	–	–
Payments				
Suppliers and employees	(1 238 638)	(1 327 265)	(1 423 447)	(1 546 615)
Interest	(6 612)	(16 159)	(15 340)	(8 167)
Transfers and Subsidies	(1 124)	(400)	(400)	(400)
NET CASH FROM/(USED) OPERATING ACTIVITIES	**81 059**	**138 815**	**73 935**	**98 389**
CASH FLOWS FROM INVESTING ACTIVITIES				
Receipts				
Proceeds on disposal of PPE	–	–	–	–
Decrease (increase) in non-current receivables	–	–	–	–
Decrease (increase) in non-current investments	–	–	–	–
Payments				
Capital assets	(130 161)	(116 362)	(45 354)	(49 890)
NET CASH FROM/(USED) INVESTING ACTIVITIES	**(130 161)**	**(116 362)**	**(45 354)**	**(49 890)**
CASH FLOWS FROM FINANCING ACTIVITIES				
Receipts				
Short term loans	–	–	–	–
Borrowing long term/refinancing	–	–	–	–
Increase (decrease) in consumer deposits	–	–	–	–
Payments				
Repayment of borrowing	(12 169)	(22 478)	(23 564)	(11 333)
NET CASH FROM/(USED) FINANCING ACTIVITIES	**(12 169)**	**(22 478)**	**(23 564)**	**(11 333)**
NET INCREASE/ (DECREASE) IN CASH HELD	**(61 270)**	**(25)**	**5 016**	**37 166**
Cash/cash equivalents at the year begin:	104 935	**43 665**	**43 640**	**48 657**
Cash/cash equivalents at the year end:	**43 665**	**43 640**	**48 657**	**85 823**

For the 2024/25 MTREF, the cash and cash equivalents over the medium-term is anticipated to increase from R 43 640 million in 2024/25 million to R 85 823 million in 2026/27.

Table 23 (Table A8 - Cash Backed Reserves/Accumulated Surplus Reconciliation)

Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	Adjusted Budget	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
Cash and investments available				
Cash/cash equivalents at the year end	43 665	43 640	48 657	85 823
Other current investments > 90 days	–	–	0	0
Non current Investments	–	–	–	–
Cash and investments available:	**43 665**	**43 640**	**48 657**	**85 823**
Application of cash and investments				
Trade payables from Non-exchange transactions: Unspent conditional Grants	10 373	–	–	–
Unspent borrowing	–	–	–	–
Statutory requirements	(45 445)	(45 445)	(45 445)	(45 445)
Other working capital requirements	18 369	18 368	18 368	18 368
Other provisions	47 914	48 355	48 795	49 235
Long term investments committed	–	–	–	–
Reserves to be backed by cash/investments	–	–	–	–
Total Application of cash and investments:	**31 211**	**21 278**	**21 718**	**22 159**
Surplus(shortfall)	**12 454**	**22 362**	**26 939**	**63 664**

The purpose of Table A8 is to reflect the predicted cash and investments that are available at the end of a particular budget year and how these funds were used. A surplus would indicate that sufficient cash and investments were available to meet commitments, whilst a shortfall would indicate inadequate cash and investments were available to meet commitments.

The available cash and investments amount to R 43,640 million in the 2024/25 financial year and increases to R 85,823 million in 2026/27. The following is a breakdown of the application of this funding:

- Unspent conditional transfers (grants) – no unspent grant funding is anticipated over the 2024/25 MTREF.
- There is no unspent borrowing from previous financial years.
- The main purpose of the other working capital requirements is to ensure that sufficient funds are available to meet commitments as and when they fall due. A key challenge is often the mismatch between the timing of receipts from debtors and payments due to employees and creditors. High levels of non-payment by debtors will result in a greater requirement for working capital, ultimately causing cash flow challenges.
- The current provision relates to Post-retirement Medical Aid Benefits Liability which has been provided for.

It is concluded that the Municipality's cash backed, and accumulated surpluses reconciliation reflects surpluses of R 22,362 million, R 26,939 million and R 63,664 million for the 2024/25, 2025/26 and 2026/27 financial years, respectively.

It is to be noted that the 2024/25 MTREF is funded, when considering the funding requirements of section 18 and 19 of the MFMA. The cost coverage ratio is, however, 0.40 months, 0.41 months, and 0.67 months for the 2024/25, 2025/26 and 2026/27 financial years, respectively.

2.6.5 Funding Compliance Measurement

The National Treasury requires the Municipality to assess its financial sustainability against the different measures outlined below.

Description	MFMA section	Ref	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
			Adjusted Budget	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
Funding measures						
Cash/cash equivalents at the year end - R'000	18(1)b	1	43 665	43 640	48 657	85 823
Cash + investments at the yr end less applications - R'000	18(1)b	2	12 454	22 362	26 939	63 664
Cash year end/monthly employee/supplier payments	18(1)b	3	0,42	0,40	0,41	0,67
Surplus/(Deficit) excluding depreciation offsets: R'000	18(1)	4	–	–	–	–
Service charge rev % change - macro CPIX target exclusive	18(1)a,(2)	5	(8,2%)	2,8%	4,1%	4,3%
Cash receipts % of Ratepayer & Other revenue	18(1)a,(2)	6	92%	95%	95%	95%
Debt impairment expense as a % of total billable revenue	18(1)a,(2)	7	11,4%	11,3%	10,8%	10,4%
Capital payments % of capital expenditure	18(1)c;19	8	100,0%	77,4%	100,0%	100,0%
Borrowing receipts % of capital expenditure (excl. transfers)	18(1)c	9	0,0%	0,0%	0,0%	0,0%
Grants % of Govt. legislated/gazetted allocations	18(1)a	10		100,0%	100,0%	100,0%
Current consumer debtors % change - incr(decr)	18(1)a	11	14,1%	0,0%	0,0%	0,0%
Long term receivables % change - incr(decr)	18(1)a	12	0,0%	0,0%	0,0%	0,0%
R&M % of Property Plant & Equipment	20(1)(vi)	13	2,8%	10,4%	11,5%	12,6%
Asset renewal % of capital budget	20(1)(vi)	14	3,9%	0,2%	0,2%	0,0%

Below is a discussion of the different measures.

2.6.5.1 Cash/cash equivalent position.

The forecasted cash and cash equivalents for the 2024/25 MTREF amounts to R 43,640 million, R 48,657 million and R 85,823 million for the respective financial years.

2.6.5.2 Cash plus investments less application of funds.

For the 2024/25, 2025/26 and 2026/27 budgets, the available cash and investments exceed the application of funds by an amount of R 22,362 million, R 26,939 million and R 63,664 million, respectively.

2.6.5.3 Monthly average payments covered by cash or cash equivalents.

As part of the 2024/25 MTREF, the projected cash position causes the ratio to increase from 0.40 months to 0.67 months.

2.6.5.4 Surplus/deficit excluding depreciation offsets.

For the 2024/25 MTREF the indicative outcome is a surplus of R 20,963 million and deficit of R 66,923 million, R 49,490 million respectively. This is made up as follows:

Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	Adjusted Budget	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
Revenue				
Surplus/(Deficit)	**(124 053)**	**(112 853)**	**(119 080)**	**(106 864)**
Transfers and subsidies - capital (monetary allocations)	94 639	133 816	52 158	57 374
Total	(29 414)	20 963	(66 923)	(49 490)

It needs to be noted that a surplus does not necessarily mean that the budget is funded from a cash flow perspective, and therefore the first two measures in the table are critical.

2.6.5.5 Property Rates/service charge revenue as a percentage increase less macro inflation target

This is calculated by deducting the maximum macro-economic inflation target (which is currently 4.9%), to determine the real increase in revenue. The percentage growth totals 2.8%, 4.1% and 4.3% for the respective financial years of the 2024/25 MTREF.

2.6.5.6 Cash receipts as a percentage of ratepayer and other revenue.

The outcome is approximately 95.0% for the 2024/25 and 95.0% for the 2025/26 and 95.0% for the 2026/27 financial years.

2.6.5.7 Debt impairment expense as a percentage of billable revenue

The provision has been set at 5% for property rates and services, for the 2024/25 and 5% for the 2025/26 and 5% for the 2026/27 financial years, in line with the revenue collection trends.

2.6.5.8 Capital payments percentage of capital expenditure.

The purpose of this measure is to determine whether the timing of payments has been considered in forecasting the cash position.

2.6.5.9 Borrowing as a percentage of capital expenditure (excluding transfers, grants, and contributions)

A budget provision of R 34 million for vehicles finance leases has been made for the 2024/25 financial year.

2.6.5.10 Transfers/grants revenue as a percentage of Government transfers/grants available

The purpose of this measurement is mainly to ensure that all available transfers from national and provincial government have been budgeted for. All transfers are included in the budget.

2.6.5.11 Repairs and maintenance expenditure level

The expenditure constitutes 10.4%, 11.5% and 12.6% of Property, Plant and Equipment respectively, over the 2024/25 MTREF, whilst National Treasury has suggested an 8% level.

2.7 EXPENDITURE ON ALLOCATIONS AND GRANT PROGRAMMES

GRANTS RECEIVED

Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	Adjusted Budget	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
RECEIPTS:				
Operating Transfers and Grants				
National Government:	**190 140**	**197 710**	**207 441**	**218 788**
Operational Revenue:General Revenue:Equitable Share	180 506	192 664	203 746	214 723
Expanded Public Works Programme Integrated Grant for Municipalities [Schedule 5B]	2 321	1 495	–	–
Local Government Financial Management Grant [Schedule 5B]	1 570	1 723	1 785	2 001
Energy Efficiency and Demand-side [Schedule 5B]	4 000	–	–	–
Municipal Infrastructure Grant [Schedule 5B]	1 743	1 828	1 910	2 064
Provincial Government:	**2 050**	**2 050**	**2 050**	**2 050**
Libraries, Archives and Museums	2 050	2 050	2 050	2 050
District Municipality:	**2 281**	**2 393**	**2 503**	**2 616**
Environmental Health	2 281	2 393	2 503	2 616
Total Operating Transfers and Grants	**194 472**	**202 153**	**211 994**	**223 454**
Capital Transfers and Grants				
National Government:	**77 914**	**52 874**	**50 558**	**55 774**
Integrated National Electrification Programme (Municipal Grant) [Schedule 5B]	4 089	4 203	7 260	7 558
Municipal Infrastructure Grant [Schedule 5B]	33 125	34 730	36 298	39 216
Local Government Financial Management Grant [Schedule 5B]	150			
Municipal Disaster Relief Grant	10 550			
Water Services Infrastructure Grant [Schedule 5B]	30 000	13 941	7 000	9 000
Provincial Government:		**68 969**		
Housing		68 969		
District Municipality:	**1 362**	**1 600**	**1 600**	**1 600**
Fire Services	1 362	1 600	1 600	1 600
Total Capital Transfers and Grants	**79 276**	**123 443**	**52 158**	**57 374**
TOTAL RECEIPTS OF TRANSFERS & GRANTS	**273 747**	**325 596**	**264 152**	**280 828**

GRANTS EXPENDITURE

GRANTS RECONCILIATION

Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	Adjusted Budget	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
EXPENDITURE:				
Operating Expenditure				
National Government:	**190 140**	**197 710**	**207 441**	**218 788**
Operational Revenue:General Revenue:Equitable Share	180 506	192 664	203 746	214 723
Expanded Public Works Programme Integrated Grant for Municipalities [Schedule 5B]	2 321	1 495	–	–
Local Government Financial Management Grant [Schedule 5B]	1 570	1 723	1 785	2 001
Energy Efficiency and Demand-side [Schedule 5B]	4 000	–	–	–
Municipal Infrastructure Grant [Schedule 5B]	1 743	1 828	1 910	2 064
Provincial Government:	**2 050**	**2 050**	**2 050**	**2 050**
Libraries, Archives and Museums	2 050	2 050	2 050	2 050
District Municipality:	**2 281**	**2 393**	**2 503**	**2 616**
Environmental Health	2 281	2 393	2 503	2 616
Total Operating Expenditure	**194 472**	**202 153**	**211 994**	**223 454**
Capital Expenditure				
National Government:	**77 914**	**52 874**	**50 558**	**55 774**
Integrated National Electrification Programme (Municipal Grant) [Schedule 5B]	4 089	4 203	7 260	7 558
Municipal Infrastructure Grant [Schedule 5B]	33 125	34 730	36 298	39 216
Local Government Financial Management Grant [Schedule 5B]	150			
Municipal Disaster Relief Grant	10 550			
Water Services Infrastructure Grant [Schedule 5B]	30 000	13 941	7 000	9 000
Provincial Government:		**68 969**		
Housing		68 969		
District Municipality:	**1 362**	**1 600**	**1 600**	**1 600**
Fire Services	1 362	1 600	1 600	1 600
Total Capital Expenditure	**79 276**	**123 443**	**52 158**	**57 374**
TOTAL EXPENDITURE	**273 747**	**325 596**	**264 152**	**280 828**

2.8 ALLOCATIONS AND GRANTS MADE BY THE MUNICIPALITY

The table below reflects the grants and allocations made by the Municipality. It includes grants-in-aid made in accordance with the Municipality's grants-in-aid policy and transfers to entities and other organisations to primarily support their operational expenditure.

ALLOCATIONS AND GRANTS MADE BY THE MUNICIPALITY

Description	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	Adjusted Budget	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
Cash Transfers to Entities/Other External Mechanisms				
Various Organisations	*1,124*	*400*	*400*	*400*
Total Cash Transfers To Entities/Ems'	***1,124***	***400***	***400***	***400***
TOTAL CASH TRANSFERS AND GRANTS	***1,124***	***400***	***400***	***400***
TOTAL TRANSFERS AND GRANTS	***1,124***	***400***	***400***	***400***

2.9 COUNCILLORS AND EMPLOYEE BENEFITS

DISCLOSURE OF SALARIES, ALLOWANCES & BENEFITS

Summary of Employee and Councillor remuneration	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	Adjusted Budget	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
Councillors (Political Office Bearers plus Other)				
Basic Salaries and Wages	10 101	10 414	10 906	11 451
Motor Vehicle Allowance	3 407	3 503	3 678	3 862
Cellphone Allowance	1 632	1 678	1 762	1 850
Sub Total - Councillors	**15 140**	**15 594**	**16 345**	**17 163**
Senior Managers of the Municipality				
Basic Salaries and Wages	8 210	9 681	10 165	10 674
Pension and UIF Contributions	117	123	130	136
Medical Aid Contributions	52	56	58	61
Performance Bonus	1 528	1 798	1 812	1 828
Motor Vehicle Allowance	1 922	2 196	2 306	2 421
Cellphone Allowance	10	11	11	12
Other benefits and allowances	5	5	5	6
Payments in lieu of leave	4 543	–	–	–
Sub Total - Senior Managers of Municipality	**16 387**	**13 870**	**14 488**	**15 137**
Other Municipal Staff				
Basic Salaries and Wages	268 210	295 150	313 565	329 243
Pension and UIF Contributions	37 178	38 991	40 942	42 989
Medical Aid Contributions	18 788	19 915	20 911	21 957
Overtime	19 932	20 000	23 186	24 345
Performance Bonus	18 363	19 464	20 438	21 459
Motor Vehicle Allowance	11 856	12 091	12 695	13 330
Cellphone Allowance	56	59	62	65
Housing Allowances	1 234	1 308	1 374	1 442
Other benefits and allowances	17 821	18 890	19 835	20 826
Payments in lieu of leave	1 686	–	–	–
Long service awards	1 445	–	–	–
Post-retirement benefit obligations	20 887	23 361	25 569	28 043
Acting and post related allowance	8 413	8 642	9 074	9 528
Sub Total - Other Municipal Staff	**425 869**	**457 873**	**487 652**	**513 229**
Total Parent Municipality	**457 396**	**487 337**	**518 485**	**545 529**
TOTAL SALARY, ALLOWANCES & BENEFITS	**457 396**	**487 337**	**518 485**	**545 529**
TOTAL MANAGERS AND STAFF	**442 256**	**471 743**	**502 140**	**528 366**

2.10 MONTHLY TARGETS FOR REVENUE, EXPENDITURE AND CASH FLOW

MONTHLY CASH FLOWS	Budget Year 2024/25												Medium Term Revenue and Expenditure Framework
R thousand	**July**	**August**	**Sept.**	**October**	**November**	**December**	**January**	**February**	**March**	**April**	**May**	**June**	**Budget Year 2024/25**
Cash Receipts By Source													
Property rates	34 294	16 215	17 560	17 366	46 344	46 363	17 656	18 246	17 957	19 037	17 866	18 552	287 458
Service charges - electricity revenue	45 492	30 767	45 205	34 727	36 995	77 398	16 205	32 093	34 339	36 825	37 036	14 779	441 861
Service charges - water revenue	15 178	5 851	12 676	13 589	11 279	12 308	18 001	12 181	15 394	16 543	15 493	5 568	154 061
Service charges - sanitation revenue	7 745	6 495	6 169	6 079	6 317	6 046	7 139	6 295	8 172	6 855	8 526	4 328	80 167
Service charges - refuse revenue	9 020	6 983	7 080	6 989	7 001	6 969	6 987	6 968	6 965	6 982	6 963	6 925	85 833
Rental of facilities and equipment	202	173	172	215	199	714	591	276	364	307	261	190	3 665
Interest earned - external investments	345	413	562	534	749	524	2 368	1 039	1 512	2 225	1 984	1 742	13 998
Fines, penalties and forfeits	48	58	66	55	234	309	216	43	311	178	283	118	1 919
Licences and permits	6 188	3 532	2 461	2 647	2 425	1 931	4 942	2 967	1 671	1 091	1 838	1 454	33 147
Agency services	360	–	783	–	–	–	–	–	–	2 212	751	450	4 554
Transfers and Subsidies - Operational	92 042	2 118			4 014	72 803		31 176				–	202 153
Other revenue	2 462	6 482	1 439	3 787	6 418	3 114	2 974	4 506	3 761	1 959	1 186	12 294	50 381
Cash Receipts by Source	**213 377**	**79 088**	**94 172**	**85 988**	**121 974**	**228 480**	**77 080**	**115 789**	**90 446**	**94 214**	**92 188**	**66 401**	**1 359 196**
Other Cash Flows by Source													
Transfers and subsidies - capital (monetary allocations)	21 006	11 495		18 465	10 535	18 150		20 802		11 495		11 495	123 443
Total Cash Receipts by Source	**234 383**	**90 583**	**94 172**	**104 453**	**132 509**	**246 630**	**77 080**	**136 591**	**90 446**	**105 709**	**92 188**	**77 896**	**1 482 639**

MONTHLY CASH FLOWS	Budget Year 2024/25												Medium Term Revenue and Expenditure Framework
R thousand	**July**	**August**	**Sept.**	**October**	**November**	**December**	**January**	**February**	**March**	**April**	**May**	**June**	**Budget Year 2024/25**
Cash Payments by Type													
Employee related costs	(35 968)	(35 914)	(36 160)	(36 153)	(55 181)	(36 264)	(40 576)	(37 875)	(36 835)	(37 307)	(37 307)	(34 483)	(460 023)
Remuneration of councillors	(1 300)	(1 300)	(1 300)	(1 300)	(1 300)	(1 300)	(1 300)	(1 300)	(1 300)	(1 300)	(1 300)	(1 300)	(15 594)
Finance charges	(1 245)	(1 245)	(1 245)	(1 245)	(1 245)	(1 245)	(1 245)	(1 245)	(1 245)	(1 245)	(1 245)	(2 470)	(16 159)
Bulk purchases - Electricity	(50 342)	(50 210)	(41 766)	(33 161)	(32 562)	(32 530)	(34 372)	(32 574)	(29 588)	(32 081)	(30 256)	(44 801)	(444 244)
Other materials	(3 379)	(12 675)	(2 865)	(21 025)	(5 203)	(5 476)	(2 841)	(10 981)	(8 978)	(7 648)	(7 924)	(5 707)	(94 700)
Contracted services	(2 157)	(5 366)	(8 292)	(12 475)	(12 924)	(11 684)	(7 494)	(9 365)	(10 168)	(15 579)	(18 074)	(27 319)	(140 898)
Transfers and grants - other												(400)	(400)
Other expenditure	(5 894)	(9 987)	(25 242)	(9 160)	(16 079)	(12 495)	(11 251)	(10 186)	(14 372)	(11 927)	(14 557)	(30 657)	(171 807)
Cash Payments by Type	**(100 284)**	**(116 697)**	**(116 868)**	**(114 519)**	**(124 493)**	**(100 992)**	**(99 078)**	**(103 525)**	**(102 485)**	**(107 086)**	**(110 661)**	**(147 136)**	**(1 343 824)**
Other Cash Flows/Payments by Type													
Capital assets	(586)	(14 512)	(3 103)	(12 526)	(8 303)	(12 580)	(2 238)	(18 188)	(10 592)	(19 353)	(6 475)	(7 905)	(116 362)
Repayment of borrowing	(1 873)	(1 873)	(1 873)	(1 873)	(1 873)	(1 873)	(1 873)	(1 873)	(1 873)	(1 873)	(1 873)	(1 873)	(22 478)
Total Cash Payments by Type	**(102 743)**	**(133 082)**	**(121 844)**	**(128 918)**	**(134 669)**	**(115 446)**	**(103 189)**	**(123 587)**	**(114 950)**	**(128 312)**	**(119 009)**	**(156 914)**	**(1 482 664)**
NET INCREASE/(DECREASE) IN CASH HELD	**131 640**	**(42 499)**	**(27 672)**	**(24 465)**	**(2 160)**	**131 184**	**(26 109)**	**13 004**	**(24 504)**	**(22 603)**	**(26 821)**	**(79 018)**	**(25)**
Cash/cash equivalents at the month/year begin:	43 665	175 305	132 806	105 134	80 669	78 509	209 693	183 584	196 588	172 084	149 480	122 659	43 665
Cash/cash equivalents at the month/year end:	175 305	132 806	105 134	80 669	78 509	209 693	183 584	196 588	172 084	149 480	122 659	43 640	43 640

MONTHLY CASH FLOWS	Medium Term Revenue and Expenditure Framework		
R thousand	Budget Year 2024/25	Budget Year 2025/26	Budget Year 2026/27
Cash Receipts By Source			
Property rates	287 458	303 161	319 834
Service charges - electricity revenue	441 861	511 233	591 496
Service charges - water revenue	154 061	165 228	177 205
Service charges - sanitation revenue	80 167	85 378	90 927
Service charges - refuse revenue	85 833	91 412	97 354
	–	–	–
Rental of facilities and equipment	3 665	3 892	4 134
Interest earned - external investments	13 998	12 809	13 385
Fines, penalties and forfeits	1 919	2 041	2 171
Licences and permits	33 147	34 991	36 924
Agency services	4 554	4 850	5 166
Transfers and Subsidies - Operational	202 153	211 994	223 454
Other revenue	50 381	33 974	34 146
Cash Receipts by Source	**1 359 196**	**1 460 965**	**1 596 197**
Other Cash Flows by Source			
Transfers and subsidies - capital (monetary allocations)	123 443	52 158	57 374
Total Cash Receipts by Source	**1 482 639**	**1 513 122**	**1 653 571**
Cash Payments by Type			
Employee related costs	(460 023)	(488 959)	(513 508)
Remuneration of councillors	(15 594)	(16 345)	(17 163)
Finance charges	(16 159)	(15 340)	(8 167)
Bulk purchases - Electricity	(444 244)	(531 898)	(615 406)
Other materials	(94 700)	(100 094)	(107 171)
Contracted services	(140 898)	(128 052)	(130 323)
Transfers and grants - other	(400)	(400)	(400)
Other expenditure	(171 807)	(158 100)	(163 044)
Cash Payments by Type	**(1 343 824)**	**(1 439 187)**	**(1 555 182)**
Other Cash Flows/Payments by Type			
Capital assets	(116 362)	(45 354)	(49 890)
Repayment of borrowing	(22 478)	(23 564)	(11 333)
Total Cash Payments by Type	**(1 482 664)**	**(1 508 106)**	**(1 616 405)**
NET INCREASE/(DECREASE) IN CASH HELD	**(25)**	**5 016**	**37 166**
Cash/cash equivalents at the month/year begin:	43 665	43 640	48 657
Cash/cash equivalents at the month/year end:	43 640	48 657	85 823

2.11 ANNUAL BUDGETS AND SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLANS –DIRECTORATES

In terms of section 53 (1)(c)(ii) of the MFMA, the Service Delivery and Budget Implementation Plan (SDBIP) constitutes a detailed plan for implementing the Municipality's delivery of services and its annual budget, which must include the following:

(a) Monthly projections of

- Revenue to be collected, by source; and
- Operational and capital expenditure, by vote.

(b) Service delivery targets and performance indicators for each quarter.

In accordance with Section 53 of the MFMA, the Executive Mayor is required to approve the SDBIP within 28 days after the approval of the budget. Furthermore, the Executive Mayor must ensure that the revenue and expenditure projections for each month and the service delivery targets and performance indicators, as set out in the SDBIP, are made public within 14 days after the approval of the SDBIP.

The SDBIP gives effect to the IDP and Budget of the Municipality. It includes the service delivery targets and performance indicators for each quarter, which forms the basis for the performance agreements of the Directors. It therefore facilitates oversight over the financial and non-financial performance of the Municipality and allows the Municipal Manager to monitor the performance of the Directors, the Executive Mayor/Council to monitor the performance of the Municipal Manager, and the Community to monitor the performance of the Municipality.

The SDBIP relating to the 2024/25 financial year will be approved by the Executive Mayor during July 2024, following the approval of the Budget.

2.12 LEGISLATION COMPLIANCE STATUS

The following reflects the status of implementation of some of the key MFMA areas:

IDP

A revised 2024/25 IDP has been developed, was considered at a Council meeting held on 27 March 2024. The IDP includes specific deliverables that form the basis for the Budget and SDBIP. The final version of the revised 2024/25 IDP will be considered at a Council meeting scheduled for 31 May 2024.

Budget

The annual budget document has been developed taking the MFMA and National Treasury (NT) requirements into account. Budgets are being tabled and approved within the required legislated timeframes.

Annual Report

The Annual Report has been developed taking the MFMA and NT requirements into account. The 2022/23 Annual Report was considered at a Council meeting held on 27 March 2024.

Oversight Report

The Municipal Public Accounts Committee has considered the 2022/23 Annual report. Its Oversight Report was considered at a Council meeting held on 27 March 2024.

In-Year Reporting

The municipality submits the various reports required to the Executive Mayor, Council, and NT on an ongoing basis, in accordance with the MFMA.

Supply Chain Management Policy (SCM)

A Supply Chain Management Policy has been adopted and implemented in accordance with the MFMA and NT requirements.

All the required committee structures are in place. Whilst the municipality is working at making these new processes operate more efficiently and effectively, it is considered that the municipality is currently complying with the MFMA and NT guidelines.

Budget and Treasury

A Budget and Treasury Office has been established in accordance with the MFMA and NT requirements, consisting of a CFO and municipal officials reporting to the CFO.

Audit Committee

An Audit Committee has been established and meets on a quarterly basis.

Internal Audit Function

The Municipality's Internal Audit Function reports to the Municipal Manager and is operating in accordance with an audit plan.

In relation to the 2024/25 financial year and beyond, the municipality plans to focus on the following high priority areas:

- Maintaining its unqualified audit status.
- Further strengthening of the integration and linkages between the IDP, Budget, SDBIP and Annual Report.

Internship Programme

The municipality has a total of five Interns on the Municipal Financial Management Internship programme, as approved by the National Treasury.

Municipal Standard Chart of Accounts (mSCOA)

In accordance with the Municipal Regulations relating to mSCOA, municipalities were required to be compliant with the mSCOA classification framework by 1 July 2017. It is to be noted that the Municipality has been transacting on the mSCOA compliant financial system since July 2017.

2.13 CAPITAL EXPENDITURE DETAILS

A summary of the budgeted capital expenditure is reflected in **"Annexure C".**

2.14 MUNICIPAL MANAGER'S QUALITY CERTIFICATION

I, Mr. C Du Plessis, Municipal Manager of Kouga Municipality, hereby certify that the Annual Budget and Supporting Documentation have been prepared in accordance with the Municipal Finance Management Act and the regulations made under the Act, and that the Annual Budget and Supporting Documents are consistent with the Integrated Development Plan of the Municipality.

Print Name : Charl Du Plessis

Municipal Manager of Kouga Local Municipality (EC108)

Signature…… 

Date:……15 MAY 2024……

PROJECT DESCRIPTION	FUNDING	Annual Budget 2024/25	Annual Budget 2025/26	Annual Budget 2026/27
CIVIL AND WATER SERVICES				
Upgrade of Phillipsville Sportfield	MIG	500 000	7 000 000	2 407 126
Specialised Waste Management Vehicles	MIG	-	500 000	2 728 069
Upgrading Kouga Gravel Roads	MIG	150 000	20 000 000	8 709 360
Design: Upgrading of OceanView Sewer Pipe	MIG	80 500	2 055 151	5 000 000
Upgrading KwaNomzamo WWTW	MIG	29 169 586	1 007 978	-
Design: LA Mer New Sewer Rising Main	MIG	200 000	-	10 028 243
Upgrading of Sewer Pump Stations	MIG	-	-	2 728 069
Upgrading of Loerie Sewer Pump Station	WSIG	150 000	50 000	-
Beach Sewer Pump Station	WSIG	1 287 831	5 886 956	7 826 086
Water Supply Infrastructure	WSIG	3 478 260	-	-
Ageing Water Infrastructure St Francis Bay	WSIG	150 000	50 000	-
South Rivier Bridge Crossing - Main waterline	WSIG	100 000	50 000	-
St Francis Bay Boreholes	WSIG	6 956 517	50 000	-
Aston Bay to Paradise Beach-Seekoel Estuary Causeway Reonstruction	MDRG	6 478 261	-	-
Paradise Beach-Botha Street Stormwater Infrastructure Upgrade	MDRG	424 348	-	-
St Francis Bay - Nevil Road Reconstruction	MDRG	508 696	-	-
St Francis Bay-Anne Avenue to Ralph Road Reconstruction	MDRG	1 608 696	-	-
Kwanomzamo Bulk Sanitation: Pump Station & Rising Main	DOHS	7 304 348	-	-
Kwanomzamo Bulk Water: New Pipeline	DOHS	6 521 739	-	-
Kruisfontein Bulk Water - Gill Marcus Reservoir & Pipeline Upgrade	DOHS	6 782 609	-	-
Kruisfontein Bulk Sewer - Link Line	DOHS	1 997 391	-	-
New Re7servoir on Pnt2 of the farm Thornhill	DOHS	5 018 940	-	-
Phase 1 Upgrade of Thornhill Sewer Treatment Works	DOHS	553 739	-	-
Envirosan Toilets (40 Units)	DOHS	1 446 261	-	-
		80 867 721	**36 650 085**	**39 426 953**

PROJECT DESCRIPTION	FUNDING	Annual Budget 2024/25	Annual Budget 2025/26	Annual Budget 2026/27
COMMUNITY SERVICES				
Fire Vehicles	District	1 391 304	1 391 304	1 391 304
		1 391 304	**1 391 304**	**1 391 304**
ELECTRO/MECHANICAL SERVICES				
Vehicles	Finance Lease	34 000 000	-	-
Ocean View 1250 Electrification	INEP	3 654 783	6 313 043	6 572 174
Design High Mast Lights	MIG	100 000	1 000 000	2 500 000
Kwanomzamo Bulk Electrical: Boskloof Secondary Feeder Line & Substation	DOHS	19 130 435	-	-
Oceanview Substation Upgrade	DOHS	10 434 783	-	-
Electicity	DOHS	782 609	-	-
		68 102 609	**7 313 043**	**9 072 174**
	TOTAL	**150 361 634**	**45 354 432**	**49 890 431**

ANNEXURE ‘’B’’

Municipal annual budgets and MTREF & supporting tables

mSCOA Version 6.8

Click for Instructions!

Accountability

Transparency

Information & service delivery

national treasury

Department:
National Treasury
REPUBLIC OF SOUTH AFRICA

Contact details:

Kgomotso Baloyi
National Treasury
Tel: (012) 315-5866
Electronic submissions:
LG Upload Portal

Preparation Instructions

Municipality Name:	EC108 Kouga
CFO Name:	Riaaz Naziem Lorgat
Tel:	042 200 2045
Fax:	0
E-Mail:	rlorgat@kouga.gov.za
Budget for MTREF starting:	2024
Budget Year:	2024/25
Does this municipality have Entities?	No
If YES: Identify type of report:	Consolidated Informatic

LGDB Export

Name Votes & Sub-Votes

Printing Instructions

Showing / Hiding Columns

Hide Pre-audit columns on all

Hide Reference columns on all

Showing / Clearing Highlights

Clear Highlights on all sheets

Important documents which provide essential assistance

MFMA Budget Circulars	Click to view
MBRR Budget Formats Guide	Click to view
Dummy Budget Guide	Click to view
Funding Compliance Guide	Click to view
MFMA Return Forms	Click to view

Organisational Structure Votes	Complete Votes & Sub-Votes		Select Org. Structure
Vote 1 - OFFICE OF THE MUNICIPAL MANAGER	Vote 1	OFFICE OF THE MUNICIPAL MANAGER	
Vote 2 - OFFICE OF THE DEPUTY MUNICIPAL MANAG	1,1	Municipal Manager	1.1 - Municipal Manager
Vote 3 - FINANCE AND ECONOMIC DEVELOPMENT	1,2	Performance Management	1.2 - Performance Management
Vote 4 - COMMUNITY SERVICES	1,3	Integrated Development	1.3 - Integrated Development
Vote 5 - CIVIL AND WATER SERVICES	1,4	Risk and Internal Audit	1.4 - Risk and Internal Audit
Vote 6 - ELECTRO/MECHANICAL SERVICES	1,5	[Name of sub-vote]	
Vote 7 - PLANNING AND DEVELOPMENT	1,6	[Name of sub-vote]	
Vote 8 - [NAME OF VOTE 8]	1,7	[Name of sub-vote]	
Vote 9 - [NAME OF VOTE 9]	1,8	[Name of sub-vote]	
Vote 10 - [NAME OF VOTE 10]	1,9	[Name of sub-vote]	
Vote 11 - [NAME OF VOTE 11]	1.10	[Name of sub-vote]	
Vote 12 - [NAME OF VOTE 12]	Vote 2	OFFICE OF THE DEPUTY MUNICIPAL MANAGER	
Vote 13 - [NAME OF VOTE 13]	2,1	Deputy Municipal Manager	2.1 - Deputy Municipal Manager
Vote 14 - [NAME OF VOTE 14]	2,2	Executive Council	2.2 - Executive Council
Vote 15 - [NAME OF VOTE 15]	2,3	Administrative Office Of The Executive Mayor / Speaker	2.3 - Administrative Office Of The Executive Mayor / Speaker
	2,4	Administration and Auxiliary Services	2.4 - Administration and Auxiliary Services
	2,5	Communications	2.5 - Communications
	2,6	Human Resources Management	2.6 - Human Resources Management
	2,7	Information Communication Technology (Ict)	2.7 - Information Communication Technology (Ict)
	2,8	Legal Services	2.8 - Legal Services
	2,9	Strategic Projects	2.9 - Strategic Projects
	2.10	[Name of sub-vote]	
	Vote 3	FINANCE AND ECONOMIC DEVELOPMENT	
	3,1	Chief Financial Officer	3.1 - Chief Financial Officer
	3,2	Assets; Funding And Investments Management	3.2 - Assets; Funding And Investments Management
	3,3	Budget And Treasury	3.3 - Budget And Treasury
	3,4	Expenditure	3.4 - Expenditure
	3,5	Revenue	3.5 - Revenue
	3,6	Supply Chain Management	3.6 - Supply Chain Management
	3,7	Economic Development And Tourism	3.7 - Economic Development And Tourism
	3,8	[Name of sub-vote]	
	3,9	[Name of sub-vote]	
	3.10	[Name of sub-vote]	
	Vote 4	COMMUNITY SERVICES	
	4,1	Director:Community Services	4.1 - Director:Community Services
	4,2	Disaster Management And Fire Services	4.2 - Disaster Management And Fire Services
	4,3	Parks And Community Amenities	4.3 - Parks And Community Amenities
	4,4	Safety And Security	4.4 - Safety And Security
	4,5	Waste And Environmental Management	4.5 - Waste And Environmental Management
	4,6	[Name of sub-vote]	
	4,7	[Name of sub-vote]	
	4,8	[Name of sub-vote]	
	4,9	[Name of sub-vote]	
	4.10	[Name of sub-vote]	
	Vote 5	CIVIL AND WATER SERVICES	
	5,1	Director:Civil and Water Services	5.1 - Director:Civil and Water Services
	5,2	Management and Administration	5.2 - Management and Administration
	5,3	Roads and Stormwater	5.3 - Roads and Stormwater
	5,4	Project Management Unit (Pmu)	5.4 - Project Management Unit (Pmu)
	5,5	Sanitation	5.5 - Sanitation
	5,6	Sewerage	5.6 - Sewerage
	5,7	Wastewater Treatment Works (WWTW)	5.7 - Wastewater Treatment Works (WWTW)
	5,8	Water	5.8 - Water
	5,9	Water Treatment Works (WTW)	5.9 - Water Treatment Works (WTW)
	5.10	Water Services Authority (WSA)	5.10 - Water Services Authority (WSA)
	Vote 6	ELECTRO/MECHANICAL SERVICES	
	6,1	Director:Electro/Mechanical Services	6.1 - Director:Electro/Mechanical Services
	6,2	Management and Administration	6.2 - Management and Administration
	6,3	Electrical:Kouga	6.3 - Electrical:Kouga
	6,4	Electrical:Humansdorp	6.4 - Electrical:Humansdorp
	6,5	Electrical:St Francis Bay / Cape St Francis / Oyster Bay	6.5 - Electrical:St Francis Bay / Cape St Francis / Oyster Bay
	6,6	Renewable, Control and Special Projects	6.6 - Renewable, Control and Special Projects
	6,7	Fleet and Workshop	6.7 - Fleet and Workshop
	6,8	Mechanical	6.8 - Mechanical
	6,9	[Name of sub-vote]	
	6.10	[Name of sub-vote]	
	Vote 7	PLANNING AND DEVELOPMENT	
	7,1	Director:Planning and Development	7.1 - Director:Planning and Development
	7,2	Building Control	7.2 - Building Control
	7,3	Human Settlement	7.3 - Human Settlement
	7,4	Land and Property Administration	7.4 - Land and Property Administration
	7,5	Town and Regional Planning	7.5 - Town and Regional Planning
	7,6	[Name of sub-vote]	
	7,7	[Name of sub-vote]	
	7,8	[Name of sub-vote]	
	7,9	[Name of sub-vote]	
	7.10	[Name of sub-vote]	
	Vote 8	[NAME OF VOTE 8]	

Organisational Structure Votes	Complete Votes & Sub-Votes	Select Org. Structure
8,1	[Name of sub-vote]	
8,2	[Name of sub-vote]	
8,3	[Name of sub-vote]	
8,4	[Name of sub-vote]	
8,5	[Name of sub-vote]	
8,6	[Name of sub-vote]	
8,7	[Name of sub-vote]	
8,8	[Name of sub-vote]	
8,9	[Name of sub-vote]	
8.10	[Name of sub-vote]	
Vote 9	**[NAME OF VOTE 9]**	
9,1	[Name of sub-vote]	
9,2	[Name of sub-vote]	
9,3	[Name of sub-vote]	
9,4	[Name of sub-vote]	
9,5	[Name of sub-vote]	
9,6	[Name of sub-vote]	
9,7	[Name of sub-vote]	
9,8	[Name of sub-vote]	
9,9	[Name of sub-vote]	
9.10	[Name of sub-vote]	
Vote 10	**[NAME OF VOTE 10]**	
10,1	[Name of sub-vote]	
10,2	[Name of sub-vote]	
10,3	[Name of sub-vote]	
10,4	[Name of sub-vote]	
10,5	[Name of sub-vote]	
10,6	[Name of sub-vote]	
10,7	[Name of sub-vote]	
10,8	[Name of sub-vote]	
10,9	[Name of sub-vote]	
10.10	[Name of sub-vote]	
Vote 11	**[NAME OF VOTE 11]**	
11,1	[Name of sub-vote]	
11,2	[Name of sub-vote]	
11,3	[Name of sub-vote]	
11,4	[Name of sub-vote]	
11,5	[Name of sub-vote]	
11,6	[Name of sub-vote]	
11,7	[Name of sub-vote]	
11,8	[Name of sub-vote]	
11,9	[Name of sub-vote]	
11.10	[Name of sub-vote]	
Vote 12	**[NAME OF VOTE 12]**	
12,1	[Name of sub-vote]	
12,2	[Name of sub-vote]	
12,3	[Name of sub-vote]	
12,4	[Name of sub-vote]	
12,5	[Name of sub-vote]	
12,6	[Name of sub-vote]	
12,7	[Name of sub-vote]	
12,8	[Name of sub-vote]	
12,9	[Name of sub-vote]	
12.10	[Name of sub-vote]	
Vote 13	**[NAME OF VOTE 13]**	
13,1	[Name of sub-vote]	
13,2	[Name of sub-vote]	
13,3	[Name of sub-vote]	
13,4	[Name of sub-vote]	
13,5	[Name of sub-vote]	
13,6	[Name of sub-vote]	
13,7	[Name of sub-vote]	
13,8	[Name of sub-vote]	
13,9	[Name of sub-vote]	
13.10	[Name of sub-vote]	
Vote 14	**[NAME OF VOTE 14]**	
14,1	[Name of sub-vote]	
14,2	[Name of sub-vote]	
14,3	[Name of sub-vote]	
14,4	[Name of sub-vote]	
14,5	[Name of sub-vote]	
14,6	[Name of sub-vote]	
14,7	[Name of sub-vote]	
14,8	[Name of sub-vote]	
14,9	[Name of sub-vote]	
14.10	[Name of sub-vote]	
Vote 15	**[NAME OF VOTE 15]**	
15,1	[Name of sub-vote]	

Organisational Structure Votes		Complete Votes & Sub-Votes	Select Org. Structure
	15,2	[Name of sub-vote]	
	15,3	[Name of sub-vote]	
	15,4	[Name of sub-vote]	
	15,5	[Name of sub-vote]	
	15,6	[Name of sub-vote]	
	15,7	[Name of sub-vote]	
	15,8	[Name of sub-vote]	
	15,9	[Name of sub-vote]	
	15.10	[Name of sub-vote]	

EC108 Kouga - Contact Information

A. GENERAL INFORMATION

Municipality	EC108 Kouga
Grade	0
Province	EC EASTERN CAPE
Web Address	www.kouga.gov.za
E-mail Address	0

1 Grade in terms of the Remuneration of Public Office Bearers Act.

B. CONTACT INFORMATION

Postal address:	
P.O. Box	P O Box 21
City / Town	JEFFREYS BAY
Postal Code	6330
Street address	
Building	Kouga Municipality
Street No. & Name	33 Da Gama Road
City / Town	JEFFREYS BAY
Postal Code	6330
General Contacts	
Telephone number	042 200 2200
Fax number	042 200 8606

C. POLITICAL LEADERSHIP

Speaker:		**Secretary/PA to the Speaker:**	
ID Number	6,61124E+12	ID Number	9,20706E+12
Title	Mr	Title	Ms
Name	Brenton Williams	Name	Noyise Khwahla
Telephone number	042 200 2021	Telephone number	042 200 2021
Cell number	083 5496795	Cell number	738310999
Fax number	086 529 7923	Fax number	086 529 7923
E-mail address	paspeaker@kouga.gov.za	E-mail address	paspeaker@kouga.gov.za

Mayor/Executive Mayor:		**Secretary/PA to the Mayor/Executive Mayor:**	
ID Number	820209 5010 082	ID Number	9,50126E+12
Title	Mr	Title	Ms
Name	Chris Hattingh Bornman	Name	Yolanda Jordan
Telephone number	042 200 2021	Telephone number	43 200 2021
Cell number	084 240 5226	Cell number	794514211
Fax number	086 529 7923	Fax number	086 529 7923
E-mail address	pamayor@kouga.gov.za	E-mail address	pamayor@kouga.gov.za

Deputy Mayor/Executive Mayor:		**Secretary/PA to the Deputy Mayor/Executive Mayor:**	
ID Number	0	ID Number	0
Title	0	Title	0
Name	0	Name	0
Telephone number	0	Telephone number	0
Cell number	0	Cell number	0
Fax number	0	Fax number	0
E-mail address	0	E-mail address	0

D. MANAGEMENT LEADERSHIP

Municipal Manager:		**Secretary/PA to the Municipal Manager:**	
ID Number	671015 5014 085	ID Number	830923 0220 086
Title	Mr	Title	Mrs
Name	Charl du Plessis	Name	Joezay Reed
Telephone number	042 200 2046	Telephone number	042 200 2046
Cell number	083 300 0126	Cell number	067 106-2225
Fax number	086 521 4099	Fax number	086 521 4099
E-mail address	cduplessis@kouga.gov.za	E-mail address	jreed@kouga.gov.za

Chief Financial Officer		**Secretary/PA to the Chief Financial Officer**	
ID Number	8202175222086	ID Number	6812270093083

Title	Mr	Title	Ms
Name	Riaaz Naziem Lorgat	Name	Avis Meyer
Telephone number	042 200 2045	Telephone number	042 200 2045
Cell number	084 845 4470	Cell number	081 339 6465
Fax number	0	Fax number	0
E-mail address	rlorgat@kouga.gov.za	E-mail address	ameyer@kouga.gov.za
Official responsible for submitting financial information		**Official responsible for submitting financial information**	
ID Number	830303 5059 088	ID Number	800520 5376 081
Title	Mr	Title	Mr
Name	Shukree Abrahams	Name	Zandisile Gongqoba
Telephone number	0422002200	Telephone number	0422002200
Cell number	083 265 4372	Cell number	0812199498
Fax number	0	Fax number	0
E-mail address	sabrahams@kouga.gov.za	E-mail address	zgongqoba@kouga.gov.za
Official responsible for submitting financial information		**Official responsible for submitting financial information**	
ID Number	9,30111E+12	ID Number	9312115353088
Title	Mrs	Title	Mr
Name	Lelethu Swapi	Name	Nkosinathi Mbangi
Telephone number	0422002200	Telephone number	0422002200
Cell number	078 951 7178	Cell number	078 906 6894
Fax number	0	Fax number	0
E-mail address	lswapi@kouga.gov.za	E-mail address	nmbangi@kouga.gov.za
Official responsible for submitting financial information		**Official responsible for submitting financial information**	
ID Number	9510270452088	ID Number	0
Title	Ms	Title	0
Name	Asiphe Bontshi	Name	0
Telephone number	0422002200	Telephone number	0
Cell number	082 781 3293	Cell number	0
Fax number	0	Fax number	0
E-mail address	abontshi@kouga.gov.za	E-mail address	0
Official responsible for submitting financial information		**Official responsible for submitting financial information**	
ID Number	0	ID Number	0
Title	0	Title	0
Name	0	Name	0
Telephone number	0	Telephone number	0
Cell number	0	Cell number	0
Fax number	0	Fax number	0
E-mail address	0	E-mail address	0
Official responsible for submitting financial information		**Official responsible for submitting financial information**	
ID Number	0	ID Number	0
Title	0	Title	0
Name	0	Name	0
Telephone number	0	Telephone number	0
Cell number	0	Cell number	0
Fax number	0	Fax number	0
E-mail address	0	E-mail address	0
Official responsible for submitting financial information		**Official responsible for submitting financial information**	
ID Number	0	ID Number	0
Title	0	Title	0
Name	0	Name	0
Telephone number	0	Telephone number	0
Cell number	0	Cell number	0
Fax number	0	Fax number	0
E-mail address	0	E-mail address	0
Official responsible for submitting financial information		**Official responsible for submitting financial information**	
ID Number	0	ID Number	0
Title	0	Title	0
Name	0	Name	0
Telephone number	0	Telephone number	0
Cell number	0	Cell number	0
Fax number	0	Fax number	0
E-mail address	0	E-mail address	0
Official responsible for submitting financial information		**Official responsible for submitting financial information**	

ID Number	0	ID Number	0
Title	0	Title	0
Name	0	Name	0
Telephone number	0	Telephone number	0
Cell number	0	Cell number	0
Fax number	0	Fax number	0
E-mail address	0	E-mail address	0

EC108 Kouga - Table A1 Budget Summary

Description	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Financial Performance										
Property rates	210 205	224 326	259 514	281 488	281 488	281 488	242 091	297 076	313 303	330 535
Service charges	469 219	470 854	547 619	621 867	602 433	602 433	477 655	664 354	745 068	836 841
Investment revenue	4 192	3 225	6 824	4 598	11 674	11 674	12 214	13 998	12 809	13 385
Transfer and subsidies - Operational	166 982	153 901	177 339	190 883	197 730	197 730	193 136	202 153	211 994	223 454
Other own revenue	36 543	98 954	193 879	60 121	220 413	220 413	75 490	215 040	229 107	244 120
Total Revenue (excluding capital transfers and contributions)	887 140	951 260	1 185 175	1 158 957	1 313 738	1 313 738	1 000 587	1 392 621	1 512 282	1 648 335
Employee costs	335 334	343 042	364 306	447 813	442 256	442 256	317 361	471 743	502 140	528 366
Remuneration of councillors	12 780	13 395	13 700	15 140	15 140	15 140	12 567	15 594	16 345	17 163
Depreciation and amortisation	89 713	98 211	124 787	109 663	109 663	109 663	91 387	117 798	123 884	129 229
Interest	3 422	4 587	8 059	2 090	5 750	5 750	4 623	17 404	17 757	11 519
Inventory consumed and bulk purchases	325 733	388 268	382 970	458 626	455 656	455 656	372 350	494 918	577 037	657 043
Transfers and subsidies	761	458	709	924	1 124	1 124	400	400	400	400
Other expenditure	220 345	234 522	373 435	234 060	408 201	408 201	150 531	387 617	393 798	411 479
Total Expenditure	988 089	1 082 483	1 267 965	1 268 316	1 437 791	1 437 791	949 219	1 505 474	1 631 362	1 755 199
Surplus/(Deficit)	(100 948)	(131 223)	(82 789)	(109 359)	(124 053)	(124 053)	51 368	(112 853)	(119 080)	(106 864)
Transfers and subsidies - capital (monetary allocations)	46 787	74 143	102 222	75 561	94 639	94 639	54 507	133 816	52 158	57 374
Transfers and subsidies - capital (in-kind)	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions	(54 162)	(57 080)	19 433	(33 798)	(29 414)	(29 414)	105 874	20 963	(66 923)	(49 490)
Intercompany/Parent subsidiary transactions	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year	(54 162)	(57 080)	19 433	(33 798)	(29 414)	(29 414)	105 874	20 963	(66 923)	(49 490)
Capital expenditure & funds sources										
Capital expenditure	49 635	131 505	113 966	79 343	130 161	130 161	55 599	150 362	45 354	49 890
Transfers recognised - capital	(5 692)	25 319	64 491	65 883	88 515	88 515	47 989	116 362	45 354	49 890
Borrowing	–	–	8 786	–	–	–	–	34 000	–	–
Internally generated funds	(49 917)	105 860	40 688	13 460	41 646	41 646	7 610	–	–	–
Total sources of capital funds	(55 609)	131 179	113 966	79 343	130 161	130 161	55 599	150 362	45 354	49 890
Financial position										
Total current assets	292 547	255 718	352 526	154 622	213 862	213 862	–	213 837	218 854	256 020
Total non current assets	2 334 038	2 317 884	2 305 137	2 302 442	2 337 384	2 337 384	–	2 369 948	2 291 418	2 212 080
Total current liabilities	245 872	258 284	340 668	154 259	223 929	223 929	–	225 392	213 601	202 708
Total non current liabilities	175 959	233 861	241 472	255 035	255 754	255 754	–	270 953	276 153	294 364
Community wealth/Equity	2 258 916	2 067 945	2 087 378	2 047 771	2 071 563	2 071 563	60 817	2 087 440	2 020 517	1 971 028
Cash flows										
Net cash from (used) operating	1 629 225	1 873 976	1 685 644	86 487	81 059	81 059	–	138 815	73 935	98 389
Net cash from (used) investing	3 137	(52 882)	(73 924)	(79 343)	(130 161)	(130 161)	–	(116 362)	(45 354)	(49 890)
Net cash from (used) financing	2 698	2 648	5 387	(10 091)	(12 169)	(12 169)	–	(22 478)	(23 564)	(11 333)
Cash/cash equivalents at the year end	1 776 093	1 877 136	1 644 957	5 596	43 665	43 665	–	43 640	48 657	85 823
Cash backing/surplus reconciliation										
Cash and investments available	52 678	27 851	104 935	5 596	43 665	43 665	–	43 640	48 657	85 823
Application of cash and investments	77 273	80 424	142 097	(9 200)	31 211	31 211	–	21 278	21 718	22 159
Balance - surplus (shortfall)	(24 595)	(52 573)	(37 162)	14 795	12 454	12 454	–	22 362	26 939	63 664
Asset management										
Asset register summary (WDV)	2 334 038	2 317 884	2 305 137	2 302 442	2 337 384	2 337 384		2 369 948	2 291 418	2 212 080
Depreciation	89 713	98 211	124 787	109 663	109 663	109 663		117 798	123 884	129 229
Renewal and Upgrading of Existing Assets	13 568	(27 009)	(30 185)	53 225	97 863	97 863		97 563	14 045	22 990
Repairs and Maintenance	68 513	46 751	47 672	60 689	57 730	57 730		218 381	233 320	245 952
Free services										
Cost of Free Basic Services provided	49 635	54 430	28 956	37 089	38 098	38 098		66 720	71 730	77 158
Revenue cost of free services provided	20 190	20 695	7 953	29 261	17 793	17 793		7 249	7 647	8 068
Households below minimum service level										
Water:	–	–	–	–	–	–		–	–	–
Sanitation/sewerage:	–	–	–	–	–	–		–	–	–
Energy:	–	–	–	–	–	–		–	–	–
Refuse:	–	–	–	–	–	–		–	–	–

EC108 Kouga - Table A2 Budgeted Financial Performance (revenue and expenditure by functional classification)

Functional Classification Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Revenue - Functional										
Governance and administration		**316 505**	**333 876**	**572 832**	**422 639**	**558 025**	**558 025**	**590 750**	**621 613**	**655 502**
Executive and council		926	509	2 464	106	135	135	142	148	155
Finance and administration		315 579	333 368	570 368	422 533	557 890	557 890	590 608	621 465	655 347
Internal audit		–	–	–	–	–	–	–	–	–
Community and public safety		**12 619**	**28 684**	**22 893**	**16 716**	**53 386**	**53 386**	**87 286**	**19 225**	**20 187**
Community and social services		2 427	2 469	2 427	2 437	2 435	2 435	2 460	2 486	2 515
Sport and recreation		5 800	7 082	8 640	10 338	10 802	10 802	11 504	12 252	13 048
Public safety		1 529	1 654	2 748	1 378	1 604	1 604	1 857	1 874	1 892
Housing		–	14 499	5 849	–	36 168	36 168	68 969	–	–
Health		2 863	2 979	3 230	2 563	2 378	2 378	2 496	2 613	2 733
Economic and environmental services		**15 708**	**17 119**	**30 867**	**37 432**	**50 609**	**50 609**	**56 136**	**47 066**	**50 111**
Planning and development		7 589	8 376	6 461	8 083	9 690	9 690	10 252	10 839	11 529
Road transport		6 952	7 341	7 002	6 910	13 180	13 180	19 972	8 631	9 192
Environmental protection		1 167	1 402	17 404	22 439	27 739	27 739	25 912	27 596	29 390
Trading services		**589 095**	**645 723**	**660 805**	**757 731**	**746 356**	**746 356**	**792 266**	**876 535**	**979 909**
Energy sources		310 687	342 458	313 432	408 372	370 684	370 684	409 585	476 287	550 222
Water management		108 540	119 239	195 564	161 300	182 887	182 887	177 913	182 860	197 609
Waste water management		96 238	106 057	99 252	113 711	116 065	116 065	123 062	130 371	139 404
Waste management		73 630	77 969	52 557	74 347	76 720	76 720	81 707	87 018	92 674
Other	4	–	–	–	–	–	–	–	–	–
Total Revenue - Functional	2	**933 927**	**1 025 402**	**1 287 398**	**1 234 518**	**1 408 377**	**1 408 377**	**1 526 437**	**1 564 439**	**1 705 709**
Expenditure - Functional										
Governance and administration		**222 313**	**88 487**	**384 164**	**306 226**	**323 670**	**323 670**	**361 622**	**369 436**	**377 649**
Executive and council		50 007	49 469	54 920	64 558	60 112	60 112	60 669	63 460	65 420
Finance and administration		172 304	38 998	329 172	241 417	263 099	263 099	300 430	305 578	311 781
Internal audit		2	20	73	251	460	460	523	398	449
Community and public safety		**93 963**	**96 183**	**98 259**	**121 818**	**120 186**	**120 186**	**140 104**	**145 522**	**151 964**
Community and social services		9 090	9 661	8 230	12 897	13 558	13 558	13 952	14 331	14 956
Sport and recreation		49 442	50 299	50 562	63 813	60 909	60 909	75 205	78 127	81 461
Public safety		23 565	25 178	26 931	30 247	30 280	30 280	33 254	34 943	36 726
Housing		6 238	5 149	5 390	7 037	7 606	7 606	9 703	9 753	10 088
Health		5 628	5 896	7 146	7 824	7 832	7 832	7 991	8 368	8 732
Economic and environmental services		**141 070**	**121 347**	**121 915**	**158 670**	**302 786**	**302 786**	**287 839**	**306 635**	**325 294**
Planning and development		34 140	36 832	24 223	31 432	35 970	35 970	31 456	29 720	31 225
Road transport		103 535	81 947	86 259	118 681	254 742	254 742	246 274	266 817	283 816
Environmental protection		3 395	2 568	11 434	8 556	12 074	12 074	10 109	10 098	10 254
Trading services		**529 617**	**772 743**	**657 391**	**674 375**	**683 139**	**683 139**	**715 909**	**809 769**	**900 291**
Energy sources		291 126	350 166	333 777	424 020	427 457	427 457	454 724	534 317	611 385
Water management		95 724	188 198	155 030	103 892	107 011	107 011	108 542	116 361	122 468
Waste water management		80 145	107 586	92 857	85 015	84 300	84 300	88 779	93 970	98 663
Waste management		62 622	126 792	75 728	61 449	64 371	64 371	63 864	65 121	67 774
Other	4	**1 125**	**3 725**	**6 236**	**7 227**	**8 010**	**8 010**	**–**	**–**	**–**
Total Expenditure - Functional	3	**988 089**	**1 082 483**	**1 267 965**	**1 268 316**	**1 437 791**	**1 437 791**	**1 505 474**	**1 631 362**	**1 755 199**
Surplus/(Deficit) for the year		**(54 162)**	**(57 080)**	**19 433**	**(33 798)**	**(29 414)**	**(29 414)**	**20 963**	**(66 923)**	**(49 490)**

References

1. Government Finance Statistics Functions and Sub-functions are standardised to assist the compilation of national and international accounts for comparison purposes

2. Total Revenue by functional classification must reconcile to Total Operating Revenue shown in Budgeted Financial Performance (revenue and expenditure)

3. Total Expenditure by Functional Classification must reconcile to Total Operating Expenditure shown in Budgeted Financial Performance (revenue and expenditure)

4. All amounts must be classified under a functional classification . The GFS function 'Other' is only for Abbatoirs, Air Transport, Forestry, Licensing and Regulation, Markets and Tourism - and if used must be supported by footnotes. Nothing else may be placed under 'Other'. Assign associate share to relevant classification.

EC108 Kouga - Table A2 Budgeted Financial Performance (revenue and expenditure by functional classification)

Functional Classification Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Revenue - Functional										
Municipal governance and administration		**316 505**	**333 876**	**572 832**	**422 639**	**558 025**	**558 025**	**590 750**	**621 613**	**655 502**
Executive and council		926	509	2 464	106	135	135	142	148	155
Mayor and Council		867	354	2 368	–	–	–	–	–	–
Municipal Manager, Town Secretary and Chief Executive		59	154	97	106	135	135	142	148	155
Finance and administration		315 579	333 368	570 368	422 533	557 890	557 890	590 608	621 465	655 347
Administrative and Corporate Support		–	–	10 433	1 290	451	451	473	495	517
Asset Management		1 500	1 721	1 034	1 000	1 000	1 000	1 000	1 000	1 000
Finance		325 904	323 261	425 713	409 736	421 753	421 753	445 890	467 447	491 425
Fleet Management		–	–	1	–	1	1	2	2	2
Human Resources		506	654	686	654	654	654	500	500	500
Information Technology		–	–	–	–	–	–	–	–	–
Legal Services		–	–	–	–	–	–	–	–	–
Marketing, Customer Relations, Publicity and Media Co-ordination		–	–	–	–	–	–	–	–	–
Property Services		(15 397)	1 720	0	–	–	–	–	–	–
Risk Management		–	–	–	–	–	–	–	–	–
Security Services		3 066	5 881	132 501	9 853	134 031	134 031	142 743	152 021	161 903
Supply Chain Management		0	131	–	–	–	–	–	–	–
Valuation Service		–	–	–	–	–	–	–	–	–
Internal audit		–	–	–	–	–	–	–	–	–
Governance Function		–	–	–	–	–	–	–	–	–
Community and public safety		**12 619**	**28 684**	**22 893**	**16 716**	**53 386**	**53 386**	**87 286**	**19 225**	**20 187**
Community and social services		**2 427**	**2 469**	**2 427**	**2 437**	**2 435**	**2 435**	**2 460**	**2 486**	**2 515**
Aged Care		–	–	–	–	–	–	–	–	–
Agricultural		–	–	–	–	–	–	–	–	–
Animal Care and Diseases		–	–	–	–	–	–	–	–	–
Cemeteries, Funeral Parlours and Crematoriums		377	417	372	387	384	384	409	435	463
Child Care Facilities		–	–	–	–	–	–	–	–	–
Community Halls and Facilities		–	–	–	–	–	–	–	–	–
Consumer Protection		–	–	–	–	–	–	–	–	–
Cultural Matters		–	–	–	–	–	–	–	–	–
Disaster Management		–	–	–	–	–	–	–	–	–
Education		–	–	–	–	–	–	–	–	–
Indigenous and Customary Law		–	–	–	–	–	–	–	–	–
Industrial Promotion		–	–	–	–	–	–	–	–	–
Language Policy		–	–	–	–	–	–	–	–	–
Libraries and Archives		2 051	2 052	2 055	2 050	2 051	2 051	2 051	2 051	2 051
Literacy Programmes		–	–	–	–	–	–	–	–	–

Functional Classification Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Media Services		–	–	–	–	–	–	–	–	–
Museums and Art Galleries		–	–	–	–	–	–	–	–	–
Population Development		–	–	–	–	–	–	–	–	–
Provincial Cultural Matters		–	–	–	–	–	–	–	–	–
Theatres		–	–	–	–	–	–	–	–	–
Zoo's		–	–	–	–	–	–	–	–	–
Sport and recreation		**5 800**	**7 082**	**8 640**	**10 338**	**10 802**	**10 802**	**11 504**	**12 252**	**13 048**
Beaches and Jetties		4 694	4 800	6 570	7 858	8 254	8 254	8 791	9 362	9 970
Casinos, Racing, Gambling, Wagering		–	–	–	–	–	–	–	–	–
Community Parks (including Nurseries)		–	–	15	–	(0)	(0)	–	–	–
Recreational Facilities		1 106	2 282	2 039	2 479	2 548	2 548	2 713	2 890	3 078
Sports Grounds and Stadiums		–	–	15	–	–	–	–	–	–
Public safety		**1 529**	**1 654**	**2 748**	**1 378**	**1 604**	**1 604**	**1 857**	**1 874**	**1 892**
Civil Defence		–	–	–	–	–	–	–	–	–
Cleansing		–	–	–	–	–	–	–	–	–
Control of Public Nuisances		–	–	–	–	–	–	–	–	–
Fencing and Fences		–	–	–	–	–	–	–	–	–
Fire Fighting and Protection		1 529	1 654	2 748	1 378	1 604	1 604	1 857	1 874	1 892
Licensing and Control of Animals		–	–	–	–	–	–	–	–	–
Police Forces, Traffic and Street Parking Control		–	–	–	–	–	–	–	–	–
Pounds		–	–	–	–	–	–	–	–	–
Housing		**–**	**14 499**	**5 849**	**–**	**36 168**	**36 168**	**68 969**	**–**	**–**
Housing		–	14 499	5 849	–	36 168	36 168	68 969	–	–
Informal Settlements		–	–	–	–	–	–	–	–	–
Health		**2 863**	**2 979**	**3 230**	**2 563**	**2 378**	**2 378**	**2 496**	**2 613**	**2 733**
Ambulance		–	–	–	–	–	–	–	–	–
Health Services		2 863	2 979	3 230	2 563	2 378	2 378	2 496	2 613	2 733
Laboratory Services		–	–	–	–	–	–	–	–	–
Food Control		–	–	–	–	–	–	–	–	–
Health Surveillance and Prevention of Communicable Diseases		–	–	–	–	–	–	–	–	–
Vector Control		–	–	–	–	–	–	–	–	–
Chemical Safety		–	–	–	–	–	–	–	–	–
Economic and environmental services		**15 708**	**17 119**	**30 867**	**37 432**	**50 609**	**50 609**	**56 136**	**47 066**	**50 111**
Planning and development		**7 589**	**8 376**	**6 461**	**8 083**	**9 690**	**9 690**	**10 252**	**10 839**	**11 529**
Billboards		–	–	–	–	–	–	–	–	–
Corporate Wide Strategic Planning (IDPs, LEDs)		–	–	–	–	–	–	–	–	–
Central City Improvement District		–	–	–	–	–	–	–	–	–
Development Facilitation		–	–	–	–	–	–	–	–	–
Economic Development/Planning		–	–	–	–	–	–	–	–	–

Functional Classification Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Regional Planning and Development		–	–	–	–	–	–	–	–	–
Town Planning, Building Regulations and Enforcement, and City		6 011	6 706	4 666	6 215	7 947	7 947	8 424	8 929	9 465
Project Management Unit		1 579	1 671	1 795	1 868	1 743	1 743	1 828	1 910	2 064
Provincial Planning		–	–	–	–	–	–	–	–	–
Support to Local Municipalities		–	–	–	–	–	–	–	–	–
Road transport		**6 952**	**7 341**	**7 002**	**6 910**	**13 180**	**13 180**	**19 972**	**8 631**	**9 192**
Public Transport		–	–	–	–	–	–	–	–	–
Road and Traffic Regulation		5 898	5 898	5 798	4 452	7 609	7 609	8 104	8 631	9 192
Roads		1 054	1 443	1 204	2 458	5 571	5 571	11 868	–	–
Taxi Ranks		–	–	–	–	–	–	–	–	–
Environmental protection		**1 167**	**1 402**	**17 404**	**22 439**	**27 739**	**27 739**	**25 912**	**27 596**	**29 390**
Biodiversity and Landscape		–	–	–	–	–	–	–	–	–
Coastal Protection		–	–	–	–	–	–	–	–	–
Indigenous Forests		–	–	–	–	–	–	–	–	–
Nature Conservation		1 167	1 402	–	2 116	2 101	2 101	2 237	2 383	2 537
Pollution Control		–	–	17 404	20 324	25 638	25 638	23 675	25 214	26 853
Soil Conservation		–	–	–	–	–	–	–	–	–
Trading services		**589 095**	**645 723**	**660 805**	**757 731**	**746 356**	**746 356**	**792 266**	**876 535**	**979 909**
Energy sources		**310 687**	**342 458**	**313 432**	**408 372**	**370 684**	**370 684**	**409 585**	**476 287**	**550 222**
Electricity		310 687	342 458	313 432	408 372	370 684	370 684	409 585	476 287	550 222
Street Lighting and Signal Systems		–	–	–	–	–	–	–	–	–
Nonelectric Energy		–	–	–	–	–	–	–	–	–
Water management		**108 540**	**119 239**	**195 564**	**161 300**	**182 887**	**182 887**	**177 913**	**182 860**	**197 609**
Water Treatment		–	–	–	–	–	–	–	–	–
Water Distribution		108 540	119 239	195 564	161 300	182 887	182 887	177 913	182 860	197 609
Water Storage		–	–	–	–	–	–	–	–	–
Waste water management		**96 238**	**106 057**	**99 252**	**113 711**	**116 065**	**116 065**	**123 062**	**130 371**	**139 404**
Public Toilets		–	–	–	–	–	–	–	–	–
Sewerage		96 238	106 057	99 252	113 711	116 065	116 065	123 062	130 371	139 404
Storm Water Management		–	–	–	–	–	–	–	–	–
Waste Water Treatment		–	–	–	–	–	–	–	–	–
Waste management		**73 630**	**77 969**	**52 557**	**74 347**	**76 720**	**76 720**	**81 707**	**87 018**	**92 674**
Recycling		–	–	–	–	–	–	–	–	–
Solid Waste Disposal (Landfill Sites)		73 630	77 969	52 557	74 347	76 720	76 720	81 707	87 018	92 674
Solid Waste Removal		–	–	–	–	–	–	–	–	–
Street Cleaning		–	–	–	–	–	–	–	–	–
Other		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Abattoirs		–	–	–	–	–	–	–	–	–
Air Transport		–	–	–	–	–	–	–	–	–

Functional Classification Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Forestry		–	–	–	–	–	–	–	–	–
Licensing and Regulation		–	–	–	–	–	–	–	–	–
Markets		–	–	–	–	–	–	–	–	–
Tourism		–	–	–	–	–	–	–	–	–
Total Revenue - Functional	2	**933 927**	**1 025 402**	**1 287 398**	**1 234 518**	**1 408 377**	**1 408 377**	**1 526 437**	**1 564 439**	**1 705 709**
Expenditure - Functional										
Municipal governance and administration		**222 313**	**88 487**	**384 164**	**306 226**	**323 670**	**323 670**	**361 622**	**369 436**	**377 649**
Executive and council		50 007	49 469	54 920	64 558	60 112	60 112	60 669	63 460	65 420
Mayor and Council		26 828	25 729	30 038	30 961	29 715	29 715	27 833	29 329	29 926
Municipal Manager, Town Secretary and Chief Executive		23 179	23 740	24 882	33 598	30 397	30 397	32 836	34 131	35 494
Finance and administration		172 304	38 998	329 172	241 417	263 099	263 099	300 430	305 578	311 781
Administrative and Corporate Support		50 032	36 464	47 182	47 720	48 124	48 124	50 790	49 953	53 540
Asset Management		9 612	8 629	6 225	9 432	9 647	9 647	12 217	9 689	10 187
Finance		53 692	(81 725)	186 308	76 395	92 643	92 643	118 225	121 829	120 437
Fleet Management		–	45	11 579	10 589	11 882	11 882	11 437	11 797	12 289
Human Resources		12 743	24 868	15 176	17 791	18 125	18 125	26 277	27 871	28 068
Information Technology		9 534	11 574	12 341	19 397	19 889	19 889	20 983	21 327	21 425
Legal Services		–	–	3 580	5 500	5 511	5 511	2 028	2 279	2 531
Marketing, Customer Relations, Publicity and Media Co-ordination		–	–	1 298	4 314	3 134	3 134	3 950	4 050	4 156
Property Services		–	–	–	–	–	–	–	–	–
Risk Management		27	562	226	167	–	–	–	–	–
Security Services		30 981	32 776	37 729	39 608	43 303	43 303	42 630	44 324	46 100
Supply Chain Management		5 683	5 805	7 528	10 504	10 841	10 841	11 894	12 458	13 050
Valuation Service		–	–	–	–	–	–	–	–	–
Internal audit		2	20	73	251	460	460	523	398	449
Governance Function		2	20	73	251	460	460	523	398	449
Community and public safety		**93 963**	**96 183**	**98 259**	**121 818**	**120 186**	**120 186**	**140 104**	**145 522**	**151 964**
Community and social services		**9 090**	**9 661**	**8 230**	**12 897**	**13 558**	**13 558**	**13 952**	**14 331**	**14 956**
Aged Care		–	–	–	–	–	–	–	–	–
Agricultural		19	–	–	–	–	–	–	–	–
Animal Care and Diseases		–	–	–	–	–	–	–	–	–
Cemeteries, Funeral Parlours and Crematoriums		1 218	887	695	3 451	3 451	3 451	3 638	3 557	3 699
Child Care Facilities		–	–	–	–	–	–	–	–	–
Community Halls and Facilities		–	127	3	–	–	–	–	–	–
Consumer Protection		–	–	–	–	–	–	–	–	–
Cultural Matters		–	–	–	–	–	–	–	–	–
Disaster Management		678	396	338	1 185	1 784	1 784	1 840	1 901	1 965
Education		–	–	–	–	–	–	–	–	–
Indigenous and Customary Law		–	–	–	–	–	–	–	–	–

Functional Classification Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Industrial Promotion		–	–	–	–	–	–	–	–	–
Language Policy		–	–	–	–	–	–	–	–	–
Libraries and Archives		6 225	6 888	7 187	8 261	8 322	8 322	8 474	8 874	9 292
Literacy Programmes		–	–	–	–	–	–	–	–	–
Media Services		950	1 364	7	–	–	–	–	–	–
Museums and Art Galleries		–	–	–	–	–	–	–	–	–
Population Development		–	–	–	–	–	–	–	–	–
Provincial Cultural Matters		–	–	–	–	–	–	–	–	–
Theatres		–	–	–	–	–	–	–	–	–
Zoo's		–	–	–	–	–	–	–	–	–
Sport and recreation		**49 442**	**50 299**	**50 562**	**63 813**	**60 909**	**60 909**	**75 205**	**78 127**	**81 461**
Beaches and Jetties		11 759	12 727	11 077	15 890	13 990	13 990	23 557	24 442	25 430
Casinos, Racing, Gambling, Wagering		–	–	–	–	–	–	–	–	–
Community Parks (including Nurseries)		28 043	28 367	29 709	36 809	35 434	35 434	38 172	39 669	41 543
Recreational Facilities		2 308	2 726	3 623	3 824	3 824	3 824	5 558	5 723	5 898
Sports Grounds and Stadiums		7 333	6 479	6 152	7 290	7 662	7 662	7 918	8 293	8 591
Public safety		**23 565**	**25 178**	**26 931**	**30 247**	**30 280**	**30 280**	**33 254**	**34 943**	**36 726**
Civil Defence		–	–	–	–	–	–	–	–	–
Cleansing		–	–	–	–	–	–	–	–	–
Control of Public Nuisances		–	–	–	–	–	–	–	–	–
Fencing and Fences		–	–	–	–	–	–	–	–	–
Fire Fighting and Protection		23 565	25 178	26 931	30 247	30 280	30 280	33 254	34 943	36 726
Licensing and Control of Animals		–	–	–	–	–	–	–	–	–
Police Forces, Traffic and Street Parking Control		–	–	–	–	–	–	–	–	–
Pounds		–	–	–	–	–	–	–	–	–
Housing		**6 238**	**5 149**	**5 390**	**7 037**	**7 606**	**7 606**	**9 703**	**9 753**	**10 088**
Housing		6 238	5 149	5 390	7 037	7 606	7 606	9 703	9 753	10 088
Informal Settlements		–	–	–	–	–	–	–	–	–
Health		**5 628**	**5 896**	**7 146**	**7 824**	**7 832**	**7 832**	**7 991**	**8 368**	**8 732**
Ambulance		–	–	–	–	–	–	–	–	–
Health Services		5 628	5 896	7 146	7 824	7 832	7 832	7 991	8 368	8 732
Laboratory Services		–	–	–	–	–	–	–	–	–
Food Control		–	–	–	–	–	–	–	–	–
Health Surveillance and Prevention of Communicable Diseases		–	–	–	–	–	–	–	–	–
Vector Control		–	–	–	–	–	–	–	–	–
Chemical Safety		–	–	–	–	–	–	–	–	–
Economic and environmental services		**141 070**	**121 347**	**121 915**	**158 670**	**302 786**	**302 786**	**287 839**	**306 635**	**325 294**
Planning and development		**34 140**	**36 832**	**24 223**	**31 432**	**35 970**	**35 970**	**31 456**	**29 720**	**31 225**
Billboards		–	–	–	–	–	–	–	–	–

Functional Classification Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Corporate Wide Strategic Planning (IDPs, LEDs)		1 989	1 878	1 051	2 412	2 328	2 328	2 603	2 774	2 831
Central City Improvement District		–	–	–	–	–	–	–	–	–
Development Facilitation		–	–	–	–	–	–	–	–	–
Economic Development/Planning		2 013	3 524	2 836	6 368	7 757	7 757	1 869	1 754	1 790
Regional Planning and Development		–	–	–	–	–	–	–	–	–
Town Planning, Building Regulations and Enforcement, and City		28 487	29 695	18 461	18 518	21 661	21 661	22 730	20 728	21 918
Project Management Unit		1 652	1 735	1 875	4 134	4 224	4 224	4 255	4 465	4 686
Provincial Planning		–	–	–	–	–	–	–	–	–
Support to Local Municipalities		–	–	–	–	–	–	–	–	–
Road transport		**103 535**	**81 947**	**86 259**	**118 681**	**254 742**	**254 742**	**246 274**	**266 817**	**283 816**
Public Transport		–	–	–	–	–	–	–	–	–
Road and Traffic Regulation		10 705	10 604	11 897	13 288	134 390	134 390	136 702	152 074	161 672
Roads		92 829	71 343	74 361	105 393	120 351	120 351	109 571	114 743	122 144
Taxi Ranks		–	–	–	–	–	–	–	–	–
Environmental protection		**3 395**	**2 568**	**11 434**	**8 556**	**12 074**	**12 074**	**10 109**	**10 098**	**10 254**
Biodiversity and Landscape		–	–	–	–	–	–	–	–	–
Coastal Protection		–	–	–	–	–	–	–	–	–
Indigenous Forests		–	–	–	–	–	–	–	–	–
Nature Conservation		7	4	6	23	8	8	24	24	24
Pollution Control		3 388	2 564	11 428	8 534	12 066	12 066	10 085	10 074	10 230
Soil Conservation		–	–	–	–	–	–	–	–	–
Trading services		**529 617**	**772 743**	**657 391**	**674 375**	**683 139**	**683 139**	**715 909**	**809 769**	**900 291**
Energy sources		**291 126**	**350 166**	**333 777**	**424 020**	**427 457**	**427 457**	**454 724**	**534 317**	**611 385**
Electricity		291 126	350 166	333 777	424 020	427 457	427 457	454 724	534 317	611 385
Street Lighting and Signal Systems		–	–	–	–	–	–	–	–	–
Nonelectric Energy		–	–	–	–	–	–	–	–	–
Water management		**95 724**	**188 198**	**155 030**	**103 892**	**107 011**	**107 011**	**108 542**	**116 361**	**122 468**
Water Treatment		–	–	–	–	–	–	–	–	–
Water Distribution		95 724	188 198	155 030	103 892	107 011	107 011	108 542	116 361	122 468
Water Storage		–	–	–	–	–	–	–	–	–
Waste water management		**80 145**	**107 586**	**92 857**	**85 015**	**84 300**	**84 300**	**88 779**	**93 970**	**98 663**
Public Toilets		–	–	–	–	–	–	–	–	–
Sewerage		80 145	107 586	92 857	85 015	84 300	84 300	88 779	93 970	98 663
Storm Water Management		–	–	–	–	–	–	–	–	–
Waste Water Treatment		–	–	–	–	–	–	–	–	–
Waste management		**62 622**	**126 792**	**75 728**	**61 449**	**64 371**	**64 371**	**63 864**	**65 121**	**67 774**
Recycling		–	–	–	–	–	–	–	–	–
Solid Waste Disposal (Landfill Sites)		62 622	126 593	75 708	61 449	64 371	64 371	63 864	65 121	67 774
Solid Waste Removal		–	199	20	–	–	–	–	–	–

Functional Classification Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Street Cleaning		–	–	–	–	–	–	–	–	–
Other		**1 125**	**3 725**	**6 236**	**7 227**	**8 010**	**8 010**	**–**	**–**	**–**
Abattoirs		–	–	–	–	–	–	–	–	–
Air Transport		–	–	–	–	–	–	–	–	–
Forestry		–	–	–	–	–	–	–	–	–
Licensing and Regulation		–	–	–	–	–	–	–	–	–
Markets		–	–	–	–	–	–	–	–	–
Tourism		1 125	3 725	6 236	7 227	8 010	8 010	–	–	–
Total Expenditure - Functional	3	**988 089**	**1 082 483**	**1 267 965**	**1 268 316**	**1 437 791**	**1 437 791**	**1 505 474**	**1 631 362**	**1 755 199**
Surplus/(Deficit) for the year		**(54 162)**	**(57 080)**	**19 433**	**(33 798)**	**(29 414)**	**(29 414)**	**20 963**	**(66 923)**	**(49 490)**

References

1. Government Finance Statistics Functions and Sub-functions are standardised to assist national and international accounts and comparison

2. Total Revenue by Functional Classification must reconcile to total operating revenue shown in Financial Performance (revenue and expenditure)

3. Total Expenditure by Functional Classification must reconcile to total operating expenditure shown in Financial Performance (revenue and expenditure)

4. All amounts must be classified under a Functional classification. The GFS function 'Other' is only for Abbatoirs, Air Transport, Forestry, Licensing and Regulation, Markets and Tourism - and if used must be supported by footnotes. Nothing else may be placed under 'Other'. Assign associate share to relevant classification

EC108 Kouga - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)

Vote Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Revenue by Vote	1									
Vote 2 - OFFICE OF THE DEPUTY MUNICIPAL MANAGER		2 855	2 180	12 278	1 194	789	–	1 115	1 143	1 172
Vote 3 - FINANCE AND ECONOMIC DEVELOPMENT		116 803	97 520	163 167	410 736	422 753	–	446 890	468 447	492 425
Vote 4 - COMMUNITY SERVICES		96 379	105 149	225 297	127 808	263 317	–	276 782	294 491	313 345
Vote 5 - CIVIL AND WATER SERVICES		207 411	228 410	297 814	280 192	306 719	–	314 671	315 141	339 078
Vote 6 - ELECTRO/MECHANICAL SERVICES		293 708	342 459	313 433	408 372	370 684	–	409 586	476 288	550 224
Vote 7 - PLANNING AND DEVELOPMENT		4 586	20 372	11 828	6 215	44 115	–	77 392	8 929	9 465
Total Revenue by Vote	2	**721 743**	**796 090**	**1 023 818**	**1 234 518**	**1 408 377**	**–**	**1 526 437**	**1 564 439**	**1 705 709**
Expenditure by Vote ***to be appropriated***	1									
Vote 1 - OFFICE OF THE MUNICIPAL MANAGER		17 859	21 168	25 273	70 802	68 421	–	31 456	32 681	34 019
Vote 2 - OFFICE OF THE DEPUTY MUNICIPAL MANAGER		109 181	112 034	106 466	62 930	62 232	–	128 955	131 727	136 388
Vote 3 - FINANCE AND ECONOMIC DEVELOPMENT		55 652	(117 732)	109 921	115 941	133 019	–	141 869	143 474	143 136
Vote 4 - COMMUNITY SERVICES		195 668	260 707	231 846	240 505	369 557	–	386 594	410 377	430 778
Vote 5 - CIVIL AND WATER SERVICES		276 604	371 509	328 595	315 072	334 137	–	316 288	334 913	353 575
Vote 6 - ELECTRO/MECHANICAL SERVICES		295 385	364 733	345 356	424 020	427 457	–	466 160	546 114	623 674
Vote 7 - PLANNING AND DEVELOPMENT		19 680	18 994	22 885	38 427	42 967	–	34 152	32 074	33 629
Total Expenditure by Vote	2	**970 029**	**1 031 414**	**1 170 341**	**1 267 696**	**1 437 791**	**–**	**1 505 474**	**1 631 362**	**1 755 199**
Surplus/(Deficit) for the year	2	**(248 286)**	**(235 324)**	**(146 523)**	**(33 178)**	**(29 414)**	**–**	**20 963**	**(66 923)**	**(49 490)**

References

1. Insert 'Vote'; e.g. department, if different to functional classification structure

2. Must reconcile to Budgeted Financial Performance (revenue and expenditure)

3. Assign share in 'associate' to relevant Vote

EC108 Kouga - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)A

Vote Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Revenue by Vote	1									
Vote 1 - OFFICE OF THE MUNICIPAL MANAGER		–	–	–	–	–	–	–	–	–
1.1 - Municipal Manager		–	–	–	–	–	–	–	–	–
1.2 - Performance Management		–	–	–	–	–	–	–	–	–
1.3 - Integrated Development		–	–	–	–	–	–	–	–	–
1.4 - Risk and Internal Audit		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
Vote 2 - OFFICE OF THE DEPUTY MUNICIPAL MANAGER		**2 855**	**2 180**	**12 278**	**1 194**	**789**	**–**	**1 115**	**1 143**	**1 172**
2.1 - Deputy Municipal Manager		59	9	97	106	135		142	148	155
2.2 - Executive Council		0	–	(104)	435	–		–	–	–
2.3 - Administrative Office Of The Executive Mayor / Speaker		867	354	2 471	654	654		–	–	–
2.4 - Administration and Auxiliary Services		1 423	1 162	9 127	–	–		473	495	517
2.5 - Communications		–	–	–	–	–		–	–	–
2.6 - Human Resources Management		506	654	686	–	–		500	500	500
2.7 - Information Communication Technology (Ict)		–	–	–	–	–		–	–	–
2.8 - Legal Services		–	–	–	–	–		–	–	–
2.9 - Strategic Projects		–	–	–	–	–		–	–	–
		–	–	–	–	–		–	–	–
Vote 3 - FINANCE AND ECONOMIC DEVELOPMENT		**116 803**	**97 520**	**163 167**	**410 736**	**422 753**	**–**	**446 890**	**468 447**	**492 425**
3.1 - Chief Financial Officer		107 839	86 713	148 613	113 737	111 415		118 695	124 368	129 497
3.2 - Assets; Funding And Investments Management		1 500	1 728	1 034	288 195	293 654		1 000	1 000	1 000
3.3 - Budget And Treasury		4 207	5 766	10 897	6 318	13 394		15 721	14 595	15 387
3.4 - Expenditure		469	415	351	414	298		313	327	342
3.5 - Revenue		2 788	2 767	2 272	1 073	2 992		311 161	328 157	346 199
3.6 - Supply Chain Management		0	131	–	–	–		–	–	–
3.7 - Economic Development And Tourism		–	–	–	1 000	1 000	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
Vote 4 - COMMUNITY SERVICES		**96 379**	**105 149**	**225 297**	**127 808**	**263 317**	**–**	**276 782**	**294 491**	**313 345**
4.1 - Director:Community Services		–	–	–	–	–		–	–	–
4.2 - Disaster Management And Fire Services		1 529	1 654	2 748	4 553	4 535		1 857	1 874	1 892

EC108 Kouga - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)A

Vote Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
4.3 - Parks And Community Amenities		9 394	10 953	11 067	–	–		16 201	17 121	18 100
4.4 - Safety And Security		8 964	11 594	138 291	2 563	2 378		150 847	160 652	171 094
4.5 - Waste And Environmental Management		76 493	80 948	73 191	15 683	143 244		107 878	114 844	122 259
		–	–	–	10 338	10 802		–	–	–
		–	–	–	94 671	102 358		–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
Vote 5 - CIVIL AND WATER SERVICES		**207 411**	**228 410**	**297 814**	**280 192**	**306 719**	**–**	**314 671**	**315 141**	**339 078**
5.1 - Director:Civil and Water Services		–	–	–	1 868	1 743		–	–	–
5.2 - Management and Administration		–	–	–	3 313	6 023		–	–	–
5.3 - Roads and Stormwater		1 054	1 443	1 204				11 868	–	–
5.4 - Project Management Unit (Pmu)		1 579	1 671	1 795	113 711	116 065		1 828	1 910	2 064
5.5 - Sanitation		–	–	–	161 300	182 887		–	–	–
5.6 - Sewerage		96 238	106 057	99 252	–	–		123 062	130 371	139 404
5.7 - Wastewater Treatment Works (WWTW)		–	–	–	–	–		–	–	–
5.8 - Water		108 540	119 239	195 564	–	–		177 913	182 860	197 609
5.9 - Water Treatment Works (WTW)		–	–	–	–	–		–	–	–
5.10 - Water Services Authority (WSA)		–	–	–	–	–		–	–	–
Vote 6 - ELECTRO/MECHANICAL SERVICES		**293 708**	**342 459**	**313 433**	**408 372**	**370 684**	**–**	**409 586**	**476 288**	**550 224**
6.1 - Director:Electro/Mechanical Services		–	–	–	–	–	–	–	–	–
6.2 - Management and Administration		–	–	–	–	–	–	–	–	–
6.3 - Electrical:Kouga		293 707	342 458	313 432	408 372	370 684		409 585	476 287	550 222
6.4 - Electrical:Humansdorp		–	–	–				–	–	–
6.5 - Electrical:St Francis Bay / Cape St Francis / Oyster Bay		–	–	–				–	–	–
6.6 - Renewable, Control and Special Projects		–	–	–				–	–	–
6.7 - Fleet and Workshop		1	0	1				2	2	2
6.8 - Mechanical		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
Vote 7 - PLANNING AND DEVELOPMENT		**4 586**	**20 372**	**11 828**	**6 215**	**44 115**	**–**	**77 392**	**8 929**	**9 465**
7.1 - Director:Planning and Development		–	–	–	–	–	–	–	–	–
7.2 - Building Control		–	–	–	–	36 168	–	–	–	–
7.3 - Human Settlement		–	14 499	5 849	6 215	7 947		68 969	–	–
7.4 - Land and Property Administration		–	–	–	–	–		–	–	–
7.5 - Town and Regional Planning		4 586	5 873	5 980	–	–		8 424	8 929	9 465
		–	–	–	–	–		–	–	–

EC108 Kouga - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)A

Vote Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
Vote 8 - [NAME OF VOTE 8]		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
Vote 9 - [NAME OF VOTE 9]		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
Vote 10 - [NAME OF VOTE 10]		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–

EC108 Kouga - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)A

Vote Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Vote 11 - [NAME OF VOTE 11]		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
Vote 12 - [NAME OF VOTE 12]		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
Vote 13 - [NAME OF VOTE 13]		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
Vote 14 - [NAME OF VOTE 14]		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–

EC108 Kouga - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)A

Vote Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
Vote 15 - [NAME OF VOTE 15]		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
Total Revenue by Vote	2	721 743	796 090	1 023 818	1 234 518	1 408 377	–	1 526 437	1 564 439	1 705 709
Expenditure by Vote	1									
Vote 1 - OFFICE OF THE MUNICIPAL MANAGER		17 859	21 168	25 273	70 802	68 421	–	31 456	32 681	34 019
1.1 - Municipal Manager		14 267	16 871	20 465	30 961	29 715		25 026	26 027	27 080
1.2 - Performance Management		1 888	1 973	3 459	34 080	32 362		3 304	3 482	3 659
1.3 - Integrated Development		1 675	1 743	1 051	5 762	5 803		2 603	2 774	2 831
1.4 - Risk and Internal Audit		30	582	298	–	540		523	398	449
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
Vote 2 - OFFICE OF THE DEPUTY MUNICIPAL MANAGER		109 181	112 034	106 466	62 930	62 232	–	128 955	131 727	136 388
2.1 - Deputy Municipal Manager		1 551	1 527	315	2 067	501		383	384	385
2.2 - Executive Council		24 769	24 098	27 508	43 152	43 607		25 464	26 880	27 393
2.3 - Administrative Office Of The Executive Mayor / Speaker		4 213	2 655	2 529	17 711	18 125		2 368	2 449	2 533
2.4 - Administration and Auxiliary Services		51 981	41 793	43 709	–	–		47 486	46 471	49 881
2.5 - Communications		950	1 330	1 307	–	–		3 950	4 050	4 156

EC108 Kouga - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)A

Vote Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
2.6 - Human Resources Management		12 743	24 916	15 176	–	–		26 277	27 871	28 068
2.7 - Information Communication Technology (Ict)		9 534	11 594	12 341	–	–		20 983	21 327	21 425
2.8 - Legal Services		3 441	4 121	3 580	–	–		2 028	2 279	2 531
2.9 - Strategic Projects		–	–	–	–	–		16	17	18
		–	–	–	–	–	–	–	–	–
Vote 3 - FINANCE AND ECONOMIC DEVELOPMENT		**55 652**	**(117 732)**	**109 921**	**115 941**	**133 019**	**–**	**141 869**	**143 474**	**143 136**
3.1 - Chief Financial Officer		2 064	(31 907)	2 823	2 686	3 146		2 933	3 493	3 624
3.2 - Assets; Funding And Investments Management		9 612	25 259	6 225	23 835	36 679		12 217	9 689	10 187
3.3 - Budget And Treasury		11 010	12 426	24 405	12 772	16 335		28 888	29 419	23 754
3.4 - Expenditure		5 423	5 520	6 081	7 243	6 598		8 206	8 600	9 014
3.5 - Revenue		19 336	(140 631)	55 534	30 068	29 885		61 079	64 140	67 480
3.6 - Supply Chain Management		5 683	5 833	7 528	19 397	19 889		11 894	12 458	13 050
3.7 - Economic Development And Tourism		2 523	5 768	7 324	9 437	9 647		16 652	15 675	16 027
		–	–	–	3 776	3 778	–	–	–	–
		–	–	–	6 727	7 063	–	–	–	–
		–	–	–	–	–	–	–	–	–
Vote 4 - COMMUNITY SERVICES		**195 668**	**260 707**	**231 846**	**240 505**	**369 557**	**–**	**386 594**	**410 377**	**430 778**
4.1 - Director:Community Services		3 824	2 323	2 429	2 843	2 840		2 887	2 991	3 101
4.2 - Disaster Management And Fire Services		24 243	25 687	27 269	12 066	12 113		35 504	37 254	39 101
4.3 - Parks And Community Amenities		56 687	57 772	58 222	1 600	2 199		86 931	90 172	94 067
4.4 - Safety And Security		41 686	43 450	49 625	7 824	7 832		179 332	196 398	207 772
4.5 - Waste And Environmental Management		69 228	131 475	94 302	83 123	207 974		81 940	83 562	86 737
		–	–	–	63 066	60 163		–	–	–
		–	–	–	69 983	76 437	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
Vote 5 - CIVIL AND WATER SERVICES		**276 604**	**371 509**	**328 595**	**315 072**	**334 137**	**–**	**316 288**	**334 913**	**353 575**
5.1 - Director:Civil and Water Services		2 444	1 448	577	6 273	6 426		2 321	2 419	2 523
5.2 - Management and Administration		3 809	1 199	3 896	119 892	136 400		2 808	2 941	3 078
5.3 - Roads and Stormwater		92 829	71 343	74 361				109 571	114 743	122 144
5.4 - Project Management Unit (Pmu)		1 652	1 735	1 875	85 015	84 300		4 267	4 478	4 699
5.5 - Sanitation		2 726	2 729	3 460	103 892	107 011		4 614	4 685	4 755
5.6 - Sewerage		77 419	105 108	89 396	–	–		84 166	89 286	93 908
5.7 - Wastewater Treatment Works (WWTW)		–	–	–	–	–		–	–	–
5.8 - Water		95 724	187 946	155 030	–	–		108 533	116 353	122 458
5.9 - Water Treatment Works (WTW)		–	–	–	–	–	–	–	–	–

EC108 Kouga - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)A

Vote Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
5.10 - Water Services Authority (WSA)		–	–	–	–	–	–	8	9	9
Vote 6 - ELECTRO/MECHANICAL SERVICES		**295 385**	**364 733**	**345 356**	**424 020**	**427 457**	**–**	**466 160**	**546 114**	**623 674**
6.1 - Director:Electro/Mechanical Services		–	–	–	–	–	–	1 552	1 619	1 689
6.2 - Management and Administration		–	–	–				–	–	–
6.3 - Electrical:Kouga		291 126	359 480	333 777	424 020	427 457		453 172	532 698	609 696
6.4 - Electrical:Humansdorp		–	–	–				–	–	–
6.5 - Electrical:St Francis Bay / Cape St Francis / Oyster Bay		–	–	–				–	–	–
6.6 - Renewable, Control and Special Projects		–	–	–				–	–	–
6.7 - Fleet and Workshop		4 260	5 253	11 579				11 335	11 797	12 289
6.8 - Mechanical		–	–	–	–	–	–	102	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
Vote 7 - PLANNING AND DEVELOPMENT		**19 680**	**18 994**	**22 885**	**38 427**	**42 967**	**–**	**34 152**	**32 074**	**33 629**
7.1 - Director:Planning and Development		1 821	2 001	1 182	2 107	769		1 995	2 084	2 178
7.2 - Building Control		–	–	–	7 037	7 606		475	497	520
7.3 - Human Settlement		6 238	5 149	5 390	29 283	34 591		9 703	9 753	10 088
7.4 - Land and Property Administration		634	1 480	1 748	–	–		2 533	2 451	2 522
7.5 - Town and Regional Planning		10 986	10 363	14 565	–	–		19 446	17 289	18 321
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
Vote 8 - [NAME OF VOTE 8]		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
Vote 9 - [NAME OF VOTE 9]		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–

EC108 Kouga - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)A

Vote Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
Vote 10 - [NAME OF VOTE 10]		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
Vote 11 - [NAME OF VOTE 11]		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
Vote 12 - [NAME OF VOTE 12]		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–

EC108 Kouga - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)A

Vote Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
Vote 13 - [NAME OF VOTE 13]		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
Vote 14 - [NAME OF VOTE 14]		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
Vote 15 - [NAME OF VOTE 15]		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–

EC108 Kouga - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)A

Vote Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Total Expenditure by Vote	2	970 029	1 031 414	1 170 341	1 267 696	1 437 791	–	1 505 474	1 631 362	1 755 199
Surplus/(Deficit) for the year	2	(248 286)	(235 324)	(146 523)	(33 178)	(29 414)	–	20 963	(66 923)	(49 490)

References

1. Insert 'Vote'; e.g. Department, if different to Functional structure

2. Must reconcile to Financial Performance ('Revenue and Expenditure by Functional Classification' and 'Revenue and Expenditure')

3. Assign share in 'associate' to relevant Vote

EC108 Kouga - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Revenue											
Exchange Revenue											
Service charges - Electricity	2	281 916	317 993	306 477	390 731	352 780	352 780	299 247	397 583	460 004	532 224
Service charges - Water	2	80 983	44 968	117 400	101 425	118 603	118 603	78 657	127 202	136 424	146 315
Service charges - Waste Water Management	2	52 346	53 366	61 797	63 314	64 268	64 268	50 832	68 446	72 895	77 633
Service charges - Waste Management	2	53 974	54 526	61 945	66 396	66 782	66 782	48 920	71 123	75 745	80 669
Sale of Goods and Rendering of Services		8 159	9 582	9 189	7 790	9 000	9 000	4 881	9 533	10 095	10 689
Agency services		–	2 560	2 678	1 000	4 276	4 276	3 300	4 554	4 850	5 166
Interest		–	–	–	–	–	–	–	–	–	–
Interest earned from Receivables		8 281	12 104	20 845	18 595	30 145	30 145	24 690	32 335	34 757	37 376
Interest earned from Current and Non Current Assets		4 192	3 225	6 824	4 598	11 674	11 674	12 214	13 998	12 809	13 385
Dividends		–	–	–	–	–	–	–	–	–	–
Rent on Land		–	–	–	–	–	–	–	–	–	–
Rental from Fixed Assets		2 347	3 094	2 570	3 295	2 999	2 999	2 877	3 187	3 385	3 595
Licence and permits		2 724	2 488	2 677	3 021	2 677	2 677	2 088	2 851	3 037	3 234
Operational Revenue		1 052	3 805	1 200	2 174	20 443	20 443	19 653	1 955	1 976	1 998
Non-Exchange Revenue											
Property rates	2	210 205	224 326	259 514	281 488	281 488	281 488	242 091	297 076	313 303	330 535
Surcharges and Taxes		–	–	–	–	–	–	–	–	–	–
Fines, penalties and forfeits		3 308	5 881	132 853	10 334	134 597	134 597	5 138	143 343	152 658	162 577
Licences or permits		8 914	7 105	7 195	10 668	11 053	11 053	7 566	11 772	12 537	13 352
Transfer and subsidies - Operational		166 982	153 901	177 339	190 883	197 730	197 730	193 136	202 153	211 994	223 454
Interest		1 700	1 775	3 729	3 244	5 223	5 223	5 298	5 510	5 813	6 133
Fuel Levy		–	–	–	–	–	–	–	–	–	–
Operational Revenue		–	50 436	–	–	–	–	–	–	–	–
Gains on disposal of Assets		57	(8)	31	–	(0)	(0)	–	–	–	–
Other Gains		0	131	10 913	–	–	–	–	–	–	–
Discontinued Operations		–	–	–	–	–	–	–	–	–	–
Total Revenue (excluding capital transfers and contributions)		**887 140**	**951 260**	**1 185 175**	**1 158 957**	**1 313 738**	**1 313 738**	**1 000 587**	**1 392 621**	**1 512 282**	**1 648 335**
Expenditure											
Employee related costs	2	335 334	343 042	364 306	447 813	442 256	442 256	317 361	471 743	502 140	528 366
Remuneration of councillors		12 780	13 395	13 700	15 140	15 140	15 140	12 567	15 594	16 345	17 163
Bulk purchases - electricity	2	254 058	295 222	291 888	364 280	354 710	354 710	292 421	386 299	462 520	535 135
Inventory consumed	8	71 675	93 046	91 082	94 345	100 946	100 946	79 929	108 619	114 517	121 908
Debt impairment	3	12	51 154	119 944	28 314	173 540	173 540	–	158 246	176 273	188 877
Depreciation and amortisation		89 713	98 211	124 787	109 663	109 663	109 663	91 387	117 798	123 884	129 229
Interest		3 422	4 587	8 059	2 090	5 750	5 750	4 623	17 404	17 757	11 519
Contracted services		95 785	75 039	87 336	104 476	130 075	130 075	77 189	125 772	114 007	116 078
Transfers and subsidies		761	458	709	924	1 124	1 124	400	400	400	400
Irrecoverable debts written off		31 523	8 553	87 459	7 305	13 835	13 835	5 601	9 359	10 227	11 197
Operational costs		91 018	89 476	76 926	93 964	90 752	90 752	67 741	94 240	93 291	95 326
Losses on disposal of Assets		2 047	10 267	1 345	–	–	–	–	–	–	–
Other Losses		(40)	34	425	–	–	–	–	–	–	–
Total Expenditure		**988 089**	**1 082 483**	**1 267 965**	**1 268 316**	**1 437 791**	**1 437 791**	**949 219**	**1 505 474**	**1 631 362**	**1 755 199**
Surplus/(Deficit)		**(100 948)**	**(131 223)**	**(82 789)**	**(109 359)**	**(124 053)**	**(124 053)**	**51 368**	**(112 853)**	**(119 080)**	**(106 864)**
Transfers and subsidies - capital (monetary allocations)	6	46 787	74 143	102 222	75 561	94 639	94 639	54 507	133 816	52 158	57 374
Transfers and subsidies - capital (in-kind)	6	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions		**(54 162)**	(57 080)	19 433	**(33 798)**	**(29 414)**	**(29 414)**	105 874	**20 963**	**(66 923)**	**(49 490)**
Income Tax		–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after income tax		**(54 162)**	(57 080)	19 433	(33 798)	(29 414)	(29 414)	105 874	20 963	(66 923)	(49 490)
Share of Surplus/Deficit attributable to Joint Venture		–	–	–	–	–	–	–	–	–	–
Share of Surplus/Deficit attributable to Minorities		–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) attributable to municipality		**(54 162)**	(57 080)	19 433	(33 798)	(29 414)	(29 414)	105 874	20 963	(66 923)	(49 490)
Share of Surplus/Deficit attributable to Associate	7	–	–	–	–	–	–	–	–	–	–
Intercompany/Parent subsidiary transactions		–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year	1	**(54 162)**	**(57 080)**	**19 433**	**(33 798)**	**(29 414)**	**(29 414)**	**105 874**	**20 963**	**(66 923)**	**(49 490)**

References

1. Classifications are revenue sources and expenditure type

2. Detail to be provided in Table SA1

3. Previously described as 'bad or doubtful debts' - amounts shown should reflect the change in the provision for debt impairment

4. Expenditure type components previously shown under repairs and maintenance should be allocated back to the originating expenditure group/item; e.g. employee costs

5. Repairs & maintenance detailed in Table A9 and Table SA34c

6. Contributions are funds provided by external organisations to assist with infrastructure development; e.g. developer contributions (detail to be provided in Table SA1)

7. Equity method (Includes Joint Ventures)

8. All materials not part of 'bulk' e.g road making materials, pipe, cable etc.

EC108 Kouga - Table A5 Budgeted Capital Expenditure by vote, functional classification and funding

Vote Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Capital expenditure - Vote											
Multi-year expenditure *to be appropriated*	2										
Vote 1 - OFFICE OF THE MUNICIPAL MANAGER		–	140	12	10	48	48	42	–	–	–
Vote 2 - OFFICE OF THE DEPUTY MUNICIPAL MANAGER		(18 977)	4 119	2 688	750	2 664	2 664	2 012	–	–	–
Vote 3 - FINANCE AND ECONOMIC DEVELOPMENT		19 781	18 165	228	700	1 422	1 422	413	–	–	–
Vote 4 - COMMUNITY SERVICES		11 685	34 181	17 374	1 362	4 199	4 199	2 067	1 391	1 391	1 391
Vote 5 - CIVIL AND WATER SERVICES		(18 533)	73 245	140 831	56 868	86 916	86 916	45 668	80 868	36 650	39 427
Vote 6 - ELECTRO/MECHANICAL SERVICES		(1 200)	1 037	(47 280)	19 652	9 970	9 970	3 745	68 103	7 313	9 072
Vote 7 - PLANNING AND DEVELOPMENT		340	125	19	–	21 658	21 658	472	–	–	–
Vote 8 - [NAME OF VOTE 8]		–	–	–	–	–	–	–	–	–	–
Vote 9 - [NAME OF VOTE 9]		–	–	–	–	–	–	–	–	–	–
Vote 10 - [NAME OF VOTE 10]		–	–	–	–	–	–	–	–	–	–
Vote 11 - [NAME OF VOTE 11]		–	–	–	–	–	–	–	–	–	–
Vote 12 - [NAME OF VOTE 12]		–	–	–	–	–	–	–	–	–	–
Vote 13 - [NAME OF VOTE 13]		–	–	–	–	–	–	–	–	–	–
Vote 14 - [NAME OF VOTE 14]		–	–	–	–	–	–	–	–	–	–
Vote 15 - [NAME OF VOTE 15]		–	–	–	–	–	–	–	–	–	–
Capital multi-year expenditure sub-total		**(6 903)**	**131 013**	**113 873**	**79 343**	**126 878**	**126 878**	**54 419**	**150 362**	**45 354**	**49 890**
Single-year expenditure *to be appropriated*	2										
Vote 1 - OFFICE OF THE MUNICIPAL MANAGER		–	–	23	–	55	55	–	–	–	–
Vote 2 - OFFICE OF THE DEPUTY MUNICIPAL MANAGER		18 841	(3 467)	–	–	–	–	–	–	–	–
Vote 3 - FINANCE AND ECONOMIC DEVELOPMENT		(57 971)	2 032	56	–	15	15	–	–	–	–
Vote 4 - COMMUNITY SERVICES		33 453	22 600	–	–	1 800	1 800	–	–	–	–
Vote 5 - CIVIL AND WATER SERVICES		54 705	7 176	14	–	–	–	–	–	–	–
Vote 6 - ELECTRO/MECHANICAL SERVICES		6 824	(28 440)	–	–	1 413	1 413	1 181	–	–	–
Vote 7 - PLANNING AND DEVELOPMENT		686	592	–	–	–	–	–	–	–	–
Vote 8 - [NAME OF VOTE 8]		–	–	–	–	–	–	–	–	–	–
Vote 9 - [NAME OF VOTE 9]		–	–	–	–	–	–	–	–	–	–
Vote 10 - [NAME OF VOTE 10]		–	–	–	–	–	–	–	–	–	–
Vote 11 - [NAME OF VOTE 11]		–	–	–	–	–	–	–	–	–	–
Vote 12 - [NAME OF VOTE 12]		–	–	–	–	–	–	–	–	–	–
Vote 13 - [NAME OF VOTE 13]		–	–	–	–	–	–	–	–	–	–
Vote 14 - [NAME OF VOTE 14]		–	–	–	–	–	–	–	–	–	–
Vote 15 - [NAME OF VOTE 15]		–	–	–	–	–	–	–	–	–	–
Capital single-year expenditure sub-total		**56 538**	**492**	**93**	**–**	**3 283**	**3 283**	**1 181**	**–**	**–**	**–**
Total Capital Expenditure - Vote	3,7	**49 635**	**131 505**	**113 966**	**79 343**	**130 161**	**130 161**	**55 599**	**150 362**	**45 354**	**49 890**
Capital Expenditure - Functional											
Governance and administration		**(35 771)**	**21 446**	**11 436**	**760**	**4 960**	**4 960**	**2 842**	**34 000**	**–**	**–**

EC108 Kouga - Table A5 Budgeted Capital Expenditure by vote, functional classification and funding

Vote Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Executive and council		274	(1 224)	307	760	1 096	1 096	852	–	–	–
Finance and administration		(36 044)	22 670	11 106	–	3 808	3 808	1 990	34 000	–	–
Internal audit		–	–	23	–	55	55	–	–	–	–
Community and public safety		**20 773**	**40 796**	**339**	**1 362**	**24 858**	**24 858**	**2 180**	**1 391**	**1 391**	**1 391**
Community and social services		–	71	–	–	–	–	–	–	–	–
Sport and recreation		14 386	8 049	339	–	200	200	119	–	–	–
Public safety		6 338	32 676	–	1 362	3 000	3 000	1 590	1 391	1 391	1 391
Housing		340	–	–	–	21 658	21 658	472	–	–	–
Health		(290)	–	–	–	–	–	–	–	–	–
Economic and environmental services		**79 056**	**(65 092)**	**13 080**	**6 497**	**16 451**	**16 451**	**13 179**	**9 670**	**27 500**	**13 845**
Planning and development		(3 225)	(28 456)	(161)	3 157	9 127	9 127	6 427	500	7 500	5 135
Road transport		49 509	(36 891)	13 241	3 339	6 925	6 925	6 511	9 170	20 000	8 709
Environmental protection		32 772	255	–	–	400	400	242	–	–	–
Trading services		**(16 582)**	**134 355**	**89 111**	**70 124**	**83 892**	**83 892**	**37 398**	**105 300**	**16 463**	**34 655**
Energy sources		5 624	2 447	(47 280)	19 652	11 117	11 117	4 659	34 103	7 313	9 072
Water management		7 172	96 459	124 204	26 087	34 818	34 818	15 214	29 008	150	–
Waste water management		(29 114)	17 527	3 400	24 385	36 158	36 158	17 525	42 190	9 000	25 582
Waste management		(263)	17 921	8 786	–	1 800	1 800	–	–	–	–
Other		**2 157**	**–**	**–**	**600**	**–**	**–**	**–**	**–**	**–**	**–**
Total Capital Expenditure - Functional	3,7	**49 635**	**131 505**	**113 966**	**79 343**	**130 161**	**130 161**	**55 599**	**150 362**	**45 354**	**49 890**
Funded by:											
National Government		(11 405)	(6 792)	64 491	64 521	63 857	63 857	45 928	54 997	43 963	48 499
Provincial Government		–	–	–	–	21 658	21 658	472	59 973	–	–
District Municipality		5 713	32 111	–	1 362	3 000	3 000	1 590	1 391	1 391	1 391
Transfers and subsidies - capital (monetary allocations) (Nat / Prov Departm Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educ Institutions)		–	–	–	–	–	–	–	–	–	–
Transfers recognised - capital	4	**(5 692)**	**25 319**	**64 491**	**65 883**	**88 515**	**88 515**	**47 989**	**116 362**	**45 354**	**49 890**
Public contributions & donations	5	–	–	–	–	–	–	–	–	–	–
Borrowing	6	–	–	8 786	–	–	–	–	34 000	–	–
Internally generated funds		(49 917)	105 860	40 688	13 460	41 646	41 646	7 610	–	–	–
Total Capital Funding	7	**(55 609)**	**131 179**	**113 966**	**79 343**	**130 161**	**130 161**	**55 599**	**150 362**	**45 354**	**49 890**

References

1. Municipalities may choose to appropriate for capital expenditure for three years or for one year (if one year appropriation projected expenditure required for yr2 and yr3).

2. Include capital component of PPP unitary payment. Note that capital transfers are only appropriated to municipalities for the budget year

3. Capital expenditure by functional classification must reconcile to the appropriations by vote

4. Must reconcile to supporting table SA20 and to Budgeted Financial Performance (revenue and expenditure)

EC108 Kouga - Table A5 Budgeted Capital Expenditure by vote, functional classification and funding

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

5. Must reconcile to Budgeted Financial Performance (revenue and expenditure)

6. Include finance leases and PPP capital funding component of unitary payment - total borrowing/repayments to reconcile to changes in Table SA17

7. Total Capital Funding must balance with Total Capital Expenditure

8. Include any capitalised interest (MFMA section 46) as part of relevant capital budget

EC108 Kouga - Table A5 Budgeted Capital Expenditure by vote, functional classification and funding

Vote Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework			Multi-year appropriation for Budget Year 2024/25 in the 2023/24 Annual Budget				Multi-year appropriation for 2025/26 in the 2023/24 Annual Budget				New multi-year appropriations (funds for new and existing projects)		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27	Appropriation for 2024/25	Adjustments in 2023/24	Downward adjustments for 2024/25	Appropriation carried forward	Appropriation for 2024/25	Adjustments in 2023/24	Downward adjustments for 2024/25	Appropriation carried forward	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Capital expenditure - Municipal Vote																						
Multi-year expenditure appropriation	2																					
Vote 1 - OFFICE OF THE MUNICIPAL MANAGER		–	140	12	10	48	48	42	–	–	–	–	–	–	–	–	–	–	–	–	–	–
1.1 - Municipal Manager		–	140	12	–	38	38	33	–	–	–				–				–	–	–	–
1.2 - Performance Management		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
1.3 - Integrated Development		–	–	–	10	10	10	9	–	–	–				–				–	–	–	–
1.4 - Risk and Internal Audit		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
Vote 2 - OFFICE OF THE DEPUTY MUNICIPAL MANAGER		(18 977)	4 119	2 688	750	2 664	2 664	2 012	–	–	–	–	–	–	–	–	–	–	–	–	–	–
2.1 - Deputy Municipal Manager		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
2.2 - Executive Council		182	2 104	295	750	1 029	1 029	809	–	–	–				–				–	–	–	–
2.3 - Administrative Office Of The Executive Mayor / Speaker		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
2.4 - Administration and Auxiliary Services		2 483	1 892	819	–	–	–	–	–	–	–				–				–	–	–	–
2.5 - Communications		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
2.6 - Human Resources Management		190	22	–	–	–	–	–	–	–	–				–				–	–	–	–
2.7 - Information Communication Technology (Ict)		(21 832)	102	1 574	–	1 635	1 635	1 202	–	–	–				–				–	–	–	–
2.8 - Legal Services		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
2.9 - Strategic Projects		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
Vote 3 - FINANCE AND ECONOMIC DEVELOPMENT		19 781	18 165	228	700	1 422	1 422	413	–	–	–	–	–	–	–	–	–	–	–	–	–	–
3.1 - Chief Financial Officer		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
3.2 - Assets; Funding And Investments Management		17 531	17 490	218	–	902	902	168	–	–	–				–				–	–	–	–
3.3 - Budget And Treasury		83	86	4	–	140	140	116	–	–	–				–				–	–	–	–
3.4 - Expenditure		(4)	–	–	–	–	–	–	–	–	–				–				–	–	–	–
3.5 - Revenue		15	451	6	–	170	170	128	–	–	–				–				–	–	–	–
3.6 - Supply Chain Management		–	–	0	–	110	110	1	–	–	–				–				–	–	–	–
3.7 - Economic Development And Tourism		2 157	139	–	700	100	100	–	–	–	–				–				–	–	–	–
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
Vote 4 - COMMUNITY SERVICES		11 685	34 181	17 374	1 362	4 199	4 199	2 067	1 391	1 391	1 391	–	–	–	–	–	–	–	–	1 391	1 391	1 391
4.1 - Director:Community Services		21	–	–	–	29	29	9	–	–	–				–				–	–	–	–
4.2 - Disaster Management And Fire Services		6 317	32 676	–	1 362	3 000	3 000	1 590	1 391	1 391	1 391				–				–	1 391	1 391	1 391
4.3 - Parks And Community Amenities		5 478	707	158	–	200	200	119	–	–	–				–				–	–	–	–
4.4 - Safety And Security		–	437	8 429	–	569	569	108	–	–	–				–				–	–	–	–
4.5 - Waste And Environmental Management		(131)	361	8 786	–	400	400	242	–	–	–				–				–	–	–	–
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
Vote 5 - CIVIL AND WATER SERVICES		(18 533)	73 245	140 831	56 868	86 916	86 916	45 668	80 868	36 650	39 427	–	–	–	–	–	–	–	–	80 868	36 650	39 427
5.1 - Director:Civil and Water Services		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
5.2 - Management and Administration		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
5.3 - Roads and Stormwater		65	(41 343)	13 241	3 339	6 925	6 925	6 511	9 170	20 000	8 709				–				–	9 170	20 000	8 709
5.4 - Project Management Unit (Pmu)		3 344	2 786	(0)	3 057	9 017	9 017	6 419	500	7 500	5 135				–				–	500	7 500	5 135
5.5 - Sanitation		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
5.6 - Sewerage		(23 188)	15 343	3 400	24 385	36 158	36 158	17 525	42 190	9 000	25 582				–				–	42 190	9 000	25 582
5.7 - Wastewater Treatment Works (WWTW)		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
5.8 - Water		1 245	96 459	124 190	26 087	34 818	34 818	15 214	29 008	150	–				–				–	29 008	150	–
5.9 - Water Treatment Works (WTW)		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
5.10 - Water Services Authority (WSA)		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
Vote 6 - ELECTRO/MECHANICAL SERVICES		(1 200)	1 037	(47 280)	19 652	9 970	9 970	3 745	68 103	7 313	9 072	–	–	–	–	–	–	–	–	68 103	7 313	9 072
6.1 - Director:Electro/Mechanical Services		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
6.2 - Management and Administration		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
6.3 - Electrical:Kouga		(1 200)	1 037	(47 280)	19 652	9 970	9 970	3 745	34 103	7 313	9 072				–				–	34 103	7 313	9 072
6.4 - Electrical:Humansdorp		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
6.5 - Electrical:St Francis Bay / Cape St Francis / Oyster Bay		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
6.6 - Renewable, Control and Special Projects		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
6.7 - Fleet and Workshop		–	–	–	–	–	–	–	34 000	–	–				–				–	34 000	–	–
6.8 - Mechanical		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–

Vote Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework			Multi-year appropriation for Budget Year 2024/25 in the 2023/24 Annual Budget				Multi-year appropriation for 2025/26 in the 2023/24 Annual Budget				New multi-year appropriations (funds for new and existing projects)		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27	Appropriation for 2024/25	Adjustments in 2023/24	Downward adjustments for 2024/25	Appropriation carried forward	Appropriation for 2024/25	Adjustments in 2023/24	Downward adjustments for 2024/25	Appropriation carried forward	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
Vote 7 - PLANNING AND DEVELOPMENT		**340**	**125**	**19**	**–**	**21 658**	**21 658**	**472**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
7.1 - Director:Planning and Development		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
7.2 - Building Control		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
7.3 - Human Settlement		340	–	–	–	21 658	21 658	472	–	–	–				–				–	–	–	–
7.4 - Land and Property Administration		–	125	–	–	–	–	–	–	–	–				–				–	–	–	–
7.5 - Town and Regional Planning		0	–	19	–	–	–	–	–	–	–				–				–	–	–	–
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
Vote 8 - [NAME OF VOTE 8]		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
Vote 9 - [NAME OF VOTE 9]		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
Vote 10 - [NAME OF VOTE 10]		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
Vote 11 - [NAME OF VOTE 11]		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
Vote 12 - [NAME OF VOTE 12]		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
		–	–	–	–	–	–	–	–	–	–				–				–	–	–	–
Vote 13 - [NAME OF VOTE 13]		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**

Vote Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
Vote 14 - [NAME OF VOTE 14]		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
Vote 15 - [NAME OF VOTE 15]		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
Capital multi-year expenditure sub-total		(6 903)	131 013	113 873	79 343	126 878	126 878	54 419	150 362	45 354	49 890

Multi-year appropriation for Budget Year 2024/25 in the 2023/24 Annual Budget				Multi-year appropriation for 2025/26 in the 2023/24 Annual Budget				New multi-year appropriations (funds for new and existing projects)		
Appropriation for 2024/25	Adjustments in 2023/24	Downward adjustments for 2024/25	Appropriation carried forward	Appropriation for 2024/25	Adjustments in 2023/24	Downward adjustments for 2024/25	Appropriation carried forward	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
			–				–	–	–	–
			–				–	–	–	–
			–				–	–	–	–
			–				–	–	–	–
			–				–	–	–	–
			–				–	–	–	–
			–				–	–	–	–
			–				–	–	–	–
			–				–	–	–	–
			–				–	–	–	–
–	–	–	–	–	–	–	–	–	–	–
			–				–	–	–	–
			–				–	–	–	–
			–				–	–	–	–
			–				–	–	–	–
			–				–	–	–	–
			–				–	–	–	–
			–				–	–	–	–
			–				–	–	–	–
			–				–	–	–	–
			–				–	–	–	–
–	–	–	–	–	–	–	–	–	–	–
			–				–	–	–	–
			–				–	–	–	–
			–				–	–	–	–
			–				–	–	–	–
			–				–	–	–	–
			–				–	–	–	–
			–				–	–	–	–
			–				–	–	–	–
			–				–	–	–	–
–	–		–	–	–		–	150 362	45 354	

Capital expenditure - Municipal Vote Single-year expenditure appropriation	2										
Vote 1 - OFFICE OF THE MUNICIPAL MANAGER		–	–	23	–	55	55	–	–	–	–
1.1 - Municipal Manager		–	–	–	–	–	–	–	–	–	–
1.2 - Performance Management		–	–	–	–	–	–	–	–	–	–
1.3 - Integrated Development		–	–	–	–	–	–	–	–	–	–
1.4 - Risk and Internal Audit		–	–	23	–	55	55	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
Vote 2 - OFFICE OF THE DEPUTY MUNICIPAL MANAGER		18 841	(3 467)	–	–	–	–	–	–	–	–
2.1 - Deputy Municipal Manager		–	–	–	–	–	–	–	–	–	–
2.2 - Executive Council		91	(3 467)	–	–	–	–	–	–	–	–
2.3 - Administrative Office Of The Executive Mayor / Speaker		–	–	–	–	–	–	–	–	–	–
2.4 - Administration and Auxiliary Services		(4 339)	–	–	–	–	–	–	–	–	–
2.5 - Communications		–	–	–	–	–	–	–	–	–	–
2.6 - Human Resources Management		23 088	–	–	–	–	–	–	–	–	–
2.7 - Information Communication Technology (Ict)		–	–	–	–	–	–	–	–	–	–
2.8 - Legal Services		–	–	–	–	–	–	–	–	–	–
2.9 - Strategic Projects		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
Vote 3 - FINANCE AND ECONOMIC DEVELOPMENT		(57 971)	2 032	56	–	15	15	–	–	–	–
3.1 - Chief Financial Officer		–	–	–	–	–	–	–	–	–	–
3.2 - Assets; Funding And Investments Management		(57 971)	–	26	–	15	15	–	–	–	–
3.3 - Budget And Treasury		–	–	–	–	–	–	–	–	–	–
3.4 - Expenditure		–	–	29	–	–	–	–	–	–	–
3.5 - Revenue		–	–	–	–	–	–	–	–	–	–
3.6 - Supply Chain Management		–	2 032	–	–	–	–	–	–	–	–
3.7 - Economic Development And Tourism		–	–	–	–	–	–	–	–	–	–

Vote Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
Vote 4 - COMMUNITY SERVICES		33 453	22 600	–	–	1 800	1 800	–	–	–	–
4.1 - Director:Community Services		–	–	–	–	–	–	–	–	–	–
4.2 - Disaster Management And Fire Services		21	–	–	–	–	–	–	–	–	–
4.3 - Parks And Community Amenities		731	4 627	–	–	–	–	–	–	–	–
4.4 - Safety And Security		352	158	–	–	–	–	–	–	–	–
4.5 - Waste And Environmental Management		32 349	17 816	–	–	1 800	1 800	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
Vote 5 - CIVIL AND WATER SERVICES		54 705	7 176	14	–	–	–	–	–	–	–
5.1 - Director:Civil and Water Services		–	–	–	–	–	–	–	–	–	–
5.2 - Management and Administration		–	–	–	–	–	–	–	–	–	–
5.3 - Roads and Stormwater		49 509	4 453	–	–	–	–	–	–	–	–
5.4 - Project Management Unit (Pmu)		5 196	539	–	–	–	–	–	–	–	–
5.5 - Sanitation		–	–	–	–	–	–	–	–	–	–
5.6 - Sewerage		–	2 184	–	–	–	–	–	–	–	–
5.7 - Wastewater Treatment Works (WWTW)		–	–	–	–	–	–	–	–	–	–
5.8 - Water		–	–	14	–	–	–	–	–	–	–
5.9 - Water Treatment Works (WTW)		–	–	–	–	–	–	–	–	–	–
5.10 - Water Services Authority (WSA)		–	–	–	–	–	–	–	–	–	–
Vote 6 - ELECTRO/MECHANICAL SERVICES		6 824	(28 440)	–	–	1 413	1 413	1 181	–	–	–
6.1 - Director:Electro/Mechanical Services		–	–	–	–	–	–	–	–	–	–
6.2 - Management and Administration		–	–	–	–	–	–	–	–	–	–
6.3 - Electrical:Kouga		6 824	1 410	–	–	1 146	1 146	914	–	–	–
6.4 - Electrical:Humansdorp		–	–	–	–	–	–	–	–	–	–
6.5 - Electrical:St Francis Bay / Cape St Francis / Oyster Bay		–	–	–	–	–	–	–	–	–	–
6.6 - Renewable, Control and Special Projects		–	–	–	–	–	–	–	–	–	–
6.7 - Fleet and Workshop		–	(29 850)	–	–	266	266	266	–	–	–
6.8 - Mechanical		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
Vote 7 - PLANNING AND DEVELOPMENT		686	592	–	–	–	–	–	–	–	–
7.1 - Director:Planning and Development		–	–	–	–	–	–	–	–	–	–
7.2 - Building Control		–	–	–	–	–	–	–	–	–	–
7.3 - Human Settlement		–	–	–	–	–	–	–	–	–	–
7.4 - Land and Property Administration		–	378	–	–	–	–	–	–	–	–
7.5 - Town and Regional Planning		686	214	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
Vote 8 - [NAME OF VOTE 8]		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
Vote 9 - [NAME OF VOTE 9]		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–

Multi-year appropriation for Budget Year 2024/25 in the 2023/24 Annual Budget				Multi-year appropriation for 2025/26 in the 2023/24 Annual Budget				New multi-year appropriations (funds for new and existing projects)		
Appropriation for 2024/25	Adjustments in 2023/24	Downward adjustments for 2024/25	Appropriation carried forward	Appropriation for 2024/25	Adjustments in 2023/24	Downward adjustments for 2024/25	Appropriation carried forward	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27

Vote Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
Vote 10 - [NAME OF VOTE 10]		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
Vote 11 - [NAME OF VOTE 11]		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
Vote 12 - [NAME OF VOTE 12]		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
Vote 13 - [NAME OF VOTE 13]		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
Vote 14 - [NAME OF VOTE 14]		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
Vote 15 - [NAME OF VOTE 15]		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–

Multi-year appropriation for Budget Year 2024/25 in the 2023/24 Annual Budget				Multi-year appropriation for 2025/26 in the 2023/24 Annual Budget				New multi-year appropriations (funds for new and existing projects)		
Appropriation for 2024/25	Adjustments in 2023/24	Downward adjustments for 2024/25	Appropriation carried forward	Appropriation for 2024/25	Adjustments in 2023/24	Downward adjustments for 2024/25	Appropriation carried forward	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27

Vote Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
Capital single-year expenditure sub-total		56 538	492	93	–	3 283	3 283	1 181	–	–	–
Total Capital Expenditure		49 635	131 505	113 966	79 343	130 161	130 161	55 599	150 362	45 354	49 890

Multi-year appropriation for Budget Year 2024/25 in the 2023/24 Annual Budget				Multi-year appropriation for 2025/26 in the 2023/24 Annual Budget				New multi-year appropriations (funds for new and existing projects)		
Appropriation for 2024/25	Adjustments in 2023/24	Downward adjustments for 2024/25	Appropriation carried forward	Appropriation for 2024/25	Adjustments in 2023/24	Downward adjustments for 2024/25	Appropriation carried forward	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27

EC108 Kouga - Table A6 Budgeted Financial Position

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
ASSETS											
Current assets											
Cash and cash equivalents		52 678	27 851	104 935	5 596	43 665	43 665		43 640	48 657	85 823
Trade and other receivables from exchange transactior	1	67 084	62 522	73 873	55 239	77 030	77 030		77 030	77 030	77 030
Receivables from non-exchange transactions	1	23 992	15 276	17 812	24 619	29 014	29 014		29 014	29 014	29 014
Current portion of non-current receivables		–	–	–	–	–	–		–	–	–
Inventory	2	12 570	17 050	18 598	17 110	18 598	18 598		18 598	18 598	18 598
VAT		134 385	131 405	134 766	50 443	45 445	45 445		45 445	45 445	45 445
Other current assets		1 838	1 616	2 542	1 616	109	109		109	109	109
Total current assets		**292 547**	**255 718**	**352 526**	**154 622**	**213 862**	**213 862**	**–**	**213 837**	**218 854**	**256 020**
Non current assets											
Investments		–	–	–	–	–	–	–	–	–	–
Investment property		242 552	262 608	262 608	262 608	262 608	262 608		262 608	262 608	262 608
Property, plant and equipment	3	2 090 191	2 054 406	2 041 926	2 039 424	2 074 173	2 074 173	–	2 106 737	2 028 207	1 948 869
Biological assets		–	–	–	–	–	–	–	–	–	–
Living and non-living resources		–	–	–	–	–	–	–	–	–	–
Heritage assets		–	–	–	–	–	–	–	–	–	–
Intangible assets		1 295	870	603	410	603	603		603	603	603
Trade and other receivables from exchange transactior		–	–	–	–	–	–	–	–	–	–
Non-current receivables from non-exchange transactior		–	–	–	–	–	–	–	–	–	–
Other non-current assets		–	–	–	–	–	–	–	–	–	–
Total non current assets		**2 334 038**	**2 317 884**	**2 305 137**	**2 302 442**	**2 337 384**	**2 337 384**	**–**	**2 369 948**	**2 291 418**	**2 212 080**
TOTAL ASSETS		**2 626 584**	**2 573 602**	**2 657 663**	**2 457 064**	**2 551 246**	**2 551 246**	**–**	**2 583 785**	**2 510 272**	**2 468 099**
LIABILITIES											
Current liabilities											
Bank overdraft		–	–	–	–	–	–	–	–	–	–
Financial liabilities		6 747	10 508	11 342	9 484	12 169	12 169	–	23 564	11 333	–
Consumer deposits		20 774	23 673	29 060	23 673	29 060	29 060		29 060	29 060	29 060
Trade and other payables from exchange transactions	4	88 885	105 579	126 241	77 412	124 413	124 413		124 413	124 413	124 413
Trade and other payables from non-exchange transacti	5	6 950	(11 750)	30 756	–	10 373	10 373		–	–	–
Provision		35 447	51 074	53 931	43 689	47 914	47 914		48 355	48 795	49 235
VAT		87 069	79 199	89 337	–	(0)	(0)		(0)	(0)	(0)
Other current liabilities		–	–	–	–	–	–	–	–	–	–
Total current liabilities		**245 872**	**258 284**	**340 668**	**154 259**	**223 929**	**223 929**	**–**	**225 392**	**213 601**	**202 708**
Non current liabilities											
Financial liabilities	6	0	21 944	24 202	8 637	11 207	11 207	–	11 333	–	–
Provision	7	89 346	123 003	125 237	126 686	137 116	137 116	–	140 468	143 821	147 173
Long term portion of trade payables		–	–	–	–	–	–	–	–	–	–
Other non-current liabilities		86 613	88 913	92 032	119 711	107 431	107 431		119 151	132 332	147 190
Total non current liabilities		**175 959**	**233 861**	**241 472**	**255 035**	**255 754**	**255 754**	**–**	**270 953**	**276 153**	**294 364**
TOTAL LIABILITIES		**421 830**	**492 145**	**582 139**	**409 293**	**479 683**	**479 683**	**–**	**496 345**	**489 755**	**497 072**
NET ASSETS		**2 204 754**	**2 081 457**	**2 075 524**	**2 047 771**	**2 071 563**	**2 071 563**	**–**	**2 087 440**	**2 020 517**	**1 971 028**
COMMUNITY WEALTH/EQUITY											
Accumulated surplus/(deficit)	8	2 258 916	2 067 945	2 087 378	2 047 771	2 071 563	2 071 563	60 817	2 087 440	2 020 517	1 971 028
Reserves and funds	9	–	–	–	–	–	–	–	–	–	–
Other		–	–	–	–	–	–	–	–	–	–
TOTAL COMMUNITY WEALTH/EQUITY	10	**2 258 916**	**2 067 945**	**2 087 378**	**2 047 771**	**2 071 563**	**2 071 563**	**60 817**	**2 087 440**	**2 020 517**	**1 971 028**

References

1. Detail breakdown in Table SA3 for Trade receivables from Exchange and Non-exchange transactions

2. Include completed low cost housing to be transferred to beneficiaries within 12 months detail provided in Table SA3

3. Include 'Construction-work-in-progress' (disclosed separately in annual financial statements) detail in SA3

4. Detail breakdown in Table SA3.

5. Detail breakdown in Table SA3.

6. Detail breakdown in Table SA3.

7 Detail breakdown in Table SA3.

8. Detail breakdown in Table SA3.

9. Detail breakdown in Table SA3. Includes reserves to be funded by statute.

10. Net assets must balance with Total Community Wealth/Equity

EC108 Kouga - Table A7 Budgeted Cash Flows

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Property rates		578 681	490 993	87 932	270 495	263 774	263 774		287 458	303 161	319 834
Service charges		70 769	238 396	237 049	697 055	672 771	672 771		761 922	853 251	956 982
Other revenue		38 687	8 701	21 769	67 422	105 467	105 467		93 666	79 750	82 541
Transfers and Subsidies - Operational	1	152 544	147 988	166 622	190 883	194 472	194 472		202 153	211 994	223 454
Transfers and Subsidies - Capital	1	2 151	–	79 951	75 561	79 276	79 276		123 443	52 158	57 374
Interest		782 820	841 486	840 211	4 598	11 674	11 674		13 998	12 809	13 385
Dividends		–	–	–		–	–		–	–	–
Payments											
Suppliers and employees		2 822	147 164	252 109	(1 219 527)	(1 238 638)	(1 238 638)		(1 327 265)	(1 423 447)	(1 546 615)
Interest		–	–	–	–	(6 612)	(6 612)	–	(16 159)	(15 340)	(8 167)
Transfers and Subsidies	1	751	(751)	–	–	(1 124)	(1 124)	–	(400)	(400)	(400)
NET CASH FROM/(USED) OPERATING ACTIVITIES		**1 629 225**	**1 873 976**	**1 685 644**	**86 487**	**81 059**	**81 059**	**–**	**138 815**	**73 935**	**98 389**
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE		–	–	–	–	–	–	–	–	–	–
Decrease (increase) in non-current receivables		–	–	–	–	–	–	–	–	–	–
Decrease (increase) in non-current investments		–	–	–	–	–	–	–	–	–	–
Payments											
Capital assets		3 137	(52 882)	(73 924)	(79 343)	(130 161)	(130 161)		(116 362)	(45 354)	(49 890)
NET CASH FROM/(USED) INVESTING ACTIVITIES		**3 137**	**(52 882)**	**(73 924)**	**(79 343)**	**(130 161)**	**(130 161)**	**–**	**(116 362)**	**(45 354)**	**(49 890)**
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Short term loans		–	–	–	–	–	–	–	–	–	–
Borrowing long term/refinancing		–	–	–	–	–	–	–	–	–	–
Increase (decrease) in consumer deposits		2 698	2 899	5 387	–	–	–		–	–	–
Payments											
Repayment of borrowing		–	(250)	–	(10 091)	(12 169)	(12 169)	–	(22 478)	(23 564)	(11 333)
NET CASH FROM/(USED) FINANCING ACTIVITIES		**2 698**	**2 648**	**5 387**	**(10 091)**	**(12 169)**	**(12 169)**	**–**	**(22 478)**	**(23 564)**	**(11 333)**
NET INCREASE/ (DECREASE) IN CASH HELD		**1 635 060**	**1 823 742**	**1 617 107**	**(2 947)**	**(61 270)**	**(61 270)**	**–**	**(25)**	**5 016**	**37 166**
Cash/cash equivalents at the year begin:	2	**141 033**	**53 394**	**27 851**	8 542	104 935	104 935		**43 665**	**43 640**	**48 657**
Cash/cash equivalents at the year end:	2	**1 776 093**	**1 877 136**	**1 644 957**	**5 596**	**43 665**	**43 665**	**–**	**43 640**	**48 657**	**85 823**

References

1. Local/District municipalities to include transfers from/to District/Local Municipalities

2. Cash equivalents includes investments with maturities of 3 months or less

3. The MTREF is populated directly from SA30.

EC108 Kouga - Table A8 Cash backed reserves/accumulated surplus reconciliation

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Cash and investments available											
Cash/cash equivalents at the year end	1	1 776 093	1 877 136	1 644 957	5 596	43 665	43 665	–	43 640	48 657	85 823
Other current investments > 90 days		(1 723 415)	(1 849 286)	(1 540 022)	–	–	–	–	–	0	0
Non current Investments	1	–	–	–	–	–	–	–	–	–	–
Cash and investments available:		**52 678**	**27 851**	**104 935**	**5 596**	**43 665**	**43 665**	**–**	**43 640**	**48 657**	**85 823**
Application of cash and investments											
Trade payables from Non-exchange transactions: Unspent cor		6 199	(11 750)	30 756	–	10 373	10 373	–	–	–	–
Unspent borrowing		–	–	–	–	–	–		–	–	–
Statutory requirements	2	41 093	52 206	45 429	(50 443)	(45 445)	(45 445)		(45 445)	(45 445)	(45 445)
Other working capital requirements	3	65 429	91 042	119 843	(2 446)	18 369	18 369	–	18 368	18 368	18 368
Other provisions		(35 447)	(51 074)	(53 931)	43 689	47 914	47 914		48 355	48 795	49 235
Long term investments committed	4	–	–	–	–	–	–	–	–	–	–
Reserves to be backed by cash/investments	5	–	–	–	–	–	–	–	–	–	–
Total Application of cash and investments:		**77 273**	**80 424**	**142 097**	**(9 200)**	**31 211**	**31 211**	**–**	**21 278**	**21 718**	**22 159**
Surplus(shortfall)		**(24 595)**	**(52 573)**	**(37 162)**	**14 795**	**12 454**	**12 454**	**–**	**22 362**	**26 939**	**63 664**

References

1. Must reconcile with Budgeted Cash Flows

2. For example: VAT, taxation

3. Council approval for policy required - include sufficient working capital (e.g. allowing for a % of current debtors > 90 days as uncollectable)

4. For example: sinking fund requirements for borrowing

5. Council approval required for each reserve created and basis of cash backing of reserves

Other working capital requirements											
Debtors		23 456	14 537	6 398	27 116	28 764	28 764	–	29 109	28 746	28 812
Creditors due		88 885	105 579	126 241	77 412	124 163	124 163	–	124 413	124 413	124 413
Total		**(65 429)**	**(91 042)**	**(119 843)**	**(50 296)**	**(95 399)**	**(95 399)**	**–**	**(95 304)**	**(95 667)**	**(95 601)**
Debtors collection assumptions											
Balance outstanding - debtors		23 992	15 276	17 812	24 619	29 014	29 014	–	29 014	29 014	29 014
Estimate of debtors collection rate		97,8%	95,2%	35,9%	110,1%	99,1%	99,1%	0,0%	100,3%	99,1%	99,3%
Long term investments committed											
Balance (*Insert description; eg sinking fund)*											
Bankers Acceptance Certificate		–	–	–	–	–	–	–	–	–	–
Deposit Taking Institutions		–	–	–	–	–	–	–	–	–	–
Bank Repurchase Agreements		–	–	–	–	–	–	–	–	–	–
Derivative Financial Assets		–	–	–	–	–	–	–	–	–	–
Guaranteed Endowment Policies (Sinking)		–	–	–	–	–	–	–	–	–	–
Listed/Unlisted Bonds and Stocks		–	–	–	–	–	–	–	–	–	–
Municipal Bonds		–	–	–	–	–	–	–	–	–	–
National Government Securities		–	–	–	–	–	–	–	–	–	–
Negotiable Certificate of Deposits: Banks		–	–	–	–	–	–	–	–	–	–
Unamortised Debt Expense		–	–	–	–	–	–	–	–	–	–
Unamortised Preference Share Expense		–	–	–	–	–	–	–	–	–	–
Interest Rate Swaps		–	–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–	–
Reserves to be backed by cash/investments											
Housing Development Fund		–	–	–	–	–	–	–	–	–	–
Capital replacement		–	–	–	–	–	–	–	–	–	–
Self-insurance		–	–	–	–	–	–	–	–	–	–
Compensation for Occupational Injuries and Diseases		–	–	–	–	–	–	–	–	–	–
Employee Benefit		–	–	–	–	–	–	–	–	–	–
Non-current Provisions		–	–	–	–	–	–	–	–	–	–
Valuation		–	–	–	–	–	–	–	–	–	–
Investment in associate account		–	–	–	–	–	–	–	–	–	–
Capitalisation		–	–	–	–	–	–	–	–	–	–
	6	–	–	–	–	–	–	–	–	–	–

Note:

6. Above reserves do not include Revaluation reserve. Revaluation reserve not required to be cash backed

EC108 Kouga - Table A9 Asset Management

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
CAPITAL EXPENDITURE										
Total New Assets	1	**36 067**	**158 514**	**144 151**	**26 118**	**32 298**	**32 298**	**52 798**	**31 309**	**26 901**
Roads Infrastructure		–	–	–	3 339	5 939	5 939	150	20 000	8 709
Storm water Infrastructure		–	–	–	–	–	–	–	–	–
Electrical Infrastructure		1 838	6 131	(2 307)	19 652	4 702	4 702	3 755	7 313	9 072
Water Supply Infrastructure		852	96 161	124 058	–	10 625	10 625	11 975	50	–
Sanitation Infrastructure		8 128	16 551	164	304	415	415	1 527	2 055	5 000
Solid Waste Infrastructure		32 772	282	23	–	80	80	–	–	–
Rail Infrastructure		–	–	–	–	–	–	–	–	–
Coastal Infrastructure		–	–	–	–	–	–	–	–	–
Information and Communication Infrastructure		23	47	–	–	–	–	–	–	–
Infrastructure		***43 613***	***119 172***	***121 939***	***23 296***	***21 761***	***21 761***	***17 407***	***29 418***	***22 782***
Community Facilities		612	(2 928)	–	750	750	750	–	–	–
Sport and Recreation Facilities		–	155	–	–	–	–	–	–	–
Community Assets		***612***	***(2 773)***	**–**	***750***	***750***	***750***	**–**	**–**	**–**
Heritage Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Revenue Generating		–	–	–	–	–	–	–	–	–
Non-revenue Generating		–	–	–	–	–	–	–	–	–
Investment properties		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Operational Buildings		(3 495)	777	–	–	–	–	–	–	–
Housing		–	–	–	–	–	–	–	–	–
Other Assets		***(3 495)***	***777***	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Biological or Cultivated Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Servitudes		–	–	–	–	–	–	–	–	–
Licences and Rights		977	579	–	–	–	–	–	–	–
Intangible Assets		***977***	***579***	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Computer Equipment		**(20 798)**	**1 534**	**1 677**	**–**	**2 625**	**2 625**	**–**	**–**	**–**
Furniture and Office Equipment		**12 380**	**1 471**	**1 591**	**610**	**1 372**	**1 372**	**–**	**–**	**–**
Machinery and Equipment		**2 976**	**3 010**	**2 031**	**100**	**989**	**989**	**–**	**–**	**–**
Transport Assets		**(198)**	**34 744**	**16 912**	**1 362**	**4 800**	**4 800**	**35 391**	**1 891**	**4 119**
Land		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Zoo's, Marine and Non-biological Animals		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Mature		–	-	-	-	-	-	-	-	-
Immature		–	-	-	-	-	-	-	-	-
Living Resources		**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Renewal of Existing Assets	2	**(37 339)**	**1 391**	**131**	**–**	**5 084**	**5 084**	**250**	**100**	**–**
Roads Infrastructure		(38 320)	–	–	–	–	–	–	–	–
Storm water Infrastructure		–	–	–	–	–	–	–	–	–
Electrical Infrastructure		–	769	–	–	5 000	5 000	–	–	–
Water Supply Infrastructure		8	275	131	–	84	84	250	100	–
Sanitation Infrastructure		–	–	–	–	–	–	–	–	–
Solid Waste Infrastructure		–	–	–	–	–	–	–	–	–
Rail Infrastructure		–	–	–	–	–	–	–	–	–
Coastal Infrastructure		–	–	–	–	–	–	–	–	–
Information and Communication Infrastructure		–	346	–	–	–	–	–	–	–
Infrastructure		***(38 311)***	***1 391***	***131***	**–**	***5 084***	***5 084***	***250***	***100***	**–**
Community Facilities		(28 113)	–	–	–	–	–	–	–	–
Sport and Recreation Facilities		139	–	–	–	–	–	–	–	–
Community Assets		***(27 974)***	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Heritage Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Revenue Generating		6 148	–	–	–	–	–	–	–	–
Non-revenue Generating		–	–	–	–	–	–	–	–	–
Investment properties		***6 148***	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Operational Buildings		23 088	–	–	–	–	–	–	–	–
Housing		–	–	–	–	–	–	–	–	–
Other Assets		***23 088***	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Biological or Cultivated Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Servitudes		–	–	–	–	–	–	–	–	–
Licences and Rights		–	–	–	–	–	–	–	–	–
Intangible Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Computer Equipment		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Furniture and Office Equipment		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Machinery and Equipment		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Transport Assets		**(290)**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Land		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Zoo's, Marine and Non-biological Animals		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Mature		–	-	-	-	-	-	-	-	-
Immature		–	-	-	-	-	-	-	-	-
Living Resources		-	-	-	-	-	-	-	-	-
Total Upgrading of Existing Assets	6	**50 906**	**(28 400)**	**(30 316)**	**53 225**	**92 779**	**92 779**	**97 313**	**13 945**	**22 990**
Roads Infrastructure		87 829	(41 343)	13 241	–	2 752	2 752	8 596	–	–
Storm water Infrastructure		–	–	–	–	10	10	424	–	–
Electrical Infrastructure		1 915	(5 093)	(46 762)	–	1 371	1 371	30 348	–	–
Water Supply Infrastructure		383	–	–	26 087	45 766	45 766	16 783	–	–
Sanitation Infrastructure		(38 455)	15 120	3 204	24 080	35 662	35 662	40 663	6 945	20 582
Solid Waste Infrastructure		–	–	–	–	–	–	–	–	–
Rail Infrastructure		–	–	–	–	–	–	–	–	–
Coastal Infrastructure		–	–	–	–	–	–	–	–	–

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Information and Communication Infrastructure		4 832	–	–	–	–	–	–	–	–
Infrastructure		***56 504***	***(31 316)***	***(30 316)***	***50 167***	***85 563***	***85 563***	***96 813***	***6 945***	***20 582***
Community Facilities		–	–	–	–	–	–	–	–	–
Sport and Recreation Facilities		(5 483)	2 844	(0)	3 057	7 217	7 217	500	7 000	2 407
Community Assets		***(5 483)***	***2 844***	***(0)***	***3 057***	***7 217***	***7 217***	***500***	***7 000***	***2 407***
Heritage Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Revenue Generating		–	–	–	–	–	–	–	–	–
Non-revenue Generating		–	–	–	–	–	–	–	–	–
Investment properties		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Operational Buildings		(43)	–	0	–	–	–	–	–	–
Housing		–	–	–	–	–	–	–	–	–
Other Assets		***(43)***	**–**	***0***	**–**	**–**	**–**	**–**	**–**	**–**
Biological or Cultivated Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Servitudes		–	–	–	–	–	–	–	–	–
Licences and Rights		–	–	–	–	–	–	–	–	–
Intangible Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Computer Equipment		**(72)**	**72**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Furniture and Office Equipment		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Machinery and Equipment		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Transport Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Land		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Zoo's, Marine and Non-biological Animals		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Mature		–	-	-	-	-	-	-	-	-
Immature		–	-	-	-	-	-	-	-	-
Living Resources		-	-	-	-	-	-	-	-	-
Total Capital Expenditure	4	**49 635**	**131 505**	**113 966**	**79 343**	**130 161**	**130 161**	**150 362**	**45 354**	**49 890**
Roads Infrastructure		49 509	(41 343)	13 241	3 339	8 691	8 691	8 746	20 000	8 709
Storm water Infrastructure		–	–	–	–	10	10	424	–	–
Electrical Infrastructure		3 753	1 807	(49 068)	19 652	11 073	11 073	34 103	7 313	9 072
Water Supply Infrastructure		1 243	96 437	124 190	26 087	56 475	56 475	29 008	150	–
Sanitation Infrastructure		(30 327)	31 671	3 368	24 385	36 077	36 077	42 190	9 000	25 582
Solid Waste Infrastructure		32 772	282	23	–	80	80	–	–	–
Rail Infrastructure		–	–	–	–	–	–	–	–	–
Coastal Infrastructure		–	–	–	–	–	–	–	–	–
Information and Communication Infrastructure		4 856	393	–	–	–	–	–	–	–
Infrastructure		***61 805***	***89 246***	***91 754***	***73 463***	***112 408***	***112 408***	***114 470***	***36 463***	***43 364***
Community Facilities		(27 501)	(2 928)	–	750	750	750	–	–	–
Sport and Recreation Facilities		(5 344)	2 999	(0)	3 057	7 217	7 217	500	7 000	2 407
Community Assets		***(32 844)***	***72***	***(0)***	***3 807***	***7 967***	***7 967***	***500***	***7 000***	***2 407***
Heritage Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Revenue Generating		6 148	–	–	–	–	–	–	–	–
Non-revenue Generating		–	–	–	–	–	–	–	–	–
Investment properties		***6 148***	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Operational Buildings		19 550	777	0	–	–	–	–	–	–
Housing		–	–	–	–	–	–	–	–	–
Other Assets		***19 550***	***777***	***0***	**–**	**–**	**–**	**–**	**–**	**–**
Biological or Cultivated Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Servitudes		–	–	–	–	–	–	–	–	–
Licences and Rights		977	579	–	–	–	–	–	–	–
Intangible Assets		***977***	***579***	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Computer Equipment		**(20 870)**	**1 606**	**1 677**	**–**	**2 625**	**2 625**	**–**	**–**	**–**
Furniture and Office Equipment		**12 380**	**1 471**	**1 591**	**610**	**1 372**	**1 372**	**–**	**–**	**–**
Machinery and Equipment		**2 976**	**3 010**	**2 031**	**100**	**989**	**989**	**–**	**–**	**–**
Transport Assets		**(488)**	**34 744**	**16 912**	**1 362**	**4 800**	**4 800**	**35 391**	**1 891**	**4 119**
Land		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Zoo's, Marine and Non-biological Animals		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Mature		–	-	-	-	-	-	-	-	-
Immature		–	-	-	-	-	-	-	-	-
Living Resources		-	-	-	-	-	-	-	-	-
TOTAL CAPITAL EXPENDITURE - Asset class		**49 635**	**131 505**	**113 966**	**79 343**	**130 161**	**130 161**	**150 362**	**45 354**	**49 890**
ASSET REGISTER SUMMARY - PPE (WDV)	5	2 334 038	2 317 884	2 305 137	2 302 442	2 337 384	2 337 384	2 369 948	2 291 418	2 212 080
Roads Infrastructure		699 028	532 884	542 725	556 676	551 360	551 360	518 821	565 208	529 074
Storm water Infrastructure		58 177	34 309	32 330	8 914	29 734	29 734	28 084	25 596	23 532
Electrical Infrastructure		184 025	176 187	169 837	204 212	175 298	175 298	209 400	181 366	190 438
Water Supply Infrastructure		246 333	338 190	369 650	359 616	493 163	493 163	503 821	468 012	452 029
Sanitation Infrastructure		386 198	447 377	448 963	517 807	484 838	484 838	495 636	458 539	447 727
Solid Waste Infrastructure		28 259	26 167	25 396	(51 865)	(15 087)	(15 087)	(15 087)	(15 087)	(15 087)
Rail Infrastructure		–	–	–	–	–	–	–	–	–
Coastal Infrastructure		–	–	–	–	–	–	–	–	–
Information and Communication Infrastructure		(72)	72	72	72	72	72	72	72	72
Infrastructure		***1 601 949***	***1 555 185***	***1 588 974***	***1 595 431***	***1 719 379***	***1 719 379***	***1 740 748***	***1 683 705***	***1 627 786***
Community Assets		15 366	35 876	42 314	52 093	56 844	56 844	59 161	64 344	66 751
Heritage Assets		–	–	–	–	–	–	–	–	–
Investment properties		242 552	262 608	262 608	262 608	262 608	262 608	262 608	262 608	262 608
Other Assets		194 492	169 850	114 203	143 118	32 094	32 094	30 780	29 466	28 152
Biological or Cultivated Assets		–	–	–	–	–	–	–	–	–
Intangible Assets		1 295	870	603	410	603	603	603	603	603
Computer Equipment		(27 708)	4 123	4 421	2 941	5 696	5 696	5 110	4 523	3 937
Furniture and Office Equipment		5 624	9 121	7 821	6 594	2 156	2 156	(12 500)	(28 989)	(46 638)

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Machinery and Equipment		6 167	5 533	5 666	3 058	7 798	7 798	6 323	4 839	3 345
Transport Assets		24 839	59 159	67 192	8 584	38 870	38 870	65 778	58 981	54 200
Land		269 462	215 558	211 337	227 605	211 337	211 337	211 337	211 337	211 337
Zoo's, Marine and Non-biological Animals		–	–	–	–	–	–	–	–	–
Living Resources		–	–	–	–	–	–	–	–	–
TOTAL ASSET REGISTER SUMMARY - PPE (WDV)	5	**2 334 038**	**2 317 884**	**2 305 137**	**2 302 442**	**2 337 384**	**2 337 384**	**2 369 948**	**2 291 418**	**2 212 080**
EXPENDITURE OTHER ITEMS										
Depreciation	7	89 713	98 211	124 787	109 663	109 663	109 663	117 798	123 884	129 229
Repairs and Maintenance by Asset Class	3	**68 513**	**46 751**	**47 672**	**60 689**	**57 730**	**57 730**	**218 381**	**233 320**	**245 952**
Roads Infrastructure		32 760	11 132	12 861	14 206	7 144	7 144	42 069	48 545	52 267
Storm water Infrastructure		1 058	1 115	876	1 075	989	989	2 420	3 400	4 320
Electrical Infrastructure		8 824	5 906	8 178	10 827	10 827	10 827	30 806	30 431	31 896
Water Supply Infrastructure		8 766	9 189	5 193	7 442	6 055	6 055	32 198	35 881	37 553
Sanitation Infrastructure		2 567	2 518	4 559	8 969	12 720	12 720	38 483	40 225	42 041
Solid Waste Infrastructure		65	–	–	–	–	–	–	–	–
Rail Infrastructure		194	696	–	–	–	–	–	–	–
Coastal Infrastructure		–	–	–	–	–	–	–	–	–
Information and Communication Infrastructure		46	164	–	–	–	–	–	–	–
Infrastructure		***54 281***	***30 721***	***31 666***	***42 518***	***37 735***	***37 735***	***145 976***	***158 481***	***168 077***
Community Facilities		1 233	1 235	1 728	1 696	2 911	2 911	40 224	41 708	43 634
Sport and Recreation Facilities		2 116	1 905	1 500	1 347	1 445	1 445	1 340	1 431	1 431
Community Assets		***3 349***	***3 140***	***3 228***	***3 043***	***4 356***	***4 356***	***41 564***	***43 139***	***45 065***
Heritage Assets		–	–	–	–	–	–	–	–	–
Revenue Generating		–	–	–	–	–	–	–	–	–
Non-revenue Generating		–	–	–	–	–	–	–	–	–
Investment properties		–	–	–	–	–	–	–	–	–
Operational Buildings		2 547	3 063	3 712	3 545	3 982	3 982	4 187	4 201	4 215
Housing		–	–	–	–	–	–	–	–	–
Other Assets		***2 547***	***3 063***	***3 712***	***3 545***	***3 982***	***3 982***	***4 187***	***4 201***	***4 215***
Biological or Cultivated Assets		–	–	–	–	–	–	–	–	–
Servitudes		–	–	–	–	–	–	–	–	–
Licences and Rights		–	–	–	–	–	–	–	–	–
Intangible Assets		–	–	–	–	–	–	–	–	–
Computer Equipment		–	–	–	–	–	–	–	–	–
Furniture and Office Equipment		–	–	–	–	–	–	–	–	–
Machinery and Equipment		**391**	**666**	**594**	**727**	**721**	**721**	**694**	**699**	**710**
Transport Assets		**7 946**	**9 161**	**8 472**	**10 856**	**10 936**	**10 936**	**25 960**	**26 800**	**27 885**
Libraries		–	–	–	–	–	–	–	–	–
Zoo's, Marine and Non-biological Animals		–	–	–	–	–	–	–	–	–
Mature		–	-	-	-	-	-	-	-	-
Immature		–	-	-	-	-	-	-	-	-
Living Resources		-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURE OTHER ITEMS		**158 226**	**144 961**	**172 459**	**170 352**	**167 393**	**167 393**	**336 179**	**357 204**	**375 181**
Renewal and upgrading of Existing Assets as % of total capex		*27,3%*	*-20,5%*	*-26,5%*	*67,1%*	*75,2%*	*75,2%*	*64,9%*	*31,0%*	*46,1%*
Renewal and upgrading of Existing Assets as % of deprecn		*15,1%*	*-27,5%*	*-24,2%*	*48,5%*	*89,2%*	*89,2%*	*82,8%*	*11,3%*	*17,8%*
R&M as a % of PPE & Investment Property		*2,9%*	*2,0%*	*2,1%*	*2,6%*	*2,5%*	*2,5%*	*9,2%*	*10,2%*	*11,1%*
Renewal and upgrading and R&M as a % of PPE and Investment Prop		*3,5%*	*0,9%*	*0,8%*	*4,9%*	*6,7%*	*6,7%*	*13,3%*	*10,8%*	*12,2%*

References

1. Detail of new assets provided in Table SA34a

2. Detail of renewal of existing assets provided in Table SA34b

3. Detail of Repairs and Maintenance by Asset Class provided in Table SA34c

4. Must reconcile to total capital expenditure on Budgeted Capital Expenditure

5. Must reconcile to 'Budgeted Financial Position' (written down value)

6. Detail of upgrading of existing assets provided in Table SA34e

7. Detail of depreciation provided in Table SA34d

EC108 Kouga - Table A10 Basic service delivery measurement

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Household service targets	1									
Water:										
Piped water inside dwelling		–	–	–	–	–	–	–	–	–
Piped water inside yard (but not in dwelling)		–	–	–	–	–	–	–	–	–
Using public tap (at least min.service level)	2	–	–	–	–	–	–	–	–	–
Other water supply (at least min.service level)	4	–	–	–	–	–	–	–	–	–
Minimum Service Level and Above sub-total		–	–	–	–	–	–	–	–	–
Using public tap (< min.service level)	3	–	–	–	–	–	–	–	–	–
Other water supply (< min.service level)	4	–	–	–	–	–	–	–	–	–
No water supply		–	–	–	–	–	–	–	–	–
Below Minimum Service Level sub-total		–	–	–	–	–	–	–	–	–
Total number of households	5	–	–	–	–	–	–	–	–	–
Sanitation/sewerage:										
Flush toilet (connected to sewerage)		–	–	–	–	–	–	–	–	–
Flush toilet (with septic tank)		–	–	–	–	–	–	–	–	–
Chemical toilet		–	–	–	–	–	–	–	–	–
Pit toilet (ventilated)		–	–	–	–	–	–	–	–	–
Other toilet provisions (> min.service level)		–	–	–	–	–	–	–	–	–
Minimum Service Level and Above sub-total		–	–	–	–	–	–	–	–	–
Bucket toilet		–	–	–	–	–	–	–	–	–
Other toilet provisions (< min.service level)		–	–	–	–	–	–	–	–	–
No toilet provisions		–	–	–	–	–	–	–	–	–
Below Minimum Service Level sub-total		–	–	–	–	–	–	–	–	–
Total number of households	5	–	–	–	–	–	–	–	–	–
Energy:										
Electricity (at least min.service level)		–	–	–	–	–	–	–	–	–
Electricity - prepaid (min.service level)		–	–	–	–	–	–	–	–	–
Minimum Service Level and Above sub-total		–	–	–	–	–	–	–	–	–
Electricity (< min.service level)		–	–	–	–	–	–	–	–	–
Electricity - prepaid (< min. service level)		–	–	–	–	–	–	–	–	–
Other energy sources		–	–	–	–	–	–	–	–	–
Below Minimum Service Level sub-total		–	–	–	–	–	–	–	–	–
Total number of households	5	–	–	–	–	–	–	–	–	–
Refuse:										
Removed at least once a week		–	–	–	–	–	–	–	–	–
Minimum Service Level and Above sub-total		–	–	–	–	–	–	–	–	–
Removed less frequently than once a week		–	–	–	–	–	–	–	–	–

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Using communal refuse dump		–	–	–	–	–	–	–	–	–
Using own refuse dump		–	–	–	–	–	–	–	–	–
Other rubbish disposal		–	–	–	–	–	–	–	–	–
No rubbish disposal		–	–	–	–	–	–	–	–	–
Below Minimum Service Level sub-total		–	–	–	–	–	–	–	–	–
Total number of households	5	–	–	–	–	–	–	–	–	–
Households receiving Free Basic Service	7									
Water (6 kilolitres per household per month)		32 489 730	38 341 238	13 470 867	19 498 541	19 797 190	19 797 190	21 232 488	22 771 848	24 422 796
Sanitation (free minimum level service)		9 780 726	10 780 120	9 997 134	12 635 128	13 345 283	13 345 283	14 212 728	15 136 560	16 120 428
Electricity/other energy (50kwh per household per month)		4 485 953	5 308 769	5 488 401	4 955 229	4 955 229	4 955 229	5 584 548	6 461 316	7 475 748
Refuse (removed at least once a week)		2 878 538	–	–	–	–	–	25 690 656	27 360 552	29 138 988
Informal Settlements		–	–	–	–	–	–	–	–	–
Cost of Free Basic Services provided - Formal Settlements (R'000)	8									
Water (6 kilolitres per **indigent** household per month)		32 490	38 341	13 471	19 499	19 797	19 797	21 232	22 772	24 423
Sanitation (free sanitation service to **indigent households**)		9 781	10 780	9 997	12 635	13 345	13 345	14 213	15 137	16 120
Electricity/other energy (50kwh per **indigent** household per month)		4 486	5 309	5 488	4 955	4 955	4 955	5 585	6 461	7 476
Refuse (removed once a week **for indigent households**)		2 879	–	–	–	–	–	25 691	27 361	29 139
Cost of Free Basic Services provided - Informal Formal Settlements (R'000)		–	–	–	–	–	–	–	–	–
Total cost of FBS provided		**49 635**	**54 430**	**28 956**	**37 089**	**38 098**	**38 098**	**66 720**	**71 730**	**77 158**
Highest level of free service provided per household										
Property rates (R value threshold)		–	–	–	–	–	–	–	–	–
Water (kilolitres per household per month)		–	–	–	–	–	–	–	–	–
Sanitation (kilolitres per household per month)		–	–	–	–	–	–	–	–	–
Sanitation (Rand per household per month)		–	–	–	–	–	–	–	–	–
Electricity (kwh per household per month)		–	–	–	–	–	–	–	–	–
Refuse (average litres per week)		–	–	–	–	–	–	–	–	–
Revenue cost of subsidised services provided (R'000)	9									
Property rates **(tariff adjustment)** (**impermissable values per section 17 of MPRA**)		–	–	–	–	–	–	–	–	–
Property rates exemptions, reductions and rebates **and impermissable values in excess of section 17 of MPRA)**		20 190	20 695	7 953	29 261	17 793	17 793	7 249	7 647	8 068
Water **(in excess of 6 kilolitres per indigent household per month)**		–	–	–	–	–	–	–	–	–
Sanitation **(in excess of free sanitation service to indigent households)**		–	–	–	–	–	–	–	–	–
Electricity/other energy **(in excess of 50 kwh per indigent household per month)**		–	–	–	–	–	–	–	–	–
Refuse **(in excess of one removal a week for indigent households)**		–	–	–	–	–	–	–	–	–
Municipal Housing - rental rebates		–	–	–	–	–	–	–	–	–
Housing - top structure subsidies	6	–	–	–	–	–	–	–	–	–

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Other		–	–	–	–	–	–	–	–	–
Total revenue cost of subsidised services provided		**20 190**	**20 695**	**7 953**	**29 261**	**17 793**	**17 793**	**7 249**	**7 647**	**8 068**

References

1. Include services provided by another entity; e.g. Eskom

2. Stand distance <= 200m from dwelling

3. Stand distance > 200m from dwelling

4. Borehole, spring, rain-water tank etc.

5. Must agree to total number of households in municipal area (informal settlements receiving services must be included)

6. Include value of subsidy provided by municipality above provincial subsidy level

7. Show number of households receiving at least these levels of services completely free (informal settlements must be included)

8. Must reflect the cost to the municipality of providing the Free Basic Service

9. Reflect the cost to the municipality in terms of 'revenue foregone' of providing free services (note this will not equal 'Revenue Foregone' on SA1)

EC108 Kouga - Supporting Table SA1 Supportinging detail to 'Budgeted Financial Performance'

Description R thousand	Ref	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
REVENUE ITEMS:											
Non-exchange revenue by source											
Property rates	6										
Total Property Rates		230 395	245 022	267 467	310 749	299 281	299 281	234 242	304 325	320 950	338 603
less Revenue Foregone ***(exemptions, reductions and rebates and impermissable values in excess of section 17 of MPRA)***		20 190	20 695	7 953	29 261	17 793	17 793	(7 849)	7 249	7 647	8 068
Net Property Rates		**210 205**	**224 326**	**259 514**	**281 488**	**281 488**	**281 488**	**242 091**	**297 076**	**313 303**	**330 535**
Exchange revenue service charges											
Service charges - Electricity	6										
Total Service charges - Electricity		286 402	323 302	311 965	395 687	357 735	357 735	302 275	403 168	466 465	539 700
less Revenue Foregone ***(in excess of 50 kwh per indigent household per month)***		–	–	–	–	–	–	–	–	–	–
less Cost of Free Basic Services (50 kwh per indigent household per month)		4 486	5 309	5 488	4 955	4 955	4 955	3 029	5 585	6 461	7 476
Net Service charges - Electricity		**281 916**	**317 993**	**306 477**	**390 731**	**352 780**	**352 780**	**299 247**	**397 583**	**460 004**	**532 224**
Service charges - Water	6										
Total Service charges - Water		113 473	83 310	130 871	120 923	138 401	138 401	73 528	148 435	159 196	170 738
less Revenue Foregone ***(in excess of 6 kilolitres per indigent household per month)***		–	–	–	–	–	–	–	–	–	–
less Cost of Free Basic Services (6 kilolitres per indigent household per month)		32 490	38 341	13 471	19 499	19 797	19 797	(5 129)	21 232	22 772	24 423
Net Service charges - Water		**80 983**	**44 968**	**117 400**	**101 425**	**118 603**	**118 603**	**78 657**	**127 202**	**136 424**	**146 315**
Service charges - Waste Water Management											
Total Service charges - Waste Water Management		62 127	64 147	71 794	75 950	77 614	77 614	48 770	82 658	88 031	93 753
less Revenue Foregone ***(in excess of free sanitation service to indigent households)***		–	–	–	–	–	–	–	–	–	–
less Cost of Free Basic Services (free sanitation service to indigent households)		9 781	10 780	9 997	12 635	13 345	13 345	(2 063)	14 213	15 137	16 120
Net Service charges - Waste Water Management		**52 346**	**53 366**	**61 797**	**63 314**	**64 268**	**64 268**	**50 832**	**68 446**	**72 895**	**77 633**
Service charges - Waste Management	6										
Total refuse removal revenue		39 520	39 932	46 280	49 403	48 553	48 553	35 744	77 400	82 431	87 789
Total landfill revenue		17 332	14 594	15 665	16 993	18 229	18 229	13 175	19 414	20 675	22 019
less Revenue Foregone ***(in excess of one removal a week to indigent households)***		–	–	–	–	–	–	–	–	–	–

Description R thousand	Ref	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
less Cost of Free Basic Services (removed once a week to indigent households)		2 879	–	–	–	–	–	–	25 691	27 361	29 139
Net Service charges - Waste Management		**53 974**	**54 526**	**61 945**	**66 396**	**66 782**	**66 782**	**48 920**	**71 123**	**75 745**	**80 669**
EXPENDITURE ITEMS:											
Employee related costs											
Basic Salaries and Wages	2	195 287	206 450	219 611	283 419	276 419	276 419	198 823	304 832	323 730	339 917
Pension and UIF Contributions		38 845	40 713	44 420	45 755	46 054	46 054	39 216	48 400	50 822	53 363
Medical Aid Contributions		16 850	16 688	17 777	18 641	18 841	18 841	15 764	19 971	20 970	22 018
Overtime		23 381	17 266	19 088	20 282	19 932	19 932	17 505	20 000	23 186	24 345
Performance Bonus		15 592	14 644	14 885	19 811	19 891	19 891	15 916	21 262	22 250	23 287
Motor Vehicle Allowance		10 343	10 762	10 898	13 428	13 778	13 778	9 590	14 287	15 001	15 751
Cellphone Allowance		10	102	30	66	66	66	25	70	73	77
Housing Allowances		900	782	722	1 234	1 234	1 234	611	1 308	1 374	1 442
Other benefits and allowances		8 923	7 892	9 078	9 063	9 066	9 066	8 076	9 610	10 090	10 595
Payments in lieu of leave		4 252	5 631	4 711	6 429	6 229	6 229	5 725	–	–	–
Long service awards		1 954	2 109	1 954	5 028	5 128	5 128	1 019	3 608	3 880	4 141
Post-retirement benefit obligations	4	16 397	14 053	14 662	17 205	17 205	17 205	1	19 753	21 689	23 902
Entertainment		–	–	–	–	–	–	–	–	–	–
Scarcity		–	–	–	–	–	–	–	–	–	–
Acting and post related allowance		2 602	5 950	6 470	7 453	8 413	8 413	5 090	8 642	9 074	9 528
In kind benefits		–	–	–	–	–	–	–	–	–	–
sub-total	5	**335 334**	**343 042**	**364 306**	**447 813**	**442 256**	**442 256**	**317 361**	**471 743**	**502 140**	**528 366**
Less: Employees costs capitalised to PPE		–	–	–	–	–	–	–	–	–	–
Total Employee related costs	1	**335 334**	**343 042**	**364 306**	**447 813**	**442 256**	**442 256**	**317 361**	**471 743**	**502 140**	**528 366**
Depreciation and amortisation											
Depreciation of Property, Plant & Equipment		89 713	89 252	101 093	109 077	109 077	109 077	90 898	117 212	123 298	128 642
Lease amortisation		–	–	266	586	586	586	489	586	586	586
Capital asset impairment		–	8 958	23 428	–	–	–	–	–	–	–
Total Depreciation and amortisation	1	**89 713**	**98 211**	**124 787**	**109 663**	**109 663**	**109 663**	**91 387**	**117 798**	**123 884**	**129 229**
Bulk purchases - electricity											
Electricity Bulk Purchases		254 058	295 222	291 888	364 280	354 710	354 710	292 421	386 299	462 520	535 135
Total bulk purchases	1	**254 058**	**295 222**	**291 888**	**364 280**	**354 710**	**354 710**	**292 421**	**386 299**	**462 520**	**535 135**
Transfers and grants											
Cash transfers and grants		761	458	384	600	800	800	300	400	400	400
Non-cash transfers and grants		–	–	325	324	324	324	100	–	–	–
Total transfers and grants	1	**761**	**458**	**709**	**924**	**1 124**	**1 124**	**400**	**400**	**400**	**400**
Contracted services											

Description R thousand	Ref	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Outsourced Services		28 832	33 798	33 330	32 131			28 154	38 288	32 083	32 324
Consultants and Professional Services		8 534	9 385	20 693	31 152			15 965	35 400	29 280	29 630
Contractors		58 420	31 856	33 314	41 193	130 075	130 075	33 070	52 085	52 644	54 123
sub-total	1	**95 785**	**75 039**	**87 336**	**104 476**	**130 075**	**130 075**	**77 189**	**125 772**	**114 007**	**116 078**
Operational Costs											
Collection costs		5 533	5 243	4 948	5 340	3 780	3 780	2 789	3 400	3 701	4 005
Contributions to 'other' provisions		413	476	(778)	523	523	523	95	561	561	561
Audit fees		4 320	4 394	3 995	4 500	4 500	4 500	4 526	4 500	4 500	4 500
Other Operational Costs	3										
Operating Leases		6 551	5 789	6 814	7 092	7 842	7 842	6 368	8 032	4 256	4 447
Operational Cost		74 201	73 573	61 947	76 509	74 096	74 096	53 963	77 747	80 273	81 813
Statutory Payments other than Income Taxes		–	–	–	–	–	–	–	–	–	–
Discontinued Operations		–	–	–	–	10	10	–	–	–	–
Total Operational Costs	1	**91 018**	**89 476**	**76 926**	**93 964**	**90 752**	**90 752**	**67 741**	**94 240**	**93 291**	**95 326**
Repairs and Maintenance by Expenditure Item	8										
Employee related costs		–	–	–	–	–	–	–	151 092	164 350	172 568
Inventory Consumed (Project Maintenance)		9 540	13 136	14 807	17 926	22 294	22 294	18 507	25 318	26 402	29 289
Contracted Services		51 465	27 674	30 921	38 455	29 965	29 965	17 913	37 796	38 352	39 828
Other Expenditure		7 508	5 940	1 944	4 308	5 481	5 481	3 782	4 175	4 216	4 268
Total Repairs and Maintenance Expenditure	9	68 513	46 751	47 672	60 689	57 740	57 740	40 202	218 381	233 320	245 952
Inventory Consumed											
Inventory Consumed - Water		45 604	59 211	40 360	39 548	39 548	39 548	–	41 931	45 491	48 789
Inventory Consumed - Other		10 587	12 130	15 869	28 671	35 472	35 472	–	40 417	41 547	44 403
Total Inventory Consumed & Other Material		**56 191**	**71 341**	**56 228**	**68 219**	**75 020**	**75 020**	**–**	**82 348**	**87 038**	**93 192**
check		68 513	46 751	47 672	60 689	57 740	57 740		218 381	233 320	245 952

References

1. Must reconcile with 'Budgeted Financial Performance (Revenue and Expenditure)

2. Must reconcile to supporting documentation on staff salaries

3. Insert other categories where revenue or expenditure is of a material nature (list separate items until 'General expenses' is not > 10% of Total Expenditure)

4. Expenditure to meet any 'unfunded obligations'

5 This sub-total must agree with the total on SA22, but excluding councillor and board member items

6. Include a note for each revenue item that is affected by 'revenue foregone'

7. Special consideration may have to be given to including 'goodwill arising' or 'joint venture' budgets where circumstances require this (include separately under relevant notes)

8. Repairs and Maintenance is not a GRAP item. However to facilitate transparency, municipalities must provide a breakdown of the amounts included in the relevant GRAP items that will be spent on Repairs and Maintenance.

9. Must reconcile with Repairs and Maintenance by Asset Class (Total Repairs and Maintenance) on Table SA34c.

Description R thousand	Ref	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27

10. Only applicable to municipalities that have adopted the 'revaluation method' in GRAP 17. The aim is to prevent overstating 'depreciation and asset impairment'

EC108 Kouga - Supporting Table SA2 Matrix Financial Performance Budget (revenue source/expenditure type and dept.)

R thousand	1	Vote 1 - OFFICE OF THE MUNICIPAL MANAGER	Vote 2 - OFFICE OF THE DEPUTY MUNICIPAL MANAGER	Vote 3 - FINANCE AND ECONOMIC DEVELOPMENT	Vote 4 - COMMUNITY SERVICES	Vote 5 - CIVIL AND WATER SERVICES	Vote 6 - ELECTRO/MECHANICAL SERVICES	Vote 7 - PLANNING AND DEVELOPMENT	Vote 8 - [NAME OF VOTE 8]	Vote 9 - [NAME OF VOTE 9]	Vote 10 - [NAME OF VOTE 10]	Vote 11 - [NAME OF VOTE 11]	Vote 12 - [NAME OF VOTE 12]	Vote 13 - [NAME OF VOTE 13]	Vote 14 - [NAME OF VOTE 14]	Vote 15 - [NAME OF VOTE 15]	Total
Revenue																	
Exchange Revenue																	
Service charges - Electricity		–	–	–	–	–	397 583	–	–	–	–	–	–	–	–	–	**397 583**
Service charges - Water		–	–	–	–	127 202	–	–	–	–	–	–	–	–	–	–	**127 202**
Service charges - Waste Water Management		–	–	–	–	68 446	–	–	–	–	–	–	–	–	–	–	**68 446**
Service charges - Waste Management		–	–	–	71 123	–	–	–	–	–	–	–	–	–	–	–	**71 123**
Sale of Goods and Rendering of Services		–	–	975	674	–	2	7 882	–	–	–	–	–	–	–	–	**9 533**
Agency services		–	–	–	4 554	–	–	–	–	–	–	–	–	–	–	–	**4 554**
Interest		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	**–**
Interest earned from Receivables		–	–	350	8 560	21 210	2 214	–	–	–	–	–	–	–	–	–	**32 335**
Interest earned from Current and Non Current Assets		–	–	13 998	–	–	–	–	–	–	–	–	–	–	–	–	**13 998**
Dividends		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	**–**
Rent on Land		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	**–**
Rental from Fixed Assets		–	473	–	2 713	–	–	–	–	–	–	–	–	–	–	–	**3 187**
Licence and permits		–	–	–	2 851	–	–	–	–	–	–	–	–	–	–	–	**2 851**
Operational Revenue		–	642	1 313	–	–	–	–	–	–	–	–	–	–	–	–	**1 955**
Non-Exchange Revenue																	
Property rates		–	–	297 076	–	–	–	–	–	–	–	–	–	–	–	–	**297 076**
Surcharges and Taxes		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	**–**
Fines, penalties and forfeits		–	–	–	142 801	–	–	542	–	–	–	–	–	–	–	–	**143 343**
Licences or permits		–	–	–	11 772	–	–	–	–	–	–	–	–	–	–	–	**11 772**
Transfer and subsidies - Operational		–	–	127 667	30 134	38 768	5 585	–	–	–	–	–	–	–	–	–	**202 153**
Interest		–	–	5 510	–	–	–	–	–	–	–	–	–	–	–	–	**5 510**
Fuel Levy		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	**–**
Service charges		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	**–**
Gains on disposal of Assets		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	**–**
Other Gains		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	**–**
Discontinued Operations		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	**–**
Total Revenue (excluding capital transfers and contribution		**–**	**1 115**	**446 890**	**275 182**	**255 626**	**405 383**	**8 424**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**1 392 621**
Expenditure																	
Employee related costs		23 620	61 587	62 741	176 803	95 969	27 936	23 085	–	–	–	–	–	–	–	–	**471 743**
Remuneration of councillors		–	15 594	–	–	–	–	–	–	–	–	–	–	–	–	–	**15 594**
Bulk purchases - electricity		–	–	–	–	–	386 299	–	–	–	–	–	–	–	–	–	**386 299**
Inventory consumed		129	3 433	1 529	18 759	75 405	9 122	242	–	–	–	–	–	–	–	–	**108 619**
Debt impairment		–	–	11 952	126 186	8 580	11 528	–	–	–	–	–	–	–	–	–	**158 246**
Depreciation and amortisation		59	3 375	761	7 321	94 519	10 985	777	–	–	–	–	–	–	–	–	**117 798**
Interest		–	–	17 404	–	–	–	–	–	–	–	–	–	–	–	–	**17 404**
Contracted services		1 820	7 931	31 790	36 648	26 845	12 747	7 992	–	–	–	–	–	–	–	–	**125 772**
Transfers and subsidies		–	–	400	–	–	–	–	–	–	–	–	–	–	–	–	**400**
Irrecoverable debts written off		–	–	3 177	837	2 281	3 064	–	–	–	–	–	–	–	–	–	**9 359**
Operational costs		5 828	37 034	12 114	20 040	12 690	4 479	2 056	–	–	–	–	–	–	–	–	**94 240**
Losses on disposal of Assets		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	**–**
Other Losses		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	**–**
Total Expenditure		**31 456**	**128 955**	**141 869**	**386 594**	**316 288**	**466 160**	**34 152**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**1 505 474**
Surplus/(Deficit)		**(31 456)**	**(127 840)**	**305 022**	**(111 411)**	**(60 662)**	**(60 777)**	**(25 728)**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**(112 853)**
Transfers and subsidies - capital (monetary allocations)		–	–	–	**1 600**	**59 044**	**4 203**	**68 969**	–	–	–	–	–	–	–	–	**133 816**
Transfers and subsidies - capital (in-kind)		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	**–**
Surplus/(Deficit) after capital transfers & contributions		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	**–**
Income Tax		**(31 456)**	**(127 840)**	**305 022**	**(109 811)**	**(1 618)**	**(56 574)**	**43 241**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**20 963**

References

1. Departmental columns to be based on municipal organisation structure

EC108 Kouga - Supporting Table SA3 Supportinging detail to 'Budgeted Financial Position'

Description	Ref	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
R thousand											
ASSETS											
Trade and other receivables from exchange transactions											
Electricity		47 499	52 792	56 507	93 570	80 528	80 528		98 101	100 860	104 053
Water		83 027	108 431	161 873	91 189	171 455	171 455		179 213	179 778	180 384
Waste		57 090	71 667	91 663	77 012	97 276	97 276		101 793	102 087	102 400
Waste Water		35 843	45 727	60 207	51 136	65 649	65 649		69 868	70 142	70 435
Other trade receivables from exchange transactions		10 234	13 140	12 874	10 971	16 360	16 360		15 817	15 839	15 864
Gross: Trade and other receivables from exchange transactions		**233 692**	**291 758**	**383 124**	**323 878**	**431 267**	**431 267**	**-**	**464 792**	**468 707**	**473 134**
Less: Impairment for debt		**(167 333)**	**(229 961)**	**(309 251)**	**(268 640)**	**(354 237)**	**(354 237)**	**-**	**(387 762)**	**(391 677)**	**(396 104)**
Impairment for Electricity		(15 330)	(21 350)	(24 045)	(53 816)	(48 065)	(48 065)		(64 745)	(67 504)	(70 697)
Impairment for Water		(66 257)	(90 412)	(137 899)	(92 214)	(147 810)	(147 810)		(155 918)	(156 506)	(157 136)
Impairment for Waste		(50 431)	(70 096)	(86 660)	(71 996)	(92 274)	(92 274)		(96 791)	(97 085)	(97 397)
Impairment for Waste Water		(29 921)	(41 708)	(54 904)	(44 390)	(60 346)	(60 346)		(64 565)	(64 839)	(65 131)
Impairment for other trade receivalbes from exchange transactions		(5 395)	(6 395)	(5 742)	(6 224)	(5 742)	(5 742)		(5 742)	(5 742)	(5 742)
Total net Trade and other receivables from Exchange Trx		**66 360**	**61 798**	**73 873**	**55 239**	**77 030**	**77 030**	**-**	**77 030**	**77 030**	**77 030**
Receivables from non-exchange transactions											
Property rates		47 426	50 368	10 912	28 593	82 098	82 098		97 227	98 053	98 931
Less: Impairment of Property rates		(24 907)	(39 238)	(9 367)	(8 843)	(69 422)	(69 422)		(84 551)	(85 378)	(86 255)
Net Property rates		**22 519**	**11 131**	**1 545**	**19 750**	**12 676**	**12 676**	**-**	**12 676**	**12 676**	**12 676**
Other receivables from non-exchange transactions		32 228	36 197	120 287	4 332	241 850	241 850		364 889	379 650	388 606
Impairment for other receivalbes from non-exchange transactions		(30 754)	(32 052)	(104 020)	538	(225 512)	(225 512)		(348 550)	(363 311)	(372 268)
Net other receivables from non-exchange transactions		**1 474**	**4 145**	**16 267**	**4 869**	**16 339**	**16 339**	**-**	**16 339**	**16 339**	**16 339**
Total net Receivables from non-exchange transactions		**23 992**	**15 276**	**17 812**	**24 619**	**29 014**	**29 014**	**-**	**29 014**	**29 014**	**29 014**
Inventory											
Water											
Opening Balance		708	**765**	**799**	**1 193**	**1 193**	**1 193**	**1 193**	1 194	**1 194**	**1 194**
System Input Volume		**45 662**	**59 245**	**40 754**	**39 548**	**39 548**	**39 548**	**–**	**41 931**	**45 491**	**48 789**
Water Treatment Works		–	–	–	–	–	–		–	–	–
Bulk Purchases		45 662	59 245	40 754	39 548	39 548	39 548		41 931	45 491	48 789
Natural Sources		–	–	–	–	–	–		–	–	–
Authorised Consumption	6	**(45 604)**	**(59 211)**	**(40 360)**	**(39 548)**	**(39 548)**	**(39 548)**	**–**	**(41 931)**	**(45 491)**	**(48 789)**
Billed Authorised Consumption		**(45 604)**	**(59 211)**	**(40 360)**	**(39 548)**	**(39 548)**	**(39 548)**	**–**	**(41 931)**	**(45 491)**	**(48 789)**
Billed Metered Consumption		**(45 604)**	**(59 211)**	**(40 360)**	**(39 548)**	**(39 548)**	**(39 548)**	**–**	**(41 931)**	**(45 491)**	**(48 789)**
Free Basic Water		–	–	–	–	–	–	–	–	–	–
Subsidised Water		–	–	–	–	–	–	–	–	–	–
Revenue Water		(45 604)	(59 211)	(40 360)	(39 548)	(39 548)	(39 548)		(41 931)	(45 491)	(48 789)
Billed Unmetered Consumption		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Free Basic Water		–	–	–	–	–	–	–	–	–	–
Subsidised Water		–	–	–	–	–	–	–	–	–	–
Revenue Water		–	–	–	–	–	–	–	–	–	–
UnBilled Authorised Consumption		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Unbilled Metered Consumption		–	–	–	–	–	–	–	–	–	–
Unbilled Unmetered Consumption		–	–	–	–	–	–	–	–	–	–
Water Losses		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Apparent losses		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Unauthorised Consumption		–	–	–	–	–	–	–	–	–	–
Customer Meter Inaccuracies		–	–	–	–	–	–	–	–	–	–
Real losses		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Leakage on Transmission and Distribution Mains		–	–	–	–	–	–	–	–	–	–
Leakage and Overflows at Storage Tanks/Reservoirs		–	–	–	–	–	–	–	–	–	–
Leakage on Service Connections up to the point of Customer Mete		–	–	–	–	–	–	–	–	–	–
Data Transfer and Management Errors		–	–	–	–	–	–	–	–	–	–
Unavoidable Annual Real Losses		–	–	–	–	–	–	–	–	–	–
Non-revenue Water		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Closing Balance Water		**765**	**799**	**1 193**	**1 193**	**1 193**	**1 193**	**1 193**	**1 194**	**1 194**	**1 194**
Agricultural											
Opening Balance		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Acquisitions		–	–	–	–	–	–	–	–	–	–
Issues	7	–	–	–	–	–	–	–	–	–	–
Adjustments	8	–	–	–	–	–	–	–	–	–	–
Write-offs	9	–	–	–	–	–	–	–	–	–	–
Closing balance - Agricultural		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Consumables											
Standard Rated											
Opening Balance		**–**	**–**	**–**	**(225)**	**(225)**	**(225)**	**(225)**	(225)	**(225)**	**(225)**
Acquisitions		–	–	–	3 645	3 400	3 400		4 353	5 061	4 404
Issues	7	–	–	(225)	(3 645)	(3 400)	(3 400)		(4 353)	(5 061)	(4 404)
Adjustments	8	–	–	0	–	–	–		–	–	–
Write-offs	9	–	–	(0)	–	–	–	–	–	–	–
Closing balance - Consumables Standard Rated		**–**	**–**	**(225)**	**(225)**	**(225)**	**(225)**	**(225)**	**(225)**	**(225)**	**(225)**
Zero Rated											
Opening Balance		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Acquisitions		–	–	–	–	–	–	–	–	–	–
Issues	7	–	–	–	–	–	–	–	–	–	–
Adjustments	8	–	–	–	–	–	–	–	–	–	–
Write-offs	9	–	–	–	–	–	–	–	–	–	–
Closing balance - Consumables Zero Rated		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**

Description	Ref	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
R thousand											
Finished Goods											
Opening Balance		–	–	–	–	–	–	–	–	–	–
Acquisitions		–	–	–	–	–	–	–	–	–	–
Issues	7	–	–	–	–	–	–	–	–	–	–
Adjustments	8	–	–	–	–	–	–	–	–	–	–
Write-offs	9	–	–	–	–	–	–	–	–	–	–
Closing balance - Finished Goods		–	–	–	–	–	–	–	–	–	–
Materials and Supplies											
Opening Balance		8 974	**11 806**	**16 251**	**17 630**	**17 630**	**17 630**	**17 630**	17 630	**17 630**	**17 630**
Acquisitions		13 299	16 574	17 026	25 026	31 821	31 821		36 064	36 486	39 999
Issues	7	(10 587)	(12 130)	(15 643)	(25 026)	(32 071)	(32 071)		(36 064)	(36 486)	(39 999)
Adjustments	8	119	1	(4)	–	–	–		–	–	–
Write-offs	9	–	–	–	–	–	–	–	–	–	–
Closing balance - Materials and Supplies		**11 806**	**16 251**	**17 630**	**17 630**	**17 380**	**17 380**	**17 630**	**17 630**	**17 630**	**17 630**
Work-in-progress											
Opening Balance		–	–	–	–	–	–	–	–	–	–
Materials		–	–	–	–	–	–	–	–	–	–
Transfers		–	–	–	–	–	–	–	–	–	–
Closing balance - Work-in-progress		–	–	–	–	–	–	–	–	–	–
Housing Stock											
Opening Balance		–	–	–	–	–	–	–	–	–	–
Acquisitions		–	–	–	–	–	–	–	–	–	–
Transfers		–	–	–	–	–	–	–	–	–	–
Sales		–	–	–	–	–	–	–	–	–	–
Closing Balance - Housing Stock		–	–	–	–	–	–	–	–	–	–
Land											
Opening Balance		–	–	–	–	–	–	–	–	–	–
Acquisitions		–	–	–	–	–	–	–	–	–	–
Sales		–	–	–	–	–	–	–	–	–	–
Adjustments		–	–	–	–	–	–	–	–	–	–
Correction of Prior period errors		–	–	–	–	–	–	–	–	–	–
Transfers		–	–	–	–	–	–	–	–	–	–
Closing Balance - Land		–	–	–	–	–	–	–	–	–	–
Closing Balance - Inventory & Consumables		**12 570**	**17 050**	**18 598**	**18 598**	**18 348**	**18 348**	**18 598**	**18 598**	**18 598**	**18 598**
Property, plant and equipment (PPE)											
PPE at cost/valuation (excl. finance leases)		2 921 828	2 975 796	3 058 857	3 182 580	3 210 501	3 210 501		3 361 404	3 406 758	3 456 649
Leases recognised as PPE	3	5 075	2 039	1 940	5 075	(146)	(146)		(146)	(146)	(146)
Less: Accumulated depreciation		(836 712)	(923 430)	(1 018 871)	(1 148 231)	(1 136 182)	(1 136 182)		(1 254 521)	(1 378 405)	(1 507 634)
Total Property, plant and equipment (PPE)	2	**2 090 191**	**2 054 406**	**2 041 926**	**2 039 424**	**2 074 173**	**2 074 173**	**–**	**2 106 737**	**2 028 207**	**1 948 869**
LIABILITIES											
Current liabilities - Financial liabilities											
Short term loans (other than bank overdraft)		–	–	–	–	–	–	–	–	–	–
Current portion of long-term liabilities		6 747	10 508	11 342	9 484	12 169	12 169		23 564	11 333	–
Total Current liabilities - Financial liabilities		**6 747**	**10 508**	**11 342**	**9 484**	**12 169**	**12 169**	**–**	**23 564**	**11 333**	**–**
Trade and other payables											
Trade and other payables from exchange transactions		88 885	105 579	126 241	77 412	124 163	124 163		124 413	124 413	124 413
Other trade payables from exchange transactions		–	–	–	–	–	–		–	–	–
Trade payables from Non-exchange transactions: Unspent conditional		6 199	(11 750)	30 756	–	10 373	10 373		–	–	–
Trade payables from Non-exchange transactions: Other		751	0	–	–	–	–		–	–	–
VAT		87 069	79 199	89 337	–	(0)	(0)		(0)	(0)	(0)
Total Trade and other payables	2	**182 904**	**173 029**	**246 334**	**77 412**	**134 536**	**134 536**	**–**	**124 413**	**124 413**	**124 413**
Non current liabilities - Financial liabilities											
Borrowing	4	0	21 944	24 202	8 637	11 207	11 207		11 333	–	–
Other financial liabilities		–	–	–	–	–	–	–	–	–	–
Total Non current liabilities - Financial liabilities		**0**	**21 944**	**24 202**	**8 637**	**11 207**	**11 207**	**–**	**11 333**	**–**	**–**
Non current liabilities - Long Term portion of trade payables		–	–	–	–	–	–	–	–	–	–
Elelctricty Bulk Purchases		–	–	–	–	–	–	–	–	–	–
Payables and Accruals - General		–	–	–	–	–	–	–	–	–	–
Water Bulk Purchases		–	–	–	–	–	–	–	–	–	–
Municipal Debt Relief		–	–	–	–	–	–	–	–	–	–
Provisions											
Retirement benefits		–	–	–	–	–	–	–	–	–	–
List other major provision items											
Refuse landfill site rehabilitation		74 162	106 420	110 631	106 420	118 827	118 827		122 180	125 532	128 885
Other		15 184	16 583	14 606	20 266	18 289	18 289		18 289	18 289	18 289
Total Provisions		**89 346**	**123 003**	**125 237**	**126 686**	**137 116**	**137 116**	**–**	**140 468**	**143 821**	**147 173**
CHANGES IN NET ASSETS											
Accumulated surplus/(deficit)											
Accumulated surplus/(deficit) - opening balance		2 210 333	2 138 538	2 067 945	2 081 569	2 100 978	2 100 978		2 071 563	2 087 440	2 020 517
GRAP adjustments		–	–	–	–	–	–	–	–	–	–
Restated balance		2 210 333	2 138 538	2 067 945	2 081 569	2 100 978	2 100 978	–	2 071 563	2 087 440	2 020 517
Surplus/(Deficit)		(1 037)	(70 233)	19 433	(33 798)	(29 414)	(29 414)	60 817	20 963	(66 923)	(49 490)

Description R thousand	Ref	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Transfers to/from Reserves		–	–	–	–	–	–	–	–	–	–
Depreciation offsets		–	–	–	–	–	–	–	–	–	–
Other adjustments		49 620	(360)	0	–	–	–	–	(5 086)	–	–
Accumulated Surplus/(Deficit)	1	**2 258 916**	**2 067 945**	**2 087 378**	**2 047 771**	**2 071 563**	**2 071 563**	**60 817**	**2 087 440**	**2 020 517**	**1 971 028**
Reserves											
Housing Development Fund		–	–	–	–	–	–	–	–	–	–
Capital replacement		–	–	–	–	–	–	–	–	–	–
Self-insurance		–	–	–	–	–	–	–	–	–	–
Other reserves		–	–	–	–	–	–	–	–	–	–
Revaluation		–	–	–	–	–	–	–	–	–	–
Total Reserves	2	–	–	–	–	–	–	–	–	–	–
TOTAL COMMUNITY WEALTH/EQUITY	2	**2 258 916**	**2 067 945**	**2 087 378**	**2 047 771**	**2 071 563**	**2 071 563**	**60 817**	**2 087 440**	**2 020 517**	**1 971 028**

References

1. Must reconcile with Table A4 Budgeted Financial Performance (revenue and expenditure)
2. Must reconcile with Table A6 Budgeted Financial Position
3. Leases treated as assets to be depreciated as the same as purchased/constructed assets. Includes PPP asset element accounted for as finance leases
4. Borrowing must reconcile to Table A17
5. Trade Payable should only include Trade Payables from Exchance Transactions ("True Creditors")
6. Inventory Consumed - Water - included under "Inventory Consumed" on Table A4 - Detail to be submitted on Table SA1
7. Inventry Consumed Other - included under "Inventory Consumed" on Table A4 - Detail to be submitted on Table SA1
8. Inventory Transfers/Adjustments (Include under gains/losses on Table A4)
9. Inventory Write-offs (Include under losses on Table A4)

EC108 Kouga - Supporting Table SA4 Reconciliation of IDP strategic objectives and budget (revenue)

R thousand			Ref	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Allocations to other priorities			2									
Total Revenue (excluding capital transfers and contributions)			1	–	–	–	–	–	–	–	–	–

References

1. Total revenue must reconcile to Table A4 Budgeted Financial Performance (revenue and expenditure)

2. Balance of allocations not directly linked to an IDP strategic objective

EC108 Kouga - Supporting Table SA5 Reconciliation of IDP strategic objectives and budget (operating expenditure)

R thousand			Ref	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Allocations to other priorities												
Total Expenditure			1	–	–	–	–	–	–	–	–	–

References

1. Total expenditure must reconcile to Table A4 Budgeted Financial Performance (revenue and expenditure)

2. Balance of allocations not directly linked to an IDP strategic objective

EC108 Kouga - Supporting Table SA6 Reconciliation of IDP strategic objectives and budget (capital expenditure)

R thousand			Ref	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
		A B C D E F G H I J K L M N O P										
Allocations to other priorities			3									
Total Capital Expenditure			1	–	–	–	–	–	–	–	–	–

References

1. Total capital expenditure must reconcile to Budgeted Capital Expenditure

2. Goal code must be used on Table SA36

3. Balance of allocations not directly linked to an IDP strategic objective

EC108 Kouga - Supporting Table SA7 Measureable performance objectives

Description	Unit of measurement	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Vote 1 - vote name										
Function 1 - (name)										
Sub-function 1 - (name)										
Insert measure/s description										
Sub-function 2 - (name)										
Insert measure/s description										
Sub-function 3 - (name)										
Insert measure/s description										
Function 2 - (name)										
Sub-function 1 - (name)										
Insert measure/s description										
Sub-function 2 - (name)										
Insert measure/s description										
Sub-function 3 - (name)										
Insert measure/s description										
Vote 2 - vote name										
Function 1 - (name)										
Sub-function 1 - (name)										
Insert measure/s description										
Sub-function 2 - (name)										
Insert measure/s description										
Sub-function 3 - (name)										
Insert measure/s description										
Function 2 - (name)										
Sub-function 1 - (name)										
Insert measure/s description										
Sub-function 2 - (name)										
Insert measure/s description										
Sub-function 3 - (name)										
Insert measure/s description										
Vote 3 - vote name										
Function 1 - (name)										
Sub-function 1 - (name)										
Insert measure/s description										
Sub-function 2 - (name)										
Insert measure/s description										
Sub-function 3 - (name)										
Insert measure/s description										
Function 2 - (name)										
Sub-function 1 - (name)										
Insert measure/s description										
Sub-function 2 - (name)										
Insert measure/s description										
Sub-function 3 - (name)										
Insert measure/s description										
And so on for the rest of the Votes										

1. Include a measurable performance objective for each revenue source (within a relevant function) and each vote (MFMA s17(3)(b))
2. Include all Basic Services performance targets from 'Basic Service Delivery' to ensure Table SA7 represents all strategic responsibilities
3. Only include prior year comparative information for individual measures where relevant activity occurred in that year/s

EC108 Kouga - Entities measureable performance objectives

Description	Unit of measurement	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Entity 1 - (name of entity)										
Insert measure/s description										
Entity 2 - (name of entity)										
Insert measure/s description										

Entity 3 - (name of entity)										
Insert measure/s description										
And so on for the rest of the Entities										

1. Include a measurable performance objective as agreed with the parent municipality (MFMA s87(5)(d))
2. Only include prior year comparative information for individual measures where relevant activity occurred in that year/s

EC108 Kouga - Supporting Table SA8 Performance indicators and benchmarks

Description of financial indicator	Basis of calculation	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Borrowing Management											
Credit Rating											
Capital Charges to Operating Expenditure	Interest & Principal Paid /Operating Expenditure	9,1%	9,1%	9,8%	1,0%	1,2%	1,2%	0,5%	2,6%	2,5%	1,3%
Capital Charges to Own Revenue	Finance charges & Repayment of borrowing /Own Revenue	13,3%	13,5%	13,5%	1,3%	1,6%	1,6%	0,6%	3,4%	3,2%	1,6%
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	1,2	1,0	1,0	1,0	1,0	1,0	–	0,9	1,0	1,3
Current Ratio adjusted for aged debtors	Current assets less debtors > 90 days/current liabilities	1,2	1,0	1,0	1,0	1,0	1,0	–	0,9	1,0	1,3
Liquidity Ratio	Monetary Assets/Current Liabilities	0,5	0,3	0,5	0,4	0,5	0,5	–	0,5	0,6	0,8
Revenue Management											
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts/Last 12 Mths Billing		0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
Current Debtors Collection Rate (Cash receipts % of Ratepayer & Other revenue)		136,0%	151,8%	58,4%	153,7%	153,2%	153,2%	0,0%	155,7%	153,1%	150,7%
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue	4,1%	3,4%	3,1%	3,6%	3,6%	3,6%	0,0%	3,4%	3,1%	2,9%
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		5,0%	5,6%	7,7%	1383,5%	284,4%	284,4%	0,0%	285,1%	255,7%	145,0%
Other Indicators											
	Total Volume Losses (kW)										
	Total Volume Losses (kW) non technical										

Description of financial indicator	Basis of calculation	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Electricity Distribution Losses (2)	Total Cost of Losses (Rand '000)										
	% Volume (units purchased and generated less units sold)/units purchased and generated										
Water Volumes :System input	Bulk Purchase Water treatment works Natural sources Total Volume Losses (kℓ)										
Water Distribution Losses (2)	Total Cost of Losses (Rand '000)										
	% Volume (units purchased and generated less units sold)/units purchased and generated										
Employee costs	Employee costs/(Total Revenue - capital revenue)	37,8%	36,1%	30,7%	38,6%	33,7%	33,7%	31,7%	33,9%	33,2%	32,1%
Remuneration	Total remuneration/(Total Revenue - capital revenue)	39,2%	37,5%	31,9%	39,9%	34,8%	34,8%		35,0%	34,3%	33,1%
Repairs & Maintenance	R&M/(Total Revenue excluding capital revenue)	7,7%	4,9%	4,0%	5,2%	4,4%	4,4%		15,7%	15,4%	14,9%
Finance charges & Depreciation	FC&D/(Total Revenue - capital revenue)	10,1%	15,7%	20,6%	9,6%	8,8%	8,8%	9,1%	9,7%	9,4%	8,5%
IDP regulation financial viability indicators											
i. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year)	0,8	0,9	63,0	36,8	36,8	36,8	20,8	30,1	48,5	53,3
ii.O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	7,7%	6,7%	6,5%	6,6%	7,7%	7,7%	0,0%	7,0%	6,3%	5,6%
iii. Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure	22,3	22,3	18,6	0,1	0,42	0,4	–	0,40	0,41	0,67

References

1. Consumer debtors > 12 months old are excluded from current assets

2. Only include if services provided by the municipality

Description of financial indicator	Basis of calculation	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Calculation data											
Debtors > 90 days											
Monthly fixed operational expenditure		79 546	84 352	88 206	101 857	103 160	103 160	78 626	109 616	118 441	128 649
Fixed operational expenditure % assumption		100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%
Own capex		55 326	106 185	49 475	13 460	41 646	41 646	7 610	34 000	–	–
Borrowing		–	–	–	–	–	–	–	–	–	–

EC108 Kouga - Supporting Table SA9 Social, economic and demographic statistics and assumptions

Description of economic indicator	Ref.	Basis of calculation	2001 Census	2007 Survey	2011 Census	2020/21	2021/22	2022/23	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
						Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Demographics												
Population		0	–	–	–	–	–	–	–	–	–	–
Females aged 5 - 14		0	–	–	–	–	–	–	–	–	–	–
Males aged 5 - 14		0	–	–	–	–	–	–	–	–	–	–
Females aged 15 - 34		0	–	–	–	–	–	–	–	–	–	–
Males aged 15 - 34		0	–	–	–	–	–	–	–	–	–	–
Unemployment		0	–	–	–	–	–	–	–	–	–	–
Monthly household income (no. of households)	1, 12											
No income		0	–	–	–	–	–	–	–	–	–	–
R1 - R1 600		0	–	–	–	–	–	–	–	–	–	–
R1 601 - R3 200		0	–	–	–	–	–	–	–	–	–	–
R3 201 - R6 400		0	–	–	–	–	–	–	–	–	–	–
R6 401 - R12 800		0	–	–	–	–	–	–	–	–	–	–
R12 801 - R25 600		0	–	–	–	–	–	–	–	–	–	–
R25 601 - R51 200		0	–	–	–	–	–	–	–	–	–	–
R52 201 - R102 400		0	–	–	–	–	–	–	–	–	–	–
R102 401 - R204 800		0	–	–	–	–	–	–	–	–	–	–
R204 801 - R409 600		0	–	–	–	–	–	–	–	–	–	–
R409 601 - R819 200		0	–	–	–	–	–	–	–	–	–	–
> R819 200		0	–	–	–	–	–	–	–	–	–	–
Poverty profiles (no. of households)												
< R2 060 per household per month	13	0	–	–	–	–	–	–	–	–	–	–
	2	0	–	–	–	–	–	–	–	–	–	–
Household/demographics (000)												
Number of people in municipal area		0	–	–	–	–	–	–	–	–	–	–
Number of poor people in municipal area		0	–	–	–	–	–	–	–	–	–	–
Number of households in municipal area		0	–	–	–	–	–	–	–	–	–	–
Number of poor households in municipal area		0	–	–	–	–	–	–	–	–	–	–
Definition of poor household (R per month)		0	–	–	–	-	-	-	-	-	-	-
Housing statistics	3											
Formal		0	–	–	–	-	-	-	-	-	-	-
Informal		0	–	–	–	-	-	-	-	-	-	-
Total number of households			-	-	-	-	-	-	-	-	-	-
Dwellings provided by municipality	4	0	–	–	–	-	-	-	-	-	-	-
Dwellings provided by province/s		0	–	–	–	-	-	-	-	-	-	-
Dwellings provided by private sector	5	0	–	–	–	-	-	-	-	-	-	-

Total new housing dwellings			-	-	-	-	-	-	-	-	-	-
Economic	6										
Inflation/inflation outlook (CPIX)						0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
Interest rate - borrowing						0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
Interest rate - investment						0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
Remuneration increases						0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
Consumption growth (electricity)						0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
Consumption growth (water)						0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
Collection rates	7										
Property tax/service charges						0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
Rental of facilities & equipment						0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
Interest - external investments						0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
Interest - debtors						0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
Revenue from agency services						0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%

Detail on the provision of municipal services for A10

Total municipal services	Ref.		2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
			Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
		Household service targets (000)									
		Water:									
		Piped water inside dwelling	–	–	–	–	–	–	–	–	–
		Piped water inside yard (but not in dwelling)	–	–	–	–	–	–	–	–	–
	8	Using public tap (at least min.service level)	–	–	–	–	–	–	–	–	–
	10	Other water supply (at least min.service level)	–	–	–	–	–	–	–	–	–
		Minimum Service Level and Above sub-total	–	–	–	–	–	–	–	–	–
	9	Using public tap (< min.service level)	–	–	–	–	–	–	–	–	–
	10	Other water supply (< min.service level)	–	–	–	–	–	–	–	–	–
		No water supply	–	–	–	–	–	–	–	–	–
		Below Minimum Service Level sub-total	–	–	–	–	–	–	–	–	–
		Total number of households	–	–	–	–	–	–	–	–	–
		Sanitation/sewerage:									
		Flush toilet (connected to sewerage)	–	–	–	–	–	–	–	–	–
		Flush toilet (with septic tank)	–	–	–	–	–	–	–	–	–
		Chemical toilet	–	–	–	–	–	–	–	–	–
		Pit toilet (ventilated)	–	–	–	–	–	–	–	–	–
		Other toilet provisions (> min.service level)	–	–	–	–	–	–	–	–	–
		Minimum Service Level and Above sub-total	–	–	–	–	–	–	–	–	–
		Bucket toilet	–	–	–	–	–	–	–	–	–
		Other toilet provisions (< min.service level)	–	–	–	–	–	–	–	–	–
		No toilet provisions	–	–	–	–	–	–	–	–	–
		Below Minimum Service Level sub-total	–	–	–	–	–	–	–	–	–
		Total number of households	–	–	–	–	–	–	–	–	–

		Energy:										
		Electricity (at least min.service level)	–	–	–	–	–	–	–	–	–	–
		Electricity - prepaid (min.service level)	–	–	–	–	–	–	–	–	–	–
		Minimum Service Level and Above sub-total	–	–	–	–	–	–	–	–	–	–
		Electricity (< min.service level)	–	–	–	–	–	–	–	–	–	–
		Electricity - prepaid (< min. service level)	–	–	–	–	–	–	–	–	–	–
		Other energy sources	–	–	–	–	–	–	–	–	–	–
		Below Minimum Service Level sub-total	–	–	–	–	–	–	–	–	–	–
		Total number of households	–	–	–	–	–	–	–	–	–	–
		Refuse:										
		Removed at least once a week	–	–	–	–	–	–	–	–	–	–
		Minimum Service Level and Above sub-total	–	–	–	–	–	–	–	–	–	–
		Removed less frequently than once a week	–	–	–	–	–	–	–	–	–	–
		Using communal refuse dump	–	–	–	–	–	–	–	–	–	–
		Using own refuse dump	–	–	–	–	–	–	–	–	–	–
		Other rubbish disposal	–	–	–	–	–	–	–	–	–	–
		No rubbish disposal	–	–	–	–	–	–	–	–	–	–
		Below Minimum Service Level sub-total	–	–	–	–	–	–	–	–	–	–
		Total number of households	–	–	–	–	–	–	–	–	–	–

Municipal in-house services	Ref.		2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
			Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
		Household service targets (000)									
		Water:									
		Piped water inside dwelling	–	–	–	–	–	–	–	–	–
		Piped water inside yard (but not in dwelling)	–	–	–	–	–	–	–	–	–
	8	Using public tap (at least min.service level)	–	–	–	–	–	–	–	–	–
	10	Other water supply (at least min.service level)	–	–	–	–	–	–	–	–	–
		Minimum Service Level and Above sub-total	–	–	–	–	–	–	–	–	–
	9	Using public tap (< min.service level)	–	–	–	–	–	–	–	–	–
	10	Other water supply (< min.service level)	–	–	–	–	–	–	–	–	–
		No water supply	–	–	–	–	–	–	–	–	–
		Below Minimum Service Level sub-total	–	–	–	–	–	–	–	–	–
		Total number of households	–	–	–	–	–	–	–	–	–
		Sanitation/sewerage:									
		Flush toilet (connected to sewerage)	–	–	–	–	–	–	–	–	–
		Flush toilet (with septic tank)	–	–	–	–	–	–	–	–	–
		Chemical toilet	–	–	–	–	–	–	–	–	–
		Pit toilet (ventilated)	–	–	–	–	–	–	–	–	–
		Other toilet provisions (> min.service level)	–	–	–	–	–	–	–	–	–
		Minimum Service Level and Above sub-total	–	–	–	–	–	–	–	–	–
		Bucket toilet	–	–	–	–	–	–	–	–	–
		Other toilet provisions (< min.service level)	–	–	–	–	–	–	–	–	–
		No toilet provisions	–	–	–	–	–	–	–	–	–

		Below Minimum Service Level sub-total	–	–	–	–	–	–	–	–	–
		Total number of households	–	–	–	–	–	–	–	–	–
		Energy:									
		Electricity (at least min.service level)	–	–	–	–	–	–	–	–	–
		Electricity - prepaid (min.service level)	–	–	–	–	–	–	–	–	–
		Minimum Service Level and Above sub-total	–	–	–	–	–	–	–	–	–
		Electricity (< min.service level)	–	–	–	–	–	–	–	–	–
		Electricity - prepaid (< min. service level)	–	–	–	–	–	–	–	–	–
		Other energy sources	–	–	–	–	–	–	–	–	–
		Below Minimum Service Level sub-total	–	–	–	–	–	–	–	–	–
		Total number of households	–	–	–	–	–	–	–	–	–
		Refuse:									
		Removed at least once a week	–	–	–	–	–	–	–	–	–
		Minimum Service Level and Above sub-total	–	–	–	–	–	–	–	–	–
		Removed less frequently than once a week	–	–	–	–	–	–	–	–	–
		Using communal refuse dump	–	–	–	–	–	–	–	–	–
		Using own refuse dump	–	–	–	–	–	–	–	–	–
		Other rubbish disposal	–	–	–	–	–	–	–	–	–
		No rubbish disposal	–	–	–	–	–	–	–	–	–
		Below Minimum Service Level sub-total	–	–	–	–	–	–	–	–	–
		Total number of households	–	–	–	–	–	–	–	–	–

Municipal entity services	Ref.		2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
			Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
		Household service targets (000)									
Name of municipal entity		***Water:***									
		Piped water inside dwelling	–	–	–	–	–	–	–	–	–
		Piped water inside yard (but not in dwelling)	–	–	–	–	–	–	–	–	–
	8	Using public tap (at least min.service level)	–	–	–	–	–	–	–	–	–
	10	Other water supply (at least min.service level)	–	–	–	–	–	–	–	–	–
		Minimum Service Level and Above sub-total	–	–	–	–	–	–	–	–	–
	9	Using public tap (< min.service level)	–	–	–	–	–	–	–	–	–
	10	Other water supply (< min.service level)	–	–	–	–	–	–	–	–	–
		No water supply	–	–	–	–	–	–	–	–	–
		Below Minimum Service Level sub-total	–	–	–	–	–	–	–	–	–
		Total number of households	–	–	–	–	–	–	–	–	–
Name of municipal entity		***Sanitation/sewerage:***									
		Flush toilet (connected to sewerage)	–	–	–	–	–	–	–	–	–
		Flush toilet (with septic tank)	–	–	–	–	–	–	–	–	–
		Chemical toilet	–	–	–	–	–	–	–	–	–
		Pit toilet (ventilated)	–	–	–	–	–	–	–	–	–
		Other toilet provisions (> min.service level)	–	–	–	–	–	–	–	–	–
		Minimum Service Level and Above sub-total	–	–	–	–	–	–	–	–	–
		Bucket toilet	–	–	–	–	–	–	–	–	–
		Other toilet provisions (< min.service level)	–	–	–	–	–	–	–	–	–

		No toilet provisions	–	–	–	–	–	–	–	–	–
		Below Minimum Service Level sub-total	–	–	–	–	–	–	–	–	–
		Total number of households	–	–	–	–	–	–	–	–	–
Name of municipal entity		***Energy:***									
		Electricity (at least min.service level)	–	–	–	–	–	–	–	–	–
		Electricity - prepaid (min.service level)	–	–	–	–	–	–	–	–	–
		Minimum Service Level and Above sub-total	–	–	–	–	–	–	–	–	–
		Electricity (< min.service level)	–	–	–	–	–	–	–	–	–
		Electricity - prepaid (< min. service level)	–	–	–	–	–	–	–	–	–
		Other energy sources	–	–	–	–	–	–	–	–	–
		Below Minimum Service Level sub-total	–	–	–	–	–	–	–	–	–
		Total number of households	–	–	–	–	–	–	–	–	–
Name of municipal entity		***Refuse:***									
		Removed at least once a week	–	–	–	–	–	–	–	–	–
		Minimum Service Level and Above sub-total	–	–	–	–	–	–	–	–	–
		Removed less frequently than once a week	–	–	–	–	–	–	–	–	–
		Using communal refuse dump	–	–	–	–	–	–	–	–	–
		Using own refuse dump	–	–	–	–	–	–	–	–	–
		Other rubbish disposal	–	–	–	–	–	–	–	–	–
		No rubbish disposal	–	–	–	–	–	–	–	–	–
		Below Minimum Service Level sub-total	–	–	–	–	–	–	–	–	–
		Total number of households	–	–	–	–	–	–	–	–	–

Services provided by 'external mechanisms'	Ref.		2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
			Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
		Household service targets (000)									
Names of service providers		***Water:***									
		Piped water inside dwelling	–	–	–	–	–	–	–	–	–
		Piped water inside yard (but not in dwelling)	–	–	–	–	–	–	–	–	–
	8	Using public tap (at least min.service level)	–	–	–	–	–	–	–	–	–
	10	Other water supply (at least min.service level)	–	–	–	–	–	–	–	–	–
		Minimum Service Level and Above sub-total	–	–	–	–	–	–	–	–	–
	9	Using public tap (< min.service level)	–	–	–	–	–	–	–	–	–
	10	Other water supply (< min.service level)	–	–	–	–	–	–	–	–	–
		No water supply	–	–	–	–	–	–	–	–	–
		Below Minimum Service Level sub-total	–	–	–	–	–	–	–	–	–
		Total number of households	–	–	–	–	–	–	–	–	–
Names of service providers		***Sanitation/sewerage:***									
		Flush toilet (connected to sewerage)	–	–	–	–	–	–	–	–	–
		Flush toilet (with septic tank)	–	–	–	–	–	–	–	–	–
		Chemical toilet	–	–	–	–	–	–	–	–	–
		Pit toilet (ventilated)	–	–	–	–	–	–	–	–	–
		Other toilet provisions (> min.service level)	–	–	–	–	–	–	–	–	–
		Minimum Service Level and Above sub-total	–	–	–	–	–	–	–	–	–
		Bucket toilet	–	–	–	–	–	–	–	–	–

		Other toilet provisions (< min.service level)	–	–	–	–	–	–	–	–	–
		No toilet provisions	–	–	–	–	–	–	–	–	–
		Below Minimum Service Level sub-total	–	–	–	–	–	–	–	–	–
		Total number of households	–	–	–	–	–	–	–	–	–
Names of service providers		***Energy:***									
		Electricity (at least min.service level)	–	–	–	–	–	–	–	–	–
		Electricity - prepaid (min.service level)	–	–	–	–	–	–	–	–	–
		Minimum Service Level and Above sub-total	–	–	–	–	–	–	–	–	–
		Electricity (< min.service level)	–	–	–	–	–	–	–	–	–
		Electricity - prepaid (< min. service level)	–	–	–	–	–	–	–	–	–
		Other energy sources	–	–	–	–	–	–	–	–	–
		Below Minimum Service Level sub-total	–	–	–	–	–	–	–	–	–
		Total number of households	–	–	–	–	–	–	–	–	–
Names of service providers		***Refuse:***									
		Removed at least once a week	–	–	–	–	–	–	–	–	–
		Minimum Service Level and Above sub-total	–	–	–	–	–	–	–	–	–
		Removed less frequently than once a week	–	–	–	–	–	–	–	–	–
		Using communal refuse dump	–	–	–	–	–	–	–	–	–
		Using own refuse dump	–	–	–	–	–	–	–	–	–
		Other rubbish disposal	–	–	–	–	–	–	–	–	–
		No rubbish disposal	–	–	–	–	–	–	–	–	–
		Below Minimum Service Level sub-total	–	–	–	–	–	–	–	–	–
		Total number of households	–	–	–	–	–	–	–	–	–

Detail of Free Basic Services (FBS) provided			2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
			Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Electricity	Ref.	***Location of households for each type of FBS***									
List type of FBS service		**Formal settlements - (50 kwh per indigent household per month Rands)**	4 485 953	5 308 769	5 488 401	4 955 229	4 955 229	4 955 229	5 584 548	6 461 316	7 475 748
		Number of HH receiving this type of FBS	–	–	–	–	–	–	–	–	–
		Informal settlements (Rands)	–	–	–	–	–	–	–	–	–
		Number of HH receiving this type of FBS	–	–	–	–	–	–	–	–	–
		Informal settlements targeted for upgrading (Rands)	–	–	–	–	–	–	–	–	–
		Number of HH receiving this type of FBS	–	–	–	–	–	–	–	–	–
		Living in informal backyard rental agreement (Rands)	–	–	–	–	–	–	–	–	–
		Number of HH receiving this type of FBS	–	–	–	–	–	–	–	–	–
		Other (Rands)	–	–	–	–	–	–	–	–	–
		Number of HH receiving this type of FBS	–	–	–	–	–	–	–	–	–
		Total cost of FBS - Electricity for informal settlements	–	–	–	–	–	–	–	–	–

Water	Ref.	***Location of households for each type of FBS***								
List type of FBS service		**Formal settlements - (6 kilolitre per indigent household per month Rands)**	32 489 730	38 341 238	13 470 867	19 498 541	19 797 190	19 797 190	21 232 488	22 771 848	24 422 796
		Number of HH receiving this type of FBS	–	–	–	–	–	–	–	–	–
		Informal settlements (Rands)	–	–	–	–	–	–	–	–	–
		Number of HH receiving this type of FBS	–	–	–	–	–	–	–	–	–
		Informal settlements targeted for upgrading (Rands)	–	–	–	–	–	–	–	–	–
		Number of HH receiving this type of FBS	–	–	–	–	–	–	–	–	–
		Living in informal backyard rental agreement (Rands)	–	–	–	–	–	–	–	–	–
		Number of HH receiving this type of FBS	–	–	–	–	–	–	–	–	–
		Other (Rands)	–	–	–	–	–	–	–	–	–
		Number of HH receiving this type of FBS	–	–	–	–	–	–	–	–	–
		Total cost of FBS - Water for informal settlements	–	–	–	–	–	–	–	–	–
Sanitation	Ref.	***Location of households for each type of FBS***								
List type of FBS service		**Formal settlements - (free sanitation service to indigent households)**	9 780 726	10 780 120	9 997 134	12 635 128	13 345 283	13 345 283	14 212 728	15 136 560	16 120 428
		Number of HH receiving this type of FBS	–	–	–	–	–	–	–	–	–
		Informal settlements (Rands)	–	–	–	–	–	–	–	–	–
		Number of HH receiving this type of FBS	–	–	–	–	–	–	–	–	–
		Informal settlements targeted for upgrading (Rands)	–	–	–	–	–	–	–	–	–
		Number of HH receiving this type of FBS	–	–	–	–	–	–	–	–	–
		Living in informal backyard rental agreement (Rands)	–	–	–	–	–	–	–	–	–
		Number of HH receiving this type of FBS	–	–	–	–	–	–	–	–	–
		Other (Rands)	–	–	–	–	–	–	–	–	–
		Number of HH receiving this type of FBS	–	–	–	–	–	–	–	–	–
		Total cost of FBS - Sanitation for informal settlements	–	–	–	–	–	–	–	–	–
Refuse Removal	Ref.	***Location of households for each type of FBS***								

List type of FBS service	**Formal settlements - (removed once a week to indigent households)**	2 878 538	–	–	–	–	–	25 690 656	27 360 552	29 138 988
	Number of HH receiving this type of FBS	–	–	–	–	–	–	–	–	–
	Informal settlements (Rands)	–	–	–	–	–	–	–	–	–
	Number of HH receiving this type of FBS	–	–	–	–	–	–	–	–	–
	Informal settlements targeted for upgrading (Rands)	–	–	–	–	–	–	–	–	–
	Number of HH receiving this type of FBS	–	–	–	–	–	–	–	–	–
	Living in informal backyard rental agreement (Rands)	–	–	–	–	–	–	–	–	–
	Number of HH receiving this type of FBS	–	–	–	–	–	–	–	–	–
	Other (Rands)	–	–	–	–	–	–	–	–	–
	Number of HH receiving this type of FBS	–	–	–	–	–	–	–	–	–
	Total cost of FBS - Refuse Removal for informal settlen	–	–	–	–	–	–	–	–	–

References

1. Monthly household income threshold. Should include all sources of income.

2. Show the poverty analysis the municipality uses to determine its indigents policy and the provision of services

3. Include total of all housing units within the municipality

4. Number of subsidised dwellings to be constructed by the municipality under agency agreement with province

5. Provide estimate based on building approval information. Include any non-subsidised dwellings constructed by the municipality

6. Insert actual or estimated % increases assumed as a basis for budget calculations

7. Insert actual or estimated % collection rate assumed as a basis for budget calculations for each revenue group

8. Stand distance <= 200m from dwelling

9. Stand distance > 200m from dwelling

10. Borehole, spring, rain-water tank etc.

11. Must agree to total number of households in municipal area

12. Household income categories assume an average 4 person household. Stats SA - Census 2011 Questionnaire

13. Based on National poverty line of R515 per capita per month (2008 prices), assuming an average household size of 4 persons

EC108 Kouga Supporting Table SA10 Funding measurement

Description	MFMA section	Ref	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Funding measures												
Cash/cash equivalents at the year end - R'000	18(1)b	1	1 776 093	1 877 136	1 644 957	5 596	43 665	43 665	–	43 640	48 657	85 823
Cash + investments at the yr end less applications - R'000	18(1)b	2	(24 595)	(52 573)	(37 162)	14 795	12 454	12 454	–	22 362	26 939	63 664
Cash year end/monthly employee/supplier payments	18(1)b	3	22,3	22,3	18,6	0,1	0,4	0,4	–	0,4	0,4	0,7
Surplus/(Deficit) excluding depreciation offsets: R'000	18(1)	4	–	–	–	–	–	–	–	–	–	–
Service charge rev % change - macro CPIX target exclusive	18(1)a,(2)	5	N.A.	(3,7%)	10,1%	5,9%	(8,2%)	(6,0%)	(24,6%)	2,8%	4,1%	4,3%
Cash receipts % of Ratepayer & Other revenue	18(1)a,(2)	6	97,8%	95,2%	35,9%	110,1%	99,1%	99,1%	0,0%	100,3%	99,1%	99,3%
Debt impairment expense as a % of total billable revenue	18(1)a,(2)	7	10,5%	13,4%	11,3%	10,4%	11,4%	11,4%	11,1%	11,3%	10,8%	10,4%
Capital payments % of capital expenditure	18(1)c;19	8	(6,3%)	40,2%	64,9%	100,0%	100,0%	100,0%	0,0%	77,4%	100,0%	100,0%
Borrowing receipts % of capital expenditure (excl. transfers)	18(1)c	9	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
Grants % of Govt. legislated/gazetted allocations	18(1)a	10								100,0%	100,0%	100,0%
Current consumer debtors % change - incr(decr)	18(1)a	11	N.A.	(11,6%)	12,6%	14,6%	14,1%	0,0%	(100,0%)	0,0%	0,0%	0,0%
Long term receivables % change - incr(decr)	18(1)a	12	N.A.	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
R&M % of Property Plant & Equipment	20(1)(vi)	13	3,3%	2,3%	2,3%	3,0%	2,8%	2,8%	0,0%	10,4%	11,5%	12,6%
Asset renewal % of capital budget	20(1)(vi)	14	(75,2%)	1,1%	0,1%	0,0%	3,9%	3,9%	0,0%	0,2%	0,2%	0,0%

References

1. Positive cash balances indicative of minimum compliance - subject to 2

2. Deduct cash and investment applications (defined) from cash balances

3. Indicative of sufficient liquidity to meet average monthly operating payments

4. Indicative of funded operational requirements

5. Indicative of adherence to macro-economic targets (prior to 2003/04 revenue not available for high capacity municipalities and later for other capacity classifications)

6. Realistic average cash collection forecasts as % of annual billed revenue

7. Realistic average increase in debt impairment (doubtful debt) provision

8. Indicative of planned capital expenditure level & cash payment timing

9. Indicative of compliance with borrowing 'only' for the capital budget - should not exceed 100% unless refinancing

10. Substantiation of National/Province allocations included in budget

11. Indicative of realistic current arrear debtor collection targets (prior to 2003/04 revenue not available for high capacity municipalities and later for other capacity classifications)

12. Indicative of realistic long term arrear debtor collection targets (prior to 2003/04 revenue not available for high capacity municipalities and later for other capacity classifications)

13. Indicative of a credible allowance for repairs & maintenance of assets - functioning assets revenue protection

14. Indicative of a credible allowance for asset renewal (requires analysis of asset renewal projects as % of total capital projects - detailed capital plan) - functioning assets revenue protection

Description	MFMA section	Ref	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Supporting indicators												
% incr *total service charges (incl prop rates)*	18(1)a			2,3%	16,1%	11,9%	(2,2%)	0,0%	(18,6%)	8,8%	10,1%	10,3%
% incr Property Tax	18(1)a			6,7%	15,7%	8,5%	0,0%	0,0%	(14,0%)	5,5%	5,5%	5,5%
% incr Service charges - Electricity	18(1)a			12,8%	(3,6%)	27,5%	(9,7%)	0,0%	(15,2%)	12,7%	15,7%	15,7%
% incr Service charges - Water	18(1)a			(44,5%)	161,1%	(13,6%)	16,9%	0,0%	(33,7%)	7,3%	7,2%	7,2%
% incr Service charges - Waste Water Management	18(1)a			1,9%	15,8%	2,5%	1,5%	0,0%	(20,9%)	6,5%	6,5%	6,5%
% incr Service charges - Waste Management	18(1)a			1,0%	13,6%	7,2%	0,6%	0,0%	(26,7%)	6,5%	6,5%	6,5%
% incr in Sale of Goods and Rendering of Services	18(1)a			0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
Total billable revenue	18(1)a		679 423	695 180	807 133	903 355	883 921	883 921	719 746	961 430	1 058 371	1 167 376
Service charges			679 423	695 180	807 133	903 355	883 921	883 921	719 746	961 430	1 058 371	1 167 376
Property rates			210 205	224 326	259 514	281 488	281 488	281 488	242 091	297 076	313 303	330 535
Service charges - electricity revenue			281 916	317 993	306 477	390 731	352 780	352 780	299 247	397 583	460 004	532 224
Service charges - water revenue			80 983	44 968	117 400	101 425	118 603	118 603	78 657	127 202	136 424	146 315
Service charges - sanitation revenue			52 346	53 366	61 797	63 314	64 268	64 268	50 832	68 446	72 895	77 633
Service charges - refuse removal			53 974	54 526	61 945	66 396	66 782	66 782	48 920	71 123	75 745	80 669
Service charges - other												
Interest			–	2 560	2 678	1 000	4 276	4 276	3 300	4 554	4 850	5 166
Capital expenditure excluding capital grant funding			55 326	106 185	49 475	13 460	41 646	41 646	7 610	34 000	–	–
Cash receipts from ratepayers	18(1)a		688 137	738 090	346 750	1 034 971	1 042 013	1 042 013	–	1 143 045	1 236 162	1 359 358
Ratepayer & Other revenue	18(1)a		703 852	775 614	965 347	939 686	1 051 070	1 051 070	748 805	1 139 329	1 247 709	1 368 888
Change in consumer debtors (current and non-current)			N/A	(13 278)	13 887	(11 827)	26 187	–	(106 045)	106 045	(0)	–
Operating and Capital Grant Revenue	18(1)a		213 768	228 043	279 561	266 444	292 368	292 368	247 643	335 969	264 152	280 828
Capital expenditure - total	20(1)(vi)		49 635	131 505	113 966	79 343	130 161	130 161	55 599	150 362	45 354	49 890
Capital expenditure - renewal	20(1)(vi)		(37 339)	1 391	131	–	5 084	5 084		250	100	–
Supporting benchmarks												
Growth guideline maximum			6,0%	6,0%	6,0%	6,0%	6,0%	6,0%	6,0%	6,0%	6,0%	6,0%
CPI guideline			4,3%	3,9%	4,6%	5,0%	5,0%	5,0%	5,0%	5,4%	5,6%	5,4%
DoRA operating grants total MFY										197 710	207 441	218 788
Provincial operating grants										2 050	2 050	2 050
Provincial capital grants										68 969	–	–
District Municipality grants										3 993	4 103	4 216
Total gazetted/advised national, provincial and district grants										335 969	264 152	280 828
Average annual collection rate (arrears inclusive)												

Description	MFMA section	Ref	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
DoRA operating												
Operational Revenue:General Revenue:Equitable Share										192 664	203 746	214 723
Operational:Revenue:General Revenue:Fuel Levy										–	–	–
2014 African Nations Championship Host City Operating Grant [Schedule 5B]										–	–	–
Agriculture Research and Technology										–	–	–
Agriculture, Conservation and Environmental										–	–	–
Arts and Culture Sustainable Resource Management										–	–	–
Community Library										–	–	–
Department of Environmental Affairs										–	–	–
Department of Tourism										–	–	–
Department of Water Affairs and Sanitation Masibambane										–	–	–
Emergency Medical Service										–	–	–
Energy Efficiency and Demand-side [Schedule 5B]										–	–	–
Expanded Public Works Programme Integrated Grant for Municipalities [Schedule 5B]										1 495	–	–
HIV and Aids										–	–	–
Housing Accreditation										–	–	–
Housing Top structure										–	–	–
Infrastructure Skills Development Grant [Schedule 5B]										–	–	–
Integrated City Development Grant										–	–	–
Khayelitsha Urban Renewal										–	–	–
Local Government Financial Management Grant [Schedule 5B]										1 723	1 785	2 001
Mitchell's Plain Urban Renewal										–	–	–
Municipal Demarcation and Transition Grant [Schedule 5B]										–	–	–
Municipal Disaster Grant [Schedule 5B]										–	–	–
Municipal Human Settlement Capacity Grant [Schedule 5B]										–	–	–
Municipal Systems Improvement Grant										–	–	–
Natural Resource Management Project										–	–	–
Neighbourhood Development Partnership Grant										–	–	–
Operation Clean Audit										–	–	–
Municipal Disaster Recovery Grant										–	–	–
Public Service Improvement Facility										–	–	–
Public Transport Network Operations Grant [Schedule 5B]										–	–	–
Restructuring - Seed Funding										–	–	–
Revenue Enhancement Grant Debtors Book										–	–	–
Rural Road Asset Management Systems Grant										–	–	–
Sport and Recreation										–	–	–
Terrestrial Invasive Alien Plants										–	–	–

Description	MFMA section	Ref	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Water Services Operating Subsidy Grant [Schedule 5B]										–	–	–
Health Hygiene in Informal Settlements										–	–	–
Municipal Infrastructure Grant [Schedule 5B]										1 828	1 910	2 064
Water Services Infrastructure Grant										–	–	–
Public Transport Network Grant [Schedule 5B]										–	–	–
Smart Connect Grant										–	–	–
Urban Settlement Development Grant										–	–	–
WiFi Grant [Department of Telecommunications and Postal Services										–	–	–
Street Lighting										–	–	–
Traditional Leaders - Imbizion										–	–	–
Department of Water and Sanitation Smart Living Handbook										–	–	–
Integrated National Electrification Programme Grant										–	–	–
Municipal Restructuring Grant										–	–	–
Regional Bulk Infrastructure Grant										–	–	–
Municipal Emergency Housing Grant										–	–	–
Metro Informal Settlements Partnership Grant										–	–	–
Integrated Urban Development Grant										–	–	–
Programme and Project Preparation Support Grant										–	–	–
										197 710	**207 441**	**218 788**
DoRA Capital												
Integrated National Electrification Programme (Municipal Grant) [Schedule 5B]										4 203	7 260	7 558
Municipal Infrastructure Grant [Schedule 5B]										34 730	36 298	39 216
Municipal Water Infrastructure Grant [Schedule 5B]										–	–	–
Neighbourhood Development Partnership Grant [Schedule 5B]										–	–	–
Public Transport Infrastructure Grant [Schedule 5B]										–	–	–
Rural Household Infrastructure Grant [Schedule 5B]										–	–	–
Rural Road Asset Management Systems Grant [Schedule 5B]										–	–	–
Urban Settlement Development Grant [Schedule 4B]										–	–	–
Municipal Human Settlement										–	–	–
Community Library										–	–	–
Integrated City Development Grant [Schedule 4B]										–	–	–
Municipal Disaster Recovery Grant										–	–	–
Energy Efficiency and Demand Side Management Grant										–	–	–
Khayelitsha Urban Renewal										–	–	–
Local Government Financial Management Grant [Schedule 5B]										–	–	–
Municipal Systems Improvement Grant [Schedule 5B]										–	–	–
Public Transport Network Grant [Schedule 5B]										–	–	–

Description	MFMA section	Ref	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Public Transport Network Operations Grant [Schedule 5B]										–	–	–
Regional Bulk Infrastructure Grant (Schedule 5B)										–	–	–
Water Services Infrastructure Grant [Schedule 5B]										13 941	7 000	9 000
WIFI Connectivity										–	–	–
Expanded Public Works Programme Integrated Grant for Municipalities [Schedule 5B]										–	–	–
Aquaponic Project										–	–	–
Restition Settlement										–	–	–
Infrastructure Skills Development Grant [Schedule 5B]										–	–	–
Restructuring Seed Funding										–	–	–
Municipal Disaster Relief Grant										10 373	–	–
Municipal Emergency Housing Grant										–	–	–
Metro Informal Settlements Partnership Grant										–	–	–
Integrated Urban Development Grant										–	–	–

Description	MFMA section	Ref	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Trend												
Change in consumer debtors (current and non-current)			(4 465)	(13 278)	13 887	(11 827)	26 187	–	(106 045)	106 045	(0)	–
Total Operating Revenue			887 140	951 260	1 185 175	1 158 957	1 313 738	1 313 738	1 000 587	1 392 621	1 512 282	1 648 335
Total Operating Expenditure			988 089	1 082 483	1 267 965	1 268 316	1 437 791	1 437 791	949 219	1 505 474	1 631 362	1 755 199
Operating Performance Surplus/(Deficit)			(100 948)	(131 223)	(82 789)	(109 359)	(124 053)	(124 053)	51 368	(112 853)	(119 080)	(106 864)
Cash and Cash Equivalents (30 June 2012)										–		
Revenue												
% Increase in Total Operating Revenue				7,2%	24,6%	(2,2%)	13,4%	0,0%	(23,8%)	6,0%	8,6%	9,0%
% Increase in Property Rates Revenue				6,7%	15,7%	8,5%	0,0%	0,0%	(14,0%)	22,7%	5,5%	5,5%
% Increase in Electricity Revenue				12,8%	(3,6%)	27,5%	(9,7%)	0,0%	(15,2%)	12,7%	15,7%	15,7%
% Increase in Property Rates & Services Charges				2,3%	16,1%	11,9%	(2,2%)	0,0%	(18,6%)	8,8%	10,1%	10,3%
Expenditure												
% Increase in Total Operating Expenditure				9,6%	17,1%	0,0%	13,4%	0,0%	(34,0%)	4,7%	8,4%	7,6%
% Increase in Employee Costs				2,3%	6,2%	22,9%	(1,2%)	0,0%	(28,2%)	6,7%	6,4%	5,2%
% Increase in Electricity Bulk Purchases				16,2%	(1,1%)	24,8%	(2,6%)	0,0%	(17,6%)	8,9%	19,7%	15,7%
Average Cost Per Budgeted Employee Position (Remuneration)					0	0				0		
Average Cost Per Councillor (Remuneration)					0	0				0		
R&M % of PPE			2,9%	2,0%	2,1%	2,6%	2,5%	2,5%		9,2%	10,2%	11,1%
Asset Renewal and R&M as a % of PPE			3,5%	0,9%	0,8%	4,9%	6,7%	6,7%		13,3%	10,8%	12,2%
Debt Impairment % of Total Billable Revenue			10,5%	13,4%	11,3%	10,4%	11,4%	11,4%	11,1%	11,3%	10,8%	10,4%
Capital Revenue												
Internally Funded & Other (R'000)			–	–	8 786	–	–	–	–	34 000	–	–
Borrowing (R'000)			–	–	–	–	–	–	–	–	–	–
Grant Funding and Other (R'000)			49 635	131 505	113 966	79 343	130 161	130 161	55 599	150 362	45 354	49 890
Internally Generated funds % of Non Grant Funding			5,7%	(98,7%)	(100,0%)	(100,0%)	(100,0%)	(100,0%)	(100,0%)	(100,0%)	(100,0%)	(100,0%)
Borrowing % of Non Grant Funding			0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
Grant Funding % of Total Funding			(99,4%)	124,2%	280,1%	589,5%	312,5%	312,5%	730,6%	0,0%	0,0%	0,0%
Capital Expenditure												
Total Capital Programme (R'000)			(55 609)	131 179	113 966	79 343	130 161	130 161	55 599	150 362	45 354	49 890
Asset Renewal			13 568	(27 009)	(30 185)	53 225	97 863	97 863	–	97 563	14 045	22 990
Asset Renewal % of Total Capital Expenditure			(24,4%)	(20,6%)	(26,5%)	67,1%	75,2%	75,2%	0,0%	64,9%	31,0%	46,1%
Cash												
Cash Receipts % of Rate Payer & Other			97,8%	95,2%	35,9%	110,1%	99,1%	99,1%	0,0%	100,3%	99,1%	99,3%
Cash Coverage Ratio			0	0	0	0	0	0	–	0	0	0
Borrowing												
Credit Rating (2009/10)										0		

Description	MFMA section	Ref	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Capital Charges to Operating			9,1%	9,1%	9,8%	1,0%	1,2%	1,2%	0,5%	2,6%	2,5%	1,3%
Borrowing Receipts % of Capital Expenditure			0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
Reserves												
Surplus/(Deficit)			(24 595)	(52 573)	(37 162)	14 795	12 454	12 454	–	22 362	26 939	63 664
Free Services												
Free Basic Services as a % of Equitable Share			31,6%	37,9%	17,7%	20,5%	21,1%	21,1%		34,6%	35,2%	35,9%
Free Services as a % of Operating Revenue (excl operational transfers)			2,8%	2,6%	0,8%	3,0%	1,6%	1,6%		0,6%	0,6%	0,6%
Total Operating Revenue			887 140	951 260	1 185 175	1 158 957	1 313 738	1 313 738	1 000 587	1 392 621	1 512 282	1 648 335
Total Operating Expenditure			988 089	1 082 483	1 267 965	1 268 316	1 437 791	1 437 791	949 219	1 505 474	1 631 362	1 755 199
Surplus/(Deficit) Budgeted Operating Statement			(100 948)	(131 223)	(82 789)	(109 359)	(124 053)	(124 053)	51 368	(112 853)	(119 080)	(106 864)
Surplus/(Deficit) Considering Reserves and Cash Backing			(24 595)	(52 573)	(37 162)	14 795	12 454	12 454	–	22 362	26 939	63 664
MTREF Funded (1) / Unfunded (0)		15	0	0	0	1	1	1	1	1	1	1
MTREF Funded ✓ / Unfunded ✗		15	✗	✗	✗	✓	✓	✓	✓	✓	✓	✓

References

15. Subject to figures provided in Schedule.

EC108 Kouga - Supporting Table SA11 Property rates summary

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Valuation:	1									
Date of valuation:										
Financial year valuation used										
Municipal by-laws s6 in place? (Y/N)	2									
Municipal/assistant valuer appointed? (Y/N)										
Municipal partnership s38 used? (Y/N)										
No. of assistant valuers (FTE)	3	–	–	–	–			–		
No. of data collectors (FTE)	3	–	–	–	–			–		
No. of internal valuers (FTE)	3	–	–	–	–			–		
No. of external valuers (FTE)	3	–	–	–	–			–		
No. of additional valuers (FTE)	4	–	–	–	–			–		
Valuation appeal board established? (Y/N)										
Implementation time of new valuation roll (mths)		–	–	–	–			–		
No. of properties	5	–	–	–	–			–		
No. of sectional title values	5	–	–	–	–			–		
No. of unreasonably difficult properties s7(2)		–	–	–	–			–		
No. of supplementary valuations		–	–	–	–			–		
No. of valuation roll amendments		–	–	–	–			–		
No. of objections by rate payers		–	–	–	–			–		
No. of appeals by rate payers		–	–	–	–			–		
No. of successful objections	8	–	–	–	–			–		
No. of successful objections > 10%	8	–	–	–	–			–		
Supplementary valuation		–	–	–	–			–		
Public service infrastructure value (Rm)	5	–	–	–	–			–		
Municipality owned property value (Rm)		–	–	–	–			–		
Valuation reductions:										
Valuation reductions-public infrastructure (Rm)		–	–	–	–	–	–	–	–	–
Valuation reductions-nature reserves/park (Rm)		–	–	–	–	–	–	–	–	–
Valuation reductions-mineral rights (Rm)		–	–	–	–	–	–	–	–	–
Valuation reductions-R15,000 threshold (Rm)		–	–	–	–	–	–	–	–	–
Valuation reductions-public worship (Rm)		–	–	–	–	–	–	–	–	–
Valuation reductions-other (Rm)		–	–	–	–	–	–	–	–	–
Total valuation reductions:		–	–	–	–	–	–	–	–	–
Total value used for rating (Rm)	5	–	–	–	–	–	–	–	–	–
Total land value (Rm)	5	–	–	–	–	–	–	–	–	–
Total value of improvements (Rm)	5	–	–	–	–	–	–	–	–	–
Total market value (Rm)	5	–	–	–	–	–	–	–	–	–
Rating:										
Residential rate used to determine rate for other categories? (Y/N)										
Differential rates used? (Y/N)	5									
Limit on annual rate increase (s20)? (Y/N)										
Special rating area used? (Y/N)										
Phasing-in properties s21 (number)		–	–	–	–	–	–	–	–	–
Rates policy accompanying budget? (Y/N)										
Fixed amount minimum value (R'000)		–	–	–	–			–		
Non-residential prescribed ratio s19? (%)		0,0%	0,0%	0,0%	0,0%			0,0%		
Rate revenue:										
Rate revenue budget (R '000)	6	221 456	235 744	257 233	310 749	299 281	299 281	304 325	320 950	338 603
Rate revenue expected to collect (R'000)	6									
Expected cash collection rate (%)										
Special rating areas (R'000)	7	8 939	9 278	10 235	–	–	–	–	–	–
Rebates, exemptions - indigent (R'000)		2 619	2 754	4 686	8 361	6 871	6 871	7 249	7 647	8 068
Rebates, exemptions - pensioners (R'000)		–	–	–	–	–	–	–	–	–
Rebates, exemptions - bona fide farm. (R'000)		125	–	–	–	–	–	–	–	–
Rebates, exemptions - other (R'000)		17 445	17 941	3 267	20 900	10 922	10 922	–	–	–
Phase-in reductions/discounts (R'000)		–	–	–	–	–	–	–	–	–

References

1. All numbers to be expressed as whole numbers except FTEs and Rates in the Rand

2. To give effect to rates policy

3. Full Time Equivalent (FTE) should be expressed to one decimal place and takes into account full time and part time staff

4. Required to implement new system (FTE)

5. Provide relevant information for historical comparisons. Must reconcile to the total of Table SA12

6. Current and budget year must reconcile to Table A4 Budgeted Financial Performance (revenue and expenditure)

7. Included in rate revenue budget

8. In favour of the rate-payer

EC108 Kouga - Supporting Table SA12a Property rates by category (current year)

Description	Ref	Business and commercial properties	Industrial properties	Mining properties	Residential properties	Agricultural properties	Public benefit organisations	Public service purpose properties	Public service infrastructure properties	Vacant land	Sport Clubs and Fields (Bitou only)	Sectional Title Garages (Drakenstein only)	Sum
Current Year 2023/24													
Valuation:													
No. of properties		–	–	–	–	–	–	–	–	–	–	–	–
No. of sectional title property values		–	–	–	–	–	–	–	–	–	–	–	–
No. of unreasonably difficult properties s7(2)		–	–	–	–	–	–	–	–	–	–	–	–
No. of supplementary valuations		–	–	–	–	–	–	–	–	–	–	–	–
Supplementary valuation (Rm)		–	–	–	–	–	–	–	–	–	–	–	–
No. of valuation roll amendments		–	–	–	–	–	–	–	–	–	–	–	–
No. of objections by rate-payers		–	–	–	–	–	–	–	–	–	–	–	–
No. of appeals by rate-payers		–	–	–	–	–	–	–	–	–	–	–	–
No. of appeals by rate-payers finalised		–	–	–	–	–	–	–	–	–	–	–	–
No. of successful objections	5	–	–	–	–	–	–	–	–	–	–	–	–
No. of successful objections > 10%	5	–	–	–	–	–	–	–	–	–	–	–	–
Estimated no. of properties not valued		–	–	–	–	–	–		–	–	–	–	–
Years since last valuation **(select)**													
Frequency of valuation **(select)**													
Method of valuation used **(select)**													
Base of valuation **(select)**													
Phasing-in properties s21 (number)		–	–	–	–	–	–	–	–	–	–	–	–
Combination of rating types used? (Y/N)													
Flat rate used? (Y/N)													
Is balance rated by uniform rate/variable rate?													
Valuation reductions:													
Valuation reductions-public infrastructure (Rm)		–	–	–	–	–	–	–	–	–	–	–	–
Valuation reductions-nature reserves/park (Rm)		–	–	–	–	–	–	–	–	–	–	–	–
Valuation reductions-mineral rights (Rm)		–	–	–	–	–	–	–	–	–	–	–	–
Valuation reductions-R15,000 threshold (Rm)		–	–	–	–	–	–	–	–	–	–	–	–
Valuation reductions-public worship (Rm)		–	–	–	–	–	–	–	–	–	–	–	–
Valuation reductions-other (Rm)	2	–	–	–	–	–	–	–	–	–	–	–	–
Total valuation reductions:													
Total value used for rating (Rm)	6	–	–	–	–	–	–	–	–	–	–	–	–
Total land value (Rm)	6	–	–	–	–	–	–	–	–	–	–	–	–
Total value of improvements (Rm)	6	–	–	–	–	–	–	–	–	–	–	–	–
Total market value (Rm)	6	–	–	–	–	–	–	–	–	–	–	–	–
Rating:													
Average rate	3	–	–	–	–	–	–	–	–	–	–	–	
Rate revenue budget (R '000)		–	–	–	–	–	–	–	–	–	–	–	–

Description	Ref	Business and commercial properties	Industrial properties	Mining properties	Residential properties	Agricultural properties	Public benefit organisations	Public service purpose properties	Public service infrastructure properties	Vacant land	Sport Clubs and Fields (Bitou only)	Sectional Title Garages (Drakenstein only)	Sum
Rate revenue expected to collect (R'000)		–	–	–	–	–	–	–	–	–	–	–	–
Expected cash collection rate (%)	4	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	–
Special rating areas (R'000)													–
Rebates, exemptions - indigent (R'000)		–	–	–	–	–	–	–	–	–	–	–	–
Rebates, exemptions - pensioners (R'000)		–	–	–	–	–	–	–	–	–	–	–	–
Rebates, exemptions - bona fide farm. (R'000)		–	–	–	–	–	–	–	–	–	–	–	–
Rebates, exemptions - other (R'000)		–	–	–	–	–	–	–	–	–	–	–	–
Phase-in reductions/discounts (R'000)		–	–	–	–	–	–	–	–	–	–	–	–
Total rebates,exemptns,reductns,discs (R'000)		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**

References

1. Land & Assistance Act, Restitution of Land Rights, Communual Property Associations

2. Include value of additional reductions is 'free' value greater than MPRA minimum.

3. Average rate - cents in the Rand. Eg 10.26 cents in the Rand is 0.1026, expressed to 6 decimal places maximum

4. Include arrears collections

5. In favour of the rate-payer

6. Provide relevant information for historical comparisons.

EC108 Kouga - Supporting Table SA12b Property rates by category (budget year)

Description	Ref	Business and commercial properties	Industrial properties	Mining properties	Residential properties	Agricultural properties	Public benefit organisations	Public service purpose properties	Public service infrastructure properties	Vacant land	Sport Clubs and Fields (Bitou only)	Sectional Title Garages (Drakenstein only)	Sum
Budget Year 2024/25													
Valuation:													
No. of properties		–	–	–	–	–	–	–	–	–	–	–	–
No. of sectional title property values		–	–	–	–	–	–	–	–	–	–	–	–
No. of unreasonably difficult properties s7(2)		–	–	–	–	–	–	–	–	–	–	–	–
No. of supplementary valuations		–	–	–	–	–	–	–	–	–	–	–	–
Supplementary valuation (Rm)		–	–	–	–	–	–	–	–	–	–	–	–
No. of valuation roll amendments		–	–	–	–	–	–	–	–	–	–	–	–
No. of objections by rate-payers		–	–	–	–	–	–	–	–	–	–	–	–
No. of appeals by rate-payers		–	–	–	–	–	–	–	–	–	–	–	–
No. of appeals by rate-payers finalised		–	–	–	–	–	–	–	–	–	–	–	–
No. of successful objections	5	–	–	–	–	–	–	–	–	–	–	–	–
No. of successful objections > 10%	5	–	–	–	–	–	–	–	–	–	–	–	–
Estimated no. of properties not valued		–	–	–	–	–	–		–	–	–	–	–
Years since last valuation **(select)**													
Frequency of valuation **(select)**													
Method of valuation used **(select)**													
Base of valuation **(select)**													
Phasing-in properties s21 (number)		–	–	–	–	–	–	–	–	–	–	–	–
Combination of rating types used? (Y/N)													
Flat rate used? (Y/N)													
Is balance rated by uniform rate/variable rate?													
Valuation reductions:													
Valuation reductions-public infrastructure (Rm)		–	–	–	–	–	–	–	–	–	–	–	–
Valuation reductions-nature reserves/park (Rm)		–	–	–	–	–	–	–	–	–	–	–	–
Valuation reductions-mineral rights (Rm)		–	–	–	–	–	–	–	–	–	–	–	–
Valuation reductions-R15,000 threshold (Rm)		–	–	–	–	–	–	–	–	–	–	–	–
Valuation reductions-public worship (Rm)		–	–	–	–	–	–	–	–	–	–	–	–
Valuation reductions-other (Rm)	2	–	–	–	–	–	–	–	–	–	–	–	–
Total valuation reductions:													
Total value used for rating (Rm)	6	–	–	–	–	–	–	–	–	–	–	–	–
Total land value (Rm)	6	–	–	–	–	–	–	–	–	–	–	–	–
Total value of improvements (Rm)	6	–	–	–	–	–	–	–	–	–	–	–	–
Total market value (Rm)	6	–	–	–	–	–	–	–	–	–	–	–	–
Rating:													
Average rate	3	–	–	–	–	–	–	–	–	–	–	–	

Description	Ref	Business and commercial properties	Industrial properties	Mining properties	Residential properties	Agricultural properties	Public benefit organisations	Public service purpose properties	Public service infrastructure properties	Vacant land	Sport Clubs and Fields (Bitou only)	Sectional Title Garages (Drakenstein only)	Sum
Rate revenue budget (R '000)		–	–	–	–	–	–	–	–	–	–	–	–
Rate revenue expected to collect (R'000)		–	–	–	–	–	–	–	–	–	–	–	–
Expected cash collection rate (%)	4	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	–
Special rating areas (R'000)													–
Rebates, exemptions - indigent (R'000)		–	–	–	–	–	–	–	–	–	–	–	–
Rebates, exemptions - pensioners (R'000)		–	–	–	–	–	–	–	–	–	–	–	–
Rebates, exemptions - bona fide farm. (R'000)		–	–	–	–	–	–	–	–	–	–	–	–
Rebates, exemptions - other (R'000)		–	–	–	–	–	–	–	–	–	–	–	–
Phase-in reductions/discounts (R'000)		–	–	–	–	–	–	–	–	–	–	–	–
Total rebates,exemptns,reductns,discs (R'000)		–	–	–	–	–	–	–	–	–	–	–	–

References

1. Land & Assistance Act, Restitution of Land Rights, Communual Property Associations

2. Include value of additional reductions is 'free' value greater than MPRA minimum.

3. Average rate - cents in the Rand. Eg 10.26 cents in the Rand is 0.1026, expressed to 6 decimal places maximum

4. Include arrears collections

5. In favour of the rate-payer

6. Provide relevant information for historical comparisons.

EC108 Kouga - Supporting Table SA13a Service Tariffs by category

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

Description	Ref	Provide description of tariff structure where appropriate	2020/21	2021/22	2022/23	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
							Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Volumetric charge - Block 2 (c/kl)		(fill in structure)	-	-	-	-	-	-	-
Volumetric charge - Block 3 (c/kl)		(fill in structure)	-	-	-	-	-	-	-
Volumetric charge - Block 4 (c/kl)		(fill in structure)	-	-	-	-	-	-	-
Other	2		-	-	-	-	-	-	-
Electricity tariffs									
Domestic									
Basic charge/fixed fee *(Rands/month)*			-	-	-	-	-	-	-
Service point - vacant land *(Rands/month)*			-	-	-	-	-	-	-
FBE		(how is this targeted?)	-	-	-	-	-	-	-
Life-line tariff - meter		(describe structure)	-	-	-	-	-	-	-
Life-line tariff - prepaid		(describe structure)	-	-	-	-	-	-	-
Flat rate tariff - meter *(c/kwh)*			-	-	-	-	-	-	-
Flat rate tariff - prepaid*(c/kwh)*			-	-	-	-	-	-	-
Meter - IBT Block 1 (c/kwh)		(fill in thresholds)	-	-	-	-	-	-	-
Meter - IBT Block 2 (c/kwh)		(fill in thresholds)	-	-	-	-	-	-	-
Meter - IBT Block 3 (c/kwh)		(fill in thresholds)	-	-	-	-	-	-	-
Meter - IBT Block 4 (c/kwh)		(fill in thresholds)	-	-	-	-	-	-	-
Meter - IBT Block 5 (c/kwh)		(fill in thresholds)	-	-	-	-	-	-	-
Prepaid - IBT Block 1 (c/kwh)		(fill in thresholds)	-	-	-	-	-	-	-
Prepaid - IBT Block 2 (c/kwh)		(fill in thresholds)	-	-	-	-	-	-	-
Prepaid - IBT Block 3 (c/kwh)		(fill in thresholds)	-	-	-	-	-	-	-
Prepaid - IBT Block 4 (c/kwh)		(fill in thresholds)	-	-	-	-	-	-	-
Prepaid - IBT Block 5 (c/kwh)		(fill in thresholds)	-	-	-	-	-	-	-
Other	2		-	-	-	-	-	-	-
Waste management tariffs									
Domestic									
Street cleaning charge			-	-	-	-	-	-	-
Basic charge/fixed fee			-	-	-	-	-	-	-
80l bin - once a week			-	-	-	-	-	-	-
250l bin - once a week			-	-	-	-	-	-	-

References

1. If properties are not rated or zero rated this must be indicated as such

2.Please provide detailed descriptions on Sheet SA13b

EC108 Kouga - Supporting Table SA13b Service Tariffs by category - explanatory

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

Description	Ref	Provide description of tariff structure where appropriate	2020/21	2021/22	2022/23	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework		
							Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
		(fill in thresholds)	-	-	-	-	-	-	-
		(fill in thresholds)	-	-	-	-	-	-	-

EC108 Kouga - Supporting Table SA14 Household bills

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

References

1. Use as basis property value of R700 000, 1 000 kWh electricity and 30kl water

2. Use as basis property value of R500 000 and R700 000, 500 kWh electricity and 25kl water

3. Use as basis property value of R 300 000, 350kWh electricity and 20kl water (50 kWh electricity and 6 kl water free)

4. Note this is for a SINGLE household.

EC108 Kouga - Supporting Table SA15 Investment particulars by type

Investment type	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Parent municipality										
Securities - National Government		–	–	–	–	–	–	–	–	–
Listed Corporate Bonds		–	–	–	–	–	–	–	–	–
Deposits - Bank		40 490	9 803	83 334	4 850	83 334	83 334	5 000	4 930	6 000
Deposits - Public Investment Commissioners		–	–	–	–	–	–	–	–	–
Deposits - Corporation for Public Deposits		–	–	–	–	–	–	–	–	–
Bankers Acceptance Certificates		–	–	–	–	–	–	–	–	–
Negotiable Certificates of Deposit - Banks		–	–	–	–	–	–	–	–	–
Guaranteed Endowment Policies (sinking)		–	–	–	–	–	–	–	–	–
Repurchase Agreements - Banks		–	–	–	–	–	–	–	–	–
Municipal Bonds		–	–	–	–	–	–	–	–	–
Municipality sub-total	1	**40 490**	**9 803**	**83 334**	**4 850**	**83 334**	**83 334**	**5 000**	**4 930**	**6 000**
Entities										
Securities - National Government		–	–	–	–	–	–	–	–	–
Listed Corporate Bonds		–	–	–	–	–	–	–	–	–
Deposits - Bank		–	–	–	–	–	–	–	–	–
Deposits - Public Investment Commissioners		–	–	–	–	–	–	–	–	–
Deposits - Corporation for Public Deposits		–	–	–	–	–	–	–	–	–
Bankers Acceptance Certificates		–	–	–	–	–	–	–	–	–
Negotiable Certificates of Deposit - Banks		–	–	–	–	–	–	–	–	–
Guaranteed Endowment Policies (sinking)		–	–	–	–	–	–	–	–	–
Repurchase Agreements - Banks		–	–	–	–	–	–	–	–	–
Entities sub-total		**–**	–	–	–	–	–	–	–	–
Consolidated total:		**40 490**	**9 803**	**83 334**	**4 850**	**83 334**	**83 334**	**5 000**	**4 930**	**6 000**

References

1. Total investments must reconcile to Budgeted Financial Position ('current' call investment deposits plus 'non-current' investments)

EC108 Kouga - Supporting Table SA16 Investment particulars by maturity

Investments by Maturity Name of institution & investment ID	Ref 1	Period of Investment Yrs/Months	Type of Investment	Capital Guarantee (Yes/ No)	Variable or Fixed interest rate	Interest Rate [3]	Commission Paid (Rands)	Commission Recipient	Expiry date of investment	Opening balance	Interest to be realised	Partial / Premature Withdrawal (4)	Investment Top Up	Closing Balance
Parent municipality														
-														
-														
-														
-														
-														
-														
-														
-														
-														
-														
-														
-														
Municipality sub-total														
Entities														
-														
-														
-														
-														
-														
-														
-														
-														
-														
-														
-														
-														
-														
Entities sub-total														
TOTAL INVESTMENTS AND INTEREST	1													

References

1. Total investments must reconcile to all items in Table SA15 for the Current Year (30 June)

2. List investments in expiry date order

3. If 'variable' is selected in column F, input interest rate range

4. Withdrawals to be entered as negative

EC108 Kouga - Supporting Table SA17 Borrowing

Borrowing - Categorised by type	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Parent municipality										
Annuity and Bullet Loans		0	–	–	–	–	–	–	–	–
Long-Term Loans (non-annuity)		–	–	–	–	–	–	–	–	–
Local registered stock		–	–	–	–	–	–	–	–	–
Instalment Credit		–	–	–	–	–	–	–	–	–
Financial Leases		–	–	–	–	–	–	–	–	–
PPP liabilities		–	–	–	–	–	–	–	–	–
Finance Granted By Cap Equipment Supplier		–	–	–	–	–	–	–	–	–
Marketable Bonds		–	–	–	–	–	–	–	–	–
Non-Marketable Bonds		–	–	–	–	–	–	–	–	–
Bankers Acceptances		–	–	–	–	–	–	–	–	–
Financial derivatives		–	–	–	–	–	–	–	–	–
Other Securities		(0)	21 944	24 202	8 637	11 207	11 207	(22 667)	–	–
Municipality sub-total	1	**(0)**	**21 944**	**24 202**	**8 637**	**11 207**	**11 207**	**(22 667)**	**–**	**–**
Entities										
Annuity and Bullet Loans		–	–	–	–	–	–	–	–	–
Long-Term Loans (non-annuity)		–	–	–	–	–	–	–	–	–
Local registered stock		–	–	–	–	–	–	–	–	–
Instalment Credit		–	–	–	–	–	–	–	–	–
Financial Leases		–	–	–	–	–	–	–	–	–
PPP liabilities		–	–	–	–	–	–	–	–	–
Finance Granted By Cap Equipment Supplier		–	–	–	–	–	–	–	–	–
Marketable Bonds		–	–	–	–	–	–	–	–	–
Non-Marketable Bonds		–	–	–	–	–	–	–	–	–
Bankers Acceptances		–	–	–	–	–	–	–	–	–
Financial derivatives		–	–	–	–	–	–	–	–	–
Other Securities		–	–	–	–	–	–	–	–	–
Entities sub-total	1	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Total Borrowing	1	**(0)**	**21 944**	**24 202**	**8 637**	**11 207**	**11 207**	**(22 667)**	**–**	**–**

Unspent Borrowing - Categorised by type										
Parent municipality										
Long-Term Loans (annuity/reducing balance)		–	–	–	–	–	–	–	–	–
Long-Term Loans (non-annuity)		–	–	–	–	–	–	–	–	–
Local registered stock		–	–	–	–	–	–	–	–	–
Instalment Credit		–	–	–	–	–	–	–	–	–
Financial Leases		–	–	–	–	–	–	–	–	–
PPP liabilities		–	–	–	–	–	–	–	–	–
Finance Granted By Cap Equipment Supplier		–	–	–	–	–	–	–	–	–
Marketable Bonds		–	–	–	–	–	–	–	–	–
Non-Marketable Bonds		–	–	–	–	–	–	–	–	–
Bankers Acceptances		–	–	–	–	–	–	–	–	–
Financial derivatives		–	–	–	–	–	–	–	–	–
Other Securities		–	–	–	–	–	–	–	–	–
Municipality sub-total	1	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Entities										
Long-Term Loans (annuity/reducing balance)		–	–	–	–	–	–	–	–	–
Long-Term Loans (non-annuity)		–	–	–	–	–	–	–	–	–
Local registered stock		–	–	–	–	–	–	–	–	–
Instalment Credit		–	–	–	–	–	–	–	–	–
Financial Leases		–	–	–	–	–	–	–	–	–
PPP liabilities		–	–	–	–	–	–	–	–	–
Finance Granted By Cap Equipment Supplier		–	–	–	–	–	–	–	–	–
Marketable Bonds		–	–	–	–	–	–	–	–	–
Non-Marketable Bonds		–	–	–	–	–	–	–	–	–
Bankers Acceptances		–	–	–	–	–	–	–	–	–
Financial derivatives		–	–	–	–	–	–	–	–	–
Other Securities		–	–	–	–	–	–	–	–	–
Entities sub-total	1	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Total Unspent Borrowing	1	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**

References

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

1. Total borrowing must reconcile to Budgeted Financial Position (Borrowing - non-current)

EC108 Kouga - Supporting Table SA18 Transfers and grant receipts

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
RECEIPTS:	1, 2									
Operating Transfers and Grants										
National Government:		**157 046**	**145 494**	**163 292**	**180 506**	**190 140**	**190 140**	**197 710**	**207 441**	**218 788**
Operational Revenue:General Revenue:Equitable Share		157 046	143 774	163 292	180 506	180 506	180 506	192 664	203 746	214 723
Operational:Revenue:General Revenue:Fuel Levy		–	–	–	–	–	–	–	–	–
2014 African Nations Championship Host City Operating Grant [Schedule 5B]		–	–	–	–	–	–	–	–	–
Agriculture Research and Technology		–	–	–	–	–	–	–	–	–
Agriculture, Conservation and Environmental		–	–	–	–	–	–	–	–	–
Arts and Culture Sustainable Resource Management		–	–	–	–	–	–	–	–	–
Community Library		–	–	–	–	–	–	–	–	–
Department of Environmental Affairs		–	–	–	–	–	–	–	–	–
Department of Tourism		–	–	–	–	–	–	–	–	–
Department of Water Affairs and Sanitation Masibambane		–	–	–	–	–	–	–	–	–
Emergency Medical Service		–	–	–	–	–	–	–	–	–
Energy Efficiency and Demand-side [Schedule 5B]		–	–	–	–	4 000	4 000	–	–	–
Expanded Public Works Programme Integrated Grant for Municipalities [Schedule 5B]		–	–	–	–	2 321	2 321	1 495	–	–
HIV and Aids		–	–	–	–	–	–	–	–	–
Housing Accreditation		–	–	–	–	–	–	–	–	–
Housing Top structure		–	–	–	–	–	–	–	–	–
Infrastructure Skills Development Grant [Schedule 5B]		–	–	–	–	–	–	–	–	–
Integrated City Development Grant		–	–	–	–	–	–	–	–	–
Khayelitsha Urban Renewal		–	–	–	–	–	–	–	–	–
Local Government Financial Management Grant [Schedule 5B]		–	1 720	–	–	1 570	1 570	1 723	1 785	2 001
Mitchell's Plain Urban Renewal		–	–	–	–	–	–	–	–	–
Municipal Demarcation and Transition Grant [Schedule 5B]		–	–	–	–	–	–	–	–	–
Municipal Disaster Grant [Schedule 5B]		–	–	–	–	–	–	–	–	–
Municipal Human Settlement Capacity Grant [Schedule 5B]		–	–	–	–	–	–	–	–	–
Municipal Systems Improvement Grant		–	–	–	–	–	–	–	–	–
Natural Resource Management Project		–	–	–	–	–	–	–	–	–
Neighbourhood Development Partnership Grant		–	–	–	–	–	–	–	–	–
Operation Clean Audit		–	–	–	–	–	–	–	–	–
Municipal Disaster Recovery Grant		–	–	–	–	–	–	–	–	–
Public Service Improvement Facility		–	–	–	–	–	–	–	–	–
Public Transport Network Operations Grant [Schedule 5B]		–	–	–	–	–	–	–	–	–
Restructuring - Seed Funding		–	–	–	–	–	–	–	–	–
Revenue Enhancement Grant Debtors Book		–	–	–	–	–	–	–	–	–
Rural Road Asset Management Systems Grant		–	–	–	–	–	–	–	–	–
Sport and Recreation		–	–	–	–	–	–	–	–	–
Terrestrial Invasive Alien Plants		–	–	–	–	–	–	–	–	–
Water Services Operating Subsidy Grant [Schedule 5B]		–	–	–	–	–	–	–	–	–
Health Hygiene in Informal Settlements		–	–	–	–	–	–	–	–	–
Municipal Infrastructure Grant [Schedule 5B]		–	–	–	–	1 743	1 743	1 828	1 910	2 064
Water Services Infrastructure Grant		–	–	–	–	–	–	–	–	–
Public Transport Network Grant [Schedule 5B]		–	–	–	–	–	–	–	–	–
Smart Connect Grant		–	–	–	–	–	–	–	–	–
Urban Settlement Development Grant		–	–	–	–	–	–	–	–	–
WiFi Grant [Department of Telecommunications and Postal Services		–	–	–	–	–	–	–	–	–
Street Lighting		–	–	–	–	–	–	–	–	–
Traditional Leaders - Imbizion		–	–	–	–	–	–	–	–	–
Department of Water and Sanitation Smart Living Handbook		–	–	–	–	–	–	–	–	–
Integrated National Electrification Programme Grant		–	–	–	–	–	–	–	–	–
Municipal Restructuring Grant		–	–	–	–	–	–	–	–	–
Regional Bulk Infrastructure Grant		–	–	–	–	–	–	–	–	–
Municipal Emergency Housing Grant		–	–	–	–	–	–	–	–	–
Metro Informal Settlements Partnership Grant		–	–	–	–	–	–	–	–	–
Integrated Urban Development Grant		–	–	–	–	–	–	–	–	–
Programme and Project Preparation Support Grant		–	–	–	–	–	–	–	–	–
Provincial Government:		**–**	**13 276**	**(1 446)**	**–**	**–**	**–**	**–**	**–**	**–**
Capacity Building		–	–	–	–	–	–	–	–	–
Capacity Building and Other		–	–	–	–	–	–	–	–	–
Disaster and Emergency Services		–	–	–	–	–	–	–	–	–
Health		–	–	–	–	–	–	–	–	–
Housing		–	–	–	–	–	–	–	–	–
Infrastructure		–	13 276	(1 446)	–	–	–	–	–	–
Libraries, Archives and Museums		–	–	–	–	–	–	–	–	–
Other		–	–	–	–	–	–	–	–	–
Public Transport		–	–	–	–	–	–	–	–	–
Road Infrastructure - Maintenance		–	–	–	–	–	–	–	–	–
Sports and Recreation		–	–	–	–	–	–	–	–	–
Waste Water Infrastructure - Maintenance		–	–	–	–	–	–	–	–	–
Water Supply Infrastructure - Maintenance		–	–	–	–	–	–	–	–	–
District Municipality:		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
All Grants		–	–	–	–	–	–	–	–	–
Other Grant Providers:		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Departmental Agencies and Accounts		–	–	–	–	–	–	–	–	–
Foreign Government and International Organisations		–	–	–	–	–	–	–	–	–
Households		–	–	–	–	–	–	–	–	–
Non-profit Institutions		–	–	–	–	–	–	–	–	–
Private Enterprises		–	–	–	–	–	–	–	–	–
Public Corporations		–	–	–	–	–	–	–	–	–
Higher Educational Institutions		–	–	–	–	–	–	–	–	–
Parent Municipality / Entity		–	–	–	–	–	–	–	–	–
Total Operating Transfers and Grants	5	**157 046**	**158 770**	**161 846**	**180 506**	**190 140**	**190 140**	**197 710**	**207 441**	**218 788**

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Capital Transfers and Grants										
National Government:		–	12 500	57 339	–	77 914	77 914	52 874	50 558	55 774
Integrated National Electrification Programme (Municipal Grant) [Schedule 5B]		–	–	–	–	4 089	4 089	4 203	7 260	7 558
Municipal Infrastructure Grant [Schedule 5B]		–	–	–	–	33 125	33 125	34 730	36 298	39 216
Municipal Water Infrastructure Grant [Schedule 5B]		–	–	–	–	–	–	–	–	–
Neighbourhood Development Partnership Grant [Schedule 5B]		–	–	–	–	–	–	–	–	–
Public Transport Infrastructure Grant [Schedule 5B]		–	–	–	–	–	–	–	–	–
Rural Household Infrastructure Grant [Schedule 5B]		–	–	–	–	–	–	–	–	–
Rural Road Asset Management Systems Grant [Schedule 5B]		–	–	–	–	–	–	–	–	–
Urban Settlement Development Grant [Schedule 4B]		–	–	–	–	–	–	–	–	–
Municipal Human Settlement		–	–	–	–	–	–	–	–	–
Community Library		–	–	–	–	–	–	–	–	–
Integrated City Development Grant [Schedule 4B]		–	–	–	–	–	–	–	–	–
Municipal Disaster Recovery Grant [Schedule 4B]		–	–	–	–	–	–	–	–	–
Energy Efficiency and Demand Side Management Grant		–	–	–	–	–	–	–	–	–
Khayelitsha Urban Renewal		–	–	–	–	–	–	–	–	–
Local Government Financial Management Grant [Schedule 5B]		–	–	–	–	150	150	–	–	–
Municipal Systems Improvement Grant [Schedule 5B]		–	–	–	–	–	–	–	–	–
Public Transport Network Grant [Schedule 5B]		–	–	–	–	–	–	–	–	–
Public Transport Network Operations Grant [Schedule 5B]		–	–	–	–	–	–	–	–	–
Regional Bulk Infrastructure Grant (Schedule 5B)		–	–	–	–	–	–	–	–	–
Water Services Infrastructure Grant [Schedule 5B]		–	–	54 339	–	30 000	30 000	13 941	7 000	9 000
WIFI Connectivity		–	–	–	–	–	–	–	–	–
Expanded Public Works Programme Integrated Grant for Municipalities [Schedule 5B]		–	–	–	–	–	–	–	–	–
Aquaponic Project		–	–	–	–	–	–	–	–	–
Restition Settlement		–	–	–	–	–	–	–	–	–
Infrastructure Skills Development Grant [Schedule 5B]		–	–	–	–	–	–	–	–	–
Restructuring Seed Funding		–	–	–	–	–	–	–	–	–
Municipal Disaster Relief Grant		–	12 500	3 000	–	10 550	10 550	–	–	–
Municipal Emergency Housing Grant		–	–	–	–	–	–	–	–	–
Metro Informal Settlements Partnership Grant		–	–	–	–	–	–	–	–	–
Integrated Urban Development Grant		–	–	–	–	–	–	–	–	–
Provincial Government:		–	(11 750)	27 135	–	–	–	68 969	–	–
Capacity Building		–	–	–	–	–	–	–	–	–
Capacity Building and Other		–	–	–	–	–	–	–	–	–
Disaster and Emergency Services		–	–	–	–	–	–	–	–	–
Health		–	–	–	–	–	–	–	–	–
Housing		–	–	–	–	–	–	–	–	–
Infrastructure		–	(11 750)	27 135	–	–	–	68 969	–	–
Libraries, Archives and Museums		–	–	–	–	–	–	–	–	–
Other		–	–	–	–	–	–	–	–	–
Public Transport		–	–	–	–	–	–	–	–	–
Road Infrastructure		–	–	–	–	–	–	–	–	–
Sports and Recreation		–	–	–	–	–	–	–	–	–
Waste Water Infrastructure		–	–	–	–	–	–	–	–	–
Water Supply Infrastructure		–	–	–	–	–	–	–	–	–
District Municipality:		–	–	–	–	–	–	–	–	–
All Grants		–	–	–	–	–	–	–	–	–
Other Grant Providers:		–	–	–	–	–	–	–	–	–
Departmental Agencies and Accounts		–	–	–	–	–	–	–	–	–
Foreign Government and International Organisations		–	–	–	–	–	–	–	–	–
Households		–	–	–	–	–	–	–	–	–
Non-Profit Institutions		–	–	–	–	–	–	–	–	–
Private Enterprises		–	–	–	–	–	–	–	–	–
Public Corporations		–	–	–	–	–	–	–	–	–
Higher Educational Institutions		–	–	–	–	–	–	–	–	–
Parent Municipality / Entity		–	–	–	–	–	–	–	–	–
Transfer from Operational Revenue		–	–	–	–	–	–	–	–	–
Total Capital Transfers and Grants	5	–	750	84 475	–	77 914	77 914	121 843	50 558	55 774
TOTAL RECEIPTS OF TRANSFERS & GRANTS		157 046	159 521	246 321	180 506	268 054	268 054	319 553	257 999	274 562

References

1. Each transfer/grant is listed by name as gazetted together with the name of the transferring department or municipality, donor or other organisation

2. Amounts actually RECEIVED ; not revenue recognised (objective is to confirm grants transferred)

3. Replacement of RSC levies

4. Housing subsidies for housing where ownership transferred to organisations or persons outside the control of the municipality

5. Total transfers and grants must reconcile to Budgeted Cash Flows

6. Motor vehicle licensing refunds to be included under 'agency' services (Not Grant Receipts)

EC108 Kouga - Supporting Table SA19 Expenditure on transfers and grant programme

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
EXPENDITURE:	1									
Operating expenditure of Transfers and Grants										
National Government:		**123 656**	**133 828**	**89 026**	**114 661**	**112 839**	**112 839**	**124 061**	**129 166**	**135 178**
Operational Revenue:General Revenue:Equitable Share		115 245	130 441	84 625	107 725	103 848	103 848	117 425	123 602	129 241
Operational:Revenue:General Revenue:Fuel Levy		–	–	–	–	–	–	–	–	–
2014 African Nations Championship Host City Operating Grant [Schedule 5B]		–	–	–	–	–	–	–	–	–
Agriculture Research and Technology		–	–	–	–	–	–	–	–	–
Agriculture, Conservation and Environmental		–	–	–	–	–	–	–	–	–
Arts and Culture Sustainable Resource Management		–	–	–	–	–	–	–	–	–
Community Library		–	–	–	–	–	–	–	–	–
Department of Environmental Affairs		–	–	–	–	–	–	–	–	–
Department of Tourism		–	–	–	–	–	–	–	–	–
Department of Water Affairs and Sanitation Masibambane		–	–	–	–	–	–	–	–	–
Emergency Medical Service		–	–	–	–	–	–	–	–	–
Energy Efficiency and Demand-side [Schedule 5B]		–	–	–	–	3 483	3 483	–	–	–
Expanded Public Works Programme Integrated Grant for Municipalities [Schedule 5B]		6 952	1 694	1 341	2 458	2 321	2 321	1 495	–	–
HIV and Aids		–	–	–	–	–	–	–	–	–
Housing Accreditation		–	–	–	–	–	–	–	–	–
Housing Top structure		–	–	–	–	–	–	–	–	–
Infrastructure Skills Development Grant [Schedule 5B]		–	–	–	–	–	–	–	–	–
Integrated City Development Grant		–	–	–	–	–	–	–	–	–
Khayelitsha Urban Renewal		–	–	–	–	–	–	–	–	–
Local Government Financial Management Grant [Schedule 5B]		1 425	1 015	1 557	1 109	1 443	1 443	1 586	1 832	2 018
Mitchell's Plain Urban Renewal		–	–	–	–	–	–	–	–	–
Municipal Demarcation and Transition Grant [Schedule 5B]		–	–	–	–	–	–	–	–	–
Municipal Disaster Grant [Schedule 5B]		–	–	–	–	–	–	–	–	–
Municipal Human Settlement Capacity Grant [Schedule 5B]		–	–	–	–	–	–	–	–	–
Municipal Systems Improvement Grant		–	–	–	–	–	–	–	–	–
Natural Resource Management Project		–	–	–	–	–	–	–	–	–
Neighbourhood Development Partnership Grant		–	–	–	–	–	–	–	–	–
Operation Clean Audit		–	–	–	–	–	–	–	–	–
Municipal Disaster Recovery Grant		–	–	–	–	–	–	–	–	–
Public Service Improvement Facility		–	–	–	–	–	–	–	–	–
Public Transport Network Operations Grant [Schedule 5B]		–	–	–	–	–	–	–	–	–
Restructuring - Seed Funding		–	–	–	–	–	–	–	–	–
Revenue Enhancement Grant Debtors Book		–	–	–	–	–	–	–	–	–
Rural Road Asset Management Systems Grant		–	–	–	–	–	–	–	–	–
Sport and Recreation		–	–	–	–	–	–	–	–	–
Terrestrial Invasive Alien Plants		–	–	–	–	–	–	–	–	–
Water Services Operating Subsidy Grant [Schedule 5B]		–	–	–	–	–	–	–	–	–
Health Hygiene in Informal Settlements		–	–	–	–	–	–	–	–	–
Municipal Infrastructure Grant [Schedule 5B]		34	678	1 502	3 368	1 743	1 743	3 555	3 733	3 919
Water Services Infrastructure Grant		–	–	–	–	–	–	–	–	–
Public Transport Network Grant [Schedule 5B]		–	–	–	–	–	–	–	–	–
Smart Connect Grant		–	–	–	–	–	–	–	–	–
Urban Settlement Development Grant		–	–	–	–	–	–	–	–	–
WiFi Grant [Department of Telecommunications and Postal Services		–	–	–	–	–	–	–	–	–
Street Lighting		–	–	–	–	–	–	–	–	–
Traditional Leaders - Imbizion		–	–	–	–	–	–	–	–	–
Department of Water and Sanitation Smart Living Handbook		–	–	–	–	–	–	–	–	–
Integrated National Electrification Programme Grant		–	–	–	–	–	–	–	–	–
Municipal Restructuring Grant		–	–	–	–	–	–	–	–	–
Regional Bulk Infrastructure Grant		–	–	–	–	–	–	–	–	–
Municipal Emergency Housing Grant		–	–	–	–	–	–	–	–	–
Programme and Project Preparation Support Grant		–	–	–	–	–	–	–	–	–
Provincial Government:		**–**	**–**	**3 700**	**–**	**4 187**	**4 187**	**0**	**0**	**0**
Capacity Building		–	–	–	–	–	–	–	–	–
Capacity Building and Other		–	–	3 700	–	3 187	3 187	–	–	–
Disaster and Emergency Services		–	–	–	–	–	–	–	–	–
Health		–	–	–	–	–	–	–	–	–
Housing		–	–	–	–	–	–	–	–	–
Infrastructure		–	–	–	–	1 000	1 000	0	0	0
Libraries, Archives and Museums		–	–	–	–	–	–	–	–	–
Other		–	–	–	–	–	–	–	–	–
Public Transport		–	–	–	–	–	–	–	–	–
Road Infrastructure - Maintenance		–	–	–	–	–	–	–	–	–
Sports and Recreation		–	–	–	–	–	–	–	–	–
Waste Water Infrastructure - Maintenance		–	–	–	–	–	–	–	–	–
Water Supply Infrastructure - Maintenance		–	–	–	–	–	–	–	–	–
District Municipality:		**961**	**2 784**	**3 266**	**4 331**	**4 331**	**4 331**	**4 591**	**4 821**	**5 062**
All Grants		961	2 784	3 266	4 331	4 331	4 331	4 591	4 821	5 062
Other Grant Providers:		**500**	**956**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Departmental Agencies and Accounts		–	219	–	–	–	–	–	–	–
Foreign Government and International Organisations		39	169	–	–	–	–	–	–	–
Households		–	–	–	–	–	–	–	–	–
Non-profit Institutions		–	–	–	–	–	–	–	–	–
Private Enterprises		200	208	–	–	–	–	–	–	–
Public Corporations		261	360	–	–	–	–	–	–	–
Higher Educational Institutions										
Parent Municipality / Entity		–	–	–	–	–	–	–	–	–
Total operating expenditure of Transfers and Grants:		**125 117**	**137 568**	**95 991**	**118 992**	**121 358**	**121 358**	**128 652**	**133 987**	**140 240**

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Capital expenditure of Transfers and Grants										
National Government:		**(9 793)**	**(6 685)**	**64 507**	**64 521**	**63 857**	**63 857**	**54 997**	**43 963**	**48 499**
Integrated National Electrification Programme (Municipal Grant) [Schedule 5B]		3 185	5 702	4 526	4 087	6 073	6 073	3 655	6 313	6 572
Municipal Infrastructure Grant [Schedule 5B]		(20 148)	(23 257)	16 249	30 868	28 804	28 804	30 200	31 563	34 101
Municipal Water Infrastructure Grant [Schedule 5B]		–	–	–	–	–	–	–	–	–
Neighbourhood Development Partnership Grant [Schedule 5B]		–	–	–	–	–	–	–	–	–
Public Transport Infrastructure Grant [Schedule 5B]		–	–	–	–	–	–	–	–	–
Rural Household Infrastructure Grant [Schedule 5B]		–	–	–	–	–	–	–	–	–
Rural Road Asset Management Systems Grant [Schedule 5B]		–	–	–	–	–	–	–	–	–
Urban Settlement Development Grant [Schedule 4B]		–	–	–	–	–	–	–	–	–
Municipal Human Settlement		–	–	–	–	–	–	–	–	–
Community Library		–	–	–	–	–	–	–	–	–
Integrated City Development Grant [Schedule 4B]		–	–	–	–	–	–	–	–	–
Municipal Disaster Recovery Grant [Schedule 4B]		–	–	–	–	–	–	–	–	–
Energy Efficiency and Demand Side Management Grant		–	–	–	3 478	–	–	–	–	–
Khayelitsha Urban Renewal		–	–	–	–	–	–	–	–	–
Local Government Financial Management Grant [Schedule 5B]		–	–	–	–	130	130	–	–	–
Municipal Systems Improvement Grant [Schedule 5B]		–	–	–	–	–	–	–	–	–
Public Transport Network Grant [Schedule 5B]		–	–	–	–	–	–	–	–	–
Public Transport Network Operations Grant [Schedule 5B]		–	–	–	–	–	–	–	–	–
Regional Bulk Infrastructure Grant (Schedule 5B)		–	–	–	–	–	–	–	–	–
Water Services Infrastructure Grant [Schedule 5B]		7 170	–	43 732	26 087	26 087	26 087	12 123	6 087	7 826
WIFI Connectivity		–	–	–	–	–	–	–	–	–
Expanded Public Works Programme Integrated Grant for Municipalities [Schedule 5B]		–	–	–	–	–	–	–	–	–
Aquaponic Project		–	–	–	–	–	–	–	–	–
Restition Settlement		–	–	–	–	–	–	–	–	–
Infrastructure Skills Development Grant [Schedule 5B]		–	–	–	–	–	–	–	–	–
Restructuring Seed Funding		–	–	–	–	–	–	–	–	–
Municipal Disaster Relief Grant		–	10 870	–	–	2 763	2 763	9 020	–	–
Municipal Emergency Housing Grant		–	–	–	–	–	–	–	–	–
Metro Informal Settlements Partnership Grant		–	–	–	–	–	–	–	–	–
Integrated Urban Development Grant		–	–	–	–	–	–	–	–	–
Provincial Government:		**–**	**–**	**–**	**–**	**21 658**	**21 658**	**59 973**	**–**	**–**
Capacity Building		–	–	–	–	–	–	–	–	–
Capacity Building and Other		–	–	–	–	–	–	–	–	–
Disaster and Emergency Services		–	–	–	–	–	–	–	–	–
Health		–	–	–	–	–	–	–	–	–
Housing		–	–	–	–	–	–	–	–	–
Infrastructure		–	–	–	–	21 658	21 658	59 973	–	–
Libraries, Archives and Museums		–	–	–	–	–	–	–	–	–
Other		–	–	–	–	–	–	–	–	–
Public Transport		–	–	–	–	–	–	–	–	–
Road Infrastructure		–	–	–	–	–	–	–	–	–
Sports and Recreation		–	–	–	–	–	–	–	–	–
Waste Water Infrastructure		–	–	–	–	–	–	–	–	–
Water Supply Infrastructure		–	–	–	–	–	–	–	–	–
District Municipality:		**5 713**	**32 111**	**–**	**1 362**	**3 000**	**3 000**	**1 391**	**1 391**	**1 391**
All Grants		5 713	32 111	–	1 362	3 000	3 000	1 391	1 391	1 391
Other Grant Providers:		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Departmental Agencies and Accounts		–	–	–	–	–	–	–	–	–
Foreign Government and International Organisations		–	–	–	–	–	–	–	–	–
Households		–	–	–	–	–	–	–	–	–
Non-Profit Institutions		–	–	–	–	–	–	–	–	–
Private Enterprises		–	–	–	–	–	–	–	–	–
Public Corporations		–	–	–	–	–	–	–	–	–
Higher Educational Institutions		–	–	–	–	–	–	–	–	–
Parent Municipality / Entity		–	–	–	–	–	–	–	–	–
Transfer from Operational Revenue		–	–	–	–	–	–	–	–	–
Total capital expenditure of Transfers and Grants		**(4 080)**	**25 426**	**64 507**	**65 883**	**88 515**	**88 515**	**116 362**	**45 354**	**49 890**
TOTAL EXPENDITURE OF TRANSFERS AND GRANTS		**121 037**	**162 994**	**160 498**	**184 875**	**209 873**	**209 873**	**245 014**	**179 341**	**190 130**

References

1. Expenditure must be separately listed for each transfer or grant received or recognised

EC108 Kouga - Supporting Table SA20 Reconciliation of transfers, grant receipts and unspent funds

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Operating transfers and grants:	1,3									
National Government:										
Balance unspent at beginning of the year		(66)	40	40	–	–	–	–	–	–
Current year receipts		(4 133)	(4 814)	(4 690)	–	(9 634)	(9 634)	(5 046)	(3 695)	(4 065)
Conditions met - transferred to revenue		4 173	4 814	4 690	–	–	–	–	–	–
Conditions still to be met - transferred to liabilities		–	–	–	–	–	–	–	–	–
Closing Balance		(25)	40	40	–	(9 634)	(9 634)	(5 046)	(3 695)	(4 065)
Provincial Government:										
Balance unspent at beginning of the year		–	–	(13 276)	–	(3 258)	(3 258)	–	–	–
Current year receipts		–	(13 276)	(3 554)	–	–	–	–	–	–
Conditions met - transferred to revenue		–	–	7 590	–	–	–	–	–	–
Conditions still to be met - transferred to liabilities		–	–	–	–	–	–	–	–	–
Closing Balance		–	(13 276)	(9 240)	–	(3 258)	(3 258)	–	–	–
District Municipality:										
Balance unspent at beginning of the year		–	–	–	–	–	–	–	–	–
Current year receipts		–	–	–	–	–	–	–	–	–
Conditions met - transferred to revenue		66	–	–	–	–	–	–	–	–
Conditions still to be met - transferred to liabilities		–	–	–	–	–	–	–	–	–
Closing Balance		66	–	–	–	–	–	–	–	–
Other grant providers:										
Balance unspent at beginning of the year		–	–	–	–	–	–	–	–	–
Current year receipts		–	–	–	–	–	–	–	–	–
Conditions met - transferred to revenue		–	–	–	–	–	–	–	–	–
Conditions still to be met - transferred to liabilities		–	–	–	–	–	–	–	–	–
Closing Balance		–	–	–	–	–	–	–	–	–
Total operating transfers and grants revenue		**4 238**	**4 814**	**12 280**	**–**	**–**	**–**	**–**	**–**	**–**
Total operating transfers and grants - CTBM	2	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Capital transfers and grants:	1,3									
National Government:										
Balance unspent at beginning of the year		(26 862)	(6 003)	(40)	–	(5 895)	(5 895)	(10 373)	–	–
Current year receipts		(34 811)	(52 042)	(99 536)	–	(77 914)	(77 914)	(52 874)	(50 558)	(55 774)
Conditions met - transferred to revenue		45 270	58 005	93 641	–	–	–	–	–	–
Conditions still to be met - transferred to liabilities		10 400	–	–	–	–	–	–	–	–
Closing Balance		(6 003)	(40)	(5 935)	–	(83 809)	(83 809)	(63 247)	(50 558)	(55 774)
Provincial Government:										
Balance unspent at beginning of the year		(236)	(987)	11 514	–	(19 841)	(19 841)	–	–	–
Current year receipts		–	11 750	(27 135)	–	–	–	(68 969)	–	–
Conditions met - transferred to revenue		–	13 512	–	–	–	–	–	–	–
Conditions still to be met - transferred to liabilities		–	–	–	–	–	–	–	–	–
Closing Balance		(236)	24 275	(15 622)	–	(19 841)	(19 841)	(68 969)	–	–
District Municipality:										
Balance unspent at beginning of the year		–	–	–	–	–	–	–	–	–
Current year receipts		–	–	–	–	–	–	–	–	–
Conditions met - transferred to revenue		–	–	–	–	–	–	–	–	–
Conditions still to be met - transferred to liabilities		–	–	–	–	–	–	–	–	–
Closing Balance		–	–	–	–	–	–	–	–	–
Other grant providers:										
Balance unspent at beginning of the year		–	–	–	–	–	–	–	–	–
Current year receipts		–	–	–	–	–	–	–	–	–
Conditions met - transferred to revenue		–	–	–	–	–	–	–	–	–
Conditions still to be met - transferred to liabilities		–	–	–	–	–	–	–	–	–
Closing Balance		–	–	–	–	–	–	–	–	–
Total capital transfers and grants revenue		**45 270**	**71 517**	**93 641**	**–**	**–**	**–**	**–**	**–**	**–**
Total capital transfers and grants - CTBM	2	**(6 239)**	**24 235**	**(21 556)**	**–**	**(103 649)**	**(103 649)**	**(132 216)**	**(50 558)**	**(55 774)**
TOTAL TRANSFERS AND GRANTS REVENUE		**49 508**	**76 331**	**105 921**	**–**	**–**	**–**	**–**	**–**	**–**
TOTAL TRANSFERS AND GRANTS - CTBM		**(6 239)**	**24 235**	**(21 556)**	**–**	**(103 649)**	**(103 649)**	**(132 216)**	**(50 558)**	**(55 774)**

References

1. Total capital transfers and grants revenue must reconcile to Budgeted Financial Performance and Financial Position; total recurrent grants revenue must reconcile to Budgeted Financial Performance

2. CTBM = conditions to be met

3. National Treasury database will require this reconciliation for each transfer/grant

EC108 Kouga - Supporting Table SA21 Transfers and grants made by the municipality

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Cash Transfers to other municipalities											
Operational	1	–	–	–	–	–	–	–	–	–	–
Capital		–	–	–	–	–	–	–	–	–	–
Total Cash Transfers To Municipalities:		–	–	–	–	–	–	–	–	–	–
Cash Transfers to Entities/Other External Mechanisms											
Operational	2	–	–	–	–	–	–	–	–	–	–
Capital		–	–	–	–	–	–	–	–	–	–
Total Cash Transfers To Entities/Ems'		–	–	–	–	–	–	–	–	–	–
Cash Transfers to other Organs of State											
Operational	3	–	–	–	–	–	–	–	–	–	–
Capital		–	–	–	–	–	–	–	–	–	–
Total Cash Transfers To Other Organs Of State:		–	–	–	–	–	–	–	–	–	–
Cash Transfers to Organisations											
Operational		561	250	–	–	–	–	–	–	–	–
Capital		–	–	–	–	–	–	–	–	–	–
Total Cash Transfers To Organisations		**561**	**250**	–	–	–	–	–	–	–	–
Cash Transfers to Groups of Individuals											
Operational		200	208	384	600	800	800	300	400	400	400
Capital		–	–	–	–	–	–	–	–	–	–
Total Cash Transfers To Groups Of Individuals:		**200**	**208**	**384**	**600**	**800**	**800**	**300**	**400**	**400**	**400**
TOTAL CASH TRANSFERS AND GRANTS	6	**761**	**458**	**384**	**600**	**800**	**800**	**300**	**400**	**400**	**400**
Non-Cash Transfers to other municipalities											
Operational	1	–	–	–	–	–	–	–	–	–	–
Capital		–	–	–	–	–	–	–	–	–	–
Total Non-Cash Transfers To Municipalities:		–	–	–	–	–	–	–	–	–	–
Non-Cash Transfers to Entities/Other External Mechanisms											
Operational	2	–	–	–	–	–	–	–	–	–	–
Capital		–	–	–	–	–	–	–	–	–	–
Total Non-Cash Transfers To Entities/Ems'		–	–	–	–	–	–	–	–	–	–
Non-Cash Transfers to other Organs of State											
Operational	3	–	–	–	–	–	–	–	–	–	–
Capital		–	–	–	–	–	–	–	–	–	–
Total Non-Cash Transfers To Other Organs Of State:		–	–	–	–	–	–	–	–	–	–
Non-Cash Grants to Organisations											
Operational	4	–	–	–	–	–	–	–	–	–	–
Capital		–	–	–	–	–	–	–	–	–	–
Total Non-Cash Grants To Organisations		–	–	–	–	–	–	–	–	–	–
Non-Cash Transfers to Groups of Individuals											
Operational	5	–	–	325	324	324	324	100	–	–	–
Capital		–	–	–	–	–	–	–	–	–	–
Total Non-Cash Grants To Groups Of Individuals:		–	–	**325**	**324**	**324**	**324**	**100**	–	–	–
TOTAL NON-CASH TRANSFERS AND GRANTS		–	–	**325**	**324**	**324**	**324**	**100**	–	–	–
TOTAL TRANSFERS AND GRANTS	6	**761**	**458**	**709**	**924**	**1 124**	**1 124**	**400**	**400**	**400**	**400**

References

1. Insert description listed by municipal name and demarcation code of recipient

2. Insert description of each entity or external mechanism (an external mechanism may be provided with resources to ensure a minimum level of service)

3. Insert description of each Organ of State (e.g. transfer to electricity provider to compensate for FBS provided)

4. Insert description of each other organisation (e.g. charity)

5 Insert description of each other organisation (e.g. the aged, child-headed households)

6. All descriptions should separate transfers for 'capital purposes' and 'operating purposes'

EC108 Kouga - Supporting Table SA22 Summary councillor and staff benefits

Summary of Employee and Councillor remuneration	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
	1	A	B	C	D	E	F	G	H	I
Councillors (Political Office Bearers plus Other)										
Basic Salaries and Wages		8 637	9 004	9 305	10 101	10 101	10 101	10 414	10 906	11 451
Pension and UIF Contributions		–	–	–	–	–	–	–	–	–
Medical Aid Contributions		–	–	–	–	–	–	–	–	–
Motor Vehicle Allowance		2 879	3 204	3 066	3 407	3 407	3 407	3 503	3 678	3 862
Cellphone Allowance		1 265	1 187	1 328	1 632	1 632	1 632	1 678	1 762	1 850
Housing Allowances		–	–	–	–	–	–	–	–	–
Other benefits and allowances		–	–	–	–	–	–	–	–	–
Sub Total - Councillors		**12 780**	**13 395**	**13 700**	**15 140**	**15 140**	**15 140**	**15 594**	**16 345**	**17 163**
% increase	4		**4,8%**	**2,3%**	**10,5%**	**–**	**–**	**3,0%**	**4,8%**	**5,0%**
Senior Managers of the Municipality	2									
Basic Salaries and Wages		7 457	6 126	5 096	7 675	8 210	8 210	9 681	10 165	10 674
Pension and UIF Contributions		126	70	61	117	117	117	123	130	136
Medical Aid Contributions		38	35	31	52	52	52	56	58	61
Overtime		–	–	–	–	–	–	–	–	–
Performance Bonus		612	157	325	1 528	1 528	1 528	1 798	1 812	1 828
Motor Vehicle Allowance	3	640	796	490	2 072	1 922	1 922	2 196	2 306	2 421
Cellphone Allowance	3	10	10	10	10	10	10	11	11	12
Housing Allowances	3	–	–	–	–	–	–	–	–	–
Other benefits and allowances	3	55	1	1	5	5	5	5	5	6
Payments in lieu of leave		440	4 529	4 195	4 743	4 543	4 543	–	–	–
Long service awards		–	–	–	–	–	–	–	–	–
Post-retirement benefit obligations	6	–	–	2	–	–	–	–	–	–
Entertainment		–	–	–	–	–	–	–	–	–
Scarcity		–	–	–	–	–	–	–	–	–
Acting and post related allowance		–	–	–	–	–	–	–	–	–
In kind benefits		–	–	–	–	–	–	–	–	–
Sub Total - Senior Managers of Municipality		**9 378**	**11 723**	**10 211**	**16 202**	**16 387**	**16 387**	**13 870**	**14 488**	**15 137**
% increase	4		**25,0%**	**(12,9%)**	**58,7%**	**1,1%**	**–**	**(15,4%)**	**4,5%**	**4,5%**
Other Municipal Staff										
Basic Salaries and Wages		187 829	200 324	214 514	275 744	268 210	268 210	295 150	313 565	329 243
Pension and UIF Contributions		31 918	32 144	33 322	36 936	37 178	37 178	38 991	40 942	42 989
Medical Aid Contributions		16 812	16 653	17 746	18 588	18 788	18 788	19 915	20 911	21 957
Overtime		23 381	17 266	19 088	20 282	19 932	19 932	20 000	23 186	24 345
Performance Bonus		14 980	14 487	14 560	18 283	18 363	18 363	19 464	20 438	21 459
Motor Vehicle Allowance	3	9 703	9 966	10 408	11 356	11 856	11 856	12 091	12 695	13 330
Cellphone Allowance	3	–	92	21	56	56	56	59	62	65
Housing Allowances	3	900	782	722	1 234	1 234	1 234	1 308	1 374	1 442
Other benefits and allowances	3	15 669	16 391	20 115	17 761	17 821	17 821	18 890	19 835	20 826
Payments in lieu of leave		3 812	975	516	1 686	1 686	1 686	–	–	–
Long service awards		1 287	953	1 251	1 345	1 445	1 445	–	–	–
Post-retirement benefit obligations	6	17 063	15 209	15 362	20 887	20 887	20 887	23 361	25 569	28 043
Entertainment		–	–	–	–	–	–	–	–	–
Scarcity		–	–	–	–	–	–	–	–	–
Acting and post related allowance		2 602	5 950	6 470	7 453	8 413	8 413	8 642	9 074	9 528
In kind benefits		–	–	–	–	–	–	–	–	–
Sub Total - Other Municipal Staff		**325 956**	**331 192**	**354 095**	**431 612**	**425 869**	**425 869**	**457 873**	**487 652**	**513 229**
% increase	4		**1,6%**	**6,9%**	**21,9%**	**(1,3%)**	**–**	**7,5%**	**6,5%**	**5,2%**
Total Parent Municipality		**348 114**	**356 310**	**378 006**	**462 953**	**457 396**	**457 396**	**487 337**	**518 485**	**545 529**
			2,4%	**6,1%**	**22,5%**	**(1,2%)**	**–**	**6,5%**	**6,4%**	**5,2%**
Board Members of Entities										
Basic Salaries and Wages		–	–	–	–	–	–	–	–	–
Pension and UIF Contributions		–	–	–	–	–	–	–	–	–
Medical Aid Contributions		–	–	–	–	–	–	–	–	–
Overtime		–	–	–	–	–	–	–	–	–
Performance Bonus		–	–	–	–	–	–	–	–	–
Motor Vehicle Allowance	3	–	–	–	–	–	–	–	–	–
Cellphone Allowance	3	–	–	–	–	–	–	–	–	–
Housing Allowances	3	–	–	–	–	–	–	–	–	–
Other benefits and allowances	3	–	–	–	–	–	–	–	–	–
Board Fees		–	–	–	–	–	–	–	–	–
Payments in lieu of leave		–	–	–	–	–	–	–	–	–
Long service awards		–	–	–	–	–	–	–	–	–
Post-retirement benefit obligations	6	–	–	–	–	–	–	–	–	–
Entertainment		–	–	–	–	–	–	–	–	–
Scarcity		–	–	–	–	–	–	–	–	–
Acting and post related allowance		–	–	–	–	–	–	–	–	–
In kind benefits	6	–	–	–	–	–	–	–	–	–
Sub Total - Board Members of Entities		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**

Summary of Employee and Councillor remuneration	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
% increase	4		–	–	–	–	–	–	–	–
Senior Managers of Entities										
Basic Salaries and Wages		–	–	–	–	–	–	–	–	–
Pension and UIF Contributions		–	–	–	–	–	–	–	–	–
Medical Aid Contributions		–	–	–	–	–	–	–	–	–
Overtime		–	–	–	–	–	–	–	–	–
Performance Bonus		–	–	–	–	–	–	–	–	–
Motor Vehicle Allowance	3	–	–	–	–	–	–	–	–	–
Cellphone Allowance	3	–	–	–	–	–	–	–	–	–
Housing Allowances	3	–	–	–	–	–	–	–	–	–
Other benefits and allowances	3	–	–	–	–	–	–	–	–	–
Payments in lieu of leave		–	–	–	–	–	–	–	–	–
Long service awards		–	–	–	–	–	–	–	–	–
Post-retirement benefit obligations	6	–	–	–	–	–	–	–	–	–
Entertainment		–	–	–	–	–	–	–	–	–
Scarcity		–	–	–	–	–	–	–	–	–
Acting and post related allowance		–	–	–	–	–	–	–	–	–
In kind benefits		–	–	–	–	–	–	–	–	–
Sub Total - Senior Managers of Entities		–	–	–	–	–	–	–	–	–
% increase	4		–	–	–	–	–	–	–	–
Other Staff of Entities										
Basic Salaries and Wages		–	–	–	–	–	–	–	–	–
Pension and UIF Contributions		–	–	–	–	–	–	–	–	–
Medical Aid Contributions		–	–	–	–	–	–	–	–	–
Overtime		–	–	–	–	–	–	–	–	–
Performance Bonus		–	–	–	–	–	–	–	–	–
Motor Vehicle Allowance	3	–	–	–	–	–	–	–	–	–
Cellphone Allowance	3	–	–	–	–	–	–	–	–	–
Housing Allowances	3	–	–	–	–	–	–	–	–	–
Other benefits and allowances	3	–	–	–	–	–	–	–	–	–
Payments in lieu of leave		–	–	–	–	–	–	–	–	–
Long service awards		–	–	–	–	–	–	–	–	–
Post-retirement benefit obligations	6	–	–	–	–	–	–	–	–	–
Entertainment		–	–	–	–	–	–	–	–	–
Scarcity		–	–	–	–	–	–	–	–	–
Acting and post related allowance		–	–	–	–	–	–	–	–	–
In kind benefits		–	–	–	–	–	–	–	–	–
Sub Total - Other Staff of Entities		–	–	–	–	–	–	–	–	–
% increase	4		–	–	–	–	–	–	–	–
Total Municipal Entities		–	–	–	–	–	–	–	–	–
TOTAL SALARY, ALLOWANCES & BENEFITS		348 114	356 310	378 006	462 953	457 396	457 396	487 337	518 485	545 529
% increase	4		2,4%	6,1%	22,5%	(1,2%)	–	6,5%	6,4%	5,2%
TOTAL MANAGERS AND STAFF	5,7	335 334	342 915	364 306	447 813	442 256	442 256	471 743	502 140	528 366

References

1. Include 'Loans and advances' where applicable if any reportable amounts until phased compliance with s164 of MFMA achieved

2. s57 of the Systems Act

3. In kind benefits (e.g. provision of living quarters) must be shown as the cost (full market value) to the municipality, as part of the relevant allowance

4. B/A, C/B, D/C, E/C, F/C, G/D, H/D, I/D

5. Must agree to the sub-total appearing on Table A1 (Employee costs)

6. Includes pension payments and employer contributions to medical aid

7. Correct as at 30 June

Column Definitions:

A, B and C. Audited actual as per the audited financial statements. If audited amounts are unavailable, unaudited amounts must be provided with a note stating these are unaudited

D. The original budget approved by council for the budget year.

E. The budget for the budget year as adjusted by council resolution in terms of section 28 of the MFMA.

F. An estimate of final actual amounts (pre audit) for the current year at the point in time of preparing the budget for the budget year. This may differ from E.

G. The amount to be appropriated for the budget year.

H and I. The indicative projection

EC108 Kouga - Supporting Table SA23 Salaries, allowances & benefits (political office bearers/councillors/senior managers)

Disclosure of Salaries, Allowances & Benefits 1. Rand per annum	Ref	No.	Salary	Contributions 1.	Allowances	Performance Bonuses	In-kind benefits	Total Package 2.
Councillors	3							
Speaker	4	1	667 116	–	279 816	–	–	946 932
Chief Whip		1	625 416	–	265 920	–	–	891 336
Executive Mayor		1	833 892	–	335 412	–	–	1 169 304
Deputy Executive Mayor		–	–	–	–	–	–	–
Executive Committee		–	3 126 972	–	1 042 368	–	–	4 169 340
Total for all other councillors		–	5 160 163	–	3 257 196	–	–	8 417 359
Total Councillors	8	**3**	**10 413 559**	**–**	**5 180 712**			**15 594 271**
Senior Managers of the Municipality	5							
Municipal Manager (MM)		1	1 876 704	–	1 092 036	520 587	–	3 489 327
Chief Finance Officer		1	1 840 944	44 748	151 488	–	–	2 037 180
		1	2 964 416	16 157	461 582	651 640	–	4 093 795
		1	1 553 700	1 560	290 484	–	–	1 845 744
		1	1 445 616	11 414	210 960	413 165	–	2 081 155
		1	–	19 176	–	–	–	19 176
List of each offical with packages >= senior manager								
		–	–	–	–	–	–	–
		1	–	56 664	–	–	–	56 664
		–	–	–	–	–	–	–
		–	–	–	–	–	–	–
		–	–	–	–	–	–	–
		–	–	–	–	–	–	–
		1	–	–	–	212 375	–	212 375
		1	–	34 248	–	–	–	34 248
		–	–	–	–	–	–	–
		–	–	–	–	–	–	–
		–	–	–	–	–	–	–
Total Senior Managers of the Municipality	8,10	**9**	**9 681 380**	**183 967**	**2 206 550**	**1 797 767**		**13 869 664**
A Heading for Each Entity	6,7							
List each member of board by designation								
		–	–	–	–	–	–	–
		–	–	–	–	–	–	–
		–	–	–	–	–	–	–
		–	–	–	–	–	–	–
		–	–	–	–	–	–	–
		–	–	–	–	–	–	–
		–	–	–	–	–	–	–
		–	–	–	–	–	–	–
		–	–	–	–	–	–	–
		–	–	–	–	–	–	–
		–	–	–	–	–	–	–
		–	–	–	–	–	–	–
		–	–	–	–	–	–	–
		–	–	–	–	–	–	–
		–	–	–	–	–	–	–
		–	–	–	–	–	–	–
		–	–	–	–	–	–	–
		–	–	–	–	–	–	–
		–	–	–	–	–	–	–
		–	–	–	–	–	–	–
Total for municipal entities	8,10	**–**	**–**	**–**	**–**	**–**		**–**
TOTAL COST OF COUNCILLOR, DIRECTOR and EXECUTIVE REMUNERATION	10	**12**	**20 094 939**	**183 967**	**7 387 262**	**1 797 767**		**29 463 935**

References

1. Pension and medical aid

2. Total package must equal the total cost to the municipality

Disclosure of Salaries, Allowances & Benefits 1. Rand per annum	Ref	No.	Salary	Contributions 1.	Allowances	Performance Bonuses	In-kind benefits	Total Package 2.

3. List each political office bearer by designation. Provide a total for all other councillors

4. Political office bearer is defined in MFMA s 1: speaker, executive mayor, deputy executive mayor, member of executive committee, mayor, deputy mayor, member of mayoral committee, the councillor designated to exercise powers and duties of mayor (MSA s 57)

5. Also list each senior manager reporting to MM by designation and each official with package >= senior manager by designation

6. List each entity where municipality has an interest and state percentage ownership and control

7. List each senior manager reporting to the CEO of an Entity by designation

8. Must reconcile to relevant section of Table SA24

9. Must reconcile to totals shown for the budget year of Table SA22

10. Correct as at 30 June

EC108 Kouga - Supporting Table SA24 Summary of personnel numbers

Summary of Personnel Numbers	Ref	2022/23			Current Year 2023/24			Budget Year 2024/25		
Number	1,2	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees
Municipal Council and Boards of Municipal Entities										
Councillors (Political Office Bearers plus Other Councillors)		–	–	–	–	–	–	–	–	–
Board Members of municipal entities	4	–	–	–	–	–	–	–	–	–
Municipal employees	5	–	–	–	–	–	–	–	–	–
Municipal Manager and Senior Managers	3	–	–	–	–	–	–	–	–	–
Other Managers	7	–	–	–	–	–	–	–	–	–
Professionals		–	–	–	–	–	–	–	–	–
Finance		–	–	–	–	–	–	–	–	–
Spatial/town planning		–	–	–	–	–	–	–	–	–
Information Technology		–	–	–	–	–	–	–	–	–
Roads		–	–	–	–	–	–	–	–	–
Electricity		–	–	–	–	–	–	–	–	–
Water		–	–	–	–	–	–	–	–	–
Sanitation		–	–	–	–	–	–	–	–	–
Refuse		–	–	–	–	–	–	–	–	–
Other		–	–	–	–	–	–	–	–	–
Technicians		–	–	–	–	–	–	–	–	–
Finance		–	–	–	–	–	–	–	–	–
Spatial/town planning		–	–	–	–	–	–	–	–	–
Information Technology		–	–	–	–	–	–	–	–	–
Roads		–	–	–	–	–	–	–	–	–
Electricity		–	–	–	–	–	–	–	–	–
Water		–	–	–	–	–	–	–	–	–
Sanitation		–	–	–	–	–	–	–	–	–
Refuse		–	–	–	–	–	–	–	–	–
Other		–	–	–	–	–	–	–	–	–
Clerks (Clerical and administrative)		–	–	–	–	–	–	–	–	–
Service and sales workers		–	–	–	–	–	–	–	–	–
Skilled agricultural and fishery workers		–	–	–	–	–	–	–	–	–
Craft and related trades		–	–	–	–	–	–	–	–	–
Plant and Machine Operators		–	–	–	–	–	–	–	–	–
Elementary Occupations		–	–	–	–	–	–	–	–	–
TOTAL PERSONNEL NUMBERS	9	–	–	–	–	–	–	–	–	–
% increase					–	–	–	–	–	–
Total municipal employees headcount	6, 10	–	–	–	–	–	–	–	–	–
Finance personnel headcount	8, 10	–	–	–	–	–	–	–	–	–
Human Resources personnel headcount	8, 10	–	–	–	–	–	–	–	–	–

References

1. Positions must be funded and aligned to the municipality's current organisational structure

2. Full Time Equivalent (FTE). E.g. One full time person = 1FTE. A person working half time (say 4 hours out of 8) = 0.5FTE.

3. s57 of the Systems Act

4. Include only in Consolidated Statements

5. Include municipal entity employees in Consolidated Statements

6. Include headcount (number fo persons, Not FTE) of managers and staff only (exclude councillors)

7. Managers who provide the direction of a critical technical function

8. Total number of employees working on these functions

9. Correct as at 30 June

10. Must account for all budgeted positions, as per the municipal organogram

EC108 Kouga - Supporting Table SA25 Budgeted monthly revenue and expenditure

Description	Ref	Budget Year 2024/25												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Revenue																
Exchange Revenue																
Service charges - Electricity		33 132	33 132	33 132	33 132	33 132	33 132	33 132	33 132	33 132	33 132	33 132	33 132	397 583	460 004	532 224
Service charges - Water		10 600	10 600	10 600	10 600	10 600	10 600	10 600	10 600	10 600	10 600	10 600	10 600	127 202	136 424	146 315
Service charges - Waste Water Management		5 704	5 704	5 704	5 704	5 704	5 704	5 704	5 704	5 704	5 704	5 704	5 704	68 446	72 895	77 633
Service charges - Waste Management		5 927	5 927	5 927	5 927	5 927	5 927	5 927	5 927	5 927	5 927	5 927	5 927	71 123	75 745	80 669
Sale of Goods and Rendering of Services		794	794	794	794	794	794	794	794	794	794	794	794	9 533	10 095	10 689
Agency services		380	380	380	380	380	380	380	380	380	380	380	380	4 554	4 850	5 166
Interest		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Interest earned from Receivables		2 695	2 695	2 695	2 695	2 695	2 695	2 695	2 695	2 695	2 695	2 695	2 695	32 335	34 757	37 376
Interest earned from Current and Non Current Assets		1 166	1 166	1 166	1 166	1 166	1 166	1 166	1 166	1 166	1 166	1 166	1 167	13 998	12 809	13 385
Dividends		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Rent on Land		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Rental from Fixed Assets		266	266	266	266	266	266	266	266	266	266	266	266	3 187	3 385	3 595
Licence and permits		238	238	238	238	238	238	238	238	238	238	238	238	2 851	3 037	3 234
Operational Revenue		163	163	163	163	163	163	163	163	163	163	163	163	1 955	1 976	1 998
Non-Exchange Revenue		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Property rates		24 756	24 756	24 756	24 756	24 756	24 756	24 756	24 756	24 756	24 756	24 756	24 756	297 076	313 303	330 535
Surcharges and Taxes		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Fines, penalties and forfeits		11 945	11 945	11 945	11 945	11 945	11 945	11 945	11 945	11 945	11 945	11 945	11 945	143 343	152 658	162 577
Licences or permits		981	981	981	981	981	981	981	981	981	981	981	981	11 772	12 537	13 352
Transfer and subsidies - Operational		16 846	16 846	16 846	16 846	16 846	16 846	16 846	16 846	16 846	16 846	16 846	16 846	202 153	211 994	223 454
Interest		459	459	459	459	459	459	459	459	459	459	459	459	5 510	5 813	6 133
Fuel Levy		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Operational Revenue		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Gains on disposal of Assets		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Other Gains		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Discontinued Operations		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Revenue (excluding capital transfers and contributions)		**116 052**	**116 052**	**116 052**	**116 052**	**116 052**	**116 052**	**116 052**	**116 052**	**116 052**	**116 052**	**116 052**	**116 052**	**1 392 621**	**1 512 282**	**1 648 335**
Expenditure																
Employee related costs		39 312	39 312	39 312	39 312	39 312	39 312	39 312	39 312	39 312	39 312	39 312	39 312	471 743	502 140	528 366
Remuneration of councillors		1 300	1 300	1 300	1 300	1 300	1 300	1 300	1 300	1 300	1 300	1 300	1 300	15 594	16 345	17 163
Bulk purchases - electricity		32 192	32 192	32 192	32 192	32 192	32 192	32 192	32 192	32 192	32 192	32 192	32 192	386 299	462 520	535 135
Inventory consumed		9 051	9 052	9 052	9 052	9 052	9 052	9 052	9 052	9 052	9 052	9 052	9 052	108 619	114 517	121 908
Debt impairment		–	–	–	–	–	–	–	–	–	–	–	158 246	158 246	176 273	188 877
Depreciation and amortisation		9 819	9 816	9 816	9 816	9 816	9 816	9 816	9 816	9 816	9 816	9 816	9 816	117 798	123 884	129 229
Interest		1 450	1 450	1 450	1 450	1 450	1 450	1 450	1 450	1 450	1 450	1 450	1 450	17 404	17 757	11 519
Contracted services		10 481	10 481	10 481	10 481	10 481	10 481	10 481	10 481	10 481	10 481	10 481	10 482	125 772	114 007	116 078
Transfers and subsidies		33	33	33	33	33	33	33	33	33	33	33	33	400	400	400

Description	Ref	Budget Year 2024/25												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Irrecoverable debts written off		780	780	780	780	780	780	780	780	780	780	780	780	9 359	10 227	11 197
Operational costs		7 764	7 803	7 780	7 876	8 007	7 673	7 823	7 685	7 890	7 794	7 895	8 251	94 240	93 291	95 326
Losses on disposal of Assets		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Other Losses		13 187	13 187	13 187	13 187	13 187	13 187	13 187	13 187	13 187	13 187	13 187	(145 059)	–	–	–
Total Expenditure		**125 368**	**125 405**	**125 382**	**125 478**	**125 610**	**125 275**	**125 426**	**125 287**	**125 493**	**125 397**	**125 497**	**125 855**	**1 505 474**	**1 631 362**	**1 755 199**
Surplus/(Deficit)		**(9 317)**	**(9 353)**	**(9 331)**	**(9 427)**	**(9 558)**	**(9 223)**	**(9 374)**	**(9 236)**	**(9 441)**	**(9 345)**	**(9 445)**	**(9 803)**	**(112 853)**	**(119 080)**	**(106 864)**
Transfers and subsidies - capital (monetary allocations)		11 151	11 151	11 151	11 151	11 151	11 151	11 151	11 151	11 151	11 151	11 151	11 151	133 816	52 158	57 374
Transfers and subsidies - capital (in-kind)		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions		**1 835**	**1 798**	**1 821**	**1 725**	**1 593**	**1 928**	**1 777**	**1 916**	**1 710**	**1 806**	**1 706**	**1 348**	**20 963**	**(66 923)**	**(49 490)**
Income Tax		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after income tax		**1 835**	**1 798**	**1 821**	**1 725**	**1 593**	**1 928**	**1 777**	**1 916**	**1 710**	**1 806**	**1 706**	**1 348**	**20 963**	**(66 923)**	**(49 490)**
Share of Surplus/Deficit attributable to Joint Venture		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Share of Surplus/Deficit attributable to Minorities		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) attributable to municipality		**1 835**	**1 798**	**1 821**	**1 725**	**1 593**	**1 928**	**1 777**	**1 916**	**1 710**	**1 806**	**1 706**	**1 348**	**20 963**	**(66 923)**	**(49 490)**
Share of Surplus/Deficit attributable to Associate		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Intercompany/Parent subsidiary transactions		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit)	1	**1 835**	**1 798**	**1 821**	**1 725**	**1 593**	**1 928**	**1 777**	**1 916**	**1 710**	**1 806**	**1 706**	**1 348**	**20 963**	**(66 923)**	**(49 490)**

EC108 Kouga - Supporting Table SA26 Budgeted monthly revenue and expenditure (municipal vote)

Description	Ref	Budget Year 2024/25												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Revenue by Vote																
Vote 1 - OFFICE OF THE MUNICIPAL MANAGER		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 2 - OFFICE OF THE DEPUTY MUNICIPAL MANAGER		93	93	93	93	93	93	93	93	93	93	93	93	1 115	1 143	1 172
Vote 3 - FINANCE AND ECONOMIC DEVELOPMENT		37 241	37 241	37 241	37 241	37 241	37 241	37 241	37 241	37 241	37 241	37 241	37 241	446 890	468 447	492 425
Vote 4 - COMMUNITY SERVICES		23 065	23 065	23 065	23 065	23 065	23 065	23 065	23 065	23 065	23 065	23 065	23 065	276 782	294 491	313 345
Vote 5 - CIVIL AND WATER SERVICES		26 223	26 223	26 223	26 223	26 223	26 223	26 223	26 223	26 223	26 223	26 223	26 223	314 671	315 141	339 078
Vote 6 - ELECTRO/MECHANICAL SERVICES		34 132	34 132	34 132	34 132	34 132	34 132	34 132	34 132	34 132	34 132	34 132	34 132	409 586	476 288	550 224
Vote 7 - PLANNING AND DEVELOPMENT		6 449	6 449	6 449	6 449	6 449	6 449	6 449	6 449	6 449	6 449	6 449	6 449	77 392	8 929	9 465
Vote 8 - [NAME OF VOTE 8]		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 9 - [NAME OF VOTE 9]		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 10 - [NAME OF VOTE 10]		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 11 - [NAME OF VOTE 11]		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 12 - [NAME OF VOTE 12]		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 13 - [NAME OF VOTE 13]		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 14 - [NAME OF VOTE 14]		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 15 - [NAME OF VOTE 15]		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Revenue by Vote		**127 203**	**127 203**	**127 203**	**127 203**	**127 203**	**127 203**	**127 203**	**127 203**	**127 203**	**127 203**	**127 203**	**127 203**	**1 526 437**	**1 564 439**	**1 705 709**
Expenditure by Vote to be appropriated																
Vote 1 - OFFICE OF THE MUNICIPAL MANAGER		2 621	2 621	2 621	2 621	2 621	2 621	2 621	2 621	2 621	2 621	2 621	2 621	31 456	32 681	34 019
Vote 2 - OFFICE OF THE DEPUTY MUNICIPAL MANAGER		10 658	10 695	10 673	10 769	10 900	10 565	10 716	10 578	10 783	10 687	10 787	11 143	128 955	131 727	136 388
Vote 3 - FINANCE AND ECONOMIC DEVELOPMENT		11 822	11 822	11 822	11 822	11 822	11 822	11 822	11 822	11 822	11 822	11 822	11 823	141 869	143 474	143 136
Vote 4 - COMMUNITY SERVICES		32 217	32 216	32 216	32 216	32 216	32 216	32 216	32 216	32 216	32 216	32 216	32 217	386 594	410 377	430 778
Vote 5 - CIVIL AND WATER SERVICES		26 357	26 357	26 357	26 357	26 357	26 357	26 357	26 357	26 357	26 357	26 357	26 358	316 288	334 913	353 575
Vote 6 - ELECTRO/MECHANICAL SERVICES		38 847	38 847	38 847	38 847	38 847	38 847	38 847	38 847	38 847	38 847	38 847	38 847	466 160	546 114	623 674
Vote 7 - PLANNING AND DEVELOPMENT		2 846	2 846	2 846	2 846	2 846	2 846	2 846	2 846	2 846	2 846	2 846	2 846	34 152	32 074	33 629
Vote 8 - [NAME OF VOTE 8]		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 9 - [NAME OF VOTE 9]		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 10 - [NAME OF VOTE 10]		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 11 - [NAME OF VOTE 11]		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 12 - [NAME OF VOTE 12]		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 13 - [NAME OF VOTE 13]		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 14 - [NAME OF VOTE 14]		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 15 - [NAME OF VOTE 15]		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Expenditure by Vote		**125 368**	**125 405**	**125 382**	**125 478**	**125 610**	**125 275**	**125 426**	**125 287**	**125 493**	**125 397**	**125 497**	**125 855**	**1 505 474**	**1 631 362**	**1 755 199**
Surplus/(Deficit) before assoc.		**1 835**	**1 798**	**1 821**	**1 725**	**1 593**	**1 928**	**1 777**	**1 916**	**1 710**	**1 806**	**1 706**	**1 348**	**20 963**	**(66 923)**	**(49 490)**
Surplus/(Deficit) after income tax		–	–	–	–	–	–	–	–	–	–	–	20 963	20 963	(66 923)	(49 490)
Share of Surplus/Deficit attributable to Associate		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Intercompany/Parent subsidiary transactions		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit)	1	**1 835**	**1 798**	**1 821**	**1 725**	**1 593**	**1 928**	**1 777**	**1 916**	**1 710**	**1 806**	**1 706**	**1 348**	**20 963**	**(66 923)**	**(49 490)**

References

1. Surplus (Deficit) must reconcile with Budgeted Financial Performance

EC108 Kouga - Supporting Table SA27 Budgeted monthly revenue and expenditure (functional classification)

Description	Ref	Budget Year 2024/25												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Revenue - Functional																
Governance and administration		**49 229**	**49 229**	**49 229**	**49 229**	**49 229**	**49 229**	**49 229**	**49 229**	**49 229**	**49 229**	**49 229**	**49 229**	**590 750**	**621 613**	**655 502**
Executive and council		12	12	12	12	12	12	12	12	12	12	12	12	142	148	155
Finance and administration		49 217	49 217	49 217	49 217	49 217	49 217	49 217	49 217	49 217	49 217	49 217	49 217	590 608	621 465	655 347
Internal audit		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Community and public safety		**7 274**	**7 274**	**7 274**	**7 274**	**7 274**	**7 274**	**7 274**	**7 274**	**7 274**	**7 274**	**7 274**	**7 274**	**87 286**	**19 225**	**20 187**
Community and social services		205	205	205	205	205	205	205	205	205	205	205	205	2 460	2 486	2 515
Sport and recreation		959	959	959	959	959	959	959	959	959	959	959	959	11 504	12 252	13 048
Public safety		155	155	155	155	155	155	155	155	155	155	155	155	1 857	1 874	1 892
Housing		5 747	5 747	5 747	5 747	5 747	5 747	5 747	5 747	5 747	5 747	5 747	5 747	68 969	–	–
Health		208	208	208	208	208	208	208	208	208	208	208	208	2 496	2 613	2 733
Economic and environmental services		**4 678**	**4 678**	**4 678**	**4 678**	**4 678**	**4 678**	**4 678**	**4 678**	**4 678**	**4 678**	**4 678**	**4 678**	**56 136**	**47 066**	**50 111**
Planning and development		854	854	854	854	854	854	854	854	854	854	854	854	10 252	10 839	11 529
Road transport		1 664	1 664	1 664	1 664	1 664	1 664	1 664	1 664	1 664	1 664	1 664	1 664	19 972	8 631	9 192
Environmental protection		2 159	2 159	2 159	2 159	2 159	2 159	2 159	2 159	2 159	2 159	2 159	2 159	25 912	27 596	29 390
Trading services		**66 022**	**66 022**	**66 022**	**66 022**	**66 022**	**66 022**	**66 022**	**66 022**	**66 022**	**66 022**	**66 022**	**66 022**	**792 266**	**876 535**	**979 909**
Energy sources		34 132	34 132	34 132	34 132	34 132	34 132	34 132	34 132	34 132	34 132	34 132	34 132	409 585	476 287	550 222
Water management		14 826	14 826	14 826	14 826	14 826	14 826	14 826	14 826	14 826	14 826	14 826	14 826	177 913	182 860	197 609
Waste water management		10 255	10 255	10 255	10 255	10 255	10 255	10 255	10 255	10 255	10 255	10 255	10 255	123 062	130 371	139 404
Waste management		6 809	6 809	6 809	6 809	6 809	6 809	6 809	6 809	6 809	6 809	6 809	6 809	81 707	87 018	92 674
Other		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Revenue - Functional		**127 203**	**127 203**	**127 203**	**127 203**	**127 203**	**127 203**	**127 203**	**127 203**	**127 203**	**127 203**	**127 203**	**127 203**	**1 526 437**	**1 564 439**	**1 705 709**
Expenditure - Functional																
Governance and administration		**30 047**	**30 084**	**30 062**	**30 158**	**30 289**	**29 954**	**30 105**	**29 967**	**30 172**	**30 076**	**30 176**	**30 533**	**361 622**	**369 436**	**377 649**
Executive and council		5 056	5 056	5 056	5 056	5 056	5 056	5 056	5 056	5 056	5 056	5 056	5 056	60 669	63 460	65 420
Finance and administration		24 948	24 985	24 962	25 058	25 190	24 855	25 006	24 867	25 073	24 977	25 077	25 433	300 430	305 578	311 781
Internal audit		44	44	44	44	44	44	44	44	44	44	44	44	523	398	449
Community and public safety		**11 676**	**11 675**	**11 675**	**11 675**	**11 675**	**11 675**	**11 675**	**11 675**	**11 675**	**11 675**	**11 675**	**11 676**	**140 104**	**145 522**	**151 964**
Community and social services		1 163	1 163	1 163	1 163	1 163	1 163	1 163	1 163	1 163	1 163	1 163	1 163	13 952	14 331	14 956
Sport and recreation		6 267	6 267	6 267	6 267	6 267	6 267	6 267	6 267	6 267	6 267	6 267	6 267	75 205	78 127	81 461
Public safety		2 771	2 771	2 771	2 771	2 771	2 771	2 771	2 771	2 771	2 771	2 771	2 771	33 254	34 943	36 726
Housing		809	809	809	809	809	809	809	809	809	809	809	809	9 703	9 753	10 088
Health		666	666	666	666	666	666	666	666	666	666	666	666	7 991	8 368	8 732
Economic and environmental services		**23 987**	**23 987**	**23 987**	**23 987**	**23 987**	**23 987**	**23 987**	**23 987**	**23 987**	**23 987**	**23 987**	**23 987**	**287 839**	**306 635**	**325 294**
Planning and development		2 621	2 621	2 621	2 621	2 621	2 621	2 621	2 621	2 621	2 621	2 621	2 622	31 456	29 720	31 225
Road transport		20 523	20 523	20 523	20 523	20 523	20 523	20 523	20 523	20 523	20 523	20 523	20 523	246 274	266 817	283 816
Environmental protection		842	842	842	842	842	842	842	842	842	842	842	843	10 109	10 098	10 254
Trading services		**59 659**	**59 659**	**59 659**	**59 659**	**59 659**	**59 659**	**59 659**	**59 659**	**59 659**	**59 659**	**59 659**	**59 659**	**715 909**	**809 769**	**900 291**
Energy sources		37 894	37 894	37 894	37 894	37 894	37 894	37 894	37 894	37 894	37 894	37 894	37 894	454 724	534 317	611 385
Water management		9 045	9 045	9 045	9 045	9 045	9 045	9 045	9 045	9 045	9 045	9 045	9 045	108 542	116 361	122 468
Waste water management		7 398	7 398	7 398	7 398	7 398	7 398	7 398	7 398	7 398	7 398	7 398	7 398	88 779	93 970	98 663

Description	Ref	Budget Year 2024/25												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Waste management		5 322	5 322	5 322	5 322	5 322	5 322	5 322	5 322	5 322	5 322	5 322	5 322	63 864	65 121	67 774
Other		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Expenditure - Functional		**125 368**	**125 405**	**125 382**	**125 478**	**125 610**	**125 275**	**125 426**	**125 287**	**125 493**	**125 397**	**125 497**	**125 855**	**1 505 474**	**1 631 362**	**1 755 199**
Surplus/(Deficit) before assoc.		**1 835**	**1 798**	**1 821**	**1 725**	**1 593**	**1 928**	**1 777**	**1 916**	**1 710**	**1 806**	**1 706**	**1 348**	**20 963**	**(66 923)**	**(49 490)**
Intercompany/Parent subsidiary transactions		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit)	1	**1 835**	**1 798**	**1 821**	**1 725**	**1 593**	**1 928**	**1 777**	**1 916**	**1 710**	**1 806**	**1 706**	**1 348**	**20 963**	**(66 923)**	**(49 490)**

References

1. Surplus (Deficit) must reconcile with Budeted Financial Performance

EC108 Kouga - Supporting Table SA28 Budgeted monthly capital expenditure (municipal vote)

Description	Ref	Budget Year 2024/25												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Multi-year expenditure ***to be appropriated***	1															
Vote 1 - OFFICE OF THE MUNICIPAL MANAGER		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 2 - OFFICE OF THE DEPUTY MUNICIPAL MANAGER		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 3 - FINANCE AND ECONOMIC DEVELOPMENT		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 4 - COMMUNITY SERVICES		116	116	116	116	116	116	116	116	116	116	116	116	1 391	1 391	1 391
Vote 5 - CIVIL AND WATER SERVICES		6 739	6 739	6 739	6 739	6 739	6 739	6 739	6 739	6 739	6 739	6 739	6 739	80 868	36 650	39 427
Vote 6 - ELECTRO/MECHANICAL SERVICES		5 675	5 675	5 675	5 675	5 675	5 675	5 675	5 675	5 675	5 675	5 675	5 675	68 103	7 313	9 072
Vote 7 - PLANNING AND DEVELOPMENT		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 8 - [NAME OF VOTE 8]		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 9 - [NAME OF VOTE 9]		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 10 - [NAME OF VOTE 10]		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 11 - [NAME OF VOTE 11]		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 12 - [NAME OF VOTE 12]		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 13 - [NAME OF VOTE 13]		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 14 - [NAME OF VOTE 14]		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 15 - [NAME OF VOTE 15]		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Capital multi-year expenditure sub-total	2	**12 530**	**12 530**	**12 530**	**12 530**	**12 530**	**12 530**	**12 530**	**12 530**	**12 530**	**12 530**	**12 530**	**12 530**	**150 362**	**45 354**	**49 890**
Single-year expenditure ***to be appropriated***																
Vote 1 - OFFICE OF THE MUNICIPAL MANAGER		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 2 - OFFICE OF THE DEPUTY MUNICIPAL MANAGER		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 3 - FINANCE AND ECONOMIC DEVELOPMENT		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 4 - COMMUNITY SERVICES		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 5 - CIVIL AND WATER SERVICES		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 6 - ELECTRO/MECHANICAL SERVICES		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 7 - PLANNING AND DEVELOPMENT		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 8 - [NAME OF VOTE 8]		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 9 - [NAME OF VOTE 9]		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 10 - [NAME OF VOTE 10]		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 11 - [NAME OF VOTE 11]		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 12 - [NAME OF VOTE 12]		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 13 - [NAME OF VOTE 13]		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 14 - [NAME OF VOTE 14]		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 15 - [NAME OF VOTE 15]		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Capital single-year expenditure sub-total	2	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Total Capital Expenditure	2	**12 530**	**12 530**	**12 530**	**12 530**	**12 530**	**12 530**	**12 530**	**12 530**	**12 530**	**12 530**	**12 530**	**12 530**	**150 362**	**45 354**	**49 890**

References

1. Table should be completed as either Multi-Year expenditure appropriation or Budget Year and Forward Year estimates

Description	Ref	Budget Year 2024/25												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27

2. Total Capital Expenditure must reconcile to Budgeted Capital Expenditure

EC108 Kouga - Supporting Table SA29 Budgeted monthly capital expenditure (functional classification)

Description	Ref	Budget Year 2024/25												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Capital Expenditure - Functional	1															
Governance and administration		**2 833**	**2 833**	**2 833**	**2 833**	**2 833**	**2 833**	**2 833**	**2 833**	**2 833**	**2 833**	**2 833**	**2 833**	**34 000**	**–**	**–**
Executive and council		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Finance and administration		2 833	2 833	2 833	2 833	2 833	2 833	2 833	2 833	2 833	2 833	2 833	2 833	34 000	–	–
Internal audit		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Community and public safety		**116**	**116**	**116**	**116**	**116**	**116**	**116**	**116**	**116**	**116**	**116**	**116**	**1 391**	**1 391**	**1 391**
Community and social services		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Sport and recreation		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Public safety		116	116	116	116	116	116	116	116	116	116	116	116	1 391	1 391	1 391
Housing		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Health		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Economic and environmental services		**806**	**806**	**806**	**806**	**806**	**806**	**806**	**806**	**806**	**806**	**806**	**806**	**9 670**	**27 500**	**13 845**
Planning and development		42	42	42	42	42	42	42	42	42	42	42	42	500	7 500	5 135
Road transport		764	764	764	764	764	764	764	764	764	764	764	764	9 170	20 000	8 709
Environmental protection		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Trading services		**15 612**	**15 612**	**15 612**	**15 612**	**15 612**	**15 612**	**15 612**	**15 612**	**15 612**	**15 612**	**15 612**	**(66 427)**	**105 300**	**16 463**	**34 655**
Energy sources		2 842	2 842	2 842	2 842	2 842	2 842	2 842	2 842	2 842	2 842	2 842	2 842	34 103	7 313	9 072
Water management		9 254	9 254	9 254	9 254	9 254	9 254	9 254	9 254	9 254	9 254	9 254	(72 785)	29 008	150	–
Waste water management		3 516	3 516	3 516	3 516	3 516	3 516	3 516	3 516	3 516	3 516	3 516	3 516	42 190	9 000	25 582
Waste management		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Other		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Capital Expenditure - Functional	2	**19 367**	**19 367**	**19 367**	**19 367**	**19 367**	**19 367**	**19 367**	**19 367**	**19 367**	**19 367**	**19 367**	**(62 672)**	**150 362**	**45 354**	**49 890**
Funded by:																
National Government		4 583	4 583	4 583	4 583	4 583	4 583	4 583	4 583	4 583	4 583	4 583	**4 583**	**54 997**	**43 963**	**48 499**
Provincial Government		4 998	4 998	4 998	4 998	4 998	4 998	4 998	4 998	4 998	4 998	4 998	4 998	59 973	–	–
District Municipality		116	116	116	116	116	116	116	116	116	116	116	116	1 391	1 391	1 391
Other transfers and grants		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Transfers recognised - capital		**9 697**	**9 697**	**9 697**	**9 697**	**9 697**	**9 697**	**9 697**	**9 697**	**9 697**	**9 697**	**9 697**	**9 697**	**116 362**	**45 354**	**49 890**
Public contributions & donations		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Borrowing		2 833	2 833	2 833	2 833	2 833	2 833	2 833	2 833	2 833	2 833	2 833	2 833	34 000	–	–
Internally generated funds		6 837	6 837	6 837	6 837	6 837	6 837	6 837	6 837	6 837	6 837	6 837	(75 202)	–	–	–
Total Capital Funding		**19 367**	**19 367**	**19 367**	**19 367**	**19 367**	**19 367**	**19 367**	**19 367**	**19 367**	**19 367**	19 367	(62 672)	150 362	45 354	49 890

References

1. Table should be completed as either Multi-Year expenditure appropriation or Budget Year and Forward Year estimates

2. Total Capital Expenditure must reconcile to Budgeted Capital Expenditure

EC108 Kouga - Supporting Table SA30 Budgeted monthly cash flow

MONTHLY CASH FLOWS	Budget Year 2024/25												Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Cash Receipts By Source													1		
Property rates	34 294	16 215	17 560	17 366	46 344	46 363	17 656	18 246	17 957	19 037	17 866	18 552	287 458	303 161	319 834
Service charges - electricity revenue	45 492	30 767	45 205	34 727	36 995	77 398	16 205	32 093	34 339	36 825	37 036	14 779	441 861	511 233	591 496
Service charges - water revenue	15 178	5 851	12 676	13 589	11 279	12 308	18 001	12 181	15 394	16 543	15 493	5 568	154 061	165 228	177 205
Service charges - sanitation revenue	7 745	6 495	6 169	6 079	6 317	6 046	7 139	6 295	8 172	6 855	8 526	4 328	80 167	85 378	90 927
Service charges - refuse revenue	9 020	6 983	7 080	6 989	7 001	6 969	6 987	6 968	6 965	6 982	6 963	6 925	85 833	91 412	97 354
Rental of facilities and equipment	202	173	172	215	199	714	591	276	364	307	261	190	3 665	3 892	4 134
Interest earned - external investments	345	413	562	534	749	524	2 368	1 039	1 512	2 225	1 984	1 742	13 998	12 809	13 385
Interest earned - outstanding debtors												–	–	–	–
Dividends received												–	–	–	–
Fines, penalties and forfeits	48	58	66	55	234	309	216	43	311	178	283	118	1 919	2 041	2 171
Licences and permits	6 188	3 532	2 461	2 647	2 425	1 931	4 942	2 967	1 671	1 091	1 838	1 454	33 147	34 991	36 924
Agency services	360	–	783	–	–	–	–	–	–	2 212	751	450	4 554	4 850	5 166
Transfers and Subsidies - Operational	92 042	2 118			4 014	72 803		31 176				–	202 153	211 994	223 454
Other revenue	2 462	6 482	1 439	3 787	6 418	3 114	2 974	4 506	3 761	1 959	1 186	12 294	50 381	33 974	34 146
Cash Receipts by Source	**213 377**	**79 088**	**94 172**	**85 988**	**121 974**	**228 480**	**77 080**	**115 789**	**90 446**	**94 214**	**92 188**	**66 401**	**1 359 196**	**1 460 965**	**1 596 197**
Other Cash Flows by Source															
Transfers and subsidies - capital (monetary allocations)	21 006	11 495		18 465	10 535	18 150		20 802		11 495		11 495	123 443	52 158	57 374
Transfers and subsidies - capital (in-kind)	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Proceeds on Disposal of Fixed and Intangible Assets	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Short term loans	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Borrowing long term/refinancing	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Increase (decrease) in consumer deposits	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Decrease (increase) in non-current receivables	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Decrease (increase) in non-current investments	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Cash Receipts by Source	**234 383**	**90 583**	**94 172**	**104 453**	**132 509**	**246 630**	**77 080**	**136 591**	**90 446**	**105 709**	**92 188**	**77 896**	**1 482 639**	**1 513 122**	**1 653 571**
Cash Payments by Type															
Employee related costs	(35 968)	(35 914)	(36 160)	(36 153)	(55 181)	(36 264)	(40 576)	(37 875)	(36 835)	(37 307)	(37 307)	(34 483)	(460 023)	(488 959)	(513 508)
Remuneration of councillors	(1 300)	(1 300)	(1 300)	(1 300)	(1 300)	(1 300)	(1 300)	(1 300)	(1 300)	(1 300)	(1 300)	(1 300)	(15 594)	(16 345)	(17 163)
Finance charges	(1 245)	(1 245)	(1 245)	(1 245)	(1 245)	(1 245)	(1 245)	(1 245)	(1 245)	(1 245)	(1 245)	(2 470)	(16 159)	(15 340)	(8 167)
Bulk purchases - Electricity	(50 342)	(50 210)	(41 766)	(33 161)	(32 562)	(32 530)	(34 372)	(32 574)	(29 588)	(32 081)	(30 256)	(44 801)	(444 244)	(531 898)	(615 406)
Bulk purchases - Water & Sewer												–	–	–	–
Other materials	(3 379)	(12 675)	(2 865)	(21 025)	(5 203)	(5 476)	(2 841)	(10 981)	(8 978)	(7 648)	(7 924)	(5 707)	(94 700)	(100 094)	(107 171)
Contracted services	(2 157)	(5 366)	(8 292)	(12 475)	(12 924)	(11 684)	(7 494)	(9 365)	(10 168)	(15 579)	(18 074)	(27 319)	(140 898)	(128 052)	(130 323)
Transfers and grants - other municipalities												–	–	–	–
Transfers and grants - other												(400)	(400)	(400)	(400)
Other expenditure	(5 894)	(9 987)	(25 242)	(9 160)	(16 079)	(12 495)	(11 251)	(10 186)	(14 372)	(11 927)	(14 557)	(30 657)	(171 807)	(158 100)	(163 044)
Cash Payments by Type	**(100 284)**	**(116 697)**	**(116 868)**	**(114 519)**	**(124 493)**	**(100 992)**	**(99 078)**	**(103 525)**	**(102 485)**	**(107 086)**	**(110 661)**	**(147 136)**	**(1 343 824)**	**(1 439 187)**	**(1 555 182)**
Other Cash Flows/Payments by Type															
Capital assets	(586)	(14 512)	(3 103)	(12 526)	(8 303)	(12 580)	(2 238)	(18 188)	(10 592)	(19 353)	(6 475)	(7 905)	(116 362)	(45 354)	(49 890)

MONTHLY CASH FLOWS	Budget Year 2024/25												Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Repayment of borrowing	(1 873)	(1 873)	(1 873)	(1 873)	(1 873)	(1 873)	(1 873)	(1 873)	(1 873)	(1 873)	(1 873)	(1 873)	(22 478)	(23 564)	(11 333)
Other Cash Flows/Payments	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Cash Payments by Type	**(102 743)**	**(133 082)**	**(121 844)**	**(128 918)**	**(134 669)**	**(115 446)**	**(103 189)**	**(123 587)**	**(114 950)**	**(128 312)**	**(119 009)**	**(156 914)**	**(1 482 664)**	**(1 508 106)**	**(1 616 405)**
NET INCREASE/(DECREASE) IN CASH HELD	**131 640**	**(42 499)**	**(27 672)**	**(24 465)**	**(2 160)**	**131 184**	**(26 109)**	**13 004**	**(24 504)**	**(22 603)**	**(26 821)**	**(79 018)**	**(25)**	**5 016**	**37 166**
Cash/cash equivalents at the month/year begin:	43 665	175 305	132 806	105 134	80 669	78 509	209 693	183 584	196 588	172 084	149 480	122 659	43 665	43 640	48 657
Cash/cash equivalents at the month/year end:	175 305	132 806	105 134	80 669	78 509	209 693	183 584	196 588	172 084	149 480	122 659	43 640	43 640	48 657	85 823

References

1. Note that this section of Table SA 30 is deliberately not linked to Table A4 because timing differences between the invoicing of clients and receiving the cash means that the cashflow will differ from budgeted revenue, and similarly for budgeted expenditure. However for the MTREF it is now directly linked to A7.

2. Bulk purchases - Electricity & Waste Water - use detail information from Table SA1

3. Acquisition Inventory - Water & other inventory - use detail information from Table SA3

EC108 Kouga - NOT REQUIRED - municipality does not have entities

Description R million	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Financial Performance										
Property rates		–	–	–	–	–	–	–	–	–
Service charges		–	–	–	–	–	–	–	–	–
Investment revenue		–	–	–	–	–	–	–	–	–
Transfer and subsidies - Operational		–	–	–	–	–	–	–	–	–
Other own revenue		–	–	–	–	–	–	–	–	–
Total Revenue (excluding capital transfers and contributions)		–	–	–	–	–	–	–	–	–
Employee costs		–	–	–	–	–	–	–	–	–
Remuneration of Board Members		–	–	–	–	–	–	–	–	–
Depreciation and amortisation		–	–	–	–	–	–	–	–	–
Interest		–	–	–	–	–	–	–	–	–
Inventory consumed and bulk purchases		–	–	–	–	–	–	–	–	–
Transfers and subsidies		–	–	–	–	–	–	–	–	–
Other expenditure		–	–	–	–	–	–	–	–	–
Total Expenditure		–	–	–	–	–	–	–	–	–
Surplus/(Deficit)		–	–	–	–	–	–	–	–	–
Capital expenditure & funds sources										
Capital expenditure										
Transfers recognised - capital		–	–	–	–	–	–	–	–	–
Public contributions & donations		–	–	–	–	–	–	–	–	–
Borrowing		–	–	–	–	–	–	–	–	–
Internally generated funds		–	–	–	–	–	–	–	–	–
Total sources		–	–	–	–	–	–	–	–	–
Financial position										
Total current assets		–	–	–	–	–	–	–	–	–
Total non current assets		–	–	–	–	–	–	–	–	–
Total current liabilities		–	–	–	–	–	–	–	–	–
Total non current liabilities		–	–	–	–	–	–	–	–	–
Community wealth/Equity		–	–	–	–	–	–	–	–	–
Cash flows										
Net cash from (used) operating		–	–	–	–	–	–	–	–	–
Net cash from (used) investing		–	–	–	–	–	–	–	–	–
Net cash from (used) financing		–	–	–	–	–	–	–	–	–
Cash/cash equivalents at the year end		–	–	–	–	–	–	–	–	–

EC108 Kouga - Supporting Table SA32 List of external mechanisms

External mechanism Name of organisation	Yrs/ Mths	Period of agreement 1. Number	Service provided	Expiry date of service delivery agreement or contract	Monetary value of agreement 2. R thousand

References

1. Total agreement period from commencement until end

2. Annual value

EC108 Kouga - Supporting Table SA33 Contracts having future budgetary implications

Description	Ref	Preceding Years	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework			Forecast 2027/28	Forecast 2028/29	Forecast 2029/30	Forecast 2030/31	Forecast 2031/32	Forecast 2032/33	Forecast 2033/34	Total Contract Value
R thousand	1,3	Total	Original Budget	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Parent Municipality:														
Revenue Obligation By Contract	2													
Contract 1														–
Contract 2														–
Contract 3														–
Contract 4														–
Contract 5														–
Contract 6														–
Contract 7														–
Contract 8														–
Contract 9														–
Contract 10														–
Contract 11														–
Contract 12														–
Contract 13														–
Contract 14														–
Contract 15														–
Contract 16														–
Contract 17														–
Contract 18														–
Contract 19														–
Contract 20														–
Total Operating Revenue Implication		–	–	–	–	–	–	–	–	–	–	–	–	–
Expenditure Obligation By Contract	2													
Contract 1														–
Contract 2														–
Contract 3														–
Contract 4														–
Contract 5														–
Contract 6														–
Contract 7														–
Contract 8														–
Contract 9														–

Description	Ref	Preceding Years	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework			Forecast 2027/28	Forecast 2028/29	Forecast 2029/30	Forecast 2030/31	Forecast 2031/32	Forecast 2032/33	Forecast 2033/34	Total Contract Value
R thousand	1,3	Total	Original Budget	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Contract 10														–
Contract 11														–
Contract 12														–
Contract 13														–
Contract 14														–
Contract 15														–
Contract 16														–
Contract 17														–
Contract 18														–
Contract 19														–
Contract 20														–
Total Operating Expenditure Implication		–	–	–	–	–	–	–	–	–	–	–	–	–
Capital Expenditure Obligation By Contract	2													
Contract 1														–
Contract 2														–
Contract 3														–
Contract 4														–
Contract 5														–
Contract 6														–
Contract 7														–
Contract 8														–
Contract 9														–
Contract 10														–
Contract 11														–
Contract 12														–
Contract 13														–
Contract 14														–
Contract 15														–
Contract 16														–
Contract 17														–
Contract 18														–
Contract 19														–
Contract 20														–
Total Capital Expenditure Implication		–	–	–	–	–	–	–	–	–	–	–	–	–

Description	Ref	Preceding Years	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework			Forecast 2027/28	Forecast 2028/29	Forecast 2029/30	Forecast 2030/31	Forecast 2031/32	Forecast 2032/33	Forecast 2033/34	Total Contract Value
R thousand	1,3	Total	Original Budget	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Total Parent Expenditure Implication		–	–	–	–	–	–	–	–	–	–	–	–	–

Description	Ref	Preceding Years	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework			Forecast 2027/28	Forecast 2028/29	Forecast 2029/30	Forecast 2030/31	Forecast 2031/32	Forecast 2032/33	Forecast 2033/34	Total Contract Value
R thousand	1,3	Total	Original Budget	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Entities:														
Revenue Obligation By Contract	2													
Contract 1														–
Contract 2														–
Contract 3														–
Contract 4														–
Contract 5														–
Contract 6														–
Contract 7														–
Contract 8														–
Contract 9														–
Contract 10														–
Contract 11														–
Contract 12														–
Contract 13														–
Contract 14														–
Contract 15														–
Contract 16														–
Contract 17														–
Contract 18														–
Contract 19														–
Contract 20														–
Total Operating Revenue Implication		–	–	–	–	–	–	–	–	–	–	–	–	–
Expenditure Obligation By Contract	2													
Contract 1														–
Contract 2														–
Contract 3														–
Contract 4														–
Contract 5														–
Contract 6														–
Contract 7														–
Contract 8														–
Contract 9														–
Contract 10														–
Contract 11														–
Contract 12														–
Contract 13														–
Contract 14														–

Description	Ref	Preceding Years	Current Year 2023/24	2024/25 Medium Term Revenue & Expenditure Framework			Forecast 2027/28	Forecast 2028/29	Forecast 2029/30	Forecast 2030/31	Forecast 2031/32	Forecast 2032/33	Forecast 2033/34	Total Contract Value
R thousand	1,3	Total	Original Budget	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Contract 15														–
Contract 16														–
Contract 17														–
Contract 18														–
Contract 19														–
Contract 20														–
Total Operating Expenditure Implication		–	–	–	–	–	–	–	–	–	–	–	–	–
Capital Expenditure Obligation By Contract	2													
Contract 1														–
Contract 2														–
Contract 3														–
Contract 4														–
Contract 5														–
Contract 6														–
Contract 7														–
Contract 8														–
Contract 9														–
Contract 10														–
Contract 11														–
Contract 12														–
Contract 13														–
Contract 14														–
Contract 15														–
Contract 16														–
Contract 17														–
Contract 18														–
Contract 19														–
Contract 20														–
Total Capital Expenditure Implication		–	–	–	–	–	–	–	–	–	–	–	–	–
Total Entity Expenditure Implication		–	–	–	–	–	–	–	–	–	–	–	–	–

References

1. Total implication for all preceding years to be summed and total stated in 'Preceding Years' column

2. List all contracts with future financial obligations beyond the three years covered by the MTREF (MFMA s33)

3. For municipalities with approved total revenue not exceeding R250 m - all contracts with an annual cost greater than R500 000. For municipalities with approved total revenue greater than R250 m - all contracts with an annual cost greater than R1million. For municipalities with approved total revenue greater than R500 m - all contracts with an annual cost greater than R5 million

EC108 Kouga - Supporting Table SA34a Capital expenditure on new assets by asset class

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Capital expenditure on new assets by Asset Class/Sub-class										
Infrastructure		**43 613**	**119 172**	**121 939**	**23 296**	**21 761**	**21 761**	**17 407**	**29 418**	**22 782**
Roads Infrastructure		–	–	–	3 339	5 939	5 939	150	20 000	8 709
Roads		–	–	–	3 339	5 939	5 939	150	20 000	8 709
Road Structures		–	–	–	–	–	–	–	–	–
Road Furniture		–	–	–	–	–	–	–	–	–
Capital Spares		–	–	–	–	–	–	–	–	–
Storm water Infrastructure		–	–	–	–	–	–	–	–	–
Drainage Collection		–	–	–	–	–	–	–	–	–
Storm water Conveyance		–	–	–	–	–	–	–	–	–
Attenuation		–	–	–	–	–	–	–	–	–
Electrical Infrastructure		1 838	6 131	(2 307)	19 652	4 702	4 702	3 755	7 313	9 072
Power Plants		–	–	–	12 000	–	–	–	–	–
HV Substations		–	–	–	–	–	–	–	–	–
HV Switching Station		200	(200)	–	–	–	–	–	–	–
HV Transmission Conductors		–	–	–	–	–	–	–	–	–
MV Substations		(2 274)	883	1 346	–	–	–	–	–	–
MV Switching Stations		–	–	–	–	–	–	–	–	–
MV Networks		7 562	(255)	–	4 087	3 556	3 556	3 655	6 313	6 572
LV Networks		(5 476)	5 702	(3 653)	87	1 146	1 146	100	1 000	2 500
Capital Spares		1 827	–	–	3 478	–	–	–	–	–
Water Supply Infrastructure		852	96 161	124 058	–	10 625	10 625	11 975	50	–
Dams and Weirs		–	–	–	–	–	–	–	–	–
Boreholes		852	83 185	111 011	–	10 625	10 625	6 957	50	–
Reservoirs		–	–	–	–	–	–	5 019	–	–
Pump Stations		–	–	–	–	–	–	–	–	–
Water Treatment Works		–	11 743	12 661	–	–	–	–	–	–
Bulk Mains		–	–	–	–	–	–	–	–	–
Distribution		–	1 233	386	–	–	–	–	–	–
Distribution Points		–	–	–	–	–	–	–	–	–
PRV Stations		–	–	–	–	–	–	–	–	–
Capital Spares		–	–	–	–	–	–	–	–	–
Sanitation Infrastructure		8 128	16 551	164	304	415	415	1 527	2 055	5 000
Pump Station		(7 140)	16 446	127	–	323	323	–	–	–
Reticulation		–	105	38	304	92	92	81	2 055	5 000
Waste Water Treatment Works		15 230	–	–	–	–	–	–	–	–
Outfall Sewers		–	–	–	–	–	–	–	–	–
Toilet Facilities		38	–	–	–	–	–	1 446	–	–
Capital Spares		–	–	–	–	–	–	–	–	–
Solid Waste Infrastructure		32 772	282	23	–	80	80	–	–	–
Landfill Sites		–	–	–	–	–	–	–	–	–
Waste Transfer Stations		32 772	255	–	–	–	–	–	–	–
Waste Processing Facilities		–	27	23	–	80	80	–	–	–
Waste Drop-off Points		–	–	–	–	–	–	–	–	–
Waste Separation Facilities		–	–	–	–	–	–	–	–	–
Electricity Generation Facilities		–	–	–	–	–	–	–	–	–
Capital Spares		–	–	–	–	–	–	–	–	–
Rail Infrastructure		–	–	–	–	–	–	–	–	–
Rail Lines		–	–	–	–	–	–	–	–	–
Rail Structures		–	–	–	–	–	–	–	–	–
Rail Furniture		–	–	–	–	–	–	–	–	–
Drainage Collection		–	–	–	–	–	–	–	–	–
Storm water Conveyance		–	–	–	–	–	–	–	–	–
Attenuation		–	–	–	–	–	–	–	–	–
MV Substations		–	–	–	–	–	–	–	–	–
LV Networks		–	–	–	–	–	–	–	–	–
Capital Spares		–	–	–	–	–	–	–	–	–
Coastal Infrastructure		–	–	–	–	–	–	–	–	–
Sand Pumps		–	–	–	–	–	–	–	–	–
Piers		–	–	–	–	–	–	–	–	–
Revetments		–	–	–	–	–	–	–	–	–
Promenades		–	–	–	–	–	–	–	–	–
Capital Spares		–	–	–	–	–	–	–	–	–
Information and Communication Infrastructure		23	47	–	–	–	–	–	–	–
Data Centres		23	47	–	–	–	–	–	–	–
Core Layers		–	–	–	–	–	–	–	–	–
Distribution Layers		–	–	–	–	–	–	–	–	–
Capital Spares		–	–	–	–	–	–	–	–	–

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Community Assets		**612**	**(2 773)**	**–**	**750**	**750**	**750**	**–**	**–**	**–**
Community Facilities		612	(2 928)	–	750	750	750	–	–	–
Halls		–	–	–	–	–	–	–	–	–
Centres		–	–	–	–	–	–	–	–	–
Crèches		–	–	–	–	–	–	–	–	–
Clinics/Care Centres		–	–	–	–	–	–	–	–	–
Fire/Ambulance Stations		169	(0)	–	–	–	–	–	–	–
Testing Stations		–	–	–	–	–	–	–	–	–
Museums		–	–	–	–	–	–	–	–	–
Galleries		–	–	–	–	–	–	–	–	–
Theatres		–	–	–	–	–	–	–	–	–
Libraries		–	–	–	–	–	–	–	–	–
Cemeteries/Crematoria		–	–	–	–	–	–	–	–	–
Police		–	–	–	–	–	–	–	–	–
Parks		–	–	–	–	–	–	–	–	–
Public Open Space		–	–	–	–	–	–	–	–	–
Nature Reserves		–	–	–	–	–	–	–	–	–
Public Ablution Facilities		–	–	–	–	–	–	–	–	–
Markets		444	(2 928)	–	750	750	750	–	–	–
Stalls		–	–	–	–	–	–	–	–	–
Abattoirs		–	–	–	–	–	–	–	–	–
Airports		–	–	–	–	–	–	–	–	–
Taxi Ranks/Bus Terminals		–	–	–	–	–	–	–	–	–
Capital Spares		–	–	–	–	–	–	–	–	–
Sport and Recreation Facilities		–	155	–	–	–	–	–	–	–
Indoor Facilities		–	–	–	–	–	–	–	–	–
Outdoor Facilities		–	155	–	–	–	–	–	–	–
Capital Spares		–	–	–	–	–	–	–	–	–
Heritage assets		–	–	–	–	–	–	–	–	–
Monuments		–	–	–	–	–	–	–	–	–
Historic Buildings		–	–	–	–	–	–	–	–	–
Works of Art		–	–	–	–	–	–	–	–	–
Conservation Areas		–	–	–	–	–	–	–	–	–
Other Heritage		–	–	–	–	–	–	–	–	–
Investment properties		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Revenue Generating		–	–	–	–	–	–	–	–	–
Improved Property		–	–	–	–	–	–	–	–	–
Unimproved Property		–	–	–	–	–	–	–	–	–
Non-revenue Generating		–	–	–	–	–	–	–	–	–
Improved Property		–	–	–	–	–	–	–	–	–
Unimproved Property		–	–	–	–	–	–	–	–	–
Other assets		**(3 495)**	**777**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Operational Buildings		(3 495)	777	–	–	–	–	–	–	–
Municipal Offices		(4 339)	71	–	–	–	–	–	–	–
Pay/Enquiry Points		–	–	–	–	–	–	–	–	–
Building Plan Offices		–	–	–	–	–	–	–	–	–
Workshops		–	–	–	–	–	–	–	–	–
Yards		844	706	–	–	–	–	–	–	–
Stores		–	–	–	–	–	–	–	–	–
Laboratories		–	–	–	–	–	–	–	–	–
Training Centres		–	–	–	–	–	–	–	–	–
Manufacturing Plant		–	–	–	–	–	–	–	–	–
Depots		–	–	–	–	–	–	–	–	–
Capital Spares		–	–	–	–	–	–	–	–	–
Housing		–	–	–	–	–	–	–	–	–
Staff Housing		–	–	–	–	–	–	–	–	–
Social Housing		–	–	–	–	–	–	–	–	–
Capital Spares		–	–	–	–	–	–	–	–	–
Biological or Cultivated Assets		–	–	–	–	–	–	–	–	–
Biological or Cultivated Assets		–	–	–	–	–	–	–	–	–
Intangible Assets		977	579	–	–	–	–	–	–	–
Servitudes		–	–	–	–	–	–	–	–	–
Licences and Rights		977	579	–	–	–	–	–	–	–
Water Rights		–	–	–	–	–	–	–	–	–

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Effluent Licenses		(0)	579	–	–	–	–	–	–	–
Solid Waste Licenses		–	–	–	–	–	–	–	–	–
Computer Software and Applications		977	–	–	–	–	–	–	–	–
Load Settlement Software Applications		–	–	–	–	–	–	–	–	–
Unspecified		–	–	–	–	–	–	–	–	–
Computer Equipment		(20 798)	1 534	1 677	–	2 625	2 625	–	–	–
Computer Equipment		(20 798)	1 534	1 677	–	2 625	2 625	–	–	–
Furniture and Office Equipment		12 380	1 471	1 591	610	1 372	1 372	–	–	–
Furniture and Office Equipment		12 380	1 471	1 591	610	1 372	1 372	–	–	–
Machinery and Equipment		2 976	3 010	2 031	100	989	989	–	–	–
Machinery and Equipment		2 976	3 010	2 031	100	989	989	–	–	–
Transport Assets		(198)	34 744	16 912	1 362	4 800	4 800	35 391	1 891	4 119
Transport Assets		(198)	34 744	16 912	1 362	4 800	4 800	35 391	1 891	4 119
Land		–	–	–	–	–	–	–	–	–
Land		–	–	–	–	–	–	–	–	–
Zoo's, Marine and Non-biological Animals		–	–	–	–	–	–	–	–	–
Zoo's, Marine and Non-biological Animals		–	–	–	–	–	–	–	–	–
Living resources		-	-	-	-	-	-	-	-	-
Mature		-	-	-	-	-	-	-	-	-
Policing and Protection		–	–	–	–	–	–	–	–	–
Zoological plants and animals		–	–	–	–	–	–	–	–	–
Immature		-	-	-	-	-	-	-	-	-
Policing and Protection		–	–	–	–	–	–	–	–	–
Zoological plants and animals		–	–	–	–	–	–	–	–	–
Total Capital Expenditure on new assets	1	**36 067**	**158 514**	**144 151**	**26 118**	**32 298**	**32 298**	**52 798**	**31 309**	**26 901**

References

1. Total Capital Expenditure on new assets (SA34a) plus Total Capital Expenditure on renewal of existing assets (SA34b) plus Total Capital Expenditure on upgrading of existing assets (SA34e) must reconcile to total capital expenc

EC108 Kouga - Supporting Table SA34b Capital expenditure on the renewal of existing assets by asset class

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Capital expenditure on renewal of existing assets by Asset Class/Sub-class										
Infrastructure		**(38 311)**	**1 391**	**131**	**–**	**5 084**	**5 084**	**250**	**100**	**–**
Roads Infrastructure		(38 320)	–	–	–	–	–	–	–	–
Roads		(38 320)	–	–	–	–	–	–	–	–
Road Structures		–	–	–	–	–	–	–	–	–
Road Furniture		–	–	–	–	–	–	–	–	–
Capital Spares		–	–	–	–	–	–	–	–	–
Storm water Infrastructure		–	–	–	–	–	–	–	–	–
Drainage Collection		–	–	–	–	–	–	–	–	–
Storm water Conveyance		–	–	–	–	–	–	–	–	–
Attenuation		–	–	–	–	–	–	–	–	–
Electrical Infrastructure		–	769	–	–	5 000	5 000	–	–	–
Power Plants		–	–	–	–	–	–	–	–	–
HV Substations		–	–	–	–	–	–	–	–	–
HV Switching Station		–	–	–	–	–	–	–	–	–
HV Transmission Conductors		–	–	–	–	–	–	–	–	–
MV Substations		–	769	–	–	–	–	–	–	–
MV Switching Stations		–	–	–	–	–	–	–	–	–
MV Networks		–	–	–	–	5 000	5 000	–	–	–
LV Networks		–	–	–	–	–	–	–	–	–
Capital Spares		–	–	–	–	–	–	–	–	–
Water Supply Infrastructure		8	275	131	–	84	84	250	100	–
Dams and Weirs		–	–	–	–	–	–	–	–	–
Boreholes		–	–	–	–	–	–	–	–	–
Reservoirs		–	–	–	–	–	–	–	–	–
Pump Stations		–	–	–	–	–	–	–	–	–
Water Treatment Works		–	–	–	–	–	–	–	–	–
Bulk Mains		–	–	–	–	–	–	–	–	–
Distribution		8	275	131	–	84	84	250	100	–
Distribution Points		–	–	–	–	–	–	–	–	–
PRV Stations		–	–	–	–	–	–	–	–	–
Capital Spares		–	–	–	–	–	–	–	–	–
Sanitation Infrastructure		–	–	–	–	–	–	–	–	–
Pump Station		–	–	–	–	–	–	–	–	–
Reticulation		–	–	–	–	–	–	–	–	–
Waste Water Treatment Works		–	–	–	–	–	–	–	–	–
Outfall Sewers		–	–	–	–	–	–	–	–	–
Toilet Facilities		–	–	–	–	–	–	–	–	–
Capital Spares		–	–	–	–	–	–	–	–	–
Solid Waste Infrastructure		–	–	–	–	–	–	–	–	–
Landfill Sites		–	–	–	–	–	–	–	–	–
Waste Transfer Stations		–	–	–	–	–	–	–	–	–
Waste Processing Facilities		–	–	–	–	–	–	–	–	–
Waste Drop-off Points		–	–	–	–	–	–	–	–	–
Waste Separation Facilities		–	–	–	–	–	–	–	–	–
Electricity Generation Facilities		–	–	–	–	–	–	–	–	–
Capital Spares		–	–	–	–	–	–	–	–	–
Rail Infrastructure		–	–	–	–	–	–	–	–	–
Rail Lines		–	–	–	–	–	–	–	–	–
Rail Structures		–	–	–	–	–	–	–	–	–
Rail Furniture		–	–	–	–	–	–	–	–	–
Drainage Collection		–	–	–	–	–	–	–	–	–
Storm water Conveyance		–	–	–	–	–	–	–	–	–
Attenuation		–	–	–	–	–	–	–	–	–
MV Substations		–	–	–	–	–	–	–	–	–
LV Networks		–	–	–	–	–	–	–	–	–
Capital Spares		–	–	–	–	–	–	–	–	–
Coastal Infrastructure		–	–	–	–	–	–	–	–	–
Sand Pumps		–	–	–	–	–	–	–	–	–
Piers		–	–	–	–	–	–	–	–	–
Revetments		–	–	–	–	–	–	–	–	–
Promenades		–	–	–	–	–	–	–	–	–
Capital Spares		–	–	–	–	–	–	–	–	–
Information and Communication Infrastructure		–	346	–	–	–	–	–	–	–
Data Centres		–	–	–	–	–	–	–	–	–
Core Layers		–	–	–	–	–	–	–	–	–
Distribution Layers		–	–	–	–	–	–	–	–	–
Capital Spares		–	346	–	–	–	–	–	–	–

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Community Assets		**(27 974)**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Community Facilities		(28 113)	–	–	–	–	–	–	–	–
Halls		–	–	–	–	–	–	–	–	–
Centres		–	–	–	–	–	–	–	–	–
Crèches		–	–	–	–	–	–	–	–	–
Clinics/Care Centres		–	–	–	–	–	–	–	–	–
Fire/Ambulance Stations		(30 270)	–	–	–	–	–	–	–	–
Testing Stations		–	–	–	–	–	–	–	–	–
Museums		–	–	–	–	–	–	–	–	–
Galleries		–	–	–	–	–	–	–	–	–
Theatres		–	–	–	–	–	–	–	–	–
Libraries		–	–	–	–	–	–	–	–	–
Cemeteries/Crematoria		2 157	–	–	–	–	–	–	–	–
Police		–	–	–	–	–	–	–	–	–
Parks		–	–	–	–	–	–	–	–	–
Public Open Space		–	–	–	–	–	–	–	–	–
Nature Reserves		–	–	–	–	–	–	–	–	–
Public Ablution Facilities		–	–	–	–	–	–	–	–	–
Markets		–	–	–	–	–	–	–	–	–
Stalls		–	–	–	–	–	–	–	–	–
Abattoirs		–	–	–	–	–	–	–	–	–
Airports		–	–	–	–	–	–	–	–	–
Taxi Ranks/Bus Terminals		–	–	–	–	–	–	–	–	–
Capital Spares		–	–	–	–	–	–	–	–	–
Sport and Recreation Facilities		139	–	–	–	–	–	–	–	–
Indoor Facilities		–	–	–	–	–	–	–	–	–
Outdoor Facilities		139	–	–	–	–	–	–	–	–
Capital Spares		–	–	–	–	–	–	–	–	–
Heritage assets		–	–	–	–	–	–	–	–	–
Monuments		–	–	–	–	–	–	–	–	–
Historic Buildings		–	–	–	–	–	–	–	–	–
Works of Art		–	–	–	–	–	–	–	–	–
Conservation Areas		–	–	–	–	–	–	–	–	–
Other Heritage		–	–	–	–	–	–	–	–	–
Investment properties		**6 148**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Revenue Generating		6 148	–	–	–	–	–	–	–	–
Improved Property		–	–	–	–	–	–	–	–	–
Unimproved Property		6 148	–	–	–	–	–	–	–	–
Non-revenue Generating		–	–	–	–	–	–	–	–	–
Improved Property		–	–	–	–	–	–	–	–	–
Unimproved Property		–	–	–	–	–	–	–	–	–
Other assets		**23 088**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Operational Buildings		23 088	–	–	–	–	–	–	–	–
Municipal Offices		23 088	–	–	–	–	–	–	–	–
Pay/Enquiry Points		–	–	–	–	–	–	–	–	–
Building Plan Offices		–	–	–	–	–	–	–	–	–
Workshops		–	–	–	–	–	–	–	–	–
Yards		–	–	–	–	–	–	–	–	–
Stores		–	–	–	–	–	–	–	–	–
Laboratories		–	–	–	–	–	–	–	–	–
Training Centres		–	–	–	–	–	–	–	–	–
Manufacturing Plant		–	–	–	–	–	–	–	–	–
Depots		–	–	–	–	–	–	–	–	–
Capital Spares		–	–	–	–	–	–	–	–	–
Housing		–	–	–	–	–	–	–	–	–
Staff Housing		–	–	–	–	–	–	–	–	–
Social Housing		–	–	–	–	–	–	–	–	–
Capital Spares		–	–	–	–	–	–	–	–	–
Biological or Cultivated Assets		–	–	–	–	–	–	–	–	–
Biological or Cultivated Assets		–	–	–	–	–	–	–	–	–
Intangible Assets		–	–	–	–	–	–	–	–	–
Servitudes		–	–	–	–	–	–	–	–	–
Licences and Rights		–	–	–	–	–	–	–	–	–
Water Rights		–	–	–	–	–	–	–	–	–

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Effluent Licenses		–	–	–	–	–	–	–	–	–
Solid Waste Licenses		–	–	–	–	–	–	–	–	–
Computer Software and Applications		–	–	–	–	–	–	–	–	–
Load Settlement Software Applications		–	–	–	–	–	–	–	–	–
Unspecified		–	–	–	–	–	–	–	–	–
Computer Equipment		–	–	–	–	–	–	–	–	–
Computer Equipment		–	–	–	–	–	–	–	–	–
Furniture and Office Equipment		–	–	–	–	–	–	–	–	–
Furniture and Office Equipment		–	–	–	–	–	–	–	–	–
Machinery and Equipment		–	–	–	–	–	–	–	–	–
Machinery and Equipment		–	–	–	–	–	–	–	–	–
Transport Assets		(290)	–	–	–	–	–	–	–	–
Transport Assets		(290)	–	–	–	–	–	–	–	–
Land		–	–	–	–	–	–	–	–	–
Land		–	–	–	–	–	–	–	–	–
Zoo's, Marine and Non-biological Animals		–	–	–	–	–	–	–	–	–
Zoo's, Marine and Non-biological Animals		–	–	–	–	–	–	–	–	–
Living resources		-	-	-	-	-	-	-	-	-
Mature		-	-	-	-	-	-	-	-	-
Policing and Protection		–	–	–	–	–	–	–	–	–
Zoological plants and animals		–	–	–	–	–	–	–	–	–
Immature		-	-	-	-	-	-	-	-	-
Policing and Protection		–	–	–	–	–	–	–	–	–
Zoological plants and animals		–	–	–	–	–	–	–	–	–
Total Capital Expenditure on renewal of existing assets	1	**(37 339)**	**1 391**	**131**	**–**	**5 084**	**5 084**	**250**	**100**	**–**
Renewal of Existing Assets as % of total capex		*-73,3%*	*1,1%*	*0,1%*	*0,0%*	*3,9%*	*3,9%*	*0,2%*	*0,2%*	*0,0%*
Renewal of Existing Assets as % of deprecn"		*-41,6%*	*1,4%*	*0,1%*	*0,0%*	*4,6%*	*4,6%*	*0,2%*	*0,1%*	*0,0%*

References

1. Total Capital Expenditure on renewal of existing assets (SA34b) plus Total Capital Expenditure on new assets (SA34a) plus Total Capital Expenditure on upgrading of existing assets (SA34e) must reconcile to total capital expen

EC108 Kouga - Supporting Table SA34c Repairs and maintenance expenditure by asset class

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Repairs and maintenance expenditure by Asset Class/Sub-class										
Infrastructure		**54 281**	**30 721**	**31 666**	**42 518**	**37 735**	**37 735**	**145 976**	**158 481**	**168 077**
Roads Infrastructure		32 760	11 132	12 861	14 206	7 144	7 144	42 069	48 545	52 267
Roads		32 711	11 097	12 861	14 206	7 144	7 144	42 069	48 545	52 267
Road Structures		49	34	–	–			–	–	–
Road Furniture		–	–	–	–	–	–	–	–	–
Capital Spares		–	–	–	–	–	–	–	–	–
Storm water Infrastructure		1 058	1 115	876	1 075	989	989	2 420	3 400	4 320
Drainage Collection		490	551	614	773	773	773	1 620	2 500	3 320
Storm water Conveyance		568	565	262	302	216	216	800	900	1 000
Attenuation		–	–	–	–	–	–	–	–	–
Electrical Infrastructure		8 824	5 906	8 178	10 827	10 827	10 827	30 806	30 431	31 896
Power Plants		–	–	–	–	–	–	–	–	–
HV Substations		650	69	2 031	2 134	2 134	2 134	20 656	21 346	22 402
HV Switching Station		–	–	–	–	–	–	–	–	–
HV Transmission Conductors		479	610	–	–	–	–	–	–	–
MV Substations		5 781	3 537	4 457	5 283	5 283	5 283	6 000	5 520	5 769
MV Switching Stations		146	238	–	–	–	–	–	–	–
MV Networks		1 432	1 194	469	1 000	1 000	1 000	1 200	1 045	1 092
LV Networks		337	259	1 220	2 411	2 411	2 411	2 950	2 519	2 633
Capital Spares		–	–	–	–	–	–	–	–	–
Water Supply Infrastructure		8 766	9 189	5 193	7 442	6 055	6 055	32 198	35 881	37 553
Dams and Weirs		–	–	–	–	–	–	–	–	–
Boreholes		302	1 192	–	–	–	–	–	–	–
Reservoirs		233	434	–	–	–	–	–	–	–
Pump Stations		192	213	83	134	155	155	620	670	720
Water Treatment Works		237	162	–	–	1 800	1 800	28 923	32 456	33 978
Bulk Mains		6 904	6 297	4 418	6 365	3 417	3 417	1 725	1 775	1 825
Distribution		856	860	692	942	682	682	930	980	1 030
Distribution Points		42	31	–	–	–	–	–	–	–
PRV Stations		–	–	–	–	–	–	–	–	–
Capital Spares		–	–	–	–	–	–	–	–	–
Sanitation Infrastructure		2 567	2 518	4 559	8 969	12 720	12 720	38 483	40 225	42 041
Pump Station		1 361	1 189	3 414	7 752	6 874	6 874	6 600	6 600	6 600
Reticulation		640	769	845	892	2 412	2 412	950	1 020	1 090
Waste Water Treatment Works		434	391	198	209	209	209	27 583	29 225	30 931
Outfall Sewers		133	170	102	115	115	115	150	180	220
Toilet Facilities		–	–	–	–	3 110	3 110	3 200	3 200	3 200
Capital Spares		–	–	–	–	–	–	–	–	–
Solid Waste Infrastructure		65	–	–	–	–	–	–	–	–
Landfill Sites		65	–	–	–	–	–	–	–	–
Waste Transfer Stations		–	–	–	–	–	–	–	–	–
Waste Processing Facilities		–	–	–	–	–	–	–	–	–
Waste Drop-off Points		–	–	–	–	–	–	–	–	–
Waste Separation Facilities		–	–	–	–	–	–	–	–	–
Electricity Generation Facilities		–	–	–	–	–	–	–	–	–
Capital Spares		–	–	–	–	–	–	–	–	–
Rail Infrastructure		194	696	–	–	–	–	–	–	–
Rail Lines		–	–	–	–	–	–	–	–	–
Rail Structures		–	–	–	–	–	–	–	–	–
Rail Furniture		194	696	–	–	–	–	–	–	–
Drainage Collection		–	–	–	–	–	–	–	–	–
Storm water Conveyance		–	–	–	–	–	–	–	–	–
Attenuation		–	–	–	–	–	–	–	–	–
MV Substations		–	–	–	–	–	–	–	–	–
LV Networks		–	–	–	–	–	–	–	–	–
Capital Spares		–	–	–	–	–	–	–	–	–
Coastal Infrastructure		–	–	–	–	–	–	–	–	–
Sand Pumps		–	–	–	–	–	–	–	–	–
Piers		–	–	–	–	–	–	–	–	–
Revetments		–	–	–	–	–	–	–	–	–
Promenades		–	–	–	–	–	–	–	–	–
Capital Spares		–	–	–	–	–	–	–	–	–
Information and Communication Infrastructure		46	164	–	–	–	–	–	–	–
Data Centres		46	164	–	–	–	–	–	–	–
Core Layers		–	–	–	–	–	–	–	–	–
Distribution Layers		–	–	–	–	–	–	–	–	–
Capital Spares		–	–	–	–	–	–	–	–	–

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Community Assets		**3 349**	**3 140**	**3 228**	**3 043**	**4 356**	**4 356**	**41 564**	**43 139**	**45 065**
Community Facilities		1 233	1 235	1 728	1 696	2 911	2 911	40 224	41 708	43 634
Halls		–	–	–	–	–	–	–	–	–
Centres		–	–	–	–	1 000	1 000	–	–	–
Crèches		–	–	–	–	–	–	–	–	–
Clinics/Care Centres		–	–	–	–	–	–	–	–	–
Fire/Ambulance Stations		140	118	179	130	345	345	1 336	1 336	1 336
Testing Stations		89	38	12	90	90	90	94	94	94
Museums		–	–	–	–	–	–	–	–	–
Galleries		–	–	–	–	–	–	–	–	–
Theatres		–	–	–	–	–	–	–	–	–
Libraries		–	–	–	–	–	–	–	–	–
Cemeteries/Crematoria		287	128	247	259	259	259	3 130	3 047	3 186
Police		–	–	–	–	–	–	–	–	–
Parks		651	685	952	868	868	868	1 141	1 141	1 141
Public Open Space		65	266	338	349	349	349	34 523	36 091	37 877
Nature Reserves		–	–	–	–	–	–	–	–	–
Public Ablution Facilities		–	–	–	–	–	–	–	–	–
Markets		–	–	–	–	–	–	–	–	–
Stalls		–	–	–	–	–	–	–	–	–
Abattoirs		–	–	–	–	–	–	–	–	–
Airports		–	–	–	–	–	–	–	–	–
Taxi Ranks/Bus Terminals		–	–	–	–	–	–	–	–	–
Capital Spares		–	–	–	–	–	–	–	–	–
Sport and Recreation Facilities		2 116	1 905	1 500	1 347	1 445	1 445	1 340	1 431	1 431
Indoor Facilities		300	–	–	–	–	–	–	–	–
Outdoor Facilities		1 817	1 905	1 500	1 347	1 445	1 445	1 340	1 431	1 431
Capital Spares		–	–	–	–	–	–	–	–	–
Heritage assets		–	–	–	–	–	–	–	–	–
Monuments		–	–	–	–	–	–	–	–	–
Historic Buildings		–	–	–	–	–	–	–	–	–
Works of Art		–	–	–	–	–	–	–	–	–
Conservation Areas		–	–	–	–	–	–	–	–	–
Other Heritage		–	–	–	–	–	–	–	–	–
Investment properties		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Revenue Generating		–	–	–	–	–	–	–	–	–
Improved Property		–	–	–	–	–	–	–	–	–
Unimproved Property		–	–	–	–	–	–	–	–	–
Non-revenue Generating		–	–	–	–	–	–	–	–	–
Improved Property		–	–	–	–	–	–	–	–	–
Unimproved Property		–	–	–	–	–	–	–	–	–
Other assets		**2 547**	**3 063**	**3 712**	**3 545**	**3 982**	**3 982**	**4 187**	**4 201**	**4 215**
Operational Buildings		2 547	3 063	3 712	3 545	3 982	3 982	4 187	4 201	4 215
Municipal Offices		1 855	2 320	2 945	2 687	2 992	2 992	3 432	3 446	3 460
Pay/Enquiry Points		–	–	–	–			–	–	–
Building Plan Offices		519	380	420	458	390	390	650	650	650
Workshops		–	–	–	–	–	–	–	–	–
Yards		98	91	95	100	100	100	105	105	105
Stores		45	–	–	–	–	–	–	–	–
Laboratories		–	–	–	–	–	–	–	–	–
Training Centres		–	–	–	–	–	–	–	–	–
Manufacturing Plant		–	–	–	–	–	–	–	–	–
Depots		29	273	253	300	500	500	–	–	–
Capital Spares		–	–	–	–	–	–	–	–	–
Housing		–	–	–	–	–	–	–	–	–
Staff Housing		–	–	–	–	–	–	–	–	–
Social Housing		–	–	–	–	–	–	–	–	–
Capital Spares		–	–	–	–	–	–	–	–	–
Biological or Cultivated Assets		–	–	–	–	–	–	–	–	–
Biological or Cultivated Assets		–	–	–	–	–	–	–	–	–
Intangible Assets		–	–	–	–	–	–	–	–	–
Servitudes		–	–	–	–	–	–	–	–	–
Licences and Rights		–	–	–	–	–	–	–	–	–
Water Rights		–	–	–	–	–	–	–	–	–

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Effluent Licenses		–	–	–	–	–	–	–	–	–
Solid Waste Licenses		–	–	–	–	–	–	–	–	–
Computer Software and Applications		–	–	–	–	–	–	–	–	–
Load Settlement Software Applications		–	–	–	–	–	–	–	–	–
Unspecified		–	–	–	–	–	–	–	–	–
Computer Equipment		–	–	–	–	–	–	–	–	–
Computer Equipment		–	–	–	–	–	–	–	–	–
Furniture and Office Equipment		–	–	–	–	–	–	–	–	–
Furniture and Office Equipment		–	–	–	–	–	–	–	–	–
Machinery and Equipment		391	666	594	727	721	721	694	699	710
Machinery and Equipment		391	666	594	727	721	721	694	699	710
Transport Assets		7 946	9 161	8 472	10 856	10 936	10 936	25 960	26 800	27 885
Transport Assets		7 946	9 161	8 472	10 856	10 936	10 936	25 960	26 800	27 885
Land		–	–	–	–	–	–	–	–	–
Land		–	–	–	–	–	–	–	–	–
Zoo's, Marine and Non-biological Animals		–	–	–	–	–	–	–	–	–
Zoo's, Marine and Non-biological Animals		–	–	–	–	–	–	–	–	–
Living resources		-	-	-	-	-	-	-	-	-
Mature		-	-	-	-	-	-	-	-	-
Policing and Protection		–	–	–	–	–	–	–	–	–
Zoological plants and animals		–	–	–	–	–	–	–	–	–
Immature		-	-	-	-	-	-	-	-	-
Policing and Protection		–	–	–	–	–	–	–	–	–
Zoological plants and animals		–	–	–	–	–	–	–	–	–
Total Repairs and Maintenance Expenditure	1	**68 513**	**46 751**	**47 672**	**60 689**	**57 730**	**57 730**	**218 381**	**233 320**	**245 952**
R&M as a % of PPE		*3,3%*	*2,3%*	*2,3%*	*3,0%*	*2,8%*	*2,8%*	*10,4%*	*11,5%*	*12,6%*
R&M as % Operating Expenditure		*6,9%*	*4,3%*	*3,8%*	*4,8%*	*4,0%*	*4,0%*	*23,0%*	*15,5%*	*15,1%*

References

1. Total Repairs and Maintenance Expenditure by Asset Category must reconcile to total repairs and maintenance expenditure on Table SA1

EC108 Kouga - Supporting Table SA34d Depreciation by asset class

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Depreciation by Asset Class/Sub-class										
Infrastructure		**77 453**	**75 189**	**102 674**	**96 837**	**96 837**	**96 837**	**104 182**	**109 850**	**114 767**
Roads Infrastructure		**30 107**	**29 941**	**30 567**	**40 808**	**40 808**	**40 808**	**41 142**	**42 482**	**44 843**
Roads		30 107	29 941	30 567	40 808	40 808	40 808	41 142	42 482	44 843
Road Structures		–	–	–	–	–	–	–	–	–
Road Furniture		–	–	–	–	–	–	–	–	–
Capital Spares		–	–	–	–	–	–	–	–	–
Storm water Infrastructure		30 731	23 113	1 985	2 066	2 066	2 066	2 064	2 064	2 064
Drainage Collection		30 731	23 113	–	–	–	–	–	–	–
Storm water Conveyance		–	–	1 985	2 066	2 066	2 066	2 064	2 064	2 064
Attenuation		–	–	–	–	–	–	–	–	–
Electrical Infrastructure		5 908	5 843	8 537	8 281	8 281	8 281	10 246	11 876	12 833
Power Plants		–	–	–	–	–	–	–	–	–
HV Substations		–	–	–	–	–	–	–	–	–
HV Switching Station		–	–	–	–	–	–	–	–	–
HV Transmission Conductors		–	–	–	–	–	–	–	–	–
MV Substations		–	–	–	–	–	–	–	–	–
MV Switching Stations		–	–	–	–	–	–	–	–	–
MV Networks		5 908	5 623	7 316	8 281	8 281	8 281	10 246	11 876	12 833
LV Networks		–	–	–	–	–	–	–	–	–
Capital Spares		–	220	1 221	–	–	–	–	–	–
Water Supply Infrastructure		10 707	14 003	23 627	15 001	15 001	15 001	15 978	15 982	15 982
Dams and Weirs		–	–	–	–	–	–	–	–	–
Boreholes		–	–	–	–	–	–	–	–	–
Reservoirs		–	–	–	–	–	–	–	–	–
Pump Stations		–	–	–	–	–	–	–	–	–
Water Treatment Works		–	–	18 830	15 001	15 001	15 001	15 978	15 982	15 982
Bulk Mains		–	–	–	–	–	–	–	–	–
Distribution		10 707	14 003	–	–	–	–	–	–	–
Distribution Points		–	–	–	–	–	–	–	–	–
PRV Stations		–	–	–	–	–	–	–	–	–
Capital Spares		–	–	4 797	–	–	–	–	–	–
Sanitation Infrastructure		–	2 288	32 723	28 031	28 031	28 031	32 101	34 795	36 394
Pump Station		–	–	–	–	–	–	–	–	–
Reticulation		–	–	–	–	–	–	–	–	–
Waste Water Treatment Works		–	–	21 936	28 031	28 031	28 031	32 101	34 795	36 394
Outfall Sewers		–	–	–	–	–	–	–	–	–
Toilet Facilities		–	–	–	–	–	–	–	–	–
Capital Spares		–	2 288	10 787	–	–	–	–	–	–
Solid Waste Infrastructure		–	–	5 235	2 651	2 651	2 651	2 651	2 651	2 651
Landfill Sites		–	–	5 235	2 651	2 651	2 651	2 651	2 651	2 651
Waste Transfer Stations		–	–	–	–	–	–	–	–	–
Waste Processing Facilities		–	–	–	–	–	–	–	–	–
Waste Drop-off Points		–	–	–	–	–	–	–	–	–
Waste Separation Facilities		–	–	–	–	–	–	–	–	–
Electricity Generation Facilities		–	–	–	–	–	–	–	–	–
Capital Spares		–	–	–	–	–	–	–	–	–
Rail Infrastructure		–	–	–	–	–	–	–	–	–
Rail Lines		–	–	–	–	–	–	–	–	–
Rail Structures		–	–	–	–	–	–	–	–	–
Rail Furniture		–	–	–	–	–	–	–	–	–
Drainage Collection		–	–	–	–	–	–	–	–	–
Storm water Conveyance		–	–	–	–	–	–	–	–	–
Attenuation		–	–	–	–	–	–	–	–	–
MV Substations		–	–	–	–	–	–	–	–	–
LV Networks		–	–	–	–	–	–	–	–	–
Capital Spares		–	–	–	–	–	–	–	–	–
Coastal Infrastructure		–	–	–	–	–	–	–	–	–
Sand Pumps		–	–	–	–	–	–	–	–	–
Piers		–	–	–	–	–	–	–	–	–
Revetments		–	–	–	–	–	–	–	–	–
Promenades		–	–	–	–	–	–	–	–	–
Capital Spares		–	–	–	–	–	–	–	–	–
Information and Communication Infrastructure		–	–	–	–	–	–	–	–	–
Data Centres		–	–	–	–	–	–	–	–	–
Core Layers		–	–	–	–	–	–	–	–	–
Distribution Layers		–	–	–	–	–	–	–	–	–
Capital Spares		–	–	–	–	–	–	–	–	–

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Community Assets		74	637	621	167	167	167	472	472	472
Community Facilities		**74**	**637**	**621**	**167**	**167**	**167**	**472**	**472**	**472**
Halls		74	637	621	167	167	167	472	472	472
Centres		–	–	–	–	–	–	–	–	–
Crèches		–	–	–	–	–	–	–	–	–
Clinics/Care Centres		–	–	–	–	–	–	–	–	–
Fire/Ambulance Stations		–	–	–	–	–	–	–	–	–
Testing Stations		–	–	–	–	–	–	–	–	–
Museums		–	–	–	–	–	–	–	–	–
Galleries		–	–	–	–	–	–	–	–	–
Theatres		–	–	–	–	–	–	–	–	–
Libraries		–	–	–	–	–	–	–	–	–
Cemeteries/Crematoria		–	–	–	–	–	–	–	–	–
Police		–	–	–	–	–	–	–	–	–
Parks		–	–	–	–	–	–	–	–	–
Public Open Space		–	–	–	–	–	–	–	–	–
Nature Reserves		–	–	–	–	–	–	–	–	–
Public Ablution Facilities		–	–	–	–	–	–	–	–	–
Markets		–	–	–	–	–	–	–	–	–
Stalls		–	–	–	–	–	–	–	–	–
Abattoirs		–	–	–	–	–	–	–	–	–
Airports		–	–	–	–	–	–	–	–	–
Taxi Ranks/Bus Terminals		–	–	–	–	–	–	–	–	–
Capital Spares		–	–	–	–	–	–	–	–	–
Sport and Recreation Facilities		–	–	–	–	–	–	–	–	–
Indoor Facilities		–	–	–	–	–	–	–	–	–
Outdoor Facilities		–	–	–	–	–	–	–	–	–
Capital Spares		–	–	–	–	–	–	–	–	–
Heritage assets		–	–	–	–	–	–	–	–	–
Monuments		–	–	–	–	–	–	–	–	–
Historic Buildings		–	–	–	–	–	–	–	–	–
Works of Art		–	–	–	–	–	–	–	–	–
Conservation Areas		–	–	–	–	–	–	–	–	–
Other Heritage		–	–	–	–	–	–	–	–	–
Investment properties		–	–	–	–	–	–	–	–	–
Revenue Generating		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Improved Property		–	–	–	–	–	–	–	–	–
Unimproved Property		–	–	–	–	–	–	–	–	–
Non-revenue Generating		–	–	–	–	–	–	–	–	–
Improved Property		–	–	–	–	–	–	–	–	–
Unimproved Property		–	–	–	–	–	–	–	–	–
Other assets		8 002	18 386	13 253	1 314	1 314	1 314	1 314	1 314	1 314
Operational Buildings		**8 002**	**18 386**	**13 253**	**1 314**	**1 314**	**1 314**	**1 314**	**1 314**	**1 314**
Municipal Offices		8 002	11 936	6 629	1 314	1 314	1 314	1 314	1 314	1 314
Pay/Enquiry Points		–	–	–	–	–	–	–	–	–
Building Plan Offices		–	–	–	–	–	–	–	–	–
Workshops		–	–	–	–	–	–	–	–	–
Yards		–	–	–	–	–	–	–	–	–
Stores		–	–	–	–	–	–	–	–	–
Laboratories		–	–	–	–	–	–	–	–	–
Training Centres		–	–	–	–	–	–	–	–	–
Manufacturing Plant		–	–	–	–	–	–	–	–	–
Depots		–	–	–	–	–	–	–	–	–
Capital Spares		–	6 450	6 623	–	–	–	–	–	–
Housing		–	–	–	–	–	–	–	–	–
Staff Housing		–	–	–	–	–	–	–	–	–
Social Housing		–	–	–	–	–	–	–	–	–
Capital Spares		–	–	–	–	–	–	–	–	–
Biological or Cultivated Assets		–	–	–	–	–	–	–	–	–
Biological or Cultivated Assets		–	–	–	–	–	–	–	–	–
Intangible Assets		–	–	266	586	586	586	586	586	586
Servitudes		–	–	–	–	–	–	–	–	–
Licences and Rights		–	–	266	586	586	586	586	586	586
Water Rights		–	–	–	–	–	–	–	–	–

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Effluent Licenses		–	–	–	–	–	–	–	–	–
Solid Waste Licenses		–	–	–	–	–	–	–	–	–
Computer Software and Applications		–	–	266	586	586	586	586	586	586
Load Settlement Software Applications		–	–	–	–	–	–	–	–	–
Unspecified		–	–	–	–	–	–	–	–	–
Computer Equipment		–	–	–	–	–	–	–	–	–
Computer Equipment		–	–	–	–	–	–	–	–	–
Furniture and Office Equipment		–	–	829	3 733	3 733	3 733	3 937	4 141	4 344
Furniture and Office Equipment		–	–	829	3 733	3 733	3 733	3 937	4 141	4 344
Machinery and Equipment		–	(246)	1 156	1 389	1 389	1 389	1 474	1 484	1 494
Machinery and Equipment		–	(246)	1 156	1 389	1 389	1 389	1 474	1 484	1 494
Transport Assets		4 184	4 245	5 988	5 637	5 637	5 637	5 832	6 036	6 250
Transport Assets		4 184	4 245	5 988	5 637	5 637	5 637	5 832	6 036	6 250
Land		–	–	–	–	–	–	–	–	–
Land		–	–	–	–	–	–	–	–	–
Zoo's, Marine and Non-biological Animals		–	–	–	–	–	–	–	–	–
Zoo's, Marine and Non-biological Animals		–	–	–	–	–	–	–	–	–
Living resources		–	–	–	–	–	–	–	–	–
Mature		-	-	-	-	-	-	-	-	-
Policing and Protection		-	-	-	-	-	-	-	-	-
Zoological plants and animals		–	–	–	–	–	–	–	–	–
Immature		–	–	–	–	–	–	–	–	–
Policing and Protection		-	-	-	-	-	-	-	-	-
Zoological plants and animals		–	–	–	–	–	–	–	–	–
Total Depreciation	1	89 713	98 211	124 787	109 663	109 663	109 663	117 798	123 884	129 229

References

1. Depreciation based on write down values. Not including Depreciation resulting from revaluation.

EC108 Kouga - Supporting Table SA34e Capital expenditure on the upgrading of existing assets by asset class

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Capital expenditure on upgrading of existing assets by Asset Class/Sub-class										
Infrastructure		**56 504**	**(31 316)**	**(30 316)**	**50 167**	**85 563**	**85 563**	**96 813**	**6 945**	**20 582**
Roads Infrastructure		87 829	(41 343)	13 241	–	2 752	2 752	8 596	–	–
Roads		–	(41 343)	13 241	–	143	143	8 596	–	–
Road Structures		87 829	–	–	–	2 609	2 609	–	–	–
Road Furniture		–	–	–	–	–	–	–	–	–
Capital Spares		–	–	–	–	–	–	–	–	–
Storm water Infrastructure		–	–	–	–	10	10	424	–	–
Drainage Collection		–	–	–	–	–	–	–	–	–
Storm water Conveyance		–	–	–	–	10	10	424	–	–
Attenuation		–	–	–	–	–	–	–	–	–
Electrical Infrastructure		1 915	(5 093)	(46 762)	–	1 371	1 371	30 348	–	–
Power Plants		–	–	–	–	–	–	–	–	–
HV Substations		–	–	–	–	–	–	–	–	–
HV Switching Station		–	–	–	–	–	–	–	–	–
HV Transmission Conductors		–	–	–	–	–	–	–	–	–
MV Substations		–	–	–	–	–	–	29 565	–	–
MV Switching Stations		–	–	–	–	–	–	–	–	–
MV Networks		1 660	(5 093)	(46 762)	–	1 371	1 371	783	–	–
LV Networks		–	–	–	–	–	–	–	–	–
Capital Spares		255	–	–	–	–	–	–	–	–
Water Supply Infrastructure		383	–	–	26 087	45 766	45 766	16 783	–	–
Dams and Weirs		–	–	–	–	–	–	–	–	–
Boreholes		–	–	–	–	–	–	–	–	–
Reservoirs		–	–	–	–	–	–	–	–	–
Pump Stations		–	–	–	–	–	–	–	–	–
Water Treatment Works		383	–	–	–	23 158	23 158	–	–	–
Bulk Mains		–	–	–	–	–	–	13 304	–	–
Distribution		–	–	–	16 314	12 836	12 836	3 478	–	–
Distribution Points		–	–	–	9 773	9 773	9 773	–	–	–
PRV Stations		–	–	–	–	–	–	–	–	–
Capital Spares		–	–	–	–	–	–	–	–	–
Sanitation Infrastructure		(38 455)	15 120	3 204	24 080	35 662	35 662	40 663	6 945	20 582
Pump Station		–	–	–	12 808	13 323	13 323	8 742	5 937	10 554
Reticulation		246	138	32	209	65	65	2 197	–	10 028
Waste Water Treatment Works		(38 701)	14 982	3 172	11 063	22 275	22 275	29 723	1 008	–
Outfall Sewers		–	–	–	–	–	–	–	–	–
Toilet Facilities		–	–	–	–	–	–	–	–	–
Capital Spares		–	–	–	–	–	–	–	–	–
Solid Waste Infrastructure		–	–	–	–	–	–	–	–	–
Landfill Sites		–	–	–	–	–	–	–	–	–
Waste Transfer Stations		–	–	–	–	–	–	–	–	–
Waste Processing Facilities		–	–	–	–	–	–	–	–	–
Waste Drop-off Points		–	–	–	–	–	–	–	–	–
Waste Separation Facilities		–	–	–	–	–	–	–	–	–
Electricity Generation Facilities		–	–	–	–	–	–	–	–	–
Capital Spares		–	–	–	–	–	–	–	–	–
Rail Infrastructure		–	–	–	–	–	–	–	–	–
Rail Lines		–	–	–	–	–	–	–	–	–
Rail Structures		–	–	–	–	–	–	–	–	–
Rail Furniture		–	–	–	–	–	–	–	–	–
Drainage Collection		–	–	–	–	–	–	–	–	–
Storm water Conveyance		–	–	–	–	–	–	–	–	–
Attenuation		–	–	–	–	–	–	–	–	–
MV Substations		–	–	–	–	–	–	–	–	–
LV Networks		–	–	–	–	–	–	–	–	–
Capital Spares		–	–	–	–	–	–	–	–	–
Coastal Infrastructure		–	–	–	–	–	–	–	–	–
Sand Pumps		–	–	–	–	–	–	–	–	–
Piers		–	–	–	–	–	–	–	–	–
Revetments		–	–	–	–	–	–	–	–	–
Promenades		–	–	–	–	–	–	–	–	–
Capital Spares		–	–	–	–	–	–	–	–	–
Information and Communication Infrastructure		4 832	–	–	–	–	–	–	–	–
Data Centres		–	–	–	–	–	–	–	–	–
Core Layers		–	–	–	–	–	–	–	–	–
Distribution Layers		4 832	–	–	–	–	–	–	–	–
Capital Spares		–	–	–	–	–	–	–	–	–

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Community Assets		**(5 483)**	**2 844**	**(0)**	**3 057**	**7 217**	**7 217**	**500**	**7 000**	**2 407**
Community Facilities		–	–	–	–	–	–	–	–	–
Halls		–	–	–	–	–	–	–	–	–
Centres		–	–	–	–	–	–	–	–	–
Crèches		–	–	–	–	–	–	–	–	–
Clinics/Care Centres		–	–	–	–	–	–	–	–	–
Fire/Ambulance Stations		–	–	–	–	–	–	–	–	–
Testing Stations		–	–	–	–	–	–	–	–	–
Museums		–	–	–	–	–	–	–	–	–
Galleries		–	–	–	–	–	–	–	–	–
Theatres		–	–	–	–	–	–	–	–	–
Libraries		–	–	–	–	–	–	–	–	–
Cemeteries/Crematoria		–	–	–	–	–	–	–	–	–
Police		–	–	–	–	–	–	–	–	–
Parks		–	–	–	–	–	–	–	–	–
Public Open Space		–	–	–	–	–	–	–	–	–
Nature Reserves		–	–	–	–	–	–	–	–	–
Public Ablution Facilities		–	–	–	–	–	–	–	–	–
Markets		–	–	–	–	–	–	–	–	–
Stalls		–	–	–	–	–	–	–	–	–
Abattoirs		–	–	–	–	–	–	–	–	–
Airports		–	–	–	–	–	–	–	–	–
Taxi Ranks/Bus Terminals		–	–	–	–	–	–	–	–	–
Capital Spares		–	–	–	–	–	–	–	–	–
Sport and Recreation Facilities		(5 483)	2 844	(0)	3 057	7 217	7 217	500	7 000	2 407
Indoor Facilities		–	–	–	–	–	–	–	–	–
Outdoor Facilities		(5 483)	2 844	(0)	3 057	7 217	7 217	500	7 000	2 407
Capital Spares		–	–	–	–	–	–	–	–	–
Heritage assets		–	–	–	–	–	–	–	–	–
Monuments		–	–	–	–	–	–	–	–	–
Historic Buildings		–	–	–	–	–	–	–	–	–
Works of Art		–	–	–	–	–	–	–	–	–
Conservation Areas		–	–	–	–	–	–	–	–	–
Other Heritage		–	–	–	–	–	–	–	–	–
Investment properties		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Revenue Generating		–	–	–	–	–	–	–	–	–
Improved Property		–	–	–	–	–	–	–	–	–
Unimproved Property		–	–	–	–	–	–	–	–	–
Non-revenue Generating		–	–	–	–	–	–	–	–	–
Improved Property		–	–	–	–	–	–	–	–	–
Unimproved Property		–	–	–	–	–	–	–	–	–
Other assets		**(43)**	**–**	**0**	**–**	**–**	**–**	**–**	**–**	**–**
Operational Buildings		(43)	–	0	–	–	–	–	–	–
Municipal Offices		(43)	–	0	–	–	–	–	–	–
Pay/Enquiry Points		–	–	–	–	–	–	–	–	–
Building Plan Offices		–	–	–	–	–	–	–	–	–
Workshops		–	–	–	–	–	–	–	–	–
Yards		–	–	–	–	–	–	–	–	–
Stores		–	–	–	–	–	–	–	–	–
Laboratories		–	–	–	–	–	–	–	–	–
Training Centres		–	–	–	–	–	–	–	–	–
Manufacturing Plant		–	–	–	–	–	–	–	–	–
Depots		–	–	–	–	–	–	–	–	–
Capital Spares		–	–	–	–	–	–	–	–	–
Housing		–	–	–	–	–	–	–	–	–
Staff Housing		–	–	–	–	–	–	–	–	–
Social Housing		–	–	–	–	–	–	–	–	–
Capital Spares		–	–	–	–	–	–	–	–	–
Biological or Cultivated Assets		–	–	–	–	–	–	–	–	–
Biological or Cultivated Assets		–	–	–	–	–	–	–	–	–
Intangible Assets		–	–	–	–	–	–	–	–	–
Servitudes		–	–	–	–	–	–	–	–	–
Licences and Rights		–	–	–	–	–	–	–	–	–
Water Rights		–	–	–	–	–	–	–	–	–

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Effluent Licenses		–	–	–	–	–	–	–	–	–
Solid Waste Licenses		–	–	–	–	–	–	–	–	–
Computer Software and Applications		–	–	–	–	–	–	–	–	–
Load Settlement Software Applications		–	–	–	–	–	–	–	–	–
Unspecified		–	–	–	–	–	–	–	–	–
Computer Equipment		(72)	72	–	–	–	–	–	–	–
Computer Equipment		(72)	72	–	–	–	–	–	–	–
Furniture and Office Equipment		–	–	–	–	–	–	–	–	–
Furniture and Office Equipment		–	–	–	–	–	–	–	–	–
Machinery and Equipment		–	–	–	–	–	–	–	–	–
Machinery and Equipment		–	–	–	–	–	–	–	–	–
Transport Assets		–	–	–	–	–	–	–	–	–
Transport Assets		–	–	–	–	–	–	–	–	–
Land		–	–	–	–	–	–	–	–	–
Land		–	–	–	–	–	–	–	–	–
Zoo's, Marine and Non-biological Animals		–	–	–	–	–	–	–	–	–
Zoo's, Marine and Non-biological Animals		–	–	–	–	–	–	–	–	–
Living resources		-	-	-	-	-	-	-	-	-
Mature		-	-	-	-	-	-	-	-	-
Policing and Protection		–	–	–	–	–	–	–	–	–
Zoological plants and animals		–	–	–	–	–	–	–	–	–
Immature		-	-	-	-	-	-	-	-	-
Policing and Protection		–	–	–	–	–	–	–	–	–
Zoological plants and animals		–	–	–	–	–	–	–	–	–
Total Capital Expenditure on upgrading of existing assets	1	**50 906**	**(28 400)**	**(30 316)**	**53 225**	**92 779**	**92 779**	**97 313**	**13 945**	**22 990**
Upgrading of Existing Assets as % of total capex		*0,0%*	*-21,6%*	*-26,6%*	*67,1%*	*71,3%*	*71,3%*	*64,7%*	*30,7%*	*46,1%*
Upgrading of Existing Assets as % of deprecn"		*56,7%*	*-28,9%*	*-24,3%*	*48,5%*	*84,6%*	*84,6%*	*82,6%*	*11,3%*	*17,8%*

References

1. Total Capital Expenditure on upgrading of existing assets (SA34e) plus Total Capital Expenditure on new assets (SA34a) plus Total Capital Expenditure on renewal of existing assets (SA34b) must reconcile to total capital expe

EC108 Kouga - Supporting Table SA35 Future financial implications of the capital budget

Vote Description	Ref	2024/25 Medium Term Revenue & Expenditure Framework			Forecasts			
R thousand		Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27	Forecast 2027/28	Forecast 2028/29	Forecast 2029/30	Present value
Capital expenditure	1							
Vote 1 - OFFICE OF THE MUNICIPAL MANAGER		–	–	–				
Vote 2 - OFFICE OF THE DEPUTY MUNICIPAL MANAGER		–	–	–				
Vote 3 - FINANCE AND ECONOMIC DEVELOPMENT		–	–	–				
Vote 4 - COMMUNITY SERVICES		1 391	1 391	1 391				
Vote 5 - CIVIL AND WATER SERVICES		80 868	36 650	39 427				
Vote 6 - ELECTRO/MECHANICAL SERVICES		68 103	7 313	9 072				
Vote 7 - PLANNING AND DEVELOPMENT		–	–	–				
Vote 8 - [NAME OF VOTE 8]		–	–	–				
Vote 9 - [NAME OF VOTE 9]		–	–	–				
Vote 10 - [NAME OF VOTE 10]		–	–	–				
Vote 11 - [NAME OF VOTE 11]		–	–	–				
Vote 12 - [NAME OF VOTE 12]		–	–	–				
Vote 13 - [NAME OF VOTE 13]		–	–	–				
Vote 14 - [NAME OF VOTE 14]		–	–	–				
Vote 15 - [NAME OF VOTE 15]		–	–	–				
List entity summary if applicable								
Total Capital Expenditure		**150 362**	**45 354**	**49 890**	**–**	**–**	**–**	**–**
Future operational costs by vote	2							
Vote 1 - OFFICE OF THE MUNICIPAL MANAGER		31 456	32 681	34 019				
Vote 2 - OFFICE OF THE DEPUTY MUNICIPAL MANAGER		128 955	131 727	136 388				
Vote 3 - FINANCE AND ECONOMIC DEVELOPMENT		141 869	143 474	143 136				
Vote 4 - COMMUNITY SERVICES		385 203	408 986	429 386				
Vote 5 - CIVIL AND WATER SERVICES		235 421	298 263	314 148				
Vote 6 - ELECTRO/MECHANICAL SERVICES		398 058	538 801	614 602				
Vote 7 - PLANNING AND DEVELOPMENT		34 152	32 074	33 629				
Vote 8 - [NAME OF VOTE 8]		–	–	–				
Vote 9 - [NAME OF VOTE 9]		–	–	–				
Vote 10 - [NAME OF VOTE 10]		–	–	–				
Vote 11 - [NAME OF VOTE 11]		–	–	–				
Vote 12 - [NAME OF VOTE 12]		–	–	–				
Vote 13 - [NAME OF VOTE 13]		–	–	–				
Vote 14 - [NAME OF VOTE 14]		–	–	–				
Vote 15 - [NAME OF VOTE 15]		–	–	–				
List entity summary if applicable								
Total future operational costs		1 355 112	1 586 008	1 705 308	–	–	–	–
Future revenue by source	3							
Exchange Revenue		26 755	460 004	532 224				
Service charges - Electricity		397 583	460 004	532 224				
Service charges - Water		127 202	136 424	146 315				
Service charges - Waste Water Management		68 446	72 895	77 633				
Service charges - Waste Management		71 123	75 745	80 669				
Agency services		4 554	4 850	5 166				
List other revenues sources if applicable								
List entity summary if applicable								
Total future revenue		695 663	1 209 922	1 374 231	–	–	–	–
Net Financial Implications		**809 811**	**421 440**	**380 967**	**–**	**–**	**–**	**–**

References

1. Summarise the total capital cost until capital project is operational (MFMA s19(2)(a))

2. Summary of future operational costs from when projects operational (present value until the end of each asset's useful life) (MFMA s19(2)(b))

3. Summarise the future revenue from when projects are operational, including municipal tax and tariff implications, (present value until the end of asset's useful life)

EC108 Kouga - Supporting Table SA36 Detailed capital budget

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

References

Must reconcile with Budgeted Capital Expenditure

Projects that fall above the threshold values applicable to the municipality as identified in regulation 13 of the Municipal Budget and Reporting Regulations must be listed individually. Other projects by Function

Asset class as per table A9 and asset sub-class as per table SA34

GPS coordinates correct to seconds. Provide a logical starting point on networked infrastructure.

Distinguish projects approved in terms of MFMA section 19(1)(b) and MRRR Regulation 13 check 113 966 130 161 150 362 45 354 49 890

Project Number consists of MSCOA Project Longcode and seq No (sample PC001002006002_00002)

EC108 Kouga - Supporting Table SA37 Projects delayed from previous financial year/s

R thousand												Previous target year to complete	Current Year 2023/24		2024/25 Medium Term Revenue & Expenditure Framework		
Function	Project name	Project number	Type	MTSF Service Outcome	IUDF	Own Strategic Objectives	Asset Class	Asset Sub-Class	Ward Location	GPS Longitude	GPS Lattitude		Original Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Parent municipality:																	
List all capital projects grouped by Function																	
Entities:																	
List all capital projects grouped by Entity																	
Entity Name																	
Project name																	

References

List all projects with planned completion dates in current year that have been re-budgeted in the MTREF

Asset class as per table A9 and asset sub-class as per table SA34

GPS coordinates correct to seconds. Provide a logical starting point on networked infrastructure.

Project Number consists of MSCOA Project Longcode and seq No (sample PC001002006002_00002)

EC108 Kouga - Supporting Table SA38 Consolidated detailed operational projects

Municipal Vote/Operational project R thousand	Ref 4	Program/Project description	Project number	IDP Goal code 2	Individually Approved (Yes/No) 6	Asset Class	Asset Sub-Class	GPS co-ordinates 5	Total Project Estimate	Prior year outcomes		2024/25 Medium Term Revenue & Expenditure Framework			Project information
										Audited Outcome 2022/23	Current Year 2023/24 Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27	Ward location
Parent municipality:															
List all operational projects grouped by Municipal Vote															
					No										
Parent operational expenditure	1											–	–	–	
Entities:															
List all operational projects grouped by Entity															
Entity A															
Water project A															
Entity B															
Electricity project B															
Entity Operational expenditure										–	–	–	–	–	
Total Operational expenditure										–	–	–	–	–	

References

1. Must reconcile with Budgeted Operating Expenditure

2. As per Table SA5

ANNEXURE ''C''

PROJECT DESCRIPTION	FUNDING	Annual Budget 2024/25	Annual Budget 2025/26	Annual Budget 2026/27
COMMUNITY SERVICES				
Fire Vehicles	District	1 391 304	1 391 304	1 391 304
		1 391 304	**1 391 304**	**1 391 304**
ELECTRO/MECHANICAL SERVICES				
Vehicles	Finance Lease	34 000 000	-	-
Ocean View 1250 Electrification	INEP	3 654 783	6 313 043	6 572 174
Design High Mast Lights	MIG	100 000	1 000 000	2 500 000
Kwanomzamo Bulk Electrical: Boskloof Secondary Feeder Line & Substation	DOHS	19 130 435	-	-
Oceanview Substation Upgrade	DOHS	10 434 783	-	-
Electicity	DOHS	782 609	-	-
		68 102 609	**7 313 043**	**9 072 174**
CIVIL AND WATER SERVICES				
Upgrade of Phillipsville Sportfield	MIG	500 000	7 000 000	2 407 126
Specialised Waste Management Vehicles	MIG	-	500 000	2 728 069
Upgrading Kouga Gravel Roads	MIG	150 000	20 000 000	8 709 360
Design: Upgrading of OceanView Sewer Pipe	MIG	80 500	2 055 151	5 000 000
Upgrading KwaNomzamo WWTW	MIG	29 169 586	1 007 978	-
Design: LA Mer New Sewer Rising Main	MIG	200 000	-	10 028 243
Upgrading of Sewer Pump Stations	MIG	-	-	2 728 069
Upgrading of Loerie Sewer Pump Station	WSIG	150 000	50 000	-
Beach Sewer Pump Station	WSIG	1 287 831	5 886 956	7 826 086
Water Supply Infrastructure	WSIG	3 478 260	-	-
Ageing Water Infrastructure St Francis Bay	WSIG	150 000	50 000	-
South Rivier Bridge Crossing - Main waterline	WSIG	100 000	50 000	-

St Francis Bay Boreholes	WSIG	6 956 517	50 000	-
Aston Bay to Paradise Beach-Seekoel Estuary Causeway Reonstruction	MDRG	6 478 261	-	-
Paradise Beach-Botha Street Stormwater Infrastructure Upgrade	MDRG	424 348	-	-
St Francis Bay - Nevil Road Reconstruction	MDRG	508 696	-	-
St Francis Bay-Anne Avenue to Ralph Road Reconstruction	MDRG	1 608 696	-	-
Kwanomzamo Bulk Sanitation: Pump Station & Rising Main	DOHS	7 304 348	-	-
Kwanomzamo Bulk Water: New Pipeline	DOHS	6 521 739	-	-
Kruisfontein Bulk Water - Gill Marcus Reservoir & Pipeline Upgrade	DOHS	6 782 609	-	-
Kruisfontein Bulk Sewer - Link Line	DOHS	1 997 391	-	-
New Re7servoir on Pnt2 of the farm Thornhill	DOHS	5 018 940	-	-
Phase 1 Upgrade of Thornhill Sewer Treatment Works	DOHS	553 739	-	-
Envirosan Toilets (40 Units)	DOHS	1 446 261	-	-
		80 867 721	**36 650 085**	**39 426 953**
	TOTAL	**150 361 634**	**45 354 432**	**49 890 431**

Schedule A5	**150 361 636**	**45 354 432**	**49 890 431**
	2	-	-

ANNEXURE ‘’D’’

KOUGA
local municipality
Good Governance through Service Excellence

TARIFFS
2024/25

FINANCE & ECONOMIC DEVELOPMENT

SERVICE DESCRIPTION	2024/25 VAT Inclusive	2024/25 15% Exclusive	2023/24 15% Exclusive	% Increase
ASSESSMENT RATES 030	Ratio			
Residential		0,007786	0,007380	6%
Vacant Land		0,011679	0,011070	6%
Private Open Place/Space		0,007786	0,007380	6%
Business / Commercial Properties		0,009732	0,009225	6%
Business: Vacant Land		0,011679	0,011070	6%
Industrial Property		0,009732	0,009225	6%
Industrial: Vacant Land		0,011679	0,011070	6%
Properties Owned By Organ of State and Used For Public Service Benefit		0,013002	0,012325	6%
Agricultural		0,001946	0,001845	6%
Other				
Public Benefit Organisation		0,001946475	0,001845	6%
Public Service Infrastructure (P.S.I.)		0,001946475	0,001845	6%
Mining Properties		0,013002453	0,012325	6%
Exemptions/Reductions/Rebates			**Rebates**	
Exemptions, Reductions and rebates in respect of owners of categories of properties Public Benefit Organisations: Applications for Public Benefit organizations must reach the municipality before end October of the municipal financial year in which relief is sought. A tax exemption certificate issued by the South African Revenue Services(SARS) as contemplated in Part 1 of the Ninth Schedule of the Income Tax Act ,1962 No 58 of 1962.				
Public Open Spaces/Private Open Place will be exempted from paying property rates.				
Exemptions, Reductions and rebates in respect of categories of owners of properties				
R 100 000, including the impermissible rate of R15 000, for Owners who qualify for Equitable Share.			100 000	
Residential properties with a market value up of R400 000 including the impermissable rate of R15 000.			R2 952(max)	
R 200 000 on one residential property, including the impermissible rate of R15 000, for Rate Payer 60 years and older with a gross household income not more than R15 000.00			200 000	
Other				
Interim Valuation Request	542	472	445	6%
Valuation certificates	135	117	110	6%
Reasons for Valuation		cost +10%	cost +10%	6%
FINANCE : REVENUE SECTION 223				
Foreign Exchange Charges	Plus VAT	Sundry Amounts	Sundry Amounts	
Photo copies				
Black				
A3	21	19	18	6%
A4	7	6		6%
Colour			6	
A3	42	37	35	6%
A4	14	12	12	6%
Property lists				
Per Page	3	3	3	6%
Supplementary list (Per page)	3	3	3	6%
Address Labels (Per page)	6	5	5	6%
Search fees				
Search for info not on register	149	129	122	6%
Search for info on register	136	118	112	6%
Search for info on deeds & documents	160	139	132	6%
Search for info on outstanding acc.	149	129	122	6%
Search for info not covered above	211	183	174	6%
Administration Fee - Clearance certificate	136	119	112	6%
Penalty charge for recurring request for Clearance Certificate	418	363	344	6%

COMMUNITY & SAFETY SERVICES

SERVICE DESCRIPTION	2024/25 VAT Inclusive	2024/25 15% Exclusive	2023/24 15% Exclusive	% Increase
BUILDINGS & PROPERTIES 70				
Rental : Halls & Facilities				
LARGE HALLS				
Hankey Vusumsi Landu Hall				
Humansdorp Country Club Hall				
Kruisfontein Civic Centre				
Jeffreys Bay Newton Hall				
Patensie Community Hall				
Thornhill Katrien Felix Hall				
Deposit				
Damages		1 296	1 216	6,50%
Church Gathering (per 2 hr)	255	222	208	6,50%
Concert (Non-Drinking Function)	792	689	647	6,50%
Cleaning fees (max 3 hours) optional	575	500		
Small				
Concert Practice	168	146	137	6,50%
Conferences (per day)	997	867	814	6,50%
Dance and Disco (Drinking Functions)	1 752	1 523	1 430	6,50%
Fetes / Bazaars	431	375	352	6,50%
Funeral (per 2 hr)	255	222	208	6,50%
Kitchen Rental	575	500	469	6,50%
Meetings (Non-Political)	575	500	469	6,50%
Meetings (Political)	1 118	972	913	6,50%
School Functions	431	375	352	6,50%
Service Organisations : Social Clubs / Presentations	194	169	158	6,50%
Special Events (Decorations)	429	373	351	6,50%
Special Events : Anniversaries / Birthdays / Gala Evenings / Kitchen Parties/Weddings	1 021	888	834	6,50%
Sport and Recreation (per day)	703	612	574	6,50%
Welfare organisation per year	787	685	643	6,50%
MEDIUM HALLS **50%**				
Andrieskraal Hall				
Weston Hall				
Kwanomzamo Hall				
Aston Bay Hall				
Pellsrus Hall				
Loerie Hall				
Sea Vista Hall				
Tokyo Sexwale Sportsfield Hall				
Pellsrus Caravan Park Hall				
Patensie Sportsfield Hall				
Thornhill Clubhouse				
Deposit				
Damages		1 296	1 216	6,50%
Church Gathering (per 2 hr)	177	154	145	6,50%
Concert (Non-Drinking Function)	493	429	403	6,50%
Cleaning fees (max 3 hours) optional	345	300		
Concert Practice	112	98	92	6,50%
Conferences (per day)	666	579	544	6,50%
Dance and Disco (Drinking Functions)	1 062	924	867	6,50%
Fetes / Bazaars	283	246	231	6,50%
Funeral (per 2 hr)	177	154	145	6,50%
Kitchen Rental	511	445	417	6,50%
Meetings (Non-Political)	378	329	309	6,50%
Meetings (Political)	575	500	469	6,50%
School Functions	177	154	145	6,50%
Service Organisations : Social Clubs / Presentations	105	92	86	6,50%
Special Events (Decorations)	283	246	231	6,50%
Special Events : Anniversaries / Birthdays / Gala Evenings / Kitchen Parties/Weddings	511	445	417	6,50%
Welfare organisation per year	394	342	321	6,50%
Sport and Recreation (per day)	352	306	287	6,50%
Other				
Encroachment Fees	Plus VAT	Sundry Amounts	Sundry Amounts	
Rental : Commonage	Plus VAT	Sundry Amounts	Sundry Amounts	
Rental : Municipal Houses	Plus VAT	Sundry Amounts	Sundry Amounts	
Rental : Quarry	Plus VAT	Sundry Amounts	Sundry Amounts	
Rental : Sundry	Plus VAT	Sundry Amounts	Sundry Amounts	

CARAVAN PARKS & CAMPING SITES	**100**				
This tariff is applicable for all Caravan Parks/Camping Sites within the Kouga Jurisdictional Area					
IN SEASON					
In Season includes December/January and March/April School Holidays.					
All Tariffs are per day and include 4 persons per site, and 1 Vehicle.					
Additional Costs are payable per person for more than 4 persons, and per vehicle for more than 1 vehicle					
CARAVAN PARKS/CAMPING					
Stand with Electricity		745	648	609	6,50%
Fee per Additional Vehicle		105	91	86	6,50%
Fee per Additional Person		105	91	86	6,50%
Entrance fee (4 people)		47	41	-	
Caravan Clubs (10% Discount on Normal Tariffs)	**90%**				
More than 10 Caravans, Maximum of 40					
More than 40 Caravans only May - November					
Stand with Electricity		671	583	548	6,50%
Fee per Additional Car		94	82	77	6,50%
Fee per Additional Person		94	82	77	6,50%
CHALETS					
Damage					
Deposit		1 705	1 482	1 392	6,50%
Chalets					
1 Bedroom		922	802	534	50,00%
2 Bedroom		1 434	1 247	831	50,00%
OTHER					
Day Visitors Entrance Fee					
Per Person (Kids under 12 years get free entrance)		44	38	36	6,50%
OUT OF SEASON (50% of In-Season Tariffs)					
All Tariffs are per day and include 4 persons per site, and 1 Vehicle.	50%				
Additional Costs are payable per person for more than 4 persons, and per vehicle for more than 1 vehicle					
Discount of 30% will be allowed to pensioners out of season.					
CARAVAN PARKS					
Stand with Electricity		373	324	304	6,50%
Fee per Additional Vehicle		52	45	43	6,50%
Fee per Additional Person		52	45	43	6,50%
Caravan Clubs (30% Discount on Normal Tariffs)					
More than 10 Caravans, Maximum of 40					
More than 40 Caravans only May - November					
Stand with Electricity		335	292	274	6,50%
Fee per Additional Vehicle		47	41	38	6,50%
Fee per Additional Person		47	41	38	6,50%
CHALETS					
Damage					
Deposit			1 482	1 392	6,50%
Chalets					
1 Bedroom		460	400	267	50,00%
2 Bedroom		748	650	416	50,00%
Monthly Tariff					
Not Applicable In Season (Normal Tariffs Apply)					
Additional Persons pay full tariff per day					
Additional Vehicles pay full tariff per day					
Up to 30 Days					
Chalets					
1 Bedroom only 3 people per chalet and 1 vehicle		3 887	3 380	3 173	6,50%
2 Bedroom only 5 people per chalet and 1 vehicle		4 534	3 943	3 702	6,50%
OTHER					
Day Visitors Entrance Fee					
Per Vehicle		44	38	36	6,50%
Per Person		44	38	36	6,50%
Monthly Tariff					
Not Applicable In Season (Normal Tariffs Apply)					
Tariff includes 4 persons per site, and 1 Vehicle.					
Additional Persons pay full tariff per day					
Additional Vehicles pay full tariff per day					
Up to 30 Days		4 755	4 135	3 883	6,50%
Weekly (15 days) (4 people)		2 721	2 366		
Fee per Additional 2 people, Per Day		230	200		
Pensioners (per 2 people)					
Camping		173	150		
Extras person per day		60	52	49	6,50%
Monthly (maximum 2 monthly)		3 450	3 000		
Weekly (15 days)		1 725	1 500		

CEMETERIES	**110**				
This tariff is applicable for all Cemeteries within the Kouga Jurisdictional Area					
Adult graves					
Grave Plot		558	485	456	6,50%
Dig Grave		992	862	810	6,50%
Dig & Fill Grave		1 179	1 025	963	6,50%
Re-enter & Fill Grave		1 114	969	909	6,50%
Extra Depth		256	223	209	6,50%
Children graves					
Grave Plot		372	323	304	6,50%
Dig & Fill Grave		765	665	624	6,50%
Dig Grave		727	632	594	6,50%
Re-enter & Fill Grave		720	626	588	6,50%
Other					
Niche		161	140	132	6,50%
Tombstone Application		314	273	257	6,50%
Kerbing					
Roll Over Stones per metre		320	278	261	6,50%
					6,50%
ENVIRONMENTAL HEALTH	**210**				
APPLICATION FEES					
Business Licence		102	88	83	6,50%
Traditional Slaughtering		171	149	139	6,50%
Exhumations		2 663	2 315	2 174	6,50%
					6,50%
CERTIFICATES					
Certificate of Acceptability/Competence		215	187	176	6,50%
Condemnation Certificate		215	187	176	6,50%
Health Certificate		212	185	176	5,00%
HAWKERS STANDS PER MONTH					
Arts & Crafts (including wood)		129	112	105	6,50%
Fruit & Vegetables		194	169	158	6,50%
Clothing Jewellery		441	383	360	6,50%
2nd Hand goods		194	169	158	6,50%
Food stalls		306	266	250	6,50%
Wood and Wood products		140	122	-	6,50%
SEASONAL HAWKERS STAND PER DAY					
Arts & Crafts		109	95	89	6,50%
Fruit & Vegetables		184	160	150	6,50%
Clothing Jewellery, etc		109	95	89	6,50%
2nd Hand goods		109	95	89	6,50%
Food stalls		323	281	264	6,50%
Movable trading (push trolleys) per trolley		-	-	-	6,50%
Beach equipment and accessories		323	281	264	6,50%
Wood and Wood products		118	103	-	6,50%
ENVIRONMENTAL MANAGEMENT FEE	**731**				
Undeveloped erven - per annum		668	581	545	6,50%
Domestic					
Households		56	48	45	6,50%
Free Basic Services to Registered Indigent Consumers		-56	-48	-45	6,50%
Multi Dwelling Units (per Unit)		56	48	45	6,50%
Skips		253	220	-	
Commercial					
Small		61	53	401	
Medium		122	106	529	
(3 Removals per week, monthly tariff)		122	106	673	
(6 Removals per week, monthly tariff)		985	856	856	
Skips		1 133	985	-	
FIRE FIGHTING SERVICES	**230**				
Fires					
Major Spillages road or rail					
Vegetation fires					
Tariffs per hour or part thereof					
Major appliance (inclusive of manpower)					
Aerial Support		48 990	42 600	40 000	6,50%
Rescue pumps		2 417	2 102	1 974	6,50%
Auxiliary appliance (Inclusive of manpower)					
Off-Road, light/heavy rescue, hazmat units		1 096	953	895	6,50%
Service vehicles (Inclusive of manpower)					
LDV's and transporters		633	550	517	6,50%
Trailers & units (inclusive of manpower)					
Fuel/hydrant trailer, BA trailer and command unit		320	278	261	6,50%
Personnel charges (cost if additional personnel required)					
Senior Officer		633	550	517	6,50%
Officers		320	278	261	6,50%
Fire Fighters		164	142	134	6,50%
Humanitarian calls					
Motor vehicle accidents		No charge	No charge	No charge	
Rescues		No charge	No charge	No charge	

Service rendered outside area of jurisdiction				
Tariffs per hour or part thereof				
Major appliance (inclusive of manpower)				
Rescue pumps/Aerial appliance	4 835	4 204	3 948	6,50%
Auxiliary appliance (Inclusive of manpower)				
Off-Road, light/heavy rescue, hazmat units	2 192	1 906	1 790	6,50%
Service vehicles (Inclusive of manpower)				
LDV's and transporters	1 266	1 101	1 033	6,50%
Trailers & units (inclusive of manpower)				
Fuel/hydrant trailer, BA trailer and command unit	640	557	523	6,50%
Personnel charges (cost if additional personnel required)				
Senior Officer	1 266	1 101	1 033	6,50%
Officers	640	557	523	6,50%
Fire Fighters	327	285	267	6,50%
Standby duties				
Water jets (65mm hose)	509	442	415	6,50%
Monitoring of incidents				
Tariffs per hour or part thereof				
Major appliance (inclusive of manpower)				
Rescue pumps/Aerial appliance	1 209	1 051	987	6,50%
Auxiliary appliance (Inclusive of manpower)				
Off-Road, light/heavy rescue, hazmat units	548	477	448	6,50%
Service vehicles (Inclusive of manpower)				
LDV's and transporters	316	275	258	6,50%
Trailers & units (inclusive of manpower)				
Fuel/hydrant trailer, BA trailer and command unit	160	139	131	6,50%
Personnel charges (cost if additional personnel required)				
Senior Officer	316	275	258	6,50%
Officers	160	139	131	6,50%
Fire Fighters	82	71	67	6,50%
Service rendered outside area of jurisdiction				
Tariffs per hour or part thereof				
Major appliance (inclusive of manpower)				
Rescue pumps/Aerial appliance	2 417	2 102	1 974	6,50%
Auxiliary appliance (Inclusive of manpower)				
Off-Road, light/heavy rescue, hazmat units	1 096	953	895	6,50%
Service vehicles (Inclusive of manpower)				
LDV's and transporters	633	550	517	6,50%
Trailers & units (inclusive of manpower)				
Fuel/hydrant trailer, BA trailer and command unit	320	278	261	6,50%
Personnel charges (cost if additional personnel required)				
Senior Officer	633	550	517	6,50%
Officers	320	278	261	6,50%
Fire Fighters	164	142	134	6,50%
Other				
Certified copy of incident report	193	168	158	6,50%
Population certificate	339	295	277	6,50%
Training				
Attendance of training courses held under the auspices of the Fire and Emergency Services				
Per person per day	615	535	502	6,50%
Per person per half day or part thereof	320	278	261	6,50%
Re-issue Certificates	164	142	134	6,50%
Fire prevention tariff per hour or part thereof				
Events porpulation certificate	449	390		
Transportation of dangerous goods certificate	449	390		
Inspection and issue of events clearance certificates	449	390		
Renewal of licence to store petroleum/liquified petroleum gas	415	361	339	6,50%
Approval of LPG installation plans	415	361	339	6,50%
Approval of petroleum storage plans	415	361	339	6,50%
Approval of bulk storage hazardous installation	1 182	1 028	965	6,50%
Inspections	1 182	1 028	965	6,50%
Survey	1 182	1 028	965	6,50%
Certification of premises	415	361	339	6,50%
Issuing of control burning permits	415	361	339	6,50%
Investigation	1 182	1 028	965	6,50%
Lectures/evacuation drills	1 182	1 028	965	6,50%
Issuing of certificate of competency	1 182	1 028	965	6,50%
Public education			No charge	
Approval of rational designs	415	361	339	6,50%
Approval of major hazardous installation reports	415	361	339	6,50%
LIBRARY **500**				
This tariff is applicable for all Libraries within the Kouga Jurisdictional Area				
Lost				
Books				
Note that this amount is determined by the value of the actual item	Sundry Amounts	Sundry Amounts	Sundry Amounts	
Fines				
Books				
Per day	1	1	1	6,50%
3 Months or Longer	175	152	143	6,50%
Photo copies				
Black				
A3	2	2	1	6,50%
A4	1	1	1	6,50%
Colour				
A3	3	3	3	6,50%
A4	1	1	1	6,50%
Other				
Visitors Administration Fee	27	23	22	6,50%
Duplicate Membership Cards	27	23	22	6,50%
Third replacement of cards	51	45	42	6,50%
More than 3 replacement of Cards	77	67	63	6,50%

Deposit				
Per Book (Visitors)	147	128	120	6,50%
NATIONAL TRAFFIC (NATIS) 590				
Drivers Licence : Application : Light Vehicle	No VAT	309	309	
Drivers Licence : Application : Heavy Vehicle	No VAT	362	362	
Drivers Licence : Temporary	No VAT	101	101	
Drivers Licence: Issue renewal	No VAT	227	227	
Duplicate : Learners Licence	No VAT	189	189	
Duplicate : Registration Certificate	No VAT	674	674	
Learners Licence : Application	No VAT	224	224	
Learners Licence : Certificate	No VAT	72	72	
Instructor Certificate : Application	No VAT	362	362	
Public Driving Permit : Application	No VAT	113	113	
Roadworthy Certificate	No VAT	72	72	
Roadworthy Certificate : Application : Motor Cycles	No VAT	110	110	
Roadworthy Certificate : Application : Other Vehicle	No VAT	192	192	
Roadworthy Certificate : Application : Goods Vehicle	No VAT	224	224	
Roadworthy Certificate : Application : Busses	No VAT	236	236	
Vehicle Licences (81%)	No VAT	Sundry Amounts	Sundry Amounts	
Vehicle Licences (19%)	No VAT	Sundry Amounts	Sundry Amounts	
Vehicle Registration	No VAT	139	139	
Vehicle Registration Penalties	No VAT	Sundry Amounts	Sundry Amounts	
Vehicle De-Registration	No VAT	Sundry Amounts	Sundry Amounts	
Temporary Permit	No VAT	110	110	
Special Permit	No VAT	85	85	
Disabled Parking Disc	No VAT	117	117	
RTMC (Transaction Fees)	No VAT	76	76	
Disabled Parking Issuing/Renewal	No VAT	117	117	
Disabled Parking Application	No VAT	210	210	
IMPOUNDMENT OF VEHICLES				
First time offenders	2 807	2 441	2 441	
Second time offenders	4 491	3 905	3 905	
Third time offenders	8 982	7 811	7 811	
NATURE CONSERVATION 600				
GAMTOOS RIVER MOUTH NATURE RESERVE				
Camping/Caravan Sites				
Max 6 persons p/day	133	116	109	6,50%
Extra per person per day	35	31	29	6,50%
Once off entrance fee	83	72	68	6,50%
Entrance Fees	-			
Entrance fee	83	72	68	6,50%
Gamtoos Mouth Home-Owners Annual Entrance Fee	362	315	296	6,50%
Pedestrians per person or more than 6 persons per vehicle (per person)	35	31	29	6,50%
LOERIEDAM NATURE RESERVE				
Day Visitors	35	31	29	6,50%
Rentals				
Field study centre : per person per night	162	141	132	6,50%
Robinson's camp : per person per day	45	39	37	6,50%
Robinson's camp : per person per night	104	90	85	6,50%
Education courses				
per person per course (exclude first two teachers)	79	69	65	6,50%
per pupil per weekend	104	90	85	6,50%
BOAT REGISTRATION FEES (River Licenses)				
Launch site Boat Permit Fee				
Per day	225	196		
7 days	1 200	1 043	174	
River Permits (Kromme Joint River Committee)				
The sliding scale is to encourage smaller boats and engines, and to discourage bigger vessels				
If there are multiple engines on a boat, the fee will be based on the total engine capacity				
Recreational Vessels (per annum)				
Up to 15hp	540	470	443	
16hp to 119hp	860	748	704	
120hp to 249hp	1 320	1 148	1 078	
250hp to 299hp	2 250	1 957	1 826	
300hp to 399hp	3 500	3 043		
400hp and greater	5 000	4 348		
Multi Vessels (per annum)				
Up to 15hp	1 040	904	848	
16hp to 119hp	1 350	1 174	1 109	
120hp to 249hp	1 810	1 574	1 483	
250hp to 299hp	2 720	2 365	2 230	
300hp to 399hp	6 685	5 813		
400hp and greater	9 550	8 304		
Commercial Vessels (per annum)				
Up to 15hp	680	591	557	
16hp to 119hp	1 320	1 148	1 078	
120hp to 249hp	2 180	1 896	1 787	
250hp to 299hp	3 680	3 200	3 013	
300hp to 399hp	4 375	3 804		
400hp and greater	6 250	5 435		
PARKS AND OPEN SPACES 680				
Cleaning of plots : Grass only (per m²)	3	2	2	6,50%
: Lightly overgrown (per m²)	5	4	4	6,50%

: Medium overgrown (per m²)		9	8	7	6,50%
: Heavily overgrown (per m²)		15	13	13	6,50%
Removal of rubble per load not greater than 9 cubic metre		1 470	1 278	1 200	6,50%
Removal of green waste (more than 2 bags, up to 5 bags)		335	292	274	6,50%
Removal of branches only (truck load)		559	486	457	6,50%
POUND	**710**				
Sustenance Fees -per day					
Horses, Cattle & Pigs		186	161	161	0,00%
Sheep & Goats		88	77	77	0,00%
Delivery Fee/km		40	35	35	0,00%
Trespass - per day					
Horses, cattle, pigs (minimum)		379	329	329	0,00%
Sheep, goats (minimum)		379	329	329	0,00%
Pound fees per day					
Horses, cattle, ostriches & pigs per head		113	98	98	0,00%
Goats and sheep per head		32	28	28	0,00%
PROTECTION SERVICES	**710**				
Vehicle Licences (17.5%)		Sundry Amounts	Sundry Amounts	Sundry Amounts	
Towage fees				COST +20%	
Storage fees per day (Sold after 3 months)		55	47	45	6,50%
Storage fees per day - exceeding 30 days		127	110	103	6,50%
Enquiries vehicle accident		201	175	164	6,50%
Selling of Vehicles on a site approved by Council (Per Day)		108	94	88	6,50%
Traffic Assistance					
Events (Per Hour)		429	373	350	6,50%
Funerals (Flat Rate)		752	654	614	6,50%
Fines : Traffic		Sundry Amounts	Sundry Amounts	Sundry Amounts	
Fines : Video Camera		Sundry Amounts	Sundry Amounts	Sundry Amounts	
WASTE	**730**				
REMOVAL					
Domestic					
Households	50%	272	237	222	6,50%
Additional houshold bin		136	118	111	6,50%
Free Basic Services to Registered Indigent Consumers		-272	-237	-222	6,50%
Multi Dwelling Units (per Unit)		205	178	167	6,50%
Skips (Multi-dwellings)		3 533	3 072	2 884	6,50%
Skips at Retirement Villages (per month)		2 361	2 053	1 928	6,50%
Commercial					
Small (1 bin)		272	237	222	6,50%
Medium (More than 1 bin/cage)		542	471	443	6,50%
(3 Removals per week, monthly tariff)		1 356	1 179	1 107	6,50%
(6 Removals per week, monthly tariff)		2 928	2 546	2 391	6,50%
Large			-	-	
Skips			-	-	
SUNDRY CHARGES / REMOVALS					
240 Litre Wheely-bin		1 035	900	652	
Condemnation - removal and disposal of food, animals, etc			-	-	
Augmentation Fees					
Refuse		2 975	2 587	2 429	6,50%
SPORTS AND RECREATION	**800**				
Sportsfield Rental per day : Music Concerts					
Sport Tournaments		2 889	2 512	2 359	6,50%
Profitable Functions(Festivals,Concerts etc)		6 067	5 276	4 954	6,50%
School Sports Tournaments		1 065	926	870	6,50%
Non-Profitable Functions : NGO's, Churches, PO's		1 065	926	870	6,50%
Sports Affiliation per year		552	480	450	6,50%
Welfare organisations per year		740	644	604	6,50%
Deposit					
Damages		1 286	1 118	1 050	6,50%

WATERWAYS **990**				
Licence Fees per Annum				
Non Riparian Levy Owners	2 401	2 088	1 969	6,00%
(Riparian Levy Owners first boat free)				
Riparian Levy Owners (for boats in addition to first free boat)	2 005	1 743	1 645	6,00%
Commercial Operators per passager registered on COF	2 268	1 972	1 826	8,00%
Riparian Commercial Operators per passager registered on COF	1 814	1 577	1 461	8,00%
Moorings				
Permanent Moorings				
Annually	9 018	7 842	7 260	8,00%
Bi-Annually	6 769	5 886	5 451	8,00%
Non Permanent Moorings				
Monthly (per calendar month)	3 859	3 356	3 107	8,00%
Riparian Levy				
Per Annum	5 563	4 837	4 563	6,00%
Sundry Income	Sundry Amounts	Sundry Amounts	Sundry Amounts	
Temporary Permits				
One Day	239	208	195	6,00%
Two to Seven Days	1 563	1 359	1 258	8,00%

PLANNING & DEVELOPMENT

SERVICE DESCRIPTION	2024/25 VAT Inclusive	2024/25 15% Exclusive	2023/24 15% Exclusive	% Increase
PLANNING AND DEVELOPMENT				
Hoarding fees	823	716	675	6%
Penalty fee	1 925	1 674	1 579	6%
Building plan fees				
Minor building applications (< 10m²)	839	729	688	6%
Garden Walls and Fixed Fences	650	565	533	6%
Garden Walls and Fixed Fences - (RDP & Sub economic area)	325	283	267	6%
Swimming Pools	1 920	1 670	1 575	6%
RDP Housing /Sub-economic area				
0 - 50 m²	650	565	533	6%
1	801	697	657	6%
Other areas				
0- 20 m²	1 391	1 209	1 141	6%
for each additional 10 m² or part thereof up to 3000 m²	229	199	188	6%
greater than 3001 m² per 500 m² or part thereof	690	600	566	6%
Fees are applicable to a once-off submission and no phase or separate submissions will be considered.				
Wind Turbines				
Per Turbine	11 915	10 361	9 775	6%
Any structure additional to turbine				
0 - 20 m²	1 530	1 330	1 255	6%
for each additional 10 m² or part thereof up to 3000 m²	252	219	207	6%
greater than 3001 m² per 500 m² or part thereof	759	660	623	6%
Industrial rural (Agricultural)				
0 - 20 m²	1 530	1 330	1 255	6%
for each additional 10 m² or part thereof up to 3000 m²	252	219	207	6%
greater than 3001 m² per 500 m² or part thereof	759	660	623	6%
Churches				
0 - 1000 m²	1 906	1 658	1 564	6%
greater than 1000 m² - for each additional 10m²	326	283	267	6%
Deviation plan (With no change in area from previous approved plan)	1 152	1 002	945	6%
RDP Housing/Sub-economic	638	555	524	6%
Change of Use (e.g Change of Garage to habitable room with no change of area)	1 216	1 057	998	6%
RDP Housing/Sub-economic	638	555	524	6%
Revised plan				
RDP Housing/Sub-economic				
Residential/Commercial (no area change) *where area change has been done then the penalty will be applicable.				
Re-Inspection Fees				
RDP Housing/Sub-economic	497	432	408	6%
Other	994	865	816	6%
Penalty inspection fees	1 078	937	884	6%
Inspection request Fee- Foundation, drainage, Final,		940 (x2 re-inspection fee)		
Request for Demolition Fee	1 087	945	No Fee	
Application for permission to occupy building before issuimg the certificate of occupancy:				
0-1000sqm	4 456	3 875	No Fee	
1001-5000sqm	8 637	7 510	No Fee	
5001- and above	17 538	15 250	No Fee	
Request for Occupation Certificate-		-	No Fee	new
Resubmission Fee- 1st application free, as per NBR, from 2nd fee to be paid by RP	1 087	945	No Fee	new
Search fees per hour or any part thereof	182	158	158	6%
Deed Search and Copy of Title Deed	254	221	208	6%
Erf dimensions or zoning information per A4	52	46	43	6%
Photo copies.				
Black				
A0	71	61	58	6%
A1	36	31	30	6%
A2	19	16	15	6%
A3	22	19	18	6%
A4	7	6	6	6%
Colour				
A0	142	123	116	6%
A1	73	64	60	6%
A2	38	33	31	6%
A3	42	37	35	6%
A4	14	12	12	6%
Maps				
Town map B&W	326	283	267	6%
Zoning map Colour	725	630	595	6%
Building Deposits				
Where possible, building deposits are placed on on a debtor's account relevant to the applicable erf, alternatively the suspense account is utilized				
Sub-economic	2 560	2 226	2 100	6%
Other	19 199	16 695	15 750	6%
Penalties				
Building without approval				
Whenever a building or structure is erected without the prescribed building plans a penalty of 4 times the building plan fees will be payable.	Sundry Amounts	Sundry Amounts	Sundry Amounts	
Inspection Fees		-		
No inspection called for - all zonings (per inspection)	1 017	885	835	6%
Town planning & Erf Information		-		
Zoning Certificates	335	292	275	6%
Extension of Validity Period of Approval	212	184	174	6%
Reason for Decision of Municipal Tribunal, Land Development Officer or Appeal Authority	212	184	174	6%
Scheme regulations document : Kouga Municipality	627	545	514	6%
SDF Colour Maps - Document	958	833	786	6%
SDF Colour Maps - CD	442	384	362	6%

Land use application (All advertising and registered mail costs excluded)		-		
Rezoning application : Other	5 695	4 952	4 672	6%
Rezoning application : RDP, Low cost housing/erven smaller than 250m²	1 920	1 670	1 575	6%
Departure application : Other	5 695	4 952	4 672	6%
Departure application : RDP, Low cost housing/erven smaller than 250m²	1 920	1 670	1 575	6%
Sub-division application : Other (less than 5 Erven)	5 695	4 952	4 672	6%
Sub-division application : Other (Into 6 -250 Erven)	11 391	9 905	9 344	6%
Sub-division application : Other (Into > 251)	17 086	14 857	14 016	6%
Sub-division application : Other (Into > 1000 Erven)	-	-	-	
Sub-division application : RDP, Low cost housing/erven smaller than 250m²	1 811	1 575	1 575	
Combined Application : Rezoning, Sub-Division, Departure (Into 2 Erven)	8 979	7 807	7 807	
Combined Application : Rezoning, Sub-Division, Departure (Into 3 - 250 Erven)	14 528	12 633	12 633	
Combined Application : Rezoning, Sub-Division, Departure (Into 251 - 1000 Erven)	21 792	18 949	18 949	
Combined Application : Rezoning, Sub-Division, Departure (Into > 1000 Erven)	36 319	31 582	31 582	
Phasing of Subdivision	2 128	1 850	New	
All State/Municipal Projects/Applcations are exempt from application fees	**No charge**	**No charge**	**No charge**	
Removal of restrictive title deed conditions	8 481	7 375	6 958	6%
Removal of restrictive title deed conditions and Departure	9 692	8 428	7 951	6%
Consent use application : Other	3 840	3 339	3 150	6%
Consent use application : RDP, Low cost housing/erven smaller than 250m²	1 920	1 670	1 575	6%
Site Development Plan Submission	1 907	1 658	1 564	6%
Application for exemption from Municipal Approval (Sec 66 SPLUM by-law)	1 697	1 475	1 392	6%
Appeals submitted by other parties than applicant		1000(Refundable if appeal is succesful)	New	
Occupational Practice - Other Rights	377	328	328	
Application for Appeal by applicant	1 696	1 475	1 391	6%
Amendment, deletion or addition of conditions i.r.o. existing approval	1 906	1 658	1 564	6%
Approval/ amendment of constitution of an 'owners' association	1 696	1 475	1 391	6%
Determination of Zoning - Sec 181 of Splum by-law	7 264	6 317	6 317	
Amendment of Subdivision Plan - Sec 57 Splum by-law	1 799	1 564	1 564	
Consolidation	5 873	5 107	4 818	6%
Disesterblish a Homeowners Association	1 600	1 391	New	
Temporary Departure	5 750	5 000	New	
Temporary Departure (RDP)	1 725	1 500	New	
Intervenor status Section 99	1 600	1 391		
Augmentation Contributions				
Council will consider entering into a service agreement for developments bigger than 2000m² or where it is the best option. This will be negotiated at the discretion of the Council.				
Augmentation Fees (New Developments) per equivalent erf				
Electricity (per equivalent residential unit)	10 806	9 397	8 865	6%
Roads and Storm Water	6 081	5 288	4 989	6%
Refuse	2 961	2 575	2 429	6%
Sewerage	30 131	26 201	24 718	6%
Water	29 138	25 337	23 903	6%
Subdivisions/Rezonings/Departures				
Kouga Area				
Any Subdivision / Departure			Per services agreement	
Any Rezoning			Per services agreement	
Additional Residential Dwelling or Granny Flat Less than 60 m² (on one erf)			Nill	
Additional Residential Dwelling or Granny Flat Greater than 60 m² but less than 120 m² (on one erf)	15 639	13 599	12 829	6%
Additional Residential Dwelling or Granny Flat Greater than 120 m² up to limits (on one erf)	31 277	27 198	25 658	6%
Guest Houses (Accom. Establishment) per m² of total erf	59	52	49	6%
Advertising Tariffs		-		
Annual rent tourism boards	403	350	330	6%
Tourism boards : Application	1 035	900	849	6%
Advertising boards confiscated per board <1m²	247	214	202	6%
Advertising boards confiscated per board >1m²	1 189	1 034	975	6%
Business advertising application < 1m²	256	223	210	6%
Business advertising application between 1m² and 5 m²	478	415	392	6%
Business advertising application > 5m²	1 561	1 358	1 281	6%
Municipal roads reserve advertising costs per month > 1m²	324	281	265	6%
Business advertising cost between 1m² and 5 m² - monthly	647	563	531	6%
Election Posters Deposit (Per Party / Per Candidate / Per Ward) - refundable 7 days after elections if posters are removed.	4 267	3 710	3 500	6%
Election Posters (Per Party / Per Candidate / Per Ward)	1 479	1 286	1 213	6%
Advertising Trailers (Per Month or part thereof)	458	398	376	6%
Illuminated street signs	5 637	4 901	4 624	6%
Poster advertising (Max 100 posters)	1 253	1 089	1 028	6%

Building Control Contraventions				
OFFENCES AND PENALTIES IN RELATION TO NATIONAL BUILDING ACT 103 OF 1977 AND SANS 10400 REGULATIONS				
OFFENCE				
Building without approved plans(includding regulation A25(10)	3 048	2 650	2 500	6%
Continuing in contravention of a notice to a erect a building (per day)	1 829	1 590	1 500	6%
Failure to demolish, alter, secure a building or a land F3(2)	6 095	5 300	5 000	6%
Failure to submit engineers completion certificate A2(1)(f)	1 219	1 060	1 000	6%
submission of false certificate's	2 438	2 120	2 000	6%
Occupation or use of a building without certification of occupancy	6 095	5 300	5 000	6%
Prohibition on the use of certainmethods or materials	2 438	2 120	2 000	6%
Failure to submit engineers drawings and engineers completion certificates	1 219	1 060	1 000	6%
Failure to Provide approved plans and particulars on site	2 438	2 120	2 000	6%
False or misleading information	1 219	1 060	1 000	6%
Boundary beacons not pointed out	1 219	1 060	1 000	6%
Installations, maintenance and operations	1 829	1 590	1 500	6%
Illegal certificate of identity	1 219	1 060	1 000	6%
Control of plumbing work	3 048	2 650	2 500	6%
Failure to notify for commencing demolition	1 829	1 590	1 500	6%
Use of a building for the purpose other than that indicated on the approved plan	2 438	2 120	2 000	6%
Deviating from approved plan (foundations, walls freestanding and retaining	2 438	2 120	2 000	6%
Failure to comply with the provisions of a notice in terms of regulation A25	6 095	5 300	5 000	6%
Failure to comply with provisions concerning demolitions condition	1 829	1 590	1 500	6%
Protection of the public site operations	6 095	5 300	5 000	6%
Failure to secure unstable soil or land	3 657	3 180	3 000	6%
Failure to Control of dust and noise	2 438	2 120	2 000	6%
Cutting into, laying open and demolishing certain building work	2 438	2 120	2 000	6%
Failure to safeguard any persons from falling from such balcony bridge, flat roof or similar place	6 095	5 300	5 000	6%
Failure to safe guard a swimming pool	2 438	2 120	2 000	6%
Accumulation of waste material on site	6 095	5 300	5 000	6%
Failure to construct and locate the builders shed to the satisfaction of the local authority	1 829	1 590	1 500	6%
Failure to move, reconstruct, repair or improve the condition of the builders shed and unpermitted use thereof within a specified time in such notice	3 048	2 650	2 500	6%
Accommodating security personnel in a builders shed, not complying with council's requirements and conditions for the safeguarding of public health and the health of such a way that a nuisance or inconvenience is caused to persons in the vicinity of the premises	2 438	2 120	2 000	6%
Failure to provide adequate approved sanity facilities for staff in an approved location before erection or demolition of the premises	2 438	2 120	2 000	6%
Failure, while excavating, to take adequate precautionary measures to ensure the safety and stability of a property or services is maintained.	6 095	5 300	5 000	6%
Laying of sewer installation not within the premises	1 829	1 590	1 500	6%
Prohibition on discharge storm water to enter any drainage installation on any site	6 095	5 300	5 000	6%
Prohibition on discharge of any storm water from a swimming pool, fountains or reservoirs onto any public space or neighbouring property	6 095	5 300	5 000	6%
Unauthorised drainage work	2 438	2 120	2 000	6%
Putting a sewer installation into use without an inspection	1 829	1 590	1 500	6%
Failure to provide storm water disposal requirements	3 048	2 650	2 500	6%
Failure to provide sufficient protection of occupants or users in any buildind	6 095	5 300	5 000	6%
Failure to provide sufficient fire extinguishers or failure to ensure that such extinguishers are installed, maintained, and serviced	6 095	5 300	5 000	6%
Problem Buildings (Dilapidated etc)	6 095	5 300	5 000	6%
Failure to maintain boundary wall/party walls	1 219	1 060	1 000	6%
Structural intergrity of building	3 048	2 650	2 500	6%
Failure to dispose of building rubble	2 438	2 120	2 000	6%
Illegal temporary structure	2 438	2 120	2 000	6%
Hindering/preventing Building Control Officer/ Building Inspector	2 438	2 120	2 000	6%
from entering premises or doing their job	3 048	2 650	2 500	6%
Illegal carports and awnings	3 048	2 650	2 500	6%
Control of storm water relay	3 657	3 180	3 000	6%
Land and Property Administration	-			
Application Fee: Non-viable land (land that cannot be develop on its own) lease or buy	345	300	No fee	
Application Fee: Non-profit organisation/social care (Non-viable land)	115	100	No fee	
Application Fee: Non-profit organisation/social care (Viable land)	575	500	No fee	
Application Fee: Leasing for business and commercial purposes	920	800	No fee	
Application Fee: Leasing for social related purposes	115	100	No fee	
Application Fee: Minor encroachments 0 - 10cm	-	-	No fee	
Application Fee: Minor encroachments 10cm and above	575	500	No fee	
Advertisment Fees	1 725	1 500	No fee	
Application Fee: Draft of Lease and Sale Agreements	288	250	No fee	

CIVIL & WATER SERVICES

SERVICE DESCRIPTION	2024/25 VAT Inclusive	2024/25 15% Exclusive	2023/24 15% Exclusive	% Increase
PUBLIC WORKS 720				
Augmentation Fees				
Council will consider entering into a service agreement for developments bigger than 2000m² or where it is the best option. This will be negotiated at the discretion of the Council.				
Augmentation Fees (New Developments) per equivalent erf				
Roads and Storm Water	6 110	5 313	4 989	6,5%
SANITATION 750				
CHARGE (MONTHLY)				
Buckets	215	187	175	6,5%
Free Basic Services to Registered Indigent Consumers	-215	-187	-175	6,5%
SEWERAGE 780				
The sewerage charges are calculated on two main components per erf.				
The first portion is based on a fixed cost for each erf and the second portion is based on actual measured water consumption (hydraulic portion) for an erf.				
Fixed Charge				
The Fixed Charge provides for costs on the sewerage operating budget such as charges for capital loan and interest payments and provision for a capital reserve fund. This cost is indicative of the installation /construction, rehabilitation and eventual replacement cost of the infrastructure. The cost is fixed for every property which has access to the municipal sewerage system irrespective of the property being vacant (no buildings) or, if the property uses the existing system, including the suction tanker service.				
The fixed cost component is therefore payable irrespective of the service being used by the consumer or not, therefore this charge willl effectively replace the current "Availability Fee".				
The fixed charged per erf is based on the sewage conveyance and treatment cost for an average monthly water consumption per erf which is exceeded by 80% of consumers in the particular category.				
Hydraulic Charge				
The proposed tariff will also obviate anomalies which exist currently whereby owners of properties in some consumer categories are heavily subsidising users in other categories. With the present tariff in certain instances domestic consumers are also subsidising commercial consumers.				
The tariff will uniformly apply to all categories of consumers (Sewerage Service) throughout the municipality. Sewage discharge will be calculated on actual metered water consumption that will be reduced by a "discharge factor" i.e, the ratio of kilolitres sewage discharged by each category of consumer, to be determined by the Director: Technical Services. Whilst a standard tariff per kl of sewage will be levied, the discharge factor applicable to the different categories may differ.				
The formula used to arrive at the new hydraulic tariff, is as follows:				
P = KVC where, P = sewerage charge in Rand K = effluent discharge factor V = volume(kl) of potable water consumed C = prescribed charge in Rand				
Rebate of 10% for –				
Bulk Consumers/ Private Developments >2Ha, restricting admission, which pay bulk and "on-sell" to patrons within the development and which develop and maintain their own infrastructures.				
See table detailing categories and discharge factors below.				
The hydraulic portion of the sewerage charge consists of two components :				
Minimum Consumption Charge				
This is the portion of the sewerage charge to provide for firm operating costs such as salaries, plant and equipment, etc and certain general expenses. The charge is the average cost per erf for a particular category and is based on the firm/fixed cost incurred by the Sewerage Service to operate the sewerage system irrespective of what volume of sewage is conveyed and treated.				
The minimum consumption charge is therefore also necessary irrespective of the service being used by the consumer continuously or infrequently.				
The first part of the hydraulic charge is calculated on a percentage of the minimum water consumption specified per erf for each category				
As from the 2013/2014 Financial Year, this cost has been included in the Fixed Charge Component				

Variable Consumption Charge

This is the portion of the sewerage charge to provide for the operating costs that vary depending on the amount/extent of consumption. Electricity consumption, pump maintenance and repairs, etc are typical costs that increase when the sewage flow increases.

Nevertheless, during prolonged periods of low flow e.g. during a drought when water restrictions apply, the operating cost can actually increase although less sewage is discharged. Due to low flow the frequency of sewer blockages increases which requires more frequent sewer cleaning with high pressure jetting equipment as a preventative measure.

The second part of the hydraulic portion is calculated on the water consumption in excess of the specified minimum volume up to a specified maximum consumption per erf for domestic categories. No maximum consumption applies to commercial categories.

Sewerage Tariff Categories and Discharge Factors

		Discharge Factor (K) (T04)	Maximum Volume (kl/month) (T06)
Offices (Com1)		98%	No Max.
Offices			
Restricted Business A (Com2)		98%	No Max.
Funeral Parlours			
Licensed Bottle Stores / Pubs / Taverns			
Offices			
Supermarkets			
Shops			
Restricted Business B (Com3)		95%	No Max.
Day-Care Centres			
Medical Uses			
Places of Entertainment			
Service Stations			
Motor Showrooms			
Places of Instruction			
Special Businesses (Com4)		95%	No Max.
Licensed Hotels			
Licensed Restaurants			
Special Businesses			
Warehouses			
Workshops			
Resorts (Com5)		60%	No Max.
Caravan Parks			
Camping Sites			
Holiday Housing			
Holiday Accommodation			
Tourist Facilities			
Nurseries			
General Industrial (Ind1)		95%	No Max.
General Dry Industries			
Public Garages			
Service Stations			
Warehouses			
Noxious Industrial (Ind2)		98%	No Max.
Noxious Use Industries			
Special Businesses			
Noxious Industrial (Ind2)	**(T09)**	80%	No Max.
Agreement - Woodlands Dairy			
Educational (Ins1)		95%	-
Places of Instruction			
Institutional (Ins2)		98%	No Max.
Clinics			
Institutions for medical care or treatment			
Hospitals			
Institutions			
Public and Government facilities			
Sanatoriums			
Single Residential B (Res1)		70%	50
Dwelling Houses			
Day-Care Centres			
Creches			
Guest Houses			
Home Enterprises			
Places of Worship			
Single Residential A (Res2)		80%	50
Informal Shelters			
Permanent Low Cost Dwellings			
Group Housing (Res3)		80%	50
Retirement Villages			
Town Housing			
General Residential (Res4)		95%	50
Flats			
General (Gen1)		95%	No Max.
Undetermined			
Bulk / Private Developments (Bulk)		70%	No Max.
Unmetered Potable Water Supply (Unmetered)		80%	Unmetered
On all property, pending valuation, upon which a structure as defined herunder has been erected, a fixed monthly charge shall be paid by the registered owner of the property, or if there is no registered owner (informal area), then by the occupier of the property			
Formal Structure with Waterborne Sewerage			
Informal Structure with Waterborne Sewerage			

AVAILABILITY CHARGE (PER ANNUM)					
Charges applicable to erven that are not connected to the sewerage network, but which could reasonably be connected to the network:					
Residential (per annum)		2 113	1 837	1 725	6,5%
Commercial (per annum)		3 833	3 333	3 130	6,5%
FIXED CHARGE (MONTHLY)					
COMMERCIAL					
Commercial 1 - Offices		549	477	448	6,5%
Commercial 2 - Restricted Business A		651	567	532	6,5%
Commercial 3 - Restricted Business B		642	558	524	6,5%
Commercial 4 - Special Business		642	558	524	6,5%
Commercial 5 - Resorts		530	461	432	6,5%
INDUSTRIAL					
Industrial 1 - General Industrial		642	558	524	6,5%
Industrial 2 - Noxious Industrial		651	567	532	6,5%
Industrial 2 - Noxious Industrial - Agreement - Woodlands Dairy (45% Discount)		358	312	293	6,5%
INSTITUTIONAL					
Institutional 1 - Educational (Schools)		978	851	799	6,5%
Institutional 1 - Educational (Hostels)		978	851	799	6,5%
Institutional 2 - Institutions		651	567	532	6,5%
DOMESTIC/RESIDENTIAL					
Residential 1 - Freehold Title		336	292	275	6,5%
Free Basic Services to Registered Indigent Consumers		-336	-292	-275	6,5%
St Francis Bay (Previously Annual Payers of sewer levy) - No Variable Charge		336	292	275	6,5%
Free Basic Services to Registered Indigent Consumers		-336	-292	-275	6,5%
Residential 2 - Low Cost Housing		226	197	185	6,5%
Free Basic Services to Registered Indigent Consumers		-226	-197	-185	6,5%
MULTIPLE DWELLINGS (Multiply Charge by number of Units)					
Residential 3 - Group Housing		358	311	292	6,5%
Residential 4 - General Residential		311	271	254	6,5%
GENERAL					
Undetermined		441	383	360	6,5%
BULK					
NO Fixed Charge is levied. 10% Rebate on Hydraulic Charge Private Developments				-0	
UNMETERED					
Potable Water Supply		188	163	153	6,5%
Free Basic Services to Registered Indigent Consumers		-188	-163	-153	6,5%
VARIABLE CHARGE (HYDRAULIC CHARGE)					
All Users		22	19	17	8,0%
TRADE EFFLUENT SURCHARGE The Trade Effluent Surcharge shall be paid in addition to the normal hydraulic and fixed charges which apply for each property. (a) The monthly charge payable by the owner or occupier of any trade premises in respect of any trade effluent discharged into the Council's sewers shall be assessed by the Council on a monthly basis and shall be notified to such owner or occupier at the end of each month and shall be charged in accordance with the formula in paragraph (c) below. The Council shall base its monthly charge on the highest COD of one or more samples collected from the trade effluent samples point. (b) In case of trade premises from which effluent is discharged into the Council's sewer for the first time a charge shall be payable in respect of the interim period between the date of the first discharge and the last day of the month. Such charge shall be assessed in accordance with the formula prescribed in paragraph(c) below. (c) The charge payable in terms of paragraph (a) and (b) above shall be assessed according to the formula : R=Vx[CA + B] + C X S X 10~-3] where : R = The treatment cost. V = The volume of industrial effluent discharged from the premises during the cycle concerned in cubic metres A&B = The capital cost (interest and redemption) plus maintenance cost for the cycle concerned on the pipe system as used by the concerned consumer divided by the total flow for the cycle. The value of A being **74.43(excl VAT)** cents per cubic meter. The value of B being **64.32(excl VAT)** cents per cubic meter. C = The cost of treating one cubic meter of waste water. The value of C being **40.95(excl VAT)** cents per cubic meter. S = The average chemical oxygen demand in mg/l measured on the industrial effluent during the cycle					

(d) In the absence of any direct measurements, the volume quantity of trade effluent discharged into the sewer each month from any trade premises shall be estimated and determined by Council from the monthly quantity of water consumed on the premises concerned, whether obtained from the Council or from other sources, due allowance being made for water used for domestic purposes, water lost by reaction and water present in the final products manufactured.					
SUCTION TANKER SERVICE					
SUCTION TANKER SERVICE					
Applicable to improved properties not served by waterborne sewerge irrespective if service is utilised. Guarantees 1 free load or part thereof per month.					
Basic (Minimum) Charge					
Domestic : 1 Load or part thereof to a maximum of 6000 litres		339	295	277	6,5%
Business : 1 Load or part thereof to a maximum of 6000 litres		477	415	390	6,5%
Tanker Removals					
Applicable to improved properties not served by waterborne sewerge additional to the guaranteed free load per month.					
Domestic : 1 Load or part thereof to a maximum of 6000 litres		477	415	390	6,5%
Business : 1 Load or part thereof to a maximum of 6000 litres		673	585	550	6,5%
Emergency suction call out			-		
Penalty Fee (Spillage)		575	500		
Rural Areas					
Per Load		1 336	1 162	1 091	6,5%
Plus per km		66	57	54	6,5%

DISPOSAL VIA ROAD HAULAGE (R per KL)					
Tanker Disposal of Sewerage (NOT Exceeding Domestic Strength)		500	434	434	0,0%
Tanker Disposal of Sewerage (Exceeding Domestic Strength)				Cost	
Tanker Disposal of Potable Toilet Sewerage (NOT Exceeding Domestic Strength)		115	100	94	
Tanker Disposal of Potable Toilet Sewerage (Exceeding Domestic Strength)				Cost	
Application for Disposal Permit (Per Year)		833	724	724	
SUNDRIES					
Connection fees					
Econ Short		2 685	2 335	2 192	6,5%
Econ Long		4 448	3 868	3 632	6,5%
Households		4 448	3 868	3 632	6,5%
Blockage fees					
During Office Hours		792	688	646	6,5%
After Hours & Weekends		1 287	1 119	1 051	6,5%
Augmentation Fees					
Sewerage		30 273	26 324	24 718	6,5%
WATER	**980**				
AVAILABILITY CHARGE (PER ANNUM)					
Undeveloped erven		3 171	2 757	2 571	7,3%
CONNECTION FEES					
Up to 20 mm		4 246	3 692	3 443	7,3%
32 mm		4 954	4 308	4 017	7,3%
50 mm		16 206	14 092	13 140	7,3%
75 mm		21 528	18 720	17 455	7,3%
100 mm		25 619	22 277	20 771	7,3%
Greater than 100mm				COST +20%	
Pre-paid (25mm)				COST +20%	
Augmentation Fees					
Water		29 481	25 636	23 903	7,3%
CONSUMER DEPOSITS					
Domestic					
Owners		476	414	414	0,0%
Tenants & High Density Housing		950	826	826	0,0%
		324	282	282	0,0%
Commercial		3 171	2 757	2 757	0,0%
or equal to one month's account as rendered or as determined by the CFO calculated on the average of the account.					
BASIC/MINIMUM MONTHLY CHARGE					
Domestic					
Kouga		184	160	149	7,3%
Free Basic Services to Registered Indigent Consumers		-184	-160	-149	7,3%
Kouga > 25 mm Connection		321	279	261	7,3%
Free Basic Services to Registered Indigent Consumers		-321	-279	-261	7,3%
Sectional Title Developments comprising of ONLY domestic units					
Kouga		184	160	149	7,3%
Commercial					
Kouga		184	160	149	7,3%
Kouga > 25 mm Connection		321	279	261	7,3%
Old Age Homes					
Ons Tuiste (Humansdorp) (Includes 1st 400Kl)		184	160	149	7,3%
Commercial (High Density)					
Sectional Title Developments comprising of ONLY commercial units					
Kouga		184	160	149	7,3%
Sectional Title Developments comprising of BOTH commercial and domestic units					
Kouga		184	160	149	7,3%
Treated Sewerage Water					
Kouga		283	246	229	7,3%
Industrial					
Kouga		321	279	261	7,3%
Rural (Farm Worker's Houses)					
(Tariff for rural consumers includes a surcharge of 25%).					
Kouga					
1 house		217	189	176	7,3%
2 - 5 houses		530	461	430	7,3%
6 - 10 houses		1 411	1 227	1 144	7,3%
11 - 25 houses		3 093	2 690	2 508	7,3%
Rural (NMBMM Tariff)					
Kouga		217	189	176	7,3%
Schools					
Kouga		184	160	149	7,3%
Sportsfields					
Kouga		184	160	149	7,3%
CONSUMPTION (Units/kl)					
Free Units per month					
For indigent consumers officially registered at the Kouga Municipality the first 12kl of water consumption per 30 day period will be afforded free of charge					
Allocated to all EQS Recipients as Rebate				12	

PART A - Applicable during times of Normal Water Availability					
SCALE A - Domestic					
Single Dwelling Houses - Metered seperately					
0 - 12		17	15	14	7,3%
13 - 25		18	16	15	7,3%
26 - 45		22	19	18	7,3%
46 - 65		36	31	29	7,3%
66 - 85		49	43	40	7,3%
86+		61	53	49	7,3%
SCALE B - High Density Consumers					
Flats, Town Houses and other Sectional Title Developments on stands with more than two dwellings, not metered separately (kl per unit multiply number of units per 30 days' period)					
0 - 12		18	15	14	7,3%
13 - 25		18	16	15	7,3%
26 - 45		22	19	18	7,3%
46 - 65		36	31	29	7,3%
66 - 85		49	43	40	7,3%
86+		61	53	49	7,3%
(Excluding Customers under Scale B)					
Making use of Municipal Infrastructure					
Bulk Consumer : A consumer who on average over a 30 day period, consumes no less than 2500 kl of water. A Minimum amount of 1250 kl is reserved and will be levied as a monthly usage.					
(A quantity charge for water consumed since the previous meter reading as follows) :					
0 - 1250		17	15	14	8,0%
1251 - 5000		17	15	14	8,0%
5001 - 7500		22	19	18	8,0%
7501+		45	39	36	8,0%
SCALE D - Bulk Consumers, Developments used for Residential Purposes within the Kouga Municipal Area of Jurisdiction, who provide and maintain their own Bulk and Internal Infrastructure and obtain treated water from the Metro Supply Pipeline					
(Part of Allocated Quota to Kouga Municipality from NMBMM)		11	10	10	
Metro Bulk Tariff per kilolitre Plus 15% Surcharge (T11)					
SCALE E - All consumers who do not fall under Scale A,B,C and D					
Industrial		26	23	21	7,3%
Commercial		17	15	14	7,3%
Treated Sewerage water		10	9	8	7,3%
Rural (Farm Worker's Houses)		22	19	18	7,3%
Rural (NMBMM Tariff)		12	10	10	7,3%
Schools		17	15	14	7,3%
Sportsfields		17	15	14	7,3%

PART B - Applicable during times of water shortage when the situation is critical but not an emergency					
SCALE A - Domestic					
Single Dwelling Houses - Metered seperately					
0 - 12		18	15	14	10,0%
13 - 18		26	22	20	10,0%
19 - 30		41	36	32	10,0%
31+		51	44	40	10,0%
SCALE B - High Density Consumers					
Flats, Town Houses and other Sectional Title Developments on stands with more than two dwellings, not metered separately (kl per unit multiply number of units per 30 days' period)					
0 - 12		18	15	14	7,3%
13 - 18		25	22	20	7,3%
19 - 30		40	35	32	7,3%
31+		50	43	40	7,3%
SCALE C - Bulk Consumers, Closed Developments, Agricultural Holdings and Farm Portions used for Residential Purposes (Excluding Customers under Scale B)					
Making use of Municipal Infrastructure					
amount of 1250 kl is reserved and will be levied as a monthly usage.					
(A quantity charge for water consumed since the previous meter reading as follows) :					
0 - 1250		24	21	20	7,3%
1251 - 5000		24	21	20	7,3%
5001 - 7500		34	30	28	7,3%
7501+		49	43	40	7,3%
SCALE D - Bulk Consumers, Developments used for Residential Purposes within the Kouga Municipal Area of Jurisdiction, who provide and maintain their own Bulk and Internal Infrastructure and obtain treated water from the Metro Supply Pipeline					
(Part of Allocated Quota to Kouga Municipality from NMBM)					
Metro Bulk Tariff per kilolitre Plus 15% Surcharge (T11)		11	10	10	
SCALE E - All consumers who do not fall under Scale A,B,C and D					
Industrial		35	30	28	7,3%
Commercial		23	20	19	7,3%
Treated Sewerage water		12	10	10	7,3%
Rural (Farm Worker's Houses)		28	25	23	7,3%
Rural (NMBMM Tariff)		12	10	10	7,3%
Schools		23	20	18	7,3%
Sportsfields		23	20	18	7,3%
PART C - Applicable during times of water shortage emergency					
SCALE A - Domestic					
Single Dwelling Houses - Metered seperately					
0 - 12				-	
13+				-	
Step 1 (>0 ≤ 9KL)		21	18	17	7,3%
Step 2 (>9 ≤ 15KL)		34	29	27	7,3%
Step 3 (>15 ≤ 24KL)		96	84	78	7,3%
Step 4 (>24 ≤ 30KL)		144	125	117	7,3%
Step 5 (>30 ≤ 48KL)		480	417	389	7,3%
Step 6 (>48KL)		960	835	778	7,3%
SCALE B - High Density Consumers					
Flats, Town Houses and other Sectional Title Developments on stands with more than two dwellings, not metered separately (kl per unit multiply number of units per 30 days' period)					
0 - 12				-	
13+				-	
Step 1 (>0 ≤ 9KL)		21	18	17	7,3%
Step 2 (>9 ≤ 15KL)		34	29	27	7,3%
Step 3 (>15 ≤ 24KL)		96	84	78	7,3%
Step 4 (>24 ≤ 30KL)		144	125	117	7,3%
Step 5 (>30 ≤ 48KL)		480	417	389	7,3%
Step 6 (>48KL)		960	835	778	7,3%
SCALE C - Bulk Consumers, Closed Developments, Agricultural Holdings and Farm Portions used for Residential Purposes (Excluding Customers under Scale B)					
Making use of Municipal Infrastructure					
Bulk Consumer : A consumer who on average over a 30 day period, consumes no less than 2500 kl of water. A Minimum amount of 1250 kl is reserved and will be levied as a monthly usage.					
(A quantity charge for water consumed since the previous meter reading as follows) :					
0 - 1250		36	32	30	7,3%
1251 - 5000		36	32	30	7,3%
5001 - 7500		46	40	37	7,3%
7501+		62	54	51	7,3%
SCALE D - Bulk Consumers, Developments used for Residential Purposes within the Kouga Municipal Area of Jurisdiction, who provide and maintain their own Bulk and Internal Infrastructure and obtain treated water from the Metro Supply Pipeline					
(Part of Allocated Quota to Kouga Municipality from NMBM)					
Metro Bulk Tariff per kilolitre Plus 25% Surcharge (T11)		15	13	12	7,3%

SCALE E - All consumers who do not fall under Scale A,B,C and D					
Industrial		35	31	28	7,3%
Commercial		24	21	19	7,3%
Treated Sewerage water		12	10	10	7,3%
Rural (Farm Worker's Houses)		28	25	23	7,3%
Rural (NMBMM Tariff)		15	13	12	7,3%
Schools		23	20	18	7,3%
Sportsfields		23	20	18	7,3%
PART D - Applicable during times of water shortage drought disater					
(a) Within the Municipal boundary (per kl)					
(i) Treated water for residential premises:					
Step 1 (>0 ≤ 9KL)		31	27	25	7,3%
Step 2 (>9 ≤ 15KL)		49	43	40	7,3%
Step 3 (>15 ≤ 24KL)		140	122	114	7,3%
Step 4 (>24 ≤ 30KL)		210	183	171	7,3%
Step 5 (>30 ≤ 48KL)		701	610	568	7,3%
Step 6 (>48KL)		1 402	1 219	1 137	7,3%
(ii) Treated water for residential premises:ATTP Consumers (per kl)		31	27	25	7,3%
(iii) Treated water for institutional premises, including municipal and government departments (per kl)		42	37	34	7,3%
(iv) Treated water for commercial and industrial premises (per kl)		49	43	40	
					7,3%
(v) Treated water for multiple dwelling units, per dwelling unit:					
Step 1 (>0 ≤ 9KL)		31	27	25	7,3%
Step 2 (>9 ≤ 15KL)		49	43	40	7,3%
Step 3 (>15 ≤ 24KL)		140	122	114	7,3%
Step 4 (>24 ≤ 30KL)		210	183	171	7,3%
Step 5 (>30 ≤ 48KL)		701	610	568	7,3%
Step 6 (>48KL)		1 402	1 219	1 137	7,3%
(vi) Treated water for irrigation of sportsgrounds (per kl)		1 402	1 219	1 137	7,3%
(vii) Treated water drawn through standpipes (per kl)		84	73	68	7,3%
(viii) Raw water for residential premises:					
Step 1 (>0 ≤ 9KL)		28	24	23	7,3%
Step 2 (>9 ≤ 15KL)		49	43	40	7,3%
Step 3 (>15 ≤ 24KL)		84	73	68	7,3%
Step 4 (>24 ≤ 30KL)		140	122	114	7,3%
Step 5 (>30 ≤ 48KL)		561	488	455	7,3%
Step 6 (>48KL)		1 402	1 219	1 137	7,3%
(ix) Raw water for commercial premises: (per kl)		49	43	40	7,3%
(x) Raw water for industrial premises: (per kl)		49	43	40	7,3%
(xi) Reclaimed water treated to comply with the requirements of the General Standard (Government Gazette Notice No. 991, 18 May 1994)					
(1) annual charge per Megalitre of notified maximum demand payable on a monthly basis in equal instalments		2 804	2 439	2 274	7,3%
(2) additional charge per kilolitre of metered consumption		7	6	6	7,3%
(ix) Reclaimed water treated to comply with the requirements of the General Standard (Government Gazette Notice No. 991, 18 May 1984) which has received additional treatment. (per kl)		7	6	6	7,3%
(b) Outside the Municipal boundary (per kl)					
(i) Treated water for residential premises:					
Step 1 (>0 ≤ 9KL)		31	27	25	7,3%
Step 2 (>9 ≤ 15KL)		49	43	40	7,3%
Step 3 (>15 ≤ 24KL)		140	122	114	7,3%
Step 4 (>24 ≤ 30KL)		210	183	171	7,3%
Step 5 (>30 ≤ 48KL)		701	610	568	7,3%
Step 6 (>48KL)		1 402	1 219	1 137	7,3%
(ii) Treated water for residential premises:ATTP Consumers (per kl)		31	27	25	7,3%
(iii) Treated water for institutional premises, including municipal and government departments (per kl)		42	37	34	7,3%
(iv) Treated water for commercial and industrial premises (per kl)		49	43	40	7,3%
(v) Treated water for multiple dwelling units, per dwelling unit:					
Step 1 (>0 ≤ 9KL)		31	27	25	7,3%
Step 2 (>9 ≤ 15KL)		49	43	40	7,3%
Step 3 (>15 ≤ 24KL)		140	122	114	7,3%
Step 4 (>24 ≤ 30KL)		210	183	171	7,3%
Step 5 (>30 ≤ 48KL)		701	610	568	7,3%
Step 6 (>48KL)		1 402	1 219	1 137	7,3%
(vi) Raw water for residential premises:					
Step 1 (>0 ≤ 9KL)		28	24	23	7,3%
Step 2 (>9 ≤ 15KL)		49	43	40	7,3%
Step 3 (>15 ≤ 24KL)		112	98	91	7,3%
Step 4 (>24 ≤ 30KL)		140	122	114	7,3%
Step 5 (>30 ≤ 48KL)		561	488	455	7,3%
Step 6 (>48KL)		1 402	1 219	1 137	7,3%
(vii) Raw water for institutional premises, including municipal and government departments (per kl)		49	43	40	7,3%

(viii) Raw water for commercial and industrial premises (per kl)		49	43	40	7,3%
(c) Water delivered by road tanker (per kl)					
(i) Charge for water supplied		105	91	85	7,3%
(ii) Delivery charge				At Cost	
(iii) Minimum prepayment		4 206	3 658	3 411	7,3%
(d) Water supplied in bulk to other local authorities (per kl)		21	18	17	7,3%
MISCELLANEOUS FEES AND CHARGES					
Water Loss owing to damage to the Municipal Water-Pipe System and/or Installations					
Pipes with a diameter of 50mm or less		2 618	2 277	2 070	10,0%
Pipes with a diameter larger than 50mm up to and including 100mm		5 942	5 167	4 697	10,0%
Pipes with a diameter larger than 100mm up to and including 250mm		26 721	23 235	21 123	10,0%
Pipes with a diameter larger than 250mm up to and including 400mm		65 302	56 785	51 622	10,0%
Pipes with a diameter larger than 400mm		111 015	96 534	87 758	10,0%
Repair Charges of damage to the Municipal Water-Pipe System and/or Installation by other people					
Pipes with a diameter of 50mm or less		5 468	4 754	4 322	10,0%
Pipes with a diameter larger than 50mm up to and including 100mm		7 805	6 787	6 170	10,0%
Pipes with a diameter larger than 100mm up to and including 250mm		11 800	10 261	9 328	10,0%
Pipes with a diameter larger than 250mm up to and including 400mm		22 150	19 260	17 510	10,0%
Pipes with a diameter larger than 400mm		27 588	23 989	21 808	10,0%
Water used for Fire-Fighting					
Quantity charge per kilolitre		41	35	33	6,5%
Reconnection fee		962	836	785	6,5%
Special meter readings		636	553	520	6,5%
Service Calls					
During office hours		666	579	579	
After office hours		1 329	1 155	1 155	
Testing of meters (deposit 3% error on either side)		1 945	1 692	1 588	6,5%
To relocate or lower a connection with a maximun nominal diameter of 25 mm					
Maximum distance of 5 m		2 151	1 870	1 756	6,5%
Further than 5 m		3 297	2 867	2 692	6,5%
To relocate or lower a connection with a nominal diameter larger than 25 mm					
Deposit		9 993	8 689	8 159	6,5%
Cost				Cost	
To relocate a fire hydrant in the road reserve					
Less than 2 m from original position		6 706	5 832	5 476	6,5%
2 m or more from original position		15 637	13 597	12 767	6,5%
To install a new fire hydrant in the road reserve					
Deposit		21 951	19 088	17 923	6,5%
Cost				Cost	
Discontinuation or restriction of the Water Services owing to the Failure of Payment					
Disconnection/restriction to a dwelling-house		-	-	1 497	6,5%
Disconnection/restriction for other water connections , excluding dwelling-houses		-	-	5 118	6,5%
Service Cost					
Supervision Labour Cost per hour		753	655	615	6,5%
Assistant per hour		380	330	310	6,5%
TLB per hour (Including travel time)		978	850	1 024	6,5%
LDV per kilometre		49	43	40	6,5%
Truck per kilometre		70	61	57	6,5%
"Unauthorised water consumption" means water that is not registered by the Kouga Municipality's water meter for any reason whatsoever (Water used for fire-fighting and/or unmetered water used from the Kouga Municipality's system with the written consent of the Technical Services Directorate, is deemed to be authorised water use)					

ANNEXURE “D1”

KOUGA
local municipality
Good Governance through Service Excellence

TARIFFS
2024/25

ELECTRICTY

SERVICE Description		2023/24 Exclusive R	2024/25 Exclusive R	Increase/Decrease %
ELECTRICITY				
Wall of Remembrance		R 308,25		
Kerbing				
Barrier Stones per metre		R 354,82		
Roll Over Stones per metre		R 261,70		
ELECTRICITY				
FOREWORD				
The tariffs and charges given hereafter are subject to revision from time to time and confirmation thereof must be obtained from the Electrical Department.				
ABBREVIATIONS				
A – Ampere				
ADMD – After Diversity Maximum Demand (BDMD x Diversity)				
BDMD - Before Diversity Maximum Demand (usually at supply meter)				
EBSST – Electricity Basic Support Services Tariff				
ERU – Equivalent Residential Unit				
FBE – Free Basic Electricity				
kWh – Kilowatt-hour or also referred to as units				
kvarh – Reactive kilovolt-ampere-hour				
kVA – kilovolt-ampere				
kV – kilovolt				
NERSA – National Energy Regulator of South Africa				
NMD – Notified Maximum Demand				
PF – Power Factor				
R – Rand				
TEE – Town Electrical Engineer or Head of Electrical Department				
TOU – Time of Use				
V – Volt				
DEFINITIONS				
(Active) Energy Charge – charge per kWh of electrical energy supplied in the month. The Active Energy Charge for TOU tariffs is differentiated into high-demand (June to August) and low-demand (September to May) seasons.				
Council – Kouga Municipal Council				
Environmental Levy – a government levy charged on electricity produced by non- renewable generators. It is applied to the total kWh supplied to the customer in the month. This levy is included in the tariffs hereafter.				
Equivalent Residential Unit – is considered to be a Residential Consumer with a 45 Amps single phase (10,35kVA) supply at 230 Volts nominal.				

Free Basic Electricity – 50 Free units per month of electricity are given to consumers who qualify for the Electricity Basic Support Services Tariff in terms of Council's policy. These units are only applicable to the first purchase every month, and are not transferable from one month to another.		50,00	50,00	0,00%
Municipality – Kouga Municipality				
Maximum demand - the highest averaged demand measured in kVA during a 30 minute integrating period during all time periods.				
Network Access Charge – charge payable per month for the highest of either the NMD (minimum 60kVA) or the highest maximum demand reading during the previous 12 months.				
Network Demand Charge – charge payable per month for the chargeable demand supplied per month. No Network Demand Charge is applicable during Off-peak periods for TOU tariff.				
Notified Maximum Demand - the maximum demand notified in writing by the Customer and accepted by the Municipality.				
Power factor – the ratio of kW to kVA measured over the same integrating period.				
Single phase supply – a 50Hz AC supply at 230V rms phase to neutral. The neutral carries the full load current.				
Three phase supply – a 50Hz AC supply at 230V rms phase to neutral; 400V rms phase-to-phase (120 degree phase displacement).				
SERVICE Description		**2023/24**		
		15%		
		Exclusive		
		R		
Time-of-Use (TOU) tariff – a tariff that has different energy rates for the same tariff component during different time periods (peak, standard and off-peak) and seasons (high and low demand) in order to reflect the shape of Eskom's long-run marginal energy cost of supply at different times more accurately.				
Reactive Energy Charge – charge applicable for every kvarh registered in excess of 30% (0,96 PF) of the kWh supplied during Peak and Standard periods. The excess reactive energy is determined per 30 minute integrating period and accumulated for the month and will only be applicable during the high demand season (June to August).				
AVAILABILITY CHARGE (Vacant stands)				
Charges applicable to erven that are not connected to the electricity supply network, but which could reasonably be connected to the network:				
Residential (per annum)		3 661,43	4 027,57	10,00%
Commercial (per annum)		7608,34	8369,17	10,00%

CONNECTION FEES		**2023/24**		
		15%		
		Exclusive		
CONNECTION FEES				
i) Single Phase		10 901,85	11 992,04	10,00%
ii) Three Phase		Cost + 20%		
iii) Other Connections		Cost + 20%		
Temporary Connection				
i) Normal connection fee (See above) **PLUS**				
Non refundable surcharge/extra cost				
Kouga		815,79	897,36	10,00%
PrePaid Connections				
i) Purchase of Prepayment Meter (Cost + 25%)				
ii) Single Phase		1 602,37	1 762,61	10,00%
iii) Three Phase		6 414,50	7 055,95	10,00%
iv) **Upgrade existing connection**		Cost + 20%		
A Transformer Fee and/or an Augmentation Levy will be pay able in addition to the				
Transformer Fee				
SERVICE Description		**2023/24**		
		15%		
		Exclusive		
		R		
The Transformer Fee is the pro-rata contribution a Developer or Consumer makes towards sharing the cost of an existing distribution substation of which some of the spare transformer capacity is utilised to make the supply available. The Transformer Fee is a cost per kVA and is based on the additional kVA required by an existing consumer over and above the present supply capacity, or the total kVA required by a new Development less the existing allocated capacity, if applicable.		Sundry Amounts	Sundry Amounts	Sundry Amounts
The kVA charge is based on the cost of a typical substation, i.e. average size 315kVA miniature substation including an 11kV ring main unit, plinth and earthing. The cost also includes the installation cost and municipal planning and administration charges. It further assumes that the average supply capacity is 80% of the substation's rating. The cost per kVA is therefore equal to the substation cost divided by 80% of 315kVA. The estimated cost of the typical substation and the charge per kVA is determined annually				
After an application has been received, the Electrical Department will calculate the required kVA on which the charge will be applied. The required kVA will be based on the Developer or Consumer's After Diversity Maximum Demand (ADMD) at substation level.				
Based on substation cost		611 229,35	672 352,29	10,00%

Charge per kVA		2 415,59	2 657,15	10,00%
Augmentation Levy The Augmentation Levy is a new Development's contribution towards the upgrading of Kouga Municipality's Primary Electricity Distribution Network to make provision for the load which this development will impose on it. Developments for which the levy shall apply are: ● Major developments ● Small townships and minor developments ● Minor subdivisions and applications for an increased supply				
SERVICE **Description**		**2023/24**		
		15%		
		Exclusive		
		R		
The Primary Network is taken to comprise those parts of the network whose function it is to deliver electrical energy from the Eskom Point of Supply to the various load centres within the Municipality's licensed area of supply. It includes the feeders from the Point of Supply to the Main Intake Substation/s, the latter substation and all major substations used to switch and control the supply of electricity, and the overhead lines and				
The key principles for applying the Augmentation Levy are:				
● Private developments must not place any financial burden on existing residents and consumers.				
● Developers must be treated fairly and neither they, nor residents in new townships should be made to subsidise existing residents.				
In calculating the levy, the aim is to establish an equivalent average charge per Equivalent Residential Unit (ERU).				
The average cost per ERU is determined by pricing a model of the Primary Network, which is as close as possible to the actual network, and then divide it by the ERU's it can supply.				
The total charge to the Development will be the calculated number of ERU's of the Development multiplied by the Charge/ERU.				
An ERU is considered to be a Residential Consumer with a 45 Amps single phase (10,35kVA) supply at 230 Volts nominal.				
The Factors/Formulae used to calculate the number of ERU's are contained in the following table				
Description				

Domestic Erf/Consumer: (30 to 60A)				
New Developments:				
BDMD = 45A (10,35 kVA) single phase				
BDMD > or < 45A single phase but limit to 60A				
SERVICE **Description**		**2023/24**		
		15%		
		Exclusive		
		R		
BDMD = 45A three phase				
BDMD > or < 45A three phase but limit to 60A				
Existing Consumers:				
Upgrade from tariff circuit breaker □ 60A single phase to □ 60A three phase				
Commercial Erf/Consumer: (30 to 100A)				
New Developments:				
BDMD = 45A single phase				
BDMD > or < 45A but limit to 60A single phase				
BDMD = 45A three phase				
BDMD > or < 45A but limit to 100A three phase				
Existing Consumers:				
Upgrade from tariff circuit breaker □ 60A single phase to □ 30A but □ 100A three phase				

SERVICE Description		2023/24		
		15%		
		Exclusive		
		R		
Upgrade from tariff circuit breaker □ 30A three phase to □ 100A three phase				
Bulk Supply Erf/Consumer (□ 60 kVA)				
New Developments:				
Existing Consumers:				
Increase Notified Demand				
45 - ERU amps (10,35 kVA)				
3 - No of Phases				
0,5 - Average Network Factor for commercial consumers				
SERVICE Description		**2023/24**		
		15%		
		Exclusive		
		R		

Commercial and Bulk Supply consumers to take into account that their peak demand may not coincide with the peak demand on the core network. For Commercial consumers this was taken as an average of 0,5. No value is given for the Network Factor (Nf) for Bulk Supply Consumers since this varies substantially depending on the type of load, and since there are fewer Consumers in this category it is not fair to use an average value. The limits will, however, be between 0,5 for say a commercial/industrial type of development with 50% of its peak load coinciding with the core network peak, and 1 (one) for say a domestic development where 100% of its peak load coincides with the core network's peak. The value for a particular development can, however, be anywhere between these limits and will be determined by the Head of the Electrical Department or his appointed Consulting Engineer.				
Df - Diversity Factor between BDMD and ADMD determined by Head of the Electrical Department or his appointed Consulting Engineer. The Df depends on the quantity and type of individual loads connected to the Bulk Supply Point. The following Df's are given as a guide:				
For Domestic Developments				
● □ 60 kVA Notified Demand = 1Df				
● □60 kVA Notified Demand but □ 80 kVA = 0,75 Df				
● □80 kVA Notified Demand but □ 100 kVA = 0,58 Df				
● □100 kVA Notified Demand but □ 200 kVA = 0,38 Df				
● □200 kVA Notified Demand = 0,3 Df				
For Commercial Developments				
Use same Df's as Domestic but for "Notified Demand" in formula use Demand after taking Nf into account, i.e. Actual Notified Demand x Nf. For most commercial developments this will be Actual Notified Demand x 0,5				
BDMD - Before Diversity Maximum Demand (usually at supply meter)				
ADMD - After Diversity Maximum Demand (BDMD x Df)				

The charge per ERU is determined annually at the beginning of each financial year by Treasury with the assistance of the Electrical Department.				
SERVICE **Description**		**2023/24**		
		15%		
		Exclusive		
		R		
The conditions for paying the Augmentation Levy are defined elsewhere.				
Standard / conventional charge per ERU		**11 508,52**	**12 659,37**	10,00%
Special case – To be determined by TEE.		By TEE	By TEE	By TEE
CONSUMER DEPOSITS				
Temporary Connections (Non-Refundable on Structural Approval)		1801,15	1981,26	10,00%
Domestic				
Owners		2343,90	2578,29	10,00%
Tenants & High Density Housing		3581,45	3939,59	10,00%
Prepaid (Economic)		2486,64	2735,30	10,00%
Commercial				
Small		3687,60	4056,36	10,00%
Medium		5517,53	6069,28	10,00%
Large		11016,77	12118,44	10,00%
or equal to one month's account as rendered or as determined by the CFO calculated on the average of the account.		-		
DOMESTIC CONSUMER TARIFFS				
This tariff covers the supply of electricity for domestic use in private dwellings, flats and chalets with separate meters and includes churches, schools, welfare buildings, hospitals, halls or similar premises with circuit breaker sizes not in excess of 60A single phase or 60A three phase. Should Consumers require supplies in excess hereof, the Commercial Consumer or Bulk Supply tariff will be applicable.				
Prepayment Meters				
Multiple Meter Installations				

SERVICE **Description**		**2023/24**		
		15%		
		Exclusive		
		R		
Where the Municipality has agreed to install more than one prepayment meter on an erf, for example a block of flats, group housing scheme or granny flat, the Owner or the Body Corporate will take responsibility to maintain and insure the complete network inside the boundaries of the erf, and each consumer (meter point) will be separately charged as per the appropriate tariff as detailed below, which includes the Basic Charge where applicable.				
The Basic Charge (e.g. if there are 10 consumers, it will be 10 x the Basic Charge) will be invoiced on the monthly rates and taxes account of the Owner or Body Corporate, who will in return recover this from the respective Consumers.				
The total capacity made available to such an erf may not increase beyond the original design allowance for the specific erf on the network supplying the immediate area.				
Should more capacity be required, an application must be made to upgrade the specific supply, in which case the normal charges will become payable, ie. Upgrading Fee, Transformer Fee and Augmentation Levy.				
Pre-paid Meters				
Single Phase Supply				
Sub Economic (20A) **with** FBE This tariff is for consumers who qualify for the EBSST in terms of Council's policy. The supply circuit breaker for these consumers is limited to 20A. Energy Charge per kWh				
Block 1 : 0 - 50kWh	Free units p/m	0	0	12,90%
Block 2 : 51 - 350kWh		1,8767	2,1188	12,90%
Block 3 : 351 - 600kWh		2,6776	3,0230	12,90%
Block 4 :> 600kWh		3,2219	3,6375	12,90%
Sub Economic (20A) **without** FBE				

The supply circuit breaker for these consumers is limited to 20A. Energy Charge per kWh				
Block 1 : 0 - 50kWh		1,4373	1,6227	12,90%
Block 2 : 51 - 350kWh		1,8767	2,1188	12,90%
Block 3 : 351 - 600kWh		2,6776	3,0230	12,90%
Block 4 :> 600kWh		3,2219	3,6375	12,90%
SERVICE DESCRIPTION		**2023/24**		
		15%		
		Exclusive		
		R		
Economic (60A) **with** FBE				
This tariff is for consumers who qualify for the EBSST in terms of Council's policy. The supply circuit breaker size is 60A. The Basic Charge is invoiced on the monthly rates and taxes account.				
Basic Charge per Month		262,64	288,90	10,00%
Energy Charge per kWh				
Block 1 : 0 - 50kWh		0	0	12,90%
Block 2 : 51 - 350kWh		1,8767	2,1188	12,90%
Block 3 : 351 - 600kWh		2,6776	3,0230	12,90%
Block 4 : > 600kWh		3,2219	3,6375	12,90%
Economic (60A) **without** FBE The supply circuit breaker size is 60A. The Basic Charge is invoiced on the monthly rates and taxes account.				
Basic Charge per Month		262,64	288,90	10,00%
Energy Charge per kWh				
Block 1 : 0 - 50kWh		1,4373	1,6227	12,90%
Block 2 : 51 - 350kWh		1,8767	2,1188	12,90%
Block 3 : 351 - 600kWh		2,6776	3,0230	12,90%
Block 4 : > 600kWh		3,2219	3,6375	12,90%
Three Phase Supply Economic (60A) **without** FBE The supply circuit breaker size is 60A. The Basic Charge is invoiced on the monthly rates and taxes account.				
Basic Charge per Month		735,38	808,92	10,00%
Energy Charge per kWh				
Block 1 : 0 - 50kWh		1,4373	1,6227	12,90%
Block 2 : 51 - 350kWh		1,8767	2,1188	12,90%
Block 3 : 351 - 600kWh		2,6776	3,0230	12,90%
Block 4 : > 600kWh		3,2219	3,6375	12,90%

Conventional Meters				
Meters are generally read once a month. Estimated charges are raised in months during which no meter readings can be taken and these are thereafter adjusted when actual consumption is charged for.				
Single Phase Supply				
60A Circuit Breaker Size				
Basic Charge per Month		328,29	361,12	10,00%
FBE – Free Basic Electricity (Basic Charge)		0,00	0,00	12,90%
Energy Charge per kWh				
Block 1 : 0 - 50kWh		1,4373	1,6227	12,90%
Block 2 : 51 - 350kWh		1,8767	2,1188	12,90%
Block 3 : 351 - 600kWh		2,6776	3,0230	12,90%
Block 4 : > 600kWh		3,2219	3,6375	12,90%
SERVICE DESCRIPTION		0,0000		
		0,0000		
		0,0000		
		328,2900		
Three Phase Supply				
60A Circuit Breaker Size				
Basic Charge per Month		919,23	1011,15	10,00%
FBE – Free Basic Electricity (Basic Charge)		0,00	0,00	12,90%
Energy Charge per kWh				
Block 1 : 0 - 50kWh		1,4373	1,6227	12,90%
Block 2 : 51 - 350kWh		1,8767	2,1188	12,90%
Block 3 : 351 - 600kWh		2,6776	3,0230	12,90%
Block 4 : > 600kWh		3,2219	3,6375	12,90%
COMMERCIAL CONSUMER TARIFFS				
This tariff covers the supply of electricity to shops, office buildings, hotels, B & B's, clubs, industrial undertakings, Temporary supplies or similar premises with circuit breaker sizes not in excess of 60A single phase or 100A three phase. Should Consumers require supplies in excess hereof, the Bulk Supply tariff will be applicable.				

Prepayment Meters				
Single Phase Supply				
Business (60A)				
Energy Charge per kWh		3,1751	3,5847	12,90%
Three Phase Supply				
Business (60A)				
Energy Charge per kWh		3,1751	3,5847	12,90%
Conventional Meters				
Meters are generally read once a month. Estimated charges are raised in months during which no meter readings can be taken and these are thereafter adjusted when actual consumption is charged for.				
Single Phase Supply				
60A Circuit Breaker Size				
Basic Charge per Month		719,49	791,44	10,00%
Energy Charge per kWh		2,2963	2,5925	12,90%
Three Phase Supply				
60A Circuit Breaker Size				
Basic Charge per Month		2 014,5700	2 216,03	10,00%
Energy Charge per kWh		2,2963	2,5925	12,90%
100A Circuit Breaker Size		3 357,62	3 693,38	10,00%
Basic Charge per Month				
Energy Charge per kWh		2,2963	2,5925	12,90%

SERVICE DESCRIPTION		2023/24		
		15%		
		Exclusive		
		R		
BULK SUPPLY /INDUSTRIAL CONSUMER TARIFFS				
Normal Bulk				
The Bulk Supply tariff is for Consumers with a notified maximum demand of minimum 60kVA or who require a supply greater than a 100Amp three phase circuit breaker size. The Notified Maximum Demand (NMD) is the maximum demand notified in writing by the Consumer and accepted by the Municipality. The Network Demand Charge is payable per month for the demand supplied (maximum demand reading). The Network Access Charge is payable per month based on the highest of either the notified maximum demand (min. 60kVA) or the highest maximum demand reading during the previous rolling 12 month period. Should the Consumer's NMD be exceeded for more than two months, the consumers supply capacity and Augmentation Levy must be reviewed and an Excess Network Access Charge (E-NAC) will become payable. The amount payable through an E-NAC after exceeding for more than two months = (Number of times the NMD is exceeded based on a rolling 12 months) x (the portion of the demand exceeding the NMD) x (Network Access Charge). This charge is over and above the normal Network Access Charge.				
COMMERCIAL CONSUMERS				
Low Voltage (<500V)				
Commercial Consumers that are metered in bulk at 400/230 volt with an installed capacity of 500kVA or less.				
Monthly Basic Charge		1321,18	1453,30	10,00%
Monthly Network Demand Charge (kVA)		346,426	391,11	12,90%
Monthly Network Access Charge (kVA)		52,1623	58,89	12,90%
Energy Charge per Unit (kWh)		1,1765	1,3283	12,90%
SERVICE DESCRIPTION		**2021/22**		
		15%		
		Exclusive		
		R		
High Voltage (> 500V and < 66kV)				
Commercial Consumers that are metered in bulk at 11kV or 22kV, provided the consumer maintains and insures all equipment between the meter and the load.				
Monthly Basic Charge		1321,18	1585,42	20,00%
Monthly Network Demand Charge (kVA)		318,7148	359,83	12,90%
Monthly Network Access Charge (kVA)		47,9950	54,19	12,90%
Energy Charge per Unit (kWh)		1,1647	1,3149	12,90%
DOMESTIC CONSUMERS (FLATS)				
Low Voltage (<500V)				
Domestic Consumers (Flats) that are metered in bulk at 400/230 volt with an installed capacity of 500kVA or less.				
Monthly Basic Charge		0,00	0,00	10,00%
Monthly Network Demand Charge (kVA)		0,0000	0,00	12,90%
Monthly Network Access Charge (kVA)		0,0000	0,00	12,90%

Energy Charge per Unit (kWh)		0,0000	0,0000	12,90%
High Voltage (> 500V and < 66kV)				
Domestic Consumers (Flats) that are metered in bulk at 11kV or 22kV, provided the consumer maintains and insures all equipment between the meter and the load.				
Monthly Basic Charge		0,00	0,00	10,00%
Monthly Network Demand Charge (kVA)		0,00	0,00	12,90%
Monthly Network Access Charge (kVA)		0,00	0,00	12,90%
Energy Charge per Unit (kWh)		0,0000	0,0000	12,90%
TIME OF USE (TOU)				
This tariff is for consumers with a minimum notified demand of 60kVA or who require a supply greater than 100A three phase circuit breaker size, and who are able to manage their energy consumption according to Eskom's specified time schedule, i.e. Peak, Standard and Off-Peak for the "Megaflex" tariff.				
Consumers must have the necessary electronic metering equipment installed and correctly programmed for this tariff at their cost.				
Where existing Consumers consider conversion to TOU, it will be the the Consumer's responsibility to do a tariff study.				
At least 6 months TOU data (3 x high demand season and 3 x low demand season) must be available before the conversion can be implemented.				
A change of tariff will apply for a minimum period of 12 months with three months mutual notice thereafter. Meters are generally read once a month. Estimated charges are raised in months during which no meter readings can be taken and these are subsequently adjusted when actual consumption is charged for.				

SERVICE DESCRIPTION		**2023/24**		
		15%		
		Exclusive		
		R		
Low Voltage (< 500V)				
Consumers that are metered in bulk TOU at 400/230 volt with an installed capacity of 500kVA or less.				
Monthly Basic Charge		1321,18	1453,30	10,00%
Monthly Network Demand Charge (kVA)		60,4970	68,30	12,90%
Monthly Network Access Charge (kVA)		52,1623	58,89	12,90%
Active Energy Unit Charge (kWh)				
High Season Demand : June to August				
Peak		6,0480	6,8282	12,90%
Standard		1,9362	2,1860	12,90%
Off-Peak		1,1196	1,2640	12,90%
Reactive Energy Charge (kVArh)		0,2561	0,2891	12,90%
SERVICE DESCRIPTION		**2021/22**		
		15%		
		Exclusive		
		R		
Low Season Demand : September to May				
Peak		2,0732	2,3406	12,90%
Standard		1,4733	1,6634	12,90%
Off-Peak		0,9892	1,1168	12,90%
High Voltage (>= 500V and < 66kV))				
Consumers that are metered in bulk TOU at 11kV or 22kV, provided the consumer maintains and insures all equipment between the meter and the load.				
Monthly Basic Charge		1321,18	1453,30	10,00%
Monthly Network Demand Charge (kVA)		55,6635	62,84	12,90%
Monthly Network Access Charge (kVA)		47,9950	54,19	12,90%
Active Energy Unit Charge (kWh)				
High Season Demand : June to August				
Peak		5,7162	6,4536	12,90%
Standard		1,8301	2,0662	12,90%
Off-Peak		1,0583	1,1948	12,90%
Reactive Energy Charge (kVArh)		0,2561	0,2891	12,90%

Low Season Demand : September to May				
Peak		1,9595	2,2123	12,90%
Standard		1,3925	1,5721	12,90%
Off-Peak		0,9351	1,0557	12,90%
		Cost +20%	Cost +20%	Cost +20%
SMALL SCALE EMBEDDED GENERATION (SSEG)				
This tariff is available only for approved SSEG connections, where the customers offset their small scale generation (kWh) against purchases from the Municipality, provided that their purchases exceed their generation (kWh). This tariff will only be implemented after NERSA's approved Guidelines have been received. The consumer will stay on his existing tariff (All prepaid customers excluded) but be obliged to install a 4 qudrant meter specified by the municipality to convert to real time tariff:				
ELECTRICITY				
Basic Charge single phase (60A)		361,12	433,3428	20,00%
Basic Charge three phase (60A)		1011,15	1213,3836	20,00%
Basic Charge three phase (above 60A)		1585,42	1902,4992	20,00%
Feed-in Tariff c/kWh		0,784	0,7840	0,00%
Time of Use (TOU) - SSEG TOU FEED_IN TARIFF				
High Voltage (>=500V and <66kV) & Low Voltage (<500V)				
Monthly Basic Charge		1321,18	1585,4160	20,00%
Energy : Low Demand: Peak (R/kwh)		1,3199	1,2168	-7,81%
Energy : Low Demand: Standard (R/kwh)		0,9083	0,8647	-4,80%
Energy : Low Demand: Off-Peak-Peak (R/kwh)		0,5764	0,5807	0,74%
Energy : High Demand: Peak (R/kwh)		4,0457	3,5495	-12,27%
Energy : High Demand: Standard (R/kwh)		1,2257	1,1364	-7,29%
Energy : High Demand: Off-Peak-Peak (R/kwh)		0,6656	0,6572	-1,27%
SSEG Tariff - High Voltage (>=500V and <66kV)				
Munic Bill to Off-Taker				
Monthly Basic Charge		1585,42	1902,4992	20,00%
Wheeling admin Charge		537,35	606,6682	12,90%
Energy Charge (off_taker TARIFF)				
HIGH Peak-off_taker tariff		4,9663	3,5495	-28,53%
HIGH Standard-off_taker tariff		1,5900	1,1364	-28,53%
HIGH Off-peak-off_taker tariff		0,9194	0,6572	-28,52%
LOW Peak-off_taker tariff		1,7024	1,2168	-28,53%
LOW Standard-off_taker tariff		1,2098	0,8647	-28,53%
LOW Off-peak-off_taker tariff		0,8124	0,5807	-28,53%

Wheeling Energy <u>Credit</u> (- NEGATIVE) (Customer TARIFF)				
Megaflex+Electricfication and rural subsidy and+ancilliary service charges				
Demand Charge per kVA remain the same as demand charges for all categories on SSEG provide the energy charges are charged on this rate.				
HIGH Peak-Customer tariff		4,7851	0,9680	-79,77%
HIGH Standard-Customer tariff		1,5353	0,3099	-79,81%
HIGH Off-peak-Customer tariff		0,8898	0,1792	-79,86%
LOW Peak-Customer tariff		1,6436	0,3318	-79,81%
LOW Standard-Customer tariff		1,1693	0,2358	-79,83%
LOW Off-peak-Customer ariff		0,7867	0,1584	-79,87%
INSPECTION FEES		532,11	585,32	10,00%
Infrastructure Upgarde Fee				
Upgrade capacity from 20A to 40A Fees with already installed infrastructure		4 494,40	4 943,84	10,00%
Upgrade capacity from 40A to 60A Fees with already installed infrastructure		4 494,40	4 943,84	10,00%
Upgrade capacity from 20A to 60A Fees with already installed infrastructure		8 988,80	9 887,68	10,00%
<u>FESTIVE USE/Casual Supplies</u>				
Basic cost that includes prepaid meters per day excluding the kvh (Usage) - Only 15Amp		56,18	61,80	10,00%
Hire of temporary distribution kiosk, per kiosk, per day		168,54	185,39	10,00%
Hire of temporary distribution kiosk, per kiosk, per day + prepaid meter		505,62	556,18	10,00%
Only Conventional Meters:				
Single phase				
40 Amp Per Day		251,01	276,11	10,00%
Three phase				
15 Amp Per Day		535,74	589,31	10,00%
Above 15 Amp Per Day		1 197,36	1 317,09	10,00%
OTHER TARIFFS				
Claude Neon basic charge		246,64	271,30	10,00%
Telephone booths basic charge		153,08	168,39	10,00%
Streetlights unit charge		2,410	2,65	10,00%

SUNDRY CHARGES				
DECREASING OF CIRCUIT BREAKER				
A change of tariff will apply for a minimum period of 12 months, with 3 months mutual notice thereafter.				
Single phase		Cost +20%	Cost +20%	Cost +20%
Three phase		Cost +20%	Cost +20%	Cost +20%
Call-out Fee - office hours owners fault (Based on 2 hours for electr & assist + 10km)		569,67	626,64	10,00%
Call-out Fee - after hours: Weekdays & Saturdays (Based on 2 hrs (time and a half) for electr & assist + 10km)		1 125,85	1 238,44	10,00%
Call-out Fee - after hours: Sundays & Public Holidays (Based on 2 hrs (double time) for electr & assist + 10km)		1 125,85	1 238,44	10,00%
Call-out Fee - after hours owners fault (Based on 2 hours for electr & assist + 10km)		1 125,85	1 238,44	10,00%
MV. Switching on Council's equipment office hours (Based on 3 hours for superintendent & electr + 15km)		3 033,72	3 337,09	10,00%
MV. Switching on Council's equipment -after hours: Weekdays & Saturdays (Based on 3 hours (time and a half) for a superintendent and an electrician plus 15km)		4 157,32	4 573,05	10,00%
MV. Switching on Council's equipment -after hours: Sundays & Public holidays (Based on 3 hours (double time) for a superintendent and an electrician plus 15km)		8 314,64	9 146,10	10,00%
Contractor Inspection 2nd		1 348,32	1 483,15	10,00%
Contractor Inspection 3rd		1 348,32	1 483,15	10,00%
Change of Circuit Breaker - S/Phase(1/annum) contact Electricity Department for approval (Based on Circuit Breaker cost + 1 hour for an electrician and assistant + 10km)		2 078,66	2 286,53	10,00%
Change of Circuit Breaker - 3 Phase(1/annum) contact Electricity Department for approval (Based on Circuit Breaker cost + 1 hour for an electrician and assistant + 10km)		2 752,82	3 028,10	10,00%
Disconnection due to non payment		851,69	936,86	10,00%
Disconnection on request of the owner		1 085,40	1 193,94	10,00%
Verification of a Meter Reading		337,08	370,79	10,00%
Administration fee - recalculation due to no meter access		337,08	370,79	10,00%
Test of Meter: 1 & 3 Phase (Conditionally Refundable) External testing		1 576,41	1 734,05	10,00%
Test of Meter: All other Meters (Conditionally Refundable) External testing		1 576,41	1 734,05	10,00%
Tariff change - change between one part and two-part		314,61	346,07	10,00%
Damage elect meter (based on meter cost + call out X 2)		1 404,50	1 544,95	10,00%
Damage elect meter 3 phase (based on meter cost + call out X 2)		1 741,58	1 915,74	10,00%
Replacement of CIU (Meter keypad) (Based on keypad cost and call out fee)		842,70	926,97	10,00%
Damage of Bulk meter or change to SSEG (Based on 3 hours for a superintendent and electrician + 60km + bulk meter cost + modem cost)		24 719,20	27 191,12	10,00%
Change to Time of Use (with existing bulk meter) + Deposit		19 460,75	21 406,83	10,00%
Change to Time of Use (without existing bulk meter) + Deposit		24 719,20	27 191,12	10,00%
Commission of Bulk meter, supplied by customer (call out fee x 3)		2 809,00	3 089,90	10,00%
Damage of HV Cable		41 460,84	45 606,92	10,00%
Damage of MV Cable		41 460,84	45 606,92	10,00%
Damage of LV Cable		8 988,80	9 887,68	10,00%
Damage of Service Connection Cable		4 494,40	4 943,84	10,00%
Working without Way leave		11 236,00	12 359,60	10,00%
Refundable Wayleave deposit for HV cables		20 224,80	22 247,28	10,00%
Refundable Way leave deposit for MV cables		20 224,80	22 247,28	10,00%
Refundable Way leave deposit for LV cables		13 483,20	14 831,52	10,00%
Cancellation Fee of requested service		561,80	617,98	10,00%

Erection and removal of Banners, signs & lights (per hour) (Vehicle cost + labour)		1 191,02	1 310,12	10,00%
OTHER TARIFFS				
Illuminated streetlight boards per month		2,19	2,41	10,00%
CCTV (Metered) p/kWh (no basic charge)		2,19	2,41	10,00%
Hire of sleeve space for fibre optic cable per meter/ per month/ per fibre optic (no basic charge)				
Floodlights Conventional		2,19	2,41	10,00%
Floodlights LED		2,19	2,41	10,00%
CONVERSION OF METERS				
Removal of Meter (based on call out fee)		876,41	964,05	10,00%
Repositioning of Meter (excl. cable) (based on call out fee)		876,41	964,05	10,00%
Repositioning of Meter (incl. cable) (based on call out fee + 30m cable)		4 411,25	4 852,38	10,00%
RELOCATION (MOVING) OF INSTALLATIONS				
Streetlight pole		Cost +20%	Cost +20%	Cost +20%
Electrical box/kiosk		Cost +20%	Cost +20%	Cost +20%
Disconnection/RECONNECTION FEES				
Due to non-payment		851,69	936,86	10,00%
On request of consumer		1 085,40	1 193,94	10,00%
SERVICE CALLS				
During office hours		584,15	642,56	10,00%
After office hours		1 153,07	1 268,38	10,00%

SERVICE COST				
Electrician per Hour		488,13	536,95	10,00%
Electrician Assistant per Hour		125,13	137,65	10,00%
LDV per kilometre		22,54	24,79	10,00%
Truck per kilometre		42,84	47,12	10,00%
TAMPERING, ILLEGAL USE AND DISTRIBUTION				
Residential				
1st Tampering fee		2 809,00	3 089,90	10,00%
2nd Tampering fee		5 618,00	6 179,80	10,00%
3rd Tampering fee		Permanent Disconnection	Permanent Disconnection	Permanent Disconnection
3 Phase 60A/100A				
1st Tampering fee		6 050,00	6 655,00	10,00%
2nd Tampering fee		8 066,62	8 873,28	10,00%
3rd Tampering fee		Permanent Disconnection	Permanent Disconnection	Permanent Disconnection
Unsafe / Illegal leads (per visit) (reconnection fee included)		1 348,32	1 483,15	10,00%
3 Phase 100A/Bulk				
1st Tampering fee		12 433,11	13 676,42	10,00%
2nd Tampering fee		16 133,24	17 746,56	10,00%
3rd Tampering fee		Permanent Disconnection	Permanent Disconnection	Permanent Disconnection
TESTING OF METERS				
Single Phase		1 576,41	1 734,05	10,00%
Three Phase		1 614,48	1 775,93	10,00%
SMALL SCALE EMBEDDED GENERATION (SSEG)				
Investigation Fee				
Fine for illegal connections		4 439,99	4 883,99	10,00%
		5 000,00	7 500,00	150,00%
OTHER TARIFFS				
Temporary/Builder's Supply (As per Commercial Conventional Meters)		See Commercial Conventional Meter	See Commercial Conventional Meter	See Commercial Conventional Meter

Municipal Departments				
be applicable to all municipal buildings, pumpstations, waste water works, water treatment works, etc.				
Special Agreements				
If agreed upon by the Municipality, a consumer can enter into a special supply agreement with the Municipality, which contains a tariff of charges different from the above charges. This will only be considered when special circumstances prevail.				
PREPAID METER COST				
Smart meter single phase		R 2 292,67	R 2 430,23	6,00%
Smart meter three phase		R 2 629,67	R 2 787,45	6,00%
STS Prepaid meter s/phase with base		R 1 730,24	R 1 834,05	6,00%
STS Prepaid meter s/phase		R 2 254,38	R 2 389,64	6,00%
Single phase 4 Quadrant meter		R 5 485,50	R 5 814,63	6,00%
STS 3phase prepaid(non-earth leakage common base product		R 6 926,41	R 7 341,99	6,00%
STS 3phase, 4wire smart split prepaid meter with customer interface unit		R 8 289,20	R 8 786,55	6,00%
Large power user (LPU) meter		R 15 481,30	R 16 410,18	6,00%

ANNEXURE ''E''

Province of the
EASTERN CAPE
PROVINCIAL TREASURY
PRIVATE BAG X0029. BHISHO. 5605 REPUBLIC OF SOUTH AFRICA
www.ectreasury.gov.za
Eastern Cape Provincial Treasury @ectreasury

					Municipality:	Kouga Municipality		
					Demarcation Code:	EC 108		
					Date:	Mar-24		
Item Number	Phase	Focus Area	Business Process		Sub-Process	Tasks /Activities	Responsibility	Start Date	Completion Date
1	**mSCOA Compliance**	**Governance and Institutional arrangements**	Corporate Governance		Document Management	**Steering Committee or dedicated structure reports progress and challenges to EXCO and Council at least on a quarterly basis**			
2	**mSCOA Compliance**	**System functionality**	Municipal Budgeting, Planning and Financial Modelling: (IDP driven, project based main budget module that adhere to MFMA section 53 that as a minimum)		Main Budget	*completed*	**Manager BTO**		
3	**mSCOA Compliance**	**System functionality**	Financial Accounting		General Ledger (Core Financials)	*Although completed in terms of system Functionality, the actuals are not aligning with the datastring*	**Manager BTO**	May-24	Jul-24
4	**mSCOA Compliance**	**System functionality**	Costing and Reporting		Cost Planning	*completed*	**Manager BTO**	na	
5	**mSCOA Compliance**	**System functionality**	Treasury and Cash Management		Cash Management	*completed*	**Manager BTO**	na	
6	**mSCOA Compliance**	**System functionality**	Procurement Cycle: Supply Chain Management, Expenditure Management, Contract Management and Accounts Payable		Supply Chain Management (SCM)	*in progress*	**CFO**	Jun-21	Dec-24
7	**mSCOA Compliance**	**System functionality**	Grant Management		Subsidies	*in progress*	**Manager BTO**	Jun-21	Dec-24
8	**mSCOA Compliance**	**System functionality**	Human Resource and Payroll Management		Payroll	*in progress*	**HR Manager**	Dec-23	Jun-24
9	**mSCOA Compliance**	**System functionality**	Land Use Building Control		Land use	*in progress*	**Planning Director**	Apr-24	Dec-24
10	**mSCOA Compliance**	**System functionality**	Valuation Roll Management		Valuation Roll Management	*completed*	**CFO**	na	
11	**mSCOA Compliance**	**System functionality**	Revenue Cycle Billing		Billing	*in progress*	**CFO**	N/S	
12	**mSCOA Compliance**	**System functionality**	Customer Care, Credit Control and Debt Collection		Credit Control	*in progress*	**CFO**	N/S	
13	**mSCOA Compliance**	**System functionality**	Full Asset Life Cycle Management including Maintenance Management		Asset Management				

ANNEXURE ‘’F’’

TABLE 1- FORMAL TENDERS

DESCRIPTION OF GOODS / SERVICES / PROJECT	PROJECT STATUS	ENVISAGED DATE OF BSC ITEM SUBMITTED TO SCM	ENVISAGED DATE OF BSC	ENVISAGED DATE OF ADVERTISEMENT IN THE WEBSITE, NEWSPAPERS OR OTHER MEDIA	ENVISAGED CLOSING DATE OF BID	ESTIMATED TIMEFRAME FOR CHECKLIST- SCM REPORTS- END USER/ CONSULTANT REQUIRED	ENVISAGED DATE OF BEC	ENVISAGED DATE OF BAC	ENVISAGED DATE OF AWARD	REPSONSIBLE PERSON/ PROJECT MANANGER	SCM OFFICIAL
CIVIL AND WATER SERVICES											
3-year Civil Maintenance Contract	Pre-Planning	22-May-24	31-May-24	11-Jun-24	11-Jul-24	25-Jul-24	15-Aug-24	28-Aug-24	13-Sep-24	J du Toit	N. Malgas-Goeda
Supply, servicing and calibration of water testing equipment- 3 Year tender	Pre-planning	04-Oct-24	15-Oct-24	24-Oct-24	25-Nov-24	09-Dec-24	30-Dec-24	15-Jan-25	31-Jan-25	H. Prince	A. Gorden
Supply, Delivery, Off-loading and Servicing of Chemical Toilet - Tender- 3 year contract	Pre-planning	17-May-24	28-May-24	06-Jun-24	08-Jul-24	22-Jul-24	12-Aug-24	23-Aug-24	10-Sep-24	A. Botha/ P. Felix	A. Gorden
Supply, Delivery and Off-loading Concrete Poles and Street Names within KLM for a 3 period	Pre-planning	11-Nov-24	22-Nov-24	22-Jan-25	21-Feb-25	07-Mar-25	28-Mar-25	07-Apr-25	23-Apr-25	A. Koopman/ A Botha	A. Gorden

Supply, Delivery and Off-loading of Pre- Cast Concrete Kerbs, various Pre-Cast Concrete Units within KLM for a period of Three Years	Pre-planning	11-Nov-24	22-Nov-24	22-Jan-25	21-Feb-25	07-Mar-25	28-Mar-25	07-Apr-25	23-Apr-25	A. Koopman	N. Malgas-Goeda
Supply, Delivery and Off- Loading of Miscellaneous Engineering Items for a period of three years including Pipes, Fittings and Manholes for a period of 3 years	Pre-planning	18-Nov-24	29-Nov-24	28-Jan-25	28-Feb-25	14-Mar-25	04-Apr-25	18-Apr-25	06-May-25	A. Botha	N. Malgas-Goeda
Supply, Delivery and Off-loading of Engineering Aggregate within Kouga Local Municipality for a period of Three Years	Pre-planning	10-Oct-24	23-Oct-24	01-Nov-24	03-Dec-24	17-Dec-24	14-Jan-25	29-Jan-25	14-Feb-25	A. Koopman	N. Malgas-Goeda
Tarring of Gravel Roads Phase 2	Pre-Planning	01-Mar-25	11-Mar-25	20-Mar-25	21-Apr-25	05-May-25	26-May-25	09-Jun-25	25-Jun-25	J du Toit	N. Malgas-Goeda
Strategic Roads Tender	Pre-Planning	30-May-24	10-Jun-24	19-Jun-24	19-Jul-24	02-Aug-24	23-Aug-24	06-Sep-24	24-Sep-24	J du Toit	N. Malgas-Goeda

St Francis Bay Boreholes	To be advertised	03-May-24	13-May-24	22-May-24	21-Jun-24	05-Jul-24	26-Jul-24	09-Aug-24	27-Aug-24	J du Toit	N. Malgas-Goeda
Kwanomzamo Bulk Sanitation: Pump Station & Rising Main-Construction	Pre-planning	01-Jul-24	10-Jul-24	19-Jul-24	20-Aug-24	03-Sep-24	24-Sep-24	08-Oct-24	24-Oct-24	M Els / J du Toit	N. Malgas-Goeda
Kwanomzamo Bulk Water: New Pipeline-Construction	Pre-planning	10-Jul-24	19-Jul-24	30-Jul-24	29-Aug-24	12-Sep-24	03-Oct-24	17-Oct-24	04-Nov-24	M Els / J du Toit	N. Malgas-Goeda
Kruisfontein Bulk Water - Gill Marcus Reservoir & Pipeline Upgrade-Construction	Pre-planning	20-Jul-24	30-Jul-24	08-Aug-24	09-Sep-24	23-Sep-24	14-Oct-24	28-Oct-24	13-Nov-24	M Els / J du Toit	N. Malgas-Goeda
Kruisfontein Bulk Sewer - Link Line-Construction	Pre-planning	30-Jul-24	08-Aug-24	19-Aug-24	18-Sep-24	02-Oct-24	23-Oct-24	06-Nov-24	22-Nov-24	M Els / J du Toit	N. Malgas-Goeda
Oceanview Substation Upgrade-Construction	Pre-planning	02-Aug-24	13-Aug-24	22-Aug-24	23-Sep-24	07-Oct-24	28-Oct-24	11-Nov-24	27-Nov-24	M Els / J du Toit	N. Malgas-Goeda
New Reservoir on Pnt 2 of the farm Thornhill-Construction	Pre-planning	09-Aug-24	20-Aug-24	29-Aug-24	30-Sep-24	14-Oct-24	04-Nov-24	18-Nov-24	04-Dec-24	M Els / J du Toit	N. Malgas-Goeda
Phase 1 Upgrade of Thornhill Sewer Treatment Works-Construction	Pre-planning	09-Aug-24	20-Aug-24	29-Aug-24	30-Sep-24	14-Oct-24	04-Nov-24	18-Nov-24	04-Dec-24	M Els / J du Toit	N. Malgas-Goeda

Envirosan Toilets (40 units)	Pre-planning	30-May-24	10-Jun-24	19-Jun-24	22-Jul-24	05-Aug-24	26-Aug-24	09-Sep-24	25-Sep-24	M Els / J du Toit	N. Malgas-Goeda
Thornhill Electricity	Pre-planning	30-Jun-24	09-Jul-24	23-Jul-24	22-Aug-24	05-Sep-24	26-Sep-24	10-Oct-24	28-Oct-24	M Els / J du Toit	N. Malgas-Goeda
Kwanomzamo Bulk Electrical: Boskloof Secondary Feeder Line & Substation	Pre-planning	30-Jun-24	09-Jul-24	23-Jul-24	22-Aug-24	05-Sep-24	26-Sep-24	10-Oct-24	28-Oct-24	M Els / J du Toit	N. Malgas-Goeda
ELECTRO-MECHANICAL											
Appointment of SPs for the Institutional Mechanical Infrastructure for a period of 3 years- Refer Notice 81/2024	Advertised	10-Apr-24	19-Apr-24	26-Apr-24	27-May-24	10-Jun-24	01-Jul-24	15-Jul-24	31-Jul-24	Mandla Mangembe	N. Malgas-Goeda
Scada and Telemetry System	Pre-planning	20-Sep-24	27-Sep-24	08-Oct-24	07-Nov-24	21-Nov-24	05-Dec-24	18-Dec-24	29-Jan-25	Mandla Mangembe	N. Malgas-Goeda
Electrification of phase 2 Jeffreys Bay (Ocean View) 200 connections	Pre-planning	27-Sep-24	04-Oct-24	15-Oct-24	14-Nov-24	28-Nov-24	12-Dec-24	25-Dec-24	05-Feb-25	Mandla Mangembe	N. Malgas-Goeda
Automatic Meter Reading	Pre-planning	01-Aug-24	14-Aug-24	23-Aug-24	24-Sep-24	08-Oct-24	29-Oct-24	11-Nov-24	27-Nov-24	Mandla Mangembe	N. Malgas-Goeda
Upgrade Boskloof Substation and new Kwanomzamo Bulk Supply-	Pre-planning	17-May-24	30-May-24	10-Jun-24	10-Jul-24	24-Jul-24	14-Aug-24	27-Aug-24	12-Sep-24	Mandla Mangembe/ A Primo	N. Malgas-Goeda

Upgrade Ocean View 22/11kv Substation	Pre-planning	17-May-24	30-May-24	10-Jun-24	10-Jul-24	24-Jul-24	14-Aug-24	27-Aug-24	12-Sep-24	Mandla Mangembe/ A Primo	N. Malgas-Goeda
Supply, Delivery of Electrical Arc Flash and Associated Clothing and Daily wear Arch Rated for a period of three years	Pre-planning	15-Jan-25	24-Jan-25	04-Feb-25	06-Mar-25	20-Mar-25	10-Apr-25	24-Apr-25	12-May-25	Mandla Mangembe	A. Gorden
Re-treading of Old Tyre Cases for the period of 2 years	Pre-planning	16-Aug-24	27-Aug-24	05-Sep-24	07-Oct-24	21-Oct-24	11-Nov-24	20-Nov-24	06-Dec-24	Nico Gouws	N. Malgas-Goeda
Branding of Municipal Vehicles for 12 months	Pre-planning	15-Jul-24	24-Jul-24	02-Aug-24	03-Sep-24	17-Sep-24	08-Oct-24	22-Oct-24	07-Nov-24	N. Gouws	A. Gorden
Supply, Delivery and Off-loading of Various Parts, Spares for the Repairs of Vehicles, Plant and Machinery for 2 year period	Pre-planning	01-Aug-24	12-Aug-24	21-Aug-24	20-Sep-24	04-Oct-24	25-Oct-24	06-Nov-24	22-Nov-24	Nico Gouws	A. Gorden
Panel for Repairs of Vehicles, Plant and Machinery	Pre-planning	20-Jan-25	31-Jan-25	11-Feb-25	13-Mar-25	27-Mar-25	17-Apr-25	30-Apr-25	16-May-25	Nico Gouws	N. Malgas-Goeda
COMMUNITY SERVICES											

Fire Fighting Vehicle: Funded by District	Pre planning	13-Jan-25	24-Jan-25	04-Feb-25	06-Mar-25	20-Mar-25	03-Apr-25	16-Apr-25	02-May-25	N. Gouws	N. Malgas-Goeda
Fire Fighting Vehicle: Funded by District (District Funded Project	Pre planning	24-Mar-25	04-Apr-25	15-Apr-25	15-May-25	29-May-25	12-Jun-25	25-Jun-25	11-Jul-25	D. Barnard	N. Malgas-Goeda
Supply and Delivery of Fire Fighting Uniforms and PPE- Formal for a three year period	Pre planning	25-Sep-24	04-Oct-24	15-Oct-24	14-Nov-24	28-Nov-24	19-Dec-24	17-Jan-25	04-Feb-25	D Barnard	A. Gorden
Extension of incident command centre Incident Command Centre	Pre planning	01-Feb-25	07-Feb-25	18-Feb-25	20-Mar-25	03-Apr-25	24-Apr-25	06-May-25	22-May-25	D. Barnard	N. Malgas-Goeda
Procurement of 240l Wheelie bins (3 years)	BSC Stage	01-May-24	17-May-24	28-May-24	27-Jun-24	11-Jul-24	01-Aug-24	13-Aug-24	29-Aug-24	C. Venter	N. Malgas-Goeda
Environmental Management Framework	Pre planning	12-Aug-24	23-Aug-24	03-Sep-24	03-Oct-24	17-Oct-24	07-Nov-24	21-Nov-24	09-Dec-24	C. Venter	N. Malgas-Goeda
Professional fees - panel of professionals (coastal)	Pre planning	15-Oct-24	25-Oct-24	05-Nov-24	05-Dec-24	19-Dec-24	09-Jan-25	23-Jan-25	10-Feb-25	C. Venter	N. Malgas-Goeda
Litter Picking and Street Cleaning- Services/ Illegal Dumping-	Pre planning	30-Sep-24	11-Oct-24	22-Oct-24	21-Nov-24	05-Dec-24	26-Dec-24	09-Jan-25	27-Jan-25	C Venter	N. Malgas-Goeda

Removing of Waste											
Professional Services for design of landfill cell (Humansdorp)	Pre planning	15-Sep-24	27-Sep-24	08-Oct-24	07-Nov-24	21-Nov-24	05-Dec-24	19-Dec-24	30-Jan-25	C Venter	N. Malgas-Goeda
Procurement of Hardware and Building Material for boardwalks	Pre planning	05-Jul-24	16-Jul-24	25-Jul-24	26-Aug-24	09-Sep-24	02-Oct-24	11-Oct-24	29-Oct-24	C Venter	A. Gorden
Supply and Delivery of Traffic Uniforms and Protective Clothing for a period of three(3) years	Pre planning	10-Jan-25	24-Jan-25	04-Feb-25	06-Mar-25	20-Mar-25	16-Apr-25	30-Apr-25	16-May-25	R. Nel	A. Gorden
Supply and Delivery of Traffic Signs for a period of three (3) years	Pre planning	20-Jan-25	03-Feb-25	12-Feb-25	14-Mar-25	28-Mar-25	24-Apr-25	08-May-25	26-May-25	R. Nel	A. Gorden
Procurement of Bush Clearing Services - ad hoc	Pre planning	15-Sep-24	27-Sep-24	08-Oct-24	07-Nov-24	21-Nov-24	18-Dec-24	01-Jan-25	17-Jan-25	R. Ludick	N. Malgas-Goeda
FINANCE AND ECONOMIC DEVELOPMENT											
Provision of Cash in Transit Services	Pre-planning	03-Jun-24	10-Jun-24	19-Jun-24	19-Jul-24	02-Aug-24	16-Aug-24	29-Aug-24	16-Sep-24	N. Mate	A. Gorden

Compilation of the Valuation Roll and Supplementary Rolls and Maintenance thereof for a 3 year period	Pre-planning	03-Feb-25	12-Feb-25	21-Feb-25	25-Mar-25	08-Apr-25	29-Apr-25	14-May-25	30-May-25	N. Mate	A. Gorden
Appointment of service Provider for the Debt Collection Services for a 3 year period	Pre-planning	14-Feb-25	27-Feb-25	10-Mar-25	09-Apr-25	23-Apr-25	14-May-25	28-May-25	13-Jun-25	N. Mate	N. Malgas-Goeda
Appointment of service Provider for the Supply, installation and management of Prepaid vending solution	Pre-planning	21-Feb-25	06-Mar-25	17-Mar-25	16-Apr-25	30-Apr-25	21-May-25	04-Jun-25	20-Jun-25	N. Mate	N. Malgas-Goeda
Provision of Services for the Disconnection and Reconnection of Municipal Services for a 3 year period	Pre-planning	28-Feb-25	13-Mar-25	24-Mar-25	23-Apr-25	07-May-25	28-May-25	11-Jun-25	27-Jun-25	N. Mate	N. Malgas-Goeda
Supply, Delivery and Off-loading of water meters for a period of 3 years	To be advertised	01-May-24	13-May-24	22-May-24	21-Jun-24	05-Jul-24	19-Jul-24	31-Jul-24	16-Aug-24	D. Domingo	A. Gorden

Supply, Delivery and Off-loading of Water fittings a period of 3 years	To be advertised	01-May-24	13-May-24	22-May-24	21-Jun-24	05-Jul-24	26-Jul-24	14-Aug-24	30-Aug-24	D. Domingo	A. Gorden
Supply, Delivery and Off-loading of 2Piece Overall/Garment Royal Blue Conti Suit for a period of 3 years	Pre-planning	15-Jan-25	24-Jan-25	04-Feb-25	06-Mar-25	20-Mar-25	10-Apr-25	23-Apr-25	09-May-25	E. Felix	A. Gorden
Supply, Delivery and Off-loading of Stationery for a period of 3 years	Pre-planning	01-Feb-25	11-Feb-25	20-Feb-25	24-Mar-25	07-Apr-25	28-Apr-25	07-May-25	23-May-25	D. Domingo	A. Gorden
Supply, Delivery and Off-loading of Electrical Cables for a period of 3 years	Pre-planning	01-Aug-24	14-Aug-24	23-Aug-24	24-Sep-24	08-Oct-24	29-Oct-24	13-Nov-24	29-Nov-24	E. Felix	N. Malgas-Goeda
Supply, Delivery and Off-loading of Prepaid Electrical meters for a period of 3 years	Pre-planning	13-Jan-25	22-Jan-25	31-Jan-25	04-Mar-25	18-Mar-25	08-Apr-25	16-Apr-25	02-May-25	E. Felix	N. Malgas-Goeda
Supply, Delivery and Off-loading of Streetlight Poles and Adaptors	Pre-planning	20-Jan-25	31-Jan-25	11-Feb-25	13-Mar-25	27-Mar-25	17-Apr-25	30-Apr-25	16-May-25	E. Felix	N. Malgas-Goeda

Brackets for a period of 3 years											
PLANNING AND DEVELOPMENT											
Urban Design Guidelines	Pre-planning	30-Jul-24	08-Aug-24	19-Aug-24	18-Sep-24	02-Oct-24	23-Oct-24	06-Nov-24	22-Nov-24	J. Marais	To be appointed
Human Sector Plan	Pre-planning	30-Jul-24	08-Aug-24	19-Aug-24	18-Sep-24	02-Oct-24	23-Oct-24	06-Nov-24	22-Nov-24	N. Prinsloo	To be appointed
Demolition-Cultural Centre	Pre-planning	25-May-24	04-Jun-24	13-Jun-24	15-Jul-24	29-Jul-24	19-Aug-24	02-Sep-24	18-Sep-24	S. Grootboom	N. Malgas-Goeda
Appointment of a Professional Resource Teams (Built Environment) for the feasibility and Implementation of various municipal projects for a period of 3 years.	Pre-planning	14-May-24	23-May-24	03-Jun-24	03-Jul-24	17-Jul-24	07-Aug-24	21-Aug-24	06-Sep-24	N. Prinsloo	N. Malgas-Goeda
Appointment of a Panel of Small Contractors For General Maintenance As And When Required For A Period Of One (1) Year	Pre-Planning	30-Jul-24	08-Aug-24	19-Aug-24	18-Sep-24	02-Oct-24	23-Oct-24	06-Nov-24	22-Nov-24	J. Du Toit/ Z. Mdimdimba	A. Gorden

Office Furniture Tender (Institution)	Pre-Planning	30-Jul-24	08-Aug-24	19-Aug-24	18-Sep-24	02-Oct-24	23-Oct-24	06-Nov-24	22-Nov-24	Z Mdidimba	N. Mandeka
Employee Wellness and Medical Surveillance	Pre-Planning	30-Jul-24	08-Aug-24	19-Aug-24	18-Sep-24	02-Oct-24	23-Oct-24	06-Nov-24	22-Nov-24	D van Vuuren	N. Malgas-Goeda
The appointment of a service provider for advertising services in Broadcast Media for a period of three years.	Pre-planning	16-Jan-25	24-Jan-25	04-Feb-25	06-Mar-25	20-Mar-25	07-Apr-25	21-Apr-25	07-May-25	M. Basson	A. Gorden
Appointment of a service provider for Job Description Writing, Correlated Job Evaluation System and JE Dispute Mechanism	Advertised	01-Apr-24	10-Apr-24	24-Apr-24	07-Jun-24	21-Jun-24	12-Jul-24	26-Jul-24	13-Aug-24	B. Faulkner	N. Malgas-Goeda

TABLE 2-INFORMAL TENDERS- 7DAY NOTICES

DESCRIPTION OF GOODS / SERVICES / PROJECT	PROJECT STATUS	ENVISAGED DATE OF OF BSC ITEM SUBMITTED TO SCM	ENVISAGED DATE OF BSC	ENVISAGED DATE OF ADVERTISEMENT IN THE WEBSITE, E-TENDER / CIDB	ENVISAGED CLOSING DATE OF BID	ESTIMATED TIMEFRAME FOR CHECKLIST- SCM REPORTS	REVIEW BY END USER/ SIGNATURES	ENVISAGED DATE OF APPROVAL BY CFO	ENVISAGED DATE OF APPORVAL BY MM OR DELEGATED AUTHORITY	ENVISAGED DATE OF AWARD	PROJECT MANAGER	SCM OFFICIAL
ELECTRO- MECHANICAL												
Supply, Delivery of Festive Lights	Pre-planning	15-Aug-24	26-Aug-24	04-Sep-24	13-Sep-24	23-Sep-24	25-Sep-24	27-Sep-24	01-Oct-24	03-Oct-24	Mandla Mangembe	N. Mandeka
High Mast Lights	Pre-planning	01-Aug-24	12-Aug-24	21-Aug-24	04-Sep-24	12-Sep-24	16-Sep-24	18-Sep-24	20-Sep-24	24-Sep-24	Mandla Mangembe	N. Mandeka
Refurbishment of 2 Refuse Compactors	Pre-planning	02-Sep-24	11-Sep-24	20-Sep-24	04-Oct-24	14-Oct-24	16-Oct-24	18-Oct-24	22-Oct-24	24-Oct-24	Nico Gouws	N. Mandeka
Supply and Delivery of Cutting Edges, Teeth and Pins for TLB, Bulldozers and Graders	Pre-planning	15-Sep-24	24-Sep-24	03-Oct-24	14-Oct-24	22-Oct-24	24-Oct-24	28-Oct-24	30-Oct-24	01-Nov-24	Nico Gouws	N. Mandeka

for 12 months												
Towing Services including low bed services for transportation of bulldozer and rollers for 12 month period	Pre-planning	20-Aug-24	29-Aug-24	09-Sep-24	23-Sep-24	01-Oct-24	03-Oct-24	07-Oct-24	09-Oct-24	11-Oct-24	Nico Gouws	N. Mandeka
PPE for Workshop -12 month period	Pre-planning	23-Sep-24	02-Oct-24	11-Oct-24	25-Oct-24	04-Nov-24	06-Nov-24	08-Nov-24	12-Nov-24	14-Nov-24	Nico Gouws	N. Mandeka
Refurbishment of 3 Sewerage Suction Tankers	Pre-planning	20-Jul-24	30-Jul-24	08-Aug-24	22-Aug-24	30-Aug-24	03-Sep-24	05-Sep-24	09-Sep-24	11-Sep-24	Nico Gouws	N. Mandeka
FINANCE AND ECONOMIC DEVELOPMENT												
Supply, Delivery and Off loading of Medium duty Steel racking system(7day notice)	Pre-planning	20-Aug-24	29-Aug-24	09-Sep-24	18-Sep-24	26-Sep-24	30-Sep-24	02-Oct-24	04-Oct-24	08-Oct-24	E. Felix	N. Mandeka
Supply, Delivery and Off loading of Storage Steel	Pre-planning	01-Aug-24	12-Aug-24	21-Aug-24	04-Sep-24	12-Sep-24	16-Sep-24	18-Sep-24	20-Sep-24	24-Sep-24	E. Felix	N. Mandeka

Containers 6m and 12m (7day notice)												
OFFICE OF DMM												
Appointment of service provider for Media Monitoring services for a period of one year.	Pre-planning	01-Aug-24	12-Aug-24	21-Aug-24	04-Sep-24	12-Sep-24	16-Sep-24	18-Sep-24	20-Sep-24	24-Sep-24	Monique Basson	N. Mandeka
COMMUNITY SERVICES												
Disaster management procurement of blankets etc	Pre-planning	20-Jul-24	30-Jul-24	08-Aug-24	22-Aug-24	30-Aug-24	03-Sep-24	05-Sep-24	09-Sep-24	11-Sep-24	Nico Gouws	N. Mandeka
Supply and Delivery of Uniform and Protective Clothing-Lifesaving - 7 Days	Pre-planning	07-Aug-24	16-Aug-24	27-Aug-24	10-Sep-24	18-Sep-24	20-Sep-24	24-Sep-24	26-Sep-24	30-Sep-24	Nico Gouws	N. Mandeka
Supply and Delivery of Lifesaving Equipment	Pre-planning	07-Aug-24	16-Aug-24	27-Aug-24	10-Sep-24	18-Sep-24	20-Sep-24	24-Sep-24	26-Sep-24	30-Sep-24	Nico Gouws	N. Mandeka

ANNEXURE ''G''

SUPPLY CHAIN MANAGEMENT POLICY

Annexure A

REVISED
SUPPLY CHAIN MANAGEMENT POLICY
FOR KOUGA LOCAL MUNICIPALITY

KOUGA
local municipality
Good Governance through Service Excellence

REVISED
SUPPLY CHAIN MANAGEMENT POLICY FOR KOUGA LOCAL MUNICIPALITY

Contact details: **scm@kouga.gov.za** or **tenders@kouga.gov.za**

Approved by council on the: 29 March 2018(Item No: 18/03/F1)

Amendment and approved by council on the: 28 August 2020(Item No:20/08/F3)

Last approved by council on the: 31 May 2023(Item No:23/05/F2)

Amended and approved by Council on the …March 2024(Item No:…/../..)

KOUGA MUNICIPALITY
REVISED MUNICIPAL SUPPLY CHAIN MANAGEMENT POLICY
LOCAL GOVERNMENT: MUNICIPAL FINANCE MANAGEMENT ACT, 2003

Date of adoption:

Council resolves in terms of section 111 of the Local Government Municipal Finance Management Act (No. 56 of 2003), to adopt the under-mentioned revised policy as the Supply Chain Management Policy of the municipality.

TABLE OF CONTENTS

		PAGE
1.	Desired of outcomes on the implementation SCM policy	19
	CHAPTER 1	
	IMPLEMENTATION OF SUPPLY CHAIN MANAGEMENT POLICY	
2.	Supply chain management policy	20
3.	Amendment of supply chain management policy	21
4.	Delegation of supply chain management powers and duties	22
5.	Sub-delegations	22-24
6.	Oversight role of council	24
7.	Supply chain management unit	24
8.	Training of supply chain management officials	25
	CHAPTER 2	
	SUPPLY CHAIN MANAGEMENT SYSTEM	
9.	Format of supply chain management system	25
	Part 1: Demand management	
10.	System of demand management	25-27
	Part 2: Acquisition management	
11.	System of acquisition management	27
12.	Range of procurement processes	27-29
13.	General preconditions for consideration of written quotations or bids	29-30
14.	Lists of accredited prospective providers	30-31
15.	Petty cash purchases	31
16.	Reporting- Petty Cash Purchases	32
17.	Formal written price quotations	32

18. Procedures for procuring goods or services through written or verbal quotations and formal written price quotations 32-33

19. Competitive bidding process 34

20. Process for competitive bidding 34-35

21. Bid documentation for competitive bids 35-36

22. Public invitation for competitive bids 36-37

23. Procedure for handling, opening and recording of bids 37-38

24. Negotiations with preferred bidders 38

25. Two-stage bidding process 38

26. Committee system for competitive bids 39

27. Bid specification committees 40

27. A Bid Specifications or Terms Reference 40

27.1 General requirements 40

27.2 Identification of Preference Points System, Designated Sector, Objective Criteria and Subcontracting 41

27.3 Functionality 42

27.4 80/20 Specific Goals 42

27.5 90/10 Specific Goals 44

27.6 Local production 46-48

27.7 Additional Conditions 50

27.8.1 Awards of contracts to tenderers not scoring highest points 49

27.8.2 Subcontracting as condition of tender 50

27.8.3 Sub-contracting after award of tender 51

27.9 Miscellaneous Special Conditions of Contract 52

27.9.1 General 52

27.9.2 Declarations 52

27.9. Remedies 53

27.10. Cancellation of Tender 54

27.11. Procurement from tertiary institutions 54-55

27.12 Alternative Bids 55

27.13 Samples 55-56

28. Bid evaluation committees 55-59

29. Bid adjudication committees 59-

60

30. Procurement of banking services 61-

62

PAGE

31. Procurement of IT related goods or services 62

32. Procurement of goods and services under contracts secured by other organs of state 62

33. Procurement of goods necessitating special safety arrangements 63

34. Proudly SA Campaign 63

35. Appointments of Consultants 63

36. Deviation from, and ratification of minor breaches of, procurement processes 63-

65

37. Unsolicited bids 65-

67

38. Combating of abuse of supply chain management system 67-

68

Part 3: Logistics, Disposal, Risk and Performance Management

39. Logistics management 68-70

40. Disposal management 70-71

41. Risk management 71-

72

42. Performance management 72

Part 4: Other matters

43. Tax Matters 72-

73

44. Prohibition on awards to persons in the service of the state 73

45. Awards to close family members of persons in the service of the state 73-74

46. Ethical standards 74

47. Inducements, rewards, gifts and favors 74

48. Sponsorships 75

49. Objections and complaints 75

50. Resolution of disputes, objections, complaints and queries 75

51. Contracts providing for compensation based on turnover 76

52. Contract management – issue of expansion or variation orders 76-

78

53. Application of policy to municipal entities 79
54. Fronting 79-
80
55. Conditions relating to the granting of preference 80-83
56. Archive of Bidding Document 83
57 Construction Industry Development Board 83
58 Public-Private Partnerships 84
59 Transversal Contracts 84
60 Framework for Infrastructure Delivery 1) The Infrastructure Delivery Management Project Processes 84
61 Framework for Infrastructure Procurement 88
62 Infrastructure Procurement Gates (PG) 89
63 Gateway Reviews 92
64 Commencement 93

Annexures:

A. Code of Conduct for Supply Chain Management Practitioners and other role players. 94-97
B Schedule of delegation thresholds for approval 97-99

1. Definitions

In this policy and any bid documentation or directive issued in terms thereof, the singular includes the plural and vice versa, any one gender includes both genders and, unless the context otherwise indicates, a word or expression to which a meaning has been assigned in the Municipal Finance Management Act has the same meaning as in this Act and -

Words importing the singular shall include the plural and vice versa and words importing the masculine gender shall include females and words importing persons shall include companies, close corporations and firms, unless the context clearly indicates otherwise.

Unless otherwise indicated, all amounts/limits stated in this document shall be deemed to be inclusive of all applicable taxes.

"Accounting Officer" means the manager of the municipal administration and accounting officer of the municipality appointed by the council in terms of section 54A of the Local Government: Municipal Systems Act No. 32 of 2000 and includes any employee of the municipality who acts in his stead and, in the event of the municipality being subject to an intervention in terms of section 139 of the Constitution or any other applicable law, includes the "Administrator" appointed as a consequence of such intervention or in terms of the conditions pertaining thereto;

"KLM" means Kouga Local Municipality, a municipality established in terms of the Municipal Structures Act, 1998, (Act 117 of 1998), any employee of KLM is acting in terms of the delegated authority.

"All applicable taxes" includes value-added tax, pay as you earn, income tax, skills development levies and unemployment insurance fund contributions.

"B-BBEE" means broad-based black economic empowerment as defined in section 1 of the Broad-Based Black Economic Empowerment Act.

"B-BBEE status level of contributor" means the B-BBEE status received by a measured entity based on its overall performance using the relevant scorecard contained in the Codes of Good Practice on Black Economic Empowerment.

"Bid" means a written offer in a prescribed or stipulated form in response to an invitation to bid issued by the municipality for the procurement of goods, services or works through price quotations, advertised competitive bidding processes, limited bids or proposals or for the disposal of assets and **"tender**" has a corresponding meaning.

"Bid Committees" means the committees established in terms of this policy to prepare bid specifications, bid documentation, evaluate responsive bids and, where so authorized, to adjudicate responsive bids and any reference in section 117 of the Municipal Finance Management Act to municipal tender committees shall be construed as a reference to the aforesaid committees.

"Bid documentation" means all documentation relating to or necessary in order to complete a procurement or disposal including but not limited to such specification, bidding, certification and contractual documentation as may be prescribed by National Treasury or the Construction Industry Development Board, as the case may be, for municipal supply chain management purposes and the implementation of this policy.

"Bidder" means any person who submits a bid or quotation to the municipality in response to an invitation to bid or quote and includes a **"tenderer'**.

"Bid rigging" means a prohibited collusive bidding practice in terms of which bidders that would normally be expected to compete in a procurement process either singularly or by association with other persons or firms in a horizontal relationship, secretly conspire to raise prices or lower the quality of goods and/or services or agree not to compete against each other in such process.

"Black people" is a generic term which means Africans, Colored's and Indians.

"Broad-Based Black Economic Empowerment Act" means the Broad-Based Black Economic Empowerment Act No. 53 of 2003.

"Chief Financial Officer" means the official of the municipality designated as such in terms of section 80(2)(a) of the Municipal Finance Management Act.

"CIDB" means the Construction Industry Development Board.

"CIDB regulations" means any regulations issued in terms of the Construction Industry

Development Board Act No. 38 of 2000.

"Codes of Good Practice" means the Codes of Good Practice on Black Economic Empowerment issued in terms of section 9 (1) of the Broad-Based Black Economic Empowerment Act and contained in General Notice 12 of 9 February 2007.

"Comparative price" means the price after the factors of a non-firm price and all unconditional discounts that can be utilized, have been taken into consideration.

"Competitive bidding process" means a transparent procurement method in which bids from competing contractors, suppliers or vendors are invited by openly advertising the scope, specifications, terms and conditions of the proposed contract as well as the criteria by which responsive bids received will be evaluated.

"Competitive bid" means a bid in terms of a competitive bidding process.

"Consortium or joint venture" means an association of persons for the purpose of combining their expertise, property, capital, efforts, skill and knowledge in an activity for the execution of a contract.

"Construction works" or **"works'** means the provision of a combination of goods and services arranged for the development, extension, installation, repair, maintenance, renewal, removal, renovation, alteration, dismantling or demolition of a fixed asset including building and engineering infrastructure.

"Contractor" means a person or body of persons who undertakes to execute and complete procured construction works for or on behalf of the municipality.

"Contract" means the agreement that results from the acceptance of a bid by the municipality in accordance with this policy.

"Council" means the council of Kouga Local Municipality.

"Day" unless expressly otherwise provided in this policy, means a calendar day, provided that when any particular number of days is prescribed for the doing of any act, or for any other purpose, the same shall be reckoned exclusively of the first and inclusively of the last day, unless the last day happens to fall on a Sunday or on any public holiday, in which case the time shall be reckoned exclusively of the first day and exclusively also of every such Sunday or public holiday;

"Delegating authority" means the council, a duly authorized political structure or office bearer thereof, the Accounting Officer or other employee to whom original powers are assigned in terms of legislation and, in relation to a sub-delegation of a power, that delegated body.

"Delegation" means the issuing of a written authorization by a delegating authority to a delegated body to act in his stead and, in relation to a duty, includes an instruction or request to perform or to assist in performing the duty and "delegate" and sub-delegate has a corresponding meaning.

"Delegated body" in relation to the delegation of a power means the person to whom a power has been delegated by the delegating authority in writing.

"Designated Official" means the official of the municipality to whom the accounting

officer or the chief financial officer, as the case may be, have, in accordance with sections 79 and 82 of the Municipal Finance Management Act No. 56 of 2003 delegated or sub-delegated powers, functions and duties in connection with the application and implementation of this policy provided that a sub-delegation by the chief financial officer to an official that has not been allocated to him by the accounting officer or to a person contracted by the municipality for the work of its budget and treasury office may only be so authorized with the concurrence of the accounting officer and provided further that the said chief financial officer is satisfied that effective systems and procedures are in place to ensure control and accountability by the person concerned.

"Designated sector" means a sector, sub-sector or industry that has been designated by the Department of Trade and Industry in line with national development and industrial policies for local production, where only locally produced services, works or goods or locally manufactured goods meet the stipulated minimum threshold for local production and content.

"Disposal" means a process of preparing, negotiating and concluding a written contract relating to the alienation or a capital asset whether movable or immovable owned by or under the control of the municipality or rights in respect thereof, by means of a sale, lease, donation or cession and **"dispose of"** has a similar meaning.

"Final award" in relation to bids or quotations submitted for a contract, means the final decision on which a bid or quote was accepted.

"Firm price" means the price that is only subject to adjustments in accordance with the actual increase or decrease resulting from the change, imposition, or abolition of customs or
excise duty and any other duty, levy or tax which, in terms of any applicable law or regulation, is binding on the contractor and demonstrably has an influence on the price of any supplies or the rendering costs of any service, for the execution of a contract.

"Formal written price quotations" means quotations referred to in paragraph 12 (1) (c) of this policy.

"Fronting" means a deliberate circumvention or attempted circumvention of the "Broad-Based Black Economic Empowerment Act and the Codes of Good Practice.

"Head of Department or Director" means a senior manager as defined in the Municipal Finance Management Act and who is responsible for a vote as assigned by the accounting officer.

"Imported content" means that portion of the bid or tender price represented by the cost of components, parts or materials which have been or are still to be imported (whether by the supplier or its sub-contractors) and which costs are inclusive of the costs abroad, plus freight.
and other direct importation costs, such as landing costs, dock dues, import duty, sales duty or other similar tax or duty at the South African port of entry.

"In the service of the state" means to be -

(a) A member of -
(i) any municipal council.

(ii) any provincial legislature; or

(iii) the National Assembly or the National Council of Provinces.

(b) A member of the board of directors of any municipal entity.

(c) An official of any municipality or municipal entity.

(d) An employee of any national or provincial department, national or provincial public entity or constitutional institution within the meaning of the Act and the Public Finance Management Act, 1999 (Act No. 1 of 1999);

(e) A member of the accounting authority of any national or provincial public entity; or

(f) An employee of Parliament or a provincial legislature.

"Line manager" means a manager reporting directly to a senior manager and who is responsible for a cost centre as assigned by the relevant senior manager.

"Local content" means that portion of the bid or tender price, which is not included in the imported content, provided that local manufacture does take place.

"Long term contract" means a contract with a duration period exceeding one year.

"List of accredited prospective providers" means the list of accredited prospective providers which the municipality must keep in terms of paragraph 15 of this policy.

"Mayor" means the councillor elected by the council as Mayor in terms of section 48 of the Local Government: Municipal Structures Act No. 117 of 1998 read with section 58 of the Municipal Finance Management Act.

"**Municipality"** means the Kouga Municipality, a local municipality established in terms of section 12 of the Local Government: Municipal Structures Act No. 117 of 1998 and includes any employee entitled to or duly authorized to perform any function or duty in terms of this policy and/or is responsible for the implementation of this policy or any part thereof.

"Municipal Finance Management Act" means the Local Government: Municipal Finance Management Act No. 56 of 2003 and, unless otherwise stated in this policy, any reference to "the Act" shall mean a reference to this Act.

"Municipal Systems Act" means the Local Government: Municipal Systems Act No. 32 of 2000 and includes the regulations under this Act.
"Non-firm prices" means all prices other than "firm" prices.

"Other applicable legislation" means any other legislation applicable to municipal supply chain management, including but not limited to –

a) the Preferential Procurement Policy Framework Act No. 5 of 2000.

b) the Broad-Based Black Economic Empowerment Act No. 53 of 2003.

c) the Construction Industry Development Board Act No. 38 of 2000.

d) the Local Government: Municipal Systems Act No. 32 of 2000 (Municipal Systems Act).

e) the Promotion of Administrative Justice Act No. 3 of 2000.

f) the Promotion of Access to Information Act No. 2 of 2000.

g) the Protected Disclosures Act No. 26 of 2000.

h) the Competition Act No. 89 of 1998.

i) the Prevention and Combating of Corrupt Activities Act No. 12 of 2004.

j) the Updated Preferential Procurement Regulation dated 16 January 2022

"Person" includes an enterprise, partnership, trust, association, consortium, joint venture or a juristic person.

"Petty cash" means a relatively small amount of cash kept at hand for making immediate payment for miscellaneous small expenses incurred the municipality.

"Preferential Procurement Regulations" means the Preferential Procurement Regulations, 2011 contained in Government Notice R 502 of 8 June 2011 promulgated in Government Gazette No. 34350 of this date; as well as the updated Preferential Procurement Regulations of 2022 dated 16 January 2023.

"Procurement" means the processes leading to the negotiation and conclusion of contracts whether in writing or verbally for the acquisition of goods, services or construction works or any combination thereof or the disposal of assets whether movable or immovable or any rights in such assets by means of purchase, sale, lease or donation and includes the preparation of all associated bid and contractual documentation and **"procured"** or **"procuring"** has a similar meaning.

"Quotation" means a stated price that a supplier expects to receive for the provision of specified services, goods or works.

"Responsive bid" means a bid that complies in all material aspects with the requirements set out in or contained in an invitation to bid including the applicable specification.

"Small enterprise" means a separate and distinct business entity, together with its branches or subsidiaries, if any, including cooperative enterprises, managed by one owner or more predominantly carried on in any sector or sub-sector of the economy mentioned in column 1 of the Schedule to the National Small Business Act No. 102 of 1996 which is contained in Annexure B to this policy and classified as a micro-, a very small, a small or a medium enterprise by satisfying the criteria mentioned in columns 3, 4 and 5 of the said schedule;

"Stipulated minimum threshold" means that portion of local production and content as determined by the Department of Trade and Industry from time to time.

"Sub-contract" means the primary contractor's assigning, leasing, making out work to, or employing, another person to support such primary contractor in the execution of part of a project in terms of a contract.

"Rand value" means the total estimated value of a contract in South African currency calculated at the time of bid invitations and includes all applicable taxes and excise duties.

"SANAS" means the South African National Accreditation System.

"Total revenue" bears the same meaning assigned to this expression in the Codes of Good Practice.

"Trust" means the arrangement through which the property of one person is made over or bequeathed to a trustee to administer such property for the benefit of another person.

"Trustee" means any person, including the founder of a trust, to whom property is bequeathed in order for such property to be administered for the benefit of another person.

"Treasury guidelines" means any guidelines on supply chain management issued by the Minister of Finance in terms of section 168 of the Municipal Finance Management Act.

"The Regulations" means the Local Government: Municipal Finance Management Act, 2003: Municipal Supply Chain Management Regulations published by Government Notice 868 of 2005.

"Verbal Quotations" means a verbal process of inviting quotations from an identified limited number of potential suppliers for the supply goods, services and/or works.

"Verification Certificate" means a B-BBEE certificate issued in compliance with the B-BBEE Codes of Good Practice and all Sector Codes issued in terms of Section 9(1) of the Broad-Based Black Economic Empowerment Act.

"Written quotations" means quotations referred to in paragraph 12(1)(c) of this policy.

"Community Based Supplier" means a supplier of goods, services and/or construction works who resides and operates in a specific area or community, who meets the criteria for Community Based Suppliers as determined by the Director: Supply Chain Management from time to time, and who is registered as such on the KLM's Supplier Database and at its respective Sub-Council.

"Abuse" in terms of the Kouga's Supply Chain Management System means conduct by an official or person that is tantamount to:

a. fraud.
b. corruption.
    - favoritism.
    - unfair, irregular and unlawful practices.
    - misrepresentation on information submitted for the purposes of procuring a contract with the municipality misrepresentation regarding the supplier's B-BEE status level of contributor, expertise and capacity to perform in terms of a contract procured via the supply chain management system.
    - breach of a contract procured via the supply chain management system.
    - failure to comply with the supply chain management system; or
    - and any other conduct referred to under the heading of" Combatting Abuse of the Supply Chain Management System".

"Formal Written Price Quotation" means a written or electronic offer to the KLM in response to an invitation to submit a quotation. "Formal Written Price Quotation",

"Written Price Quotation", "Quotation" or " shall have a similar meaning. Also referred to as "Bids";

"Framework Agreement Bid/ Term Bid / Panels / Rates Based Bid" means a bid for the supply of goods, services or construction works, which are of an ad-hoc or repetitive nature on an "as instructed basis" where the terms are approved for use over a predetermined period of time without guaranteeing any quantum of expenditure utilizing the contract;

"Fronting Practice (Also referred to as Tokenism or Window dressing)" means a transaction, arrangement or other act or conduct that directly or indirectly undermines or frustrates the achievement of the objectives of the B-BBEE Act or the implementation of any of the provisions of the B-BBEE Act, including but not limited to practices in connection with a B-BBEE initiative:

- in terms of which black persons who are appointed to an
- enterprise are discouraged or prohibited from substantially participating in the core activities of that enterprise;
- in terms of which the economic benefits received as a result of the broad-based black economic empowerment status of an enterprise do not flow to black people in the ratio specified in the relevant legal documentation.
- involving the conclusion of a legal relationship with a black person for the purpose of that enterprise achieving a certain level of broad-based black economic empowerment compliance without granting that black person the economic benefits that would reasonably be expected to be associated with the status or position held by that black person; or
- involving the conclusion of an agreement with another enterprise in order to achieve or enhance broad-based black economic empowerment status in circumstances in which:
- there are significant limitations, whether implicit or
- explicit, on the identity of suppliers, service providers, clients or customers; the maintenance of business operations is reasonably considered to be improbable, having regard to the resources available; the terms and conditions were not negotiated at arm's length and on a fair and reasonable basis.

"Functionality" means the ability of a tenderer to provide goods or services in accordance with specifications as set out in the tender documents. This is determined by the measurement according to predetermined norms, as set out in the bid documents, of the totality of features and characteristics of the goods or services that bears on the ability of thereof to satisfy the stated or implied needs. "Functionality" is also referred to as "Quality";

"Granting of Rights" means the granting by the KLM of the right to use, control or manage capital assets in circumstances where sections 14 and 90 of the MFMA and Chapters 2 and 3 of the Municipal Asset Transfer Regulations do not apply. In other words, where the granting of such rights does not amount to "transfer" or "disposal" of the asset and which includes leasing, letting, hiring out, etc., of the capital asset.

"Green Procurement" is defined as taking into account environmental criteria for goods and services to be purchased in order to ensure that the related environmental impact is minimized.

"Influencing the Bid Process" means directly, indirectly or tacitly influencing or interfering with the work of relevant KLM Officials involved in the bid process in order to influence the process in order to inter alia:

- influence the process and/or outcome of a bid.
- incite breach of confidentiality and/or the offering of bribes.
- cause over and under invoicing.
- influence the choice of procurement method or technical standards; or
- influence any KLM Official in any way which may secure an
- unfair advantage during or at any stage of the procurement process.

"Joint Venture or Consortium" means an association of persons, formalised by agreement between such persons, formed for the purpose of combining their expertise, property, capital, efforts, skill and knowledge in an activity for the execution of a contract;

"Military Veteran" has the meaning assigned to it in section 1 of the Military Veterans Act, 2011 (Act No. 18 of 2011);

"Municipal Asset Transfer Regulations" means the Municipal Asset Transfer Regulations published in Government Gazette 31346 of 22 August 2008;

"Municipal Council (Council)" means the council referred to in Section 18 of the Local Government Municipal Structures Act 117 of 1998;

"Municipal Entity" means an entity as defined in the Municipal Systems Act;

"Municipal Finance Management Act" (MFMA): means the Local Government: Municipal Finance Management Act, 2003, (Act 56 of 2003);

"Municipal Structures Act" means Local Government Municipal Structures Act, 1998 (Act 117 of 1998);

"Municipal Systems Act" means Local Government Municipal Systems Act, 2000 (Act 32 of 2000)

"National Treasury" has the meaning has the meaning assigned to it in section 1 of the Public Finance Management Act, 1999 (Act No. 18 of 1999;

"Non-compliant Contributor" means a person who does not meet the minimum score to qualify as a status level 8 B-BBEE Contributor, or a person who is not verified in terms of the applicable codes of good practice;

"Non-exempted Capital Asset" means a municipal capital asset which is not exempted by section 14(6) or 90(6) of the MFMA, from the other provisions of that section;

"Non-firm Prices" means all prices other than "firm" prices;

"People with Disabilities" has the meaning assigned to it in section 1 of the Employment Equity Act, 1998 (Act No. 55 of 1998);

"Preferred Bidder" means a bidder with whom negotiations may be entered into to conclude the final terms of a contract

"Preferential Procurement Policy Framework Act" (PPPFA) means the Preferential Procurement Policy Framework Act, 2000, (Act 5 of 2000);

"Preferential Procurement Regulations" means the regulations pertaining to the PPPFA;

"Price" includes all applicable taxes less unconditional discounts;

"Prime Supplier" shall have the same meaning as "Contractor" (see also Supplier);

"Promotion of Access to Information Act (PAIA)" means Promotion of Access to Information Act, 2000 (Act 2 of 2000);

"Proof of B-BBEE Status Level of Contributor" means the B-BBEE status level certificate issued by an authorized body or person, a sworn affidavit as prescribed by the B-BBEE Codes of Good Practice or any other requirement prescribed in terms of the Broad-Based Black Economic Empowerment Act;

"Policy" means this Supply Chain Management Policy as amended from time to time;

"Promotion of Administrative Justice Act (PAJA)" means the Promotion of Administrative Justice Act, 2000, (Act 3 of 2000);

" Qualifying Small Enterprise (QSE)" means a qualifying small enterprise in terms of a code of good practice on black economic empowerment issued in terms of section 9(1) of the Broad-Based Black Economic Empowerment Act;

"Quality" also referred to as "Functionality" (see clause 1.49 above);

"Rand Value" means the total estimated value of a contract in Rand, calculated at the time of bid invitation;

"Representative" means any representative of a supplier in relation to the relevant tender, whether authorized or not, including but not limited to directors, members, employees and agents and include Legal Representatives.

"Republic" means the Republic of South Africa.

"Responsible Agent" means either an internal project manager (being an employee of the KLM) or an external consultant (appointed by the KLM), as the case may be, who is responsible for the implementation of a project or part thereof;

"Rural Area" means a sparsely populated area in which people farm or depend on natural resources, including villages and small towns that are dispersed through the area or an area including a large settlement which depends on migratory labour and remittances and government social grants for survival, and may have a traditional land tenure system;

"SARS" means the South African Revenue Services;

"Stipulated Minimum Threshold" means the minimum threshold stipulated in terms of any relevant regulation of the Preferential Procurement Regulations, 2017;

"Sub-contract" means the prime supplier's assigning, leasing, making out work to, or employing, another person to support such prime supplier in the execution of part of a contract;

"Sub-contractor" means any person that is assigned, leased, employed or contracted by the prime supplier to carry out work in support of the prime supplier in the execution of a contract;

"Supplier/Vendor" are generic terms which may include suppliers of goods and services, contractors and/or consultants and must be applied as the context requires;

"Supply Chain Management (SCM) Regulations" means the Municipal Supply Chain Management Regulations published in terms of the Municipal Finance Management Act, 2003, (Act 56 of 2003);

"Targeted Labour" means those individuals employed by a supplier, or sub-contractor, in the performance of a contract, who are defined in the contract as the target group, and who permanently reside in the defined target area;

"Targeted Enterprises" means those enterprises (suppliers, manufacturers, service providers or construction works contractors) that own, operate or maintain premises within the target area defined in the contract, for the purposes of carrying out their normal business operations;

"Tender/Tenderer" means "bid/bidder";

"Township" means an urban living area that at any time from the late 19th century until 27 April 1994, was reserved for black people, including areas developed for historically disadvantaged individuals post 27 April 1994;

"Transaction Value" means the actual contract value (the bid sum or price) in South African currency, inclusive of all applicable taxes in respect of the goods, services or construction works that are contracted for;
"Treasury" has the meaning assigned to it in section 1 of the Public Finance Management Act, 1999 (Act No. 18 of 1999);

"Treasury Guidelines" means any guidelines on supply chain management issued by the Minister in terms of section 168 of the MFMA;

"Unsolicited Bid" means an offer submitted by any person at its own initiative without having been invited by the KLM to do so;

"Youth" has the meaning assigned to it in section 1 of the National Youth Development Agency Act, 2008 (Act No. 54 of 2008).

"Director" in terms of this policy means a director of a company as defined in the Companies Act, 1973 and 2008 (Act No. 61 of 1973 and Act No. 71 of 2008); a member of a close corporation as defined in the Close Corporations Act, 1984 (Act No. 69 of 1984); a trustee of a trust or a person holding an equivalent position in a firm.

"Comparative price" means the price after the factors of a non-firm price and all unconditional discounts that can be utilized have been taken into consideration.

"Designated group" means-

(a) black designated groups;
(b) black people;
(c) women;
(d) people with disabilities; or
(e) small enterprises, as defined in section 1 of the National Small Enterprise Act, 1996 (Act No. 102 of 1996);

"Historically disadvantaged individual (HDI)"; means a South African citizen –

(1) who, due to the apartheid policy that had been in place, had no franchise in national elections prior to the introduction of the Constitution of the Republic of South Africa,1983 (Act No 110 of 1983); and
/ or
(2) who is a female; and / or
(3) who has a disability:

Provided that a person who obtained South African citizenship on or after the coming to effect of the Interim Constitution, is deemed not to be an HDI.

"Objective Criteria" for the purpose of section of 2(1)f of the procurement Act must be criteria other than the additional to criteria relating to equity ownership by HDI's or whether or not a bidder was located in a particular province or municipal area

"QSE" means a qualifying small business enterprise in terms of a code of good practice on black economic empowerment issued in terms of section 9(1) of the Broad-Based Black Economic Empowerment Act;

"Region" means the district and/or Sarah Baartman District Municipality.

"Rural area" means-

(a) a sparsely populated area in which people farm or depend on natural resources, including villages and small towns that are dispersed through the area; or
(b) an area including a large settlement which depends on migratory labour and remittances and government social grants for survival, and may have a
traditional land tenure system;

"Specific goals" means specific goals as contemplated in section 2(1)(d) of the Act which may include contracting with persons, or categories of persons, historically disadvantaged by unfair discrimination on the basis of race, gender

and disability including the implementation of programs of the Reconstruction and Development Programe as published in Government Gazette No. 16085 dated 23 November 1994;

"Youth" has the meaning assigned to it in section 1 of the National Youth Development Agency Act, 2008 (Act No. 54 of 2008).

1.SUPPLY CHAIN MANAGEMENT POLICY:POLICY STATEMENT AND OBJECTIVES

a) Section 111 of the Municipal Finance Management Act 56 of 2003 ("the Act") stipulates that each municipality and each municipal entity must have and must implement a Supply Chain Management (SCM) Policy which gives effect to the requirements of the Act.

b) Furthermore, the Preferential Procurement Policy Framework Act prescribes that an organ of state must determine its Preferential Procurement Policy for implementation within the prescribed framework. In this Policy, such is articulated in the Preferential Procurement section of this Policy.

c) **APPLICATION AND DESIRED OUTCOMES BY KOUGA LOCAL MUNICIPALITY (KLM) FROM THE SCM MANAGEMENT POLICY:**

1) The desired outcome of this Policy is to provide a mechanism to ensure sound, sustainable and accountable supply chain management within the KLM, whilst promoting black economic empowerment, which includes general principles for achieving the following socio-economic objectives:

a) The purpose of this Policy is to regulate all Supply Chain Management practices within the KLM and its municipal entity. This Policy implements the Supply Chain Management practices as envisaged in terms of Section 217 of the Constitution of the Republic of South Africa, and by the Act and its Regulations.

b) The Policy, as far as possible sets out a system of procurement that is fair, transparent, equitable, competitive and cost-effective. All KLM employees shall adhere, implement and observe the provisions and requirements of this Policy.

c) The Policy also strives to align the KLM's procurement practices with its strategic goals, as identified in the five outcomes of the Growth and Development Strategy. In particular, the Policy aims to promote quality, sustainable services and honest, transparent and responsive local government.

d) Further to the above, the Policy seeks to address the following socio-economic objectives:

I. Stimulation and promotion of local economic development and facilitating job creation and business growth opportunities, especially focused on previously disadvantaged groups.

II. Promoting resource efficiency and reducing the negative environmental impact of the daily operations of the KLM, through taking a green approach to procurement.

III. Improving the KLMs ability to fulfil its service delivery mandate through efficient and cost-effective procurement practices that holds service providers to account and ensures delivery against contractual obligations.

IV. Actively fighting fraud and corruption in procurement practices through a system of checks and balances.
V. Modernization of the KLM's procurement practices through the use of e-Procurement system and other measures aimed at increasing efficiency; and
VI. Improving the KLM's financial sustainability through measures that ensure that the KLM derives maximum value for money.

e) To stimulate and promote local economic development in a targeted and focused manner.
f) To promote resource efficiency and reduce the negative environmental impact of daily operations of the KLM.
g) To facilitate creation of employment and business opportunities for the people of KLM with particular reference to specific goals.
h) To promote the competitiveness of local businesses.
i) To increase the small business sector access, in general, to procurement business opportunities created by Council.

2) This Policy will also strive to ensure that the objectives for uniformity in supply chain management systems between organs of state, in all spheres, is not undermined and that consistency with national economic policy on the promotion of investments and doing business with the public sector is maintained.

CHAPTER 1
IMPLEMENTATION OF SUPPLY CHAIN MANAGEMENT POLICY

2. SUPPLY CHAIN MANAGEMENT POLICY

(1) All officials and other role players in the supply chain management system of the municipality must implement this policy in a way that -

(a) gives effect to Section 217 of the Constitution and Part 1 of Chapter 11 and other applicable provisions of the Act;

(b) is fair, equitable, transparent, competitive and cost effective;

(c) complies with the Regulations and any minimum norms and standards that may be prescribed in terms of section 168 of the Act;

(d) is consistent with other applicable legislation;

(e) does not undermine the objective for uniformity in supply chain management systems between organs of state in all spheres; and

(f) is consistent with national economic policy concerning the promotion of investments and the conduct of business with the public sector.

(2) This policy applies when the municipality –

(a) procures goods or services.

(b) disposes of goods no longer needed;

(c) selects contractors to provide assistance with the provision of municipal

services otherwise than in circumstances where Chapter 8 of the Municipal Systems Act applies; or

(d) selects external mechanisms referred to in section 80 (1) (b) of the Municipal Systems Act for the provision of municipal services in circumstances contemplated in section 83 of that Act.

(3) This policy, except where provided otherwise, does not apply in respect of the procurement of goods and services contemplated in section 110(2) of the Act, including, but not limited to -

(a) water from the Department of Water Affairs or a public entity, another municipality or a municipal entity; and

(b) electricity from Eskom or another public entity, another municipality or a municipal entity.

(c) the provision of goods or services to KLM by entities that have been preapproved by Provincial Department and National Department

(d) the provision of a municipal service or assistance in the provision of a municipal service

(e) any other contractual agreements between organs of state for whatever reasons

(4) Notwithstanding anything to the contrary in this policy, the municipality shall not award a contract to a contractor in respect of the undertaking, carrying out or completion of any construction works or a portion thereof in terms of a competitive bidding or quotation process provided for in this policy unless such contractor is registered with the Construction Industry Development Board established by section 2 of the Construction Industry Development Board Act No. 32 of 2000 and holds a valid registration certificate issued by such Board or is exempted from such registration either in terms of this Act or the "CIDB Regulations".

(5) A report must be submitted to the accounting officer or delegated authority seeking authority to contract with another organ of state.

3. AMENDMENT AND ADOPTION OF THE SUPPLY CHAIN MANAGEMENT POLICY

(1) The accounting officer must at least annually review the implementation of this policy and, when necessary, submit proposals for the amendment thereof to the council through the Mayor acting in conjunction with the mayoral committee.

(2) If the accounting officer submits proposed amendments to this policy to the council, he must ensure that same comply with the Regulations and Treasury guideline standards determining standards for municipal supply chain management policies.

(3) The accounting officer must report any deviation from the Regulations and Treasury guideline standards determining standards for municipal supply chain management policies to the National and Eastern Cape Provincial Treasuries.

(4) When amending this policy, the need for uniformity in supply chain practices, procedures and forms between all spheres of organs of state particularly to promote accessibility of supply chain management systems for small businesses, must be taken into account.

4. DELEGATION OF SUPPLY CHAIN MANAGEMENT POWERS AND DUTIES

1) The council hereby delegates all powers and duties to the accounting officer which are necessary to enable him –

(a) to discharge the supply chain management responsibilities conferred on accounting officers in terms of -

(i) chapters 8 or 10 of the Act; and

(ii) this policy; and

(b) to maximize administrative and operational efficiency in the implementation of this policy; and

(c) to enforce reasonable cost-effective measures for the prevention of fraud, corruption, favoritism and unfair and irregular practices in the implementation of this policy; and

(d) to comply with his responsibilities in terms of section 115 and other applicable provisions of the Act.

(2) Sections 79 and 106 of the Act apply to the sub-delegation of powers and duties delegated to an accounting officer in terms of subparagraph (1).

(3) The accounting officer may not sub-delegate any supply chain management powers or duties to a person who is not an official of the municipality or to a committee which is not exclusively composed of officials of the municipality.

(4) This paragraph may not be read as permitting an official to whom the power to make final awards has been delegated, to make a final award in a competitive bidding process otherwise than through the committee system provided for in paragraph 27 of this policy.

5. SUB-DELEGATIONS

(1) The accounting officer may, in terms of section 79 of the Act, sub-delegate any supply chain management powers and duties, including those vested in him in terms of legislation or delegated to him in terms of this policy or by resolution of the council, but any such sub-delegation must be consistent with subparagraph (2) and paragraph 4 of this policy.

(2) The power to make a final award -

(a) above R10 million (VAT included) may not be sub-delegated by the accounting officer;

(b) above R2 million (VAT included), but not exceeding R10 million (VAT included), may be sub-delegated by the accounting officer but only to -

(i) the chief financial officer;

(ii) a senior manager; or

(iii) a bid adjudication committee of which the chief financial officer or a senior manager is a member;

(c) not exceeding R2 million (VAT included) may be sub-delegated by the accounting officer but only to -

(i) the chief financial officer;
(ii) a senior manager;
(iii) a manager directly accountable to the chief financial officer or a senior manager; or
(iv) a bid adjudication committee.

(3) An official or bid adjudication committee to whom or which the power to make final awards has been sub-delegated in accordance with subparagraph (2) must, within five days of the end of each month, submit to the official referred to in subparagraph (4) a written report containing particulars of each final award made by such official or committee during that month, including -

(i) the amount of the award;

(ii) the name of the person to whom the award was made; and

(iii) the reason why the award was made to that person.

(4) A written report referred to in subparagraph (3) must be submitted-

(a) to the accounting officer, in the case of an award by -

(i) the chief financial officer;

(ii) a senior manager; or

(iii) a bid adjudication committee of which the chief financial officer or a senior manager was a member;

(b) to the chief financial officer or the senior manager responsible for the relevant bid, in the case of an award by -

(i) a manager referred to in subparagraph (2)(c)(iii); or

(ii) a bid adjudication committee of which the chief financial officer or a senior manager was not a member.

(5) Subparagraphs (3) and (4) do not apply to procurements out of petty cash.

(6) This paragraph may not be interpreted as permitting an official to whom the power to make final awards has been sub-delegated, to make a final award in a competitive bidding process otherwise than through the committee system provided for in paragraph 26 of this policy.

(7) No supply chain management decision-making powers may be delegated to

an advisor or consultant.

6. OVERSIGHT ROLE OF THE COUNCIL

(1) No councilor may be a member of a bid committee or any other committee evaluating or approving quotations or bids nor attend any meeting of such committees as an observer.

(2) The council must maintain oversight over the implementation of this policy to ensure that the accounting officer implements all supply chain management activities in accordance therewith.

(3) For the purposes of such oversight, the accounting officer must -

(a) within 30 days of the end of each financial year, submit a report on the implementation of this policy to the council through its mayor;

(b) whenever there are serious and material problems in the implementation of this policy, immediately submit a report thereon to the council through its mayor.

(4) The accounting officer must, within 10 days of the end of each quarter, submit a report on the implementation of this policy to the mayor.

(5) The aforesaid reports must be made public in accordance with section 21A of the Municipal Systems Act.

7. SUPPLY CHAIN MANAGEMENT UNIT

(1) A supply chain management unit is hereby established to implement this policy.

(2) Subject to subparagraph (3), the supply chain management unit shall operate under the direct supervision of the chief financial officer to whom this duty is hereby delegated by the accounting officer in terms of section 79 of the Act.

(3) All correspondence about this Policy shall be addressed to Manager: Supply Chain Management.

(4) A copy of this Policy and other relevant documentation is available on the
KLM's website and a copy can be requested from the SCM Office.

8. TRAINING OF SUPPLY CHAIN MANAGEMENT OFFICIALS

(a) The training of officials involved in implementing this policy should be in accordance with any Treasury guidelines on supply chain management training and applicable prescribed competency level requirements.

(b) The municipal manager or delegated staff member shall ensure that all persons involved in the implementation of this Policy meet the prescribed competency levels, and where necessary, shall provide relevant training.

CHAPTER 2
SUPPLY CHAIN MANAGEMENT SYSTEM

9. FORMAT OF SUPPLY CHAIN MANAGEMENT SYSTEM

This policy provides systems for -

(i) Demand management;

(ii) Acquisition management;

(iii) Logistics management;

(iv) Disposal management;

(v) Risk management; and

(vi) Performance management.

Part 1: Demand management

10. SYSTEM OF DEMAND MANAGEMENT

(1) The accounting officer must establish and implement an appropriate demand management system in order to ensure that the resources required by the municipality supports its operational commitments and its strategic goals as outlined in the municipality's Integrated Development Plan.

(2) The demand management system must -

(a) include timely planning and management processes to ensure that all goods, services and works required by the municipality are quantified, budgeted for and timely and effectively delivered at the right locations and at the critical delivery dates and are of the appropriate quality and quantity procured at a fair cost;

(b) take into account any benefits of economies of scale that may be derived in the case of procurements of a repetitive nature;

(c) provide for the compilation of the required specifications to ensure that municipal needs are met;

(d) allow for the undertaking of appropriate industry analysis and research to ensure that innovations and technological benefits are maximized.

(e) be able to do a forecasting of future needs, identifying of critical delivery days, identifying the frequency of the need, be able to determine requirements (including the internal capacity to implement projects)

(3) The accounting officer must, prior to issuing an invitation to bid-

(a) properly plan for, and, as far as possible, accurately estimate the costs for the provision of goods, services and/or works for which an invitation to bid is to be issued;

(b) determine the appropriate preference point system to be utilized in the evaluation and adjudication of bids to be received in response to the

contemplated invitation to bid; and

(c) determine whether the goods, services and/or works for which an invitation to bid is to be issued has been designated for local production and content in terms of the Preferential Procurement Regulations

(4) The accounting officer must indicate in an invitation to submit a bid and in the applicable bid specification or terms of reference-

(a) that such bid will be evaluated on functionality and, in such event, the following shall be clearly stated:

(i) the evaluation criteria for measuring functionality which criteria must be objective;

(ii) the weight of each criterion which should not be generic but be determined separately for each bid on a case by case basis;

(iii) the applicable values that will be utilized when scoring each criterion which values must be objective;

(iv) the minimum qualifying score for functionality in order to enable the bid concerned to be further evaluated in terms of this policy provided that the aforesaid qualifying score:

(a) should not be generic but be determined separately for each bid on a case by case basis; and

(b) should not be prescribed so low that it may jeopardize the quality of the service or works required nor be so high that it may be restrictive to the extent that it jeopardizes the fairness of the supply chain management system;

(c) the fact that no bid will be regarded as an acceptable bid if the bidder or the goods, services and/or works to be procured, as the case may be, fails to achieve the minimum qualifying score for functionality as indicated in the invitation to bid and the relevant bid specification or terms of reference; and

(d) that bids that have achieved the minimum qualification score for functionality will be evaluated further in terms of the preference point systems.

(5) Any system designed in terms of this paragraph shall take cognizance of the provisions
of this policy.

Part 2: Acquisition management

11. SYSTEM OF ACQUISITION MANAGEMENT

(1) The accounting officer must implement an efficient system of acquisition management in order to ensure -

(a) that goods, services and works are procured by the municipality in accordance with authorized processes only;

(b) that expenditure on goods, services and works is incurred in terms of an approved budget in terms of section 15 of the Act;

(c) that the threshold values for the different procurement processes are complied with;

(d) that bid documentation, evaluation and adjudication criteria and the general conditions of a contract, are in accordance with any applicable legislation; and

(e) that any Treasury guidelines on acquisition management are properly taken into account.

(2) When procuring goods or services from an organ of state as contemplated in section 110 (2) of the Act, the accounting officer must make public the fact that such goods or services are procured otherwise than through the municipality's supply chain management system, including -

(a) the kind of goods or services; and

(b) the name of the supplier.

12. RANGE OF PROCUREMENT PROCESSES

(1) Goods and services may only be procured by way of -

(a) petty cash purchases up to a transaction value of R2,000 (VAT included) at such locations as may be determined by the accounting officer;

(b) at least one written quotation for procurements of a transaction value up to R2, 000 (VAT included);

(c) formal written quotations for procurements of a transaction value over R2,000 up to R300 000 (VAT included);

(d) All quotes ranging from R0.00 to R 30 000(Vat Inclusive) for goods or services **MUST** be sourced from service providers or suppliers who resides within Kouga Area *(that would be covering all the 15 Wards of Kouga Local Municipality)*. If services providers or suppliers of Kouga Area are unable to provide such service or good, proof indicating such must be provided to SCM Unit. Thereafter an invite to request quotations will be extended to service providers or suppliers who are coming outside of the boundaries of Kouga Local Municipality. This application is in line with Local Economic Development and the Ward Development Fund Policy of KLM. The following must however be considered for the preferred quote:

(i) Value for money.
(ii) Price/s offered must be market related.
(iii) Where SCM Unit has found the prices to be not market related, the Supply Chain Manager or person subdelegated is entitled to negotiate with the preferred service provider up to and including

the third service provider who quoted. Where the quoted price remains to be not market related, the SCM Manager must report such to the Chief Financial Officer for adjudication. That must be concluded in three (3) days from the date assessing quotes received.

(e) Formal written price quotations for procurements of a transaction value over R30,000 up to R300,000 provided that, in addition to any other relevant requirements contained in this policy, procurement invitations shall be advertised for at least seven days on the website and also on official notice board of the municipality. Proper written specification for advertisement of a transaction value over R30,000 up to R300,000 (Vat Included) is/ are approved by the Chief Financial Officer.

(f) a competitive bidding process for -

(i) procurements above a transaction value of R300 000 (VAT included); and

(ii) the procurement of long-term contracts.

(2) The accounting officer may, in writing:

(a) lower but not increase, the different threshold values specified in subparagraph (1) above; or

(b) direct that written quotations be obtained for any specific procurement of a transaction value lower than R2000;

(c) direct that formal written price quotations be obtained for any specific procurement of a transaction value lower than R30 000; or

(d) direct that a competitive bidding process be followed for any specific procurement of a transaction value lower than R300 000.

(3) Procurement invitations may not deliberately be split into parts or items of a lesser value than the threshold amounts referred to in subparagraph (1) merely to avoid compliance with the requirements of this policy or any applicable legislation. When determining transaction values, a requirement for goods, services or works consisting of different parts or items must, as far as possible, be treated and dealt with as a single transaction.

13. GENERAL PRECONDITIONS FOR CONSIDERATION OF WRITTEN QUOTATIONS OR BIDS

(1) A written quotation or bid may not be considered unless the bidder who submitted the quotation or bid concerned -

(a) has furnished his -

(i) full name or names including trading name;

(ii) identification number or company or other registration number;

(iii) tax reference number and VAT registration number, if any;

(b) has provided the municipality with a valid tax clearance certificate from the South African Revenue Services stating that his tax matters are in order;

(c) has, where applicable, provided the municipality with a clearance certificate from the Construction Industry Development Board to the effect that he holds a valid registration certificate issued by the Board;

(d) has provided the municipality with a "Certificate of Independent Bid Determination" on Form MBD 9 or a similar form;

(e) has provided a certificate issued by the municipality or any other municipality to which he may be indebted to the effect that he and, in the event of the bidder being a company, also any of its directors, is not indebted to the municipality or to any other municipality or municipal entity for rates, taxes and/or municipal service charges which are in arrear for a period of more than three months and that no dispute exists between such bidder and municipality or municipal entity concerned in respect of any such arrear amounts;

(f) has submitted an affidavit certifying -

(i) that he is not in the service of the state or has been in the service of the state in the previous twelve months;

(ii) that, in the event of the bidder not being a natural person, none of its directors, managers, principal shareholders or stakeholders are in the service of the state nor have they been in the service of the state in the previous twelve months;

(iii) that neither his spouse, child or parent nor a director, manager, shareholder or stakeholder referred to in subparagraph (ii) is in the service of the state or has been in the service of the state in the previous twelve months;

(iv) that he is not an advisor or consultant contracted by the municipality to advise it on the procurement under consideration;

(2) This paragraph must be read in conjunction with paragraph 21 of this policy.

14. LISTS OF ACCREDITED PROSPECTIVE PROVIDERS OF KLM

(1) The accounting officer through the office the SCM Manager must -

a. keep a list of accredited prospective providers who is also registered on the Centralized Supplier Database of goods and services that must be used for procurements through written quotations and formal written price quotations; and

b. at least once a year through newspapers commonly circulating locally, the municipal website and any other appropriate ways, invite prospective providers of goods or services to apply for evaluation and listing as accredited prospective providers;

c. specify the listing criteria for accredited prospective providers; and

d. disallow the listing of any prospective provider whose name appears on the National Treasury's database as a person prohibited from doing business with the public sector.

e. the accounting officer shall disallow the registration of any prospective supplier on the KLM's Supplier Database who does not comply with the requirements of the Supplier Registration Application.

f. the accounting officer shall disallow the registration of any prospective supplier whose name appears on the National Treasury's Database of Restricted Suppliers and/or Register for Tender Defaulters and who is therefore prohibited from doing business with the public sector.

g. bidders who are not registered on the KLM's Supplier Database are not precluded from submitting bids but must however register when called upon to do so.

h. all persons forming part of a Joint Venture or Consortium must comply with the requirements of KLM database form.

i. in addition to the requirements of the KLM's Supplier Database, it is a requirement for all Suppliers to be registered on the National Treasury Web Based Central Supplier Database (CSD) that can be accessed at **https://secure.csd.gov.za**.

j. the CSD is the national standardized and centralized electronic supplier database administered by the National Treasury which provides information to an organ of state.

k. bidders who are not registered on the CSD are not precluded from submitting bids but must however register with CSD and get the CSD Number prior to submitting or the closing date, this must be taken under the good spirit of service deliver. Therefore, waiting for a CSD registration from a prospective bidder after the closing date of a quote or bid is not ideal for operational requirements. Therefore, a quoter that meets all the minimum requirements will be considered provided that such quote/bidder is registered on CSD. This is inline with Treasury Instruction Note 4A of 216/2017, paragraph 3.4 and 3.5

l. prospective suppliers or service provider's database will be accepted by KLM if the prospective bidder is not registered with CSD.

(2) The aforesaid list must be updated at least quarterly to include any additional prospective providers and any new commodities or types of services. Prospective providers must be allowed to submit applications for listing at any time.

15. PETTY CASH PURCHASES

(a) The transactional value of an individual petty cash purchase is R2,000 VAT included. That the total petty cash float is R10, 000 VAT included.

(b) Petty cash purchases may only be made in accordance with the Standard Operating Procedures for Petty Cash of the municipality.

(c) The accounting officer may delegate responsibility for the management of petty cash to an official directly or indirectly reporting to the chief financial officer.

(d) No item that is an approved stores item may be purchased by means of a petty cash transaction.

(e) No fixed asset regardless of value may be purchased through petty cash.

(f) The council must, from time to time, determine the maximum amount of the permissible petty cash expenditure per month;

16. A weekly reconciliation report must be provided to the chief financial officer within five days of the end of each month by the official authorized to make petty cash purchases and such report shall contain particulars of each final award made by such official during that month, including:

(i) the total amount of petty cash purchases for that month; and

(ii) receipts and supporting documents for each purchase.

17. FORMAL WRITTEN PRICE QUOTATIONS

The conditions for the procurement of goods or services through formal written price quotations, are as follows:

(a) Quotations must be obtained in writing from at least three different providers whose names appear on the Centralised Supplier Database and the accredited list of prospective providers of the municipality;

(b) In the event of it not being possible to obtain quotations from at least three different providers whose names appear on the list of accredited prospective providers of the municipality, quotations may be obtained from providers who are not so listed, provided that such providers meet the listing criteria determined by the accounting officer in terms of paragraph 14(1)(c) of this policy and, provided further, that the reasons for obtaining such quotations from the providers concerned must be recorded on the invitation to submit quotations and be brought to the attention of the chief financial officer and eventually for approval by the accounting officer. That must be read in line or in terms paragraph 16(c).

18. PROCEDURES FOR PROCURING GOODS OR SERVICES THROUGH FORMAL WRITTEN PRICE QUOTATIONS.

The procedure for the procurement of goods or services through formal written price quotations is as follows:

(a) When using the list of accredited prospective providers who is listed on the Centralised Supplier Database, the accounting officer must promote ongoing competition amongst providers by inviting providers to submit quotations on a rotation basis;

(b) All requirements in excess of R30 000 (VAT included) that are to be procured by means of formal written price quotations must, in addition to the requirements of paragraph 17, be advertised for at least seven days on the website of KLM and on the official notice board of the municipality; such requirements would be approved by CFO as per the delegations. The SCM Manager would then make recommendation to the CFO for approval. Thereafter, seven-day notices would be advertised on the regulated medial platforms.

(c) The Accounting Officer must take all reasonable steps to ensure that the procurement of goods and services through formal written price quotation is not abused;

(d) Offers below R30 000 (all taxes included) must be awarded based on compliance with specifications, conditions of contract, ability, capacity and capability to deliver the required goods and/or services and lowest comparative based price taking into account unconditional discounts; provided that the accounting officer may direct, in appropriate cases, that the applicable provisions of the Preferential Procurement Regulations be applied in respect of the calculation of preference points for price;

(e) Offers above R30 000 (all applicable taxes included) must be awarded based on compliance with specifications, conditions of contract, ability, capacity and capability to deliver the required goods and/or services and lowest comparative based price taking into account unconditional discounts provided that the accounting officer may direct, in appropriate cases, that the applicable provisions of the Preferential Procurement Regulations be applied in respect of the calculation of preference points for price and specific goals;

(f) Prior to the award of a contract , the designated official must verify the status of recommended bidders (including their directors(s), owners(s) or trustee(s) by checking the Data Base of Restricted Suppliers maintained by National Treasury in order to ensure that no recommended bidder or any of its directors/owners/trustees are listed as companies or persons prohibited from doing business with the public sector;

(g) A call for quotations in terms of the preceding paragraphs must be in writing and contain a specification for the goods and/or services to be procured as well as details of the preference points system to be used in evaluation and adjudicating quotations;

(h) The designated official must, in writing, notify the chief financial officer on a monthly basis of all formal written price quotations accepted or approvals given in terms of this paragraph;

(i) The chief financial officer must ensure that adequate systems are in place to meet the requirements for proper record keeping;

(j) Upon finalization of the evaluation and the bidder who scored the highest total number of points is identified in price, the preferred bidder must be assessed to determine if the preferred bidder is complying with specific goals as set out in the tender document.

(k) The procurement contract must be awarded to the bidder who scored the combined highest points(price and specific goals) in accordance with the stipulated requirements. Further than that, *paragraph* ***27. 8(1), must be applied.***

19. COMPETITIVE BIDDING PROCESS

(1) Subject to paragraph 11 (2) of this policy, goods, services or works above a transaction value of R300 000 (VAT included) and long-term contracts may only be procured through a competitive bidding process.

(2) Subject to subparagraph (3), no requirement for goods or services above an estimated transaction value of R300 000 (VAT included) may deliberately be split into parts or items of lesser value merely for the sake of procuring the goods or services otherwise than through a competitive bidding process.

(3) The accounting officer may split unduly large quantities of work into smaller contracts (units) to promote manageability and provide opportunities for emerging entrepreneurs. This procedure may only be followed when technically, logistically and financially feasible.

(4) A senior manager responsible for a vote must submit the under-mentioned information to the chief financial officer prior to the publication of any public invitation of bids in respect of procurements estimated to exceed R10m (all taxes included):

(i) proof that budgetary provision exists for the procurement concerned;

(ii) details of any ancillary budgetary implications related to the bid concerned;

(iii) details of any multi-year budgetary implications associated with a project which will be undertaken over a period of more than one year as well as details of the anticipated expenditure per financial year.

(5) A procurement referred to in subparagraph (4) may only be advertised for competitive bids after the chief financial officer has verified in writing that budgetary provisions exists to enable the relevant project to commence.

(6) Procurement requirements referred to in subparagraph (4) may not be deliberately split into parts or items of lesser value merely to avoid the information being submitted.

20. PROCESS FOR COMPETITIVE BIDDING

The procedures for the following stages of a competitive bidding process are as follows:

(a) Compilation of bidding documentation as detailed in paragraph 21;

(b) Public invitation of bids as detailed in paragraph 22;

(c) Site meetings or briefing sessions as detailed in paragraph 22;

(d) Handling of bids submitted in response to public invitation as detailed in paragraph 23;

(e) Evaluation of bids as detailed in paragraph 28;

(f) Award of contracts as detailed in paragraph 29;

(g) Administration of contracts - after the award of a bid, the accounting officer and the bidder must enter into a written agreement.

(h) Proper record keeping;

(i) Original/legal copies of written contracts agreements should be kept in a secure place for reference and audit purposes.

21. BID DOCUMENTATION FOR COMPETITIVE BIDS

Bid documentation for a competitive bidding process must, in addition to compliance with the requirements listed in paragraph 14, comply with the following requirements:

(a) Take into account -

(i) the general conditions of contract and any special conditions of contract, if specified;

(ii) any Treasury guidelines on bid documentation;

(iii) the requirements of the Construction Industry Development Board, in the case of a bid relating to construction works;

(iv) relevant B-BBEE verification and certification requirements;

(v) relevant local content or production requirements.

(b) Include the preference points system to be used in adjudicating bids, namely 80/20 or 90/10 as prescribed in the Preferential Procurement Regulations;

(c) Compel bidders to declare, by means of an affidavit, any conflict of interest they may have in the transaction for which the bid is submitted;

(d) If the value of the transaction is expected to exceed R10 million (VAT included), require bidders to furnish -

(i) if the bidder is required by law to prepare annual financial statements for auditing, his audited annual financial statements -

(a) for the past three years; or

(b) since establishment, if established during the past three years;

(ii) a certificate signed by the bidder certifying that he has no undisputed commitments for municipal services towards a municipality or other service provider in respect of which payment is overdue for more than 30 days;

(iii) particulars of any contracts awarded to the bidder by an organ of state during the past five years, including particulars of any material non-compliance or dispute concerning the execution of such contracts;

(iv) a statement indicating whether or not any portion of the goods or services required by the municipality are expected to be sourced from outside the Republic, and, if so, what portion and also whether or not any portion of the payment to be made by the municipality is expected to be transferred out of the Republic; and

(e) Stipulate that disputes must be settled by means of mutual consultation, mediation (with or without legal representation), or, when unsuccessful, in a South African court of law.

22. PUBLIC INVITATION FOR COMPETITIVE BIDS

(1) The procedure for the invitation of competitive bids is as follows:

(a) any invitation to prospective providers to submit bids must be by means of a public advertisement in newspapers commonly circulating locally, the National Treasury E-tender Portal, website of the municipality and in any other appropriate manner (which may include an advertisement in the Government Tender Bulletin); and

(b) the information contained in such public advertisement, must include -

(i) subject to subparagraph 2, the closure date for the submission of bids, which may not be less than 30 days in the case of transactions over R10 million (VAT included) or which are of a long term nature or 14 days in any other case, reckoned from the date on which the advertisement is first placed in the aforesaid newspapers;

(ii) a statement that bids may only be submitted on the bid documentation provided by the municipality; and

(iii) the date, time and venue of any compulsory site meeting or briefing session if applicable;

(iv) a statement to the effect that a bid from a prospective bidder who did not attend a prescribed compulsory site meeting or briefing session referred to in subparagraph (iii) will not be considered.

(2) The accounting officer may determine a closure date for the submission of bids which is less than the 30 or 14 days requirement, but only if such shorter period can be justified on the grounds of urgency or emergency or in any exceptional case where it is impractical or impossible to follow the official procurement

process and such fact shall, for auditing purposes, be recorded in the authority to invite bids.

(3) Bids submitted must be sealed and marked in a manner stipulated in the invitation to bid.

(4) Where bids are requested in electronic format, such bids must be supplemented by sealed hard copies or soft copies such a CD/ USB which must reach the accounting officer before the closing time for the receipt of bids on the bid closing date as stipulated in the invitation to bids. Time to time the advert would stipulate that supplementing electronic format is necessary.

(5) Communication with bidders, the SCM Manager shall authorize communication with bidders, such would include extension of closing date, addendums and all that requires communication prior to the closing date.

(6) Any communication authorized by the Bid Specification Committee, which has implications or consequence for all tenderers, shall be in the form of a written notice be issued to all bidders by Manager: Supply Chain Management, or his nominee, by either e-mail, facsimile, or registered post as appropriate. A copy of the notice together with a transmission verification report/proof of posting shall be kept for record purposes. Notices should be issued at least one week prior to the bid closing date, where possible. That is also regulated by CIDB for construction related projects.

(e) Notwithstanding a request for acknowledgement of receipt of any notice issued, the bidder will be deemed to have received such notice if the procedures in clause 22(6) have been complied with.

23. PROCEDURE FOR HANDLING, OPENING AND RECORDING OF BIDS

The procedures for the handling, opening and recording of bids, are as follows:

(a) Bids -

(i) must be opened only in public;

(ii) must be opened at the same time and as soon as possible after the published closing time or period for the submission of bids; and

(iii) received after the published closing time or period should not be considered and be immediately returned to the bidder, unopened;

(b) Any bidder or member of the public has the right to request that the names of the bidders who submitted bids before the closing time or period be read out and, if practical, also each bidder's total bidding price;

(c) No information, except the information referred to in subparagraph (b), relating to a bid should be disclosed to bidders or other persons until the successful bidder is notified of the award of the relevant bid; and

(d) The designated official opening received bids must -record in a register to be provided for this purposes, all bids received before the closing time or period for the submission of same and such register shall contain as least the following information in addition to such information as may be prescribed in terms of section 75 of the Act:

I. the reference number of the bid concerned;

II. the description of the relevant goods, services or works project to be procured;

III. the names of all bidders;

IV. where practical, the total price submitted by all bidders that submitted bids in relation to the relevant bid invitation;

V. make the aforesaid register available for public inspection during the normal office hours of the municipality; and

VI. publish the entries in the aforesaid register including the B-BBEE Status level of Contribution of all bidders, where applicable, available on the website of the municipality within ten (10) working days from the date referred to in subparagraph 221b(i) and ensure that such entries remain on the website for a period of at least thirty (30) days from date of publication.

(e) Where possible submission and handling of all requirements more than R30 000, but less than R300 000(VAT included) may be handled through **tenders@kouga.gov.za**. The opening and recording of bids would be done by the delegated official. The requirements of the abovementioned paragraph would still be applicable. That requirement would be approved the delegated official being the **Chief Financial Officer.**

24. NEGOTIATIONS WITH PREFERRED BIDDERS

(1) The accounting officer may negotiate the final terms of a contract with bidders identified through a competitive bidding process as preferred bidders, provided that such negotiation -

(a) does not allow any preferred bidder a second or unfair opportunity;

(b) is not to the detriment of any other bidder; and

(c) does not lead to a higher price than the bid as submitted; and

(d) will not be contrary to any legal requirement or amount to a prohibited practice.

(2) Minutes of such negotiations must be kept for record for audit purposes.

25. TWO-STAGE BIDDING PROCESS

(1) A two-stage bidding process is permissible for -

(a) large complex projects;

(b) projects where it may be undesirable to prepare complete detailed technical specifications; or

(c) long term projects with a duration period exceeding three years.

(2) In the first stage, technical proposals on conceptual design or performance specifications should be invited, subject to technical as well as commercial clarifications and adjustments.

(3) In the second stage, final technical proposals and priced bids should be invited.

26. COMMITTEE SYSTEM FOR COMPETITIVE BIDS

(1) The accounting officer shall establish a procurement committee system for competitive bids consisting of at least the following committees:

(a) a bid specification committee;

(b) a bid evaluation committee; and

(c) a bid adjudication committee;

(2) The accounting officer shall, in writing, appoint the members of each committee in respect of each competitive bid invitation, taking into account the provisions of section 117 of the Act in terms of which no councilor may be a member of any such committee nor attend any of its meetings as an observer. As for BSC and BEC a pool of members would be appointed which would constitute senior managers, managers, chief/superintendent or chief accountants to serve in those two committees on an ADHOC basis. Formulation of those mini committees would be approved/ authorized by the accounting officer.

(3) A neutral or independent observer, appointed by the accounting officer, may attend or oversee a committee when this is appropriate for ensuring fairness and promoting transparency.

(4) The committee system must be consistent with -

(a) paragraphs 27, 28 and 29 of this policy; and

(b) any other applicable legislation.

The accounting officer may, in appropriate cases and in his sole discretion, apply the committee system to formal written price quotations.

(7) That members of the public be allowed to attend Bid Adjudication Committee Meetings.

(8) To give effect to subsection (7) above, the Director: Corporate Services & Special Projects must place notices in the local newspapers, on the municipal website and notice boards, inviting the members of the public to attend.

27. BID SPECIFICATION COMMITTEES

(a) A bid specification committee must compile the specifications or, where applicable, the terms of reference for the procurement of goods, services or works by the municipality.

(b) The Bid Specification Committee shall be comprised of at least two KLM officials as members, consisting of an appointed Chairperson and a responsible technical official. The Supply Chain Management Practitioner serving a member of that committee and also on advisory capacity, relating to SCM matters. No bid committee meeting shall proceed without an SCM practitioner. Disagreements on the advice provided by the Supply Chain Management Practitioner must be dealt with in terms of the Rule of Order for Bid Committees and be recorded accordingly.

(c) No person, advisor or corporate entity involved with the bid specification committee or director of such a corporate entity may bid for any resulting contracts.

(d) Where a bid specification or terms of reference are compiled with due regard to the findings and recommendations contained in a prior, associated feasibility study, the person, advisor or corporate entity who or which prepared the said feasibility study may be prohibited from bidding for the resulting contracts in circumstances where such person, advisor or corporate entity may or is likely to obtain an unfair advantage or where a conflict of interest may arise.

(e) A specification or terms of reference referred to in this paragraph must be approved by the accounting officer in writing prior to publication of the invitation for bids in terms of paragraph 22.

(f) The Municipal Manager, or his delegated authority, shall, taking into account section 117 of the MFMA, appoint the members of the Bid Specification Committees

(g) Where appropriate a representative of Internal Audit and/or Legal Services and/or other specialist advisors (internal or external) may form part of this committee.

27.A Bid Specifications or Terms of Reference

27.1 General Requirements

Bid Specifications or terms of reference, as the case may be -

(a) must be drafted in an unbiased manner to allow all potential suppliers to offer their goods or services to the municipality;

(b) must take account of any accepted standards such as those issued by Standards South Africa, the International Standards Organization or an authority accredited or recognized by the South African National Accreditation System with which the equipment or material or workmanship should comply;

(c) must, where possible, be described in terms of performance required

rather than in terms of descriptive characteristics for design;

(d) may not create trade barriers in contract requirements in the forms of specifications, plans, drawings, designs, testing and test methods, packaging, marking or labelling of conformity certification;

(e) may not make reference to any particular trade mark, name, patent, design, type, specific origin or producer unless there is no other sufficiently precise or intelligible way of describing the characteristics of the work, in which case such reference must be accompanied by the word **"equivalent"**

(f) If the bid relates to construction works as contemplated by the Construction Industry Development Board Act, then the requirements of that Act must be taken into account in the bid documentation together with any Circulars published by National Treasury and the National Treasury Standard for Infrastructure Delivery Management System (SIPDMS) to the extent adopted by Council.

(g) The bid documentation and evaluation criteria shall not be aimed at hampering competition, but rather to ensure fair, equitable, transparent, competitive and cost effective bidding, as well as the protection or advancement of persons, or categories of persons, as embodied in the preferential procurement section of this Policy.

27.2 Identification of preference point system, designated sector, objective criteria and subcontracting

27.2.1. The Municipality must;

a) determine and stipulate in the tender documents(i) the preference point system applicable to the tender as envisaged in regulation 6 or 7; or(ii) if it is unclear which preference point system will be applicable, that either the 80/20 or 90/10 preference point system will apply and that the lowest acceptable tender will be used to determine the applicable preference point system;
b) determine whether pre-qualification criteria are applicable to the tender as envisaged in regulation 4;
c) determine whether the goods or services for which a tender is to be invited, are in a designated sector for local production and content as envisaged in regulation 8;
d) determine whether compulsory subcontracting is applicable to the tender as envisaged in regulation 9; and
e) determine whether objective criteria are applicable to the tender as envisaged in regulation 11.

27.3 Functionality

Where functionality is utilized as an evaluation criterion, bid specifications or terms of reference, as the case may be, must clearly specify:

(i) if the tender will be evaluated on functionality
(ii) The evaluation criteria for measuring functionality must be objective.
(iii) The tender documents must specify

a) the evaluation criteria for measuring functionality;
b) the points for each criteria and, if any, each sub-criterion; and the minimum qualifying score for functionality.

(iv) the minimum qualifying score for functionality for a tender to be considered further
a) must be determined separately for each tender; and
b) may not be so(i) low that it may jeopardize the quality of the required goods or services; or (ii) high that it is unreasonably restrictive.

(v) Points scored for functionality must be rounded off to the nearest two decimal places.

(iv) A tender that fails to obtain the minimum qualifying score for functionality as indicated in the tender documents is not an acceptable tender.
(v) Each tender that obtained the minimum qualifying score for functionality must be evaluated further in terms of price and the preference point system and any objective criteria.

27.4 80/20 Preference Points System

(4.1) Where applicable, bid documentation must include the following preference points evaluation system for the procurement of goods, services or works up to a Rand value of R50 million (all applicable taxes included):

(i) the following formula will be used to calculate the points for price in respect of bids (including price quotations) with a Rand value equal to, or above R 30 000 and up to a Rand value of R50 million (all applicable taxes included):

$$Ps = 80\left(1 - \frac{(Pt - Pmin)}{Pmin}\right)$$

Where;
Ps = Points scored for price of tender under consideration. Pt = Price of tender under consideration; and Pmin = Price of lowest acceptable tender.

1) *A maximum of 20 points may be awarded to a tenderer for the specified goals for the tender.*
2) *The points scored for the specific goal must be added to the points scored for price and the total must be rounded off to the nearest two decimal places.*
3) *Subject to section 2(1)(f) of the Act, the contract must be awarded to the tenderer scoring the highest points.*

(4.2) 80/20 preference points system for tenders for income-generating contracts with Rand value equal to or below R50 million

1. The following formula must be used to calculate the points for price in respect of

an invitation for tender for income-generating contracts, with a Rand value equal to or below R50 million, inclusive of all applicable taxes:

a) $$Ps = 80\left(1 + \frac{Pt - Pmax}{Pmax}\right)$$

Where

Ps = Points scored for price of tender under consideration. Pt = Price of tender under consideration; and
Pmax = Price of highest acceptable tender

1) *A maximum of 20 points may be awarded to a tenderer for the specific goal specified for the tender.*
2) *The points scored for the specific goal must be added to the points scored for price and the total must be rounded off to the nearest two decimal places.*

I. As indicated by the table depicted below; a 50% of the 20/10 points will be allocated to promote this goal and points will be allocated in terms of the B-BBEE scorecard as follows.

B-BBEE Status Level of Contributor	**Number of Points for Preference (80/20)**	**Number of Points for Preference (90/10)**
1	10	5
2	8	4
3	6	3
4	4	2
5	3	1
6	2	1
7	2	1
8	2	1
Non-compliant contributor	0	0

II. a maximum of 20 points on an 80/20 point system may be allocated for specific goals

III. the points scored by a bidder in respect of B-BBEE contribution contemplated in subparagraph (ii) must be added to the points scored for price as calculated in accordance with subparagraph (i); and those of specific goals.

(4.3) A tenderer must submit proof of its B-BBEE Status level of contributor.

(4.3.1) A tender failing to submit proof of B-BBEE status level of contributor or is a non-compliant contributor to B-BBEE may not be disqualified, but –
(a) May only score points out of 80 for price
(b) Scores 0 for non submission of B-BBEE or required documents for specific goals.

(4.3.2) A tenderer may not be awarded points for B-BBEE Status level of contributor if the tender documents indicate that the tenderer intends subcontracting more than 25% of the value of the contract to any other person not qualifying for at least the points the tenderer qualifies

for, unless the intended subcontractor is an EME that has the capability to execute the subcontract.

(4.3.3) The points scored must be rounded off to the nearest two decimal places.

(4.3.4) Subject to sub regulation (3.7) , the contract must be awarded to the Tenderer scoring the highest points.

(4.3.5) (a) If the price offered by the tenderer scoring the highest points is not market related, the organ of state may not award the contract to that tenderer.

(b) the organ of state may-

(i) negotiate a market related price with the tenderer scoring the highest points or cancel the tender.

(ii) if the tender does not agree to a market related prices, negotiate a market-related price with the tenderer scoring the second highest scoring points or cancel the tender;

(iii) if the tender scoring the second highest points does not agree to a Market related prices, negotiate a market- related price with the Tenderer scoring the third highest scoring points or cancel the tender;

(c) If the market- related price is not agreed as envisaged in paragraph 5.

(d) the organ of state must cancel the tender.

27.5 90/10 Preference Points System

(5.1(a))

1) Where applicable, bid documentation must include the following preference points evaluation system for the procurement of goods, services or works with a Rand value above R50 million (all applicable taxes included): the following formula will be used to calculate the points for price in respect of bids with a Rand value above R50 million (all applicable taxes included):

$$Ps = 90\left(1 - \frac{(Pt - Pmin)}{Pmin}\right)$$

Where;

Ps = Points scored for price of tender under consideration; Pt = Price of tender under consideration; and Pmin = Price of lowest acceptable tender.

2) *A maximum of 10 points may be awarded to a tenderer for the specified goals for the tender.*

3) *The points scored for the specific goal must be added to the points scored for price and the total must be rounded off to the nearest two decimal places.*

(5.1(b) 90/10 preference point system for tenders for income-generating contracts with Rand value above R50 million

1. The following formula must be used to calculate the points for price in respect of a tender for income-generating contracts, with a Rand value above R50 million, inclusive of all applicable taxes:

a) $$Ps = 90\left(1 + \frac{Pt - Pmax}{Pmax}\right)$$

Where

Ps = Points scored for price of tender under consideration; Pt = Price of tender under consideration; and
Pmax = Price of highest acceptable tender

1) *A maximum of 10 points may be awarded to a tenderer for the specific goal specified for the tender.*
2) *The points scored for the specific goal must be added to the points scored for price and the total must be rounded off to the nearest two decimal places.*
3) *Subject to section 2(1)(f) of the Act, the contract must be awarded to the tenderer scoring the highest points.*

I. As indicated by the table depicted below; a 50% of the 20/10 points will be allocated to promote this goal and points will be allocated in terms of the B-BBEE scorecard as follows.

B-BBEE Status Level of Contributor	**Number of Points for Preference (80/20)**	**Number of Points for Preference (90/10)**
1	10	5
2	8	4
3	6	3
4	4	2
5	3	1
6	2	1
7	2	1
8	2	1
Non-compliant contributor	0	0

II. a maximum of 10 points out of 90/10-point system may be allocated for specific goals.

III. the points scored by a bidder in respect of B-BBEE contribution contemplated in subparagraph (ii) must be added to the points scored for price as calculated in accordance with subparagraph (i); and those of specific goals.

(5.2) **A tenderer must submit proof of its B-BBEE Status level of contributor.**

(5.3) A tender failing to submit proof of B-BBEE status level of contributor or is a non-compliant contributor to B-BBEE may not be disqualified, but –
(c) May only score points out of 90 for price
(a) Scores 0 for non submission of B-BBEE or zero(0) for none submission of specific goals.

(5.4) A tenderer may not be awarded points for B-BBEE Status level of contributor if
the tender documents indicate that the tenderer intends subcontracting more
than 25% of the value of the contract to any other person not qualifying

for at least the points the tenderer qualifies for, unless the intended subcontractor is an EME that has the capability to execute the subcontract.

(5.5) The points scored must be rounded off to the nearest two decimal places.

(5.6) Subject to sub regulation (4.7), the contract must be awarded to the tenderer scoring the highest points.

(a) If the price offered by the tenderer scoring the highest points is not Market related, the organ of state may not award the contract to that tenderer.

(b) the organ of state may-

(i) negotiate a market related price with the tenderer scoring the Highest points or cancel the tender

(ii) if the tender does not agree to a market related prices, negotiate a market- related price with the tenderer scoring the second highest
scoring points or cancel the tender;

(iii) if the tender scoring the second highest points does not agree to market related prices, negotiate a market- related price with the tenderer scoring the third highest scoring points or cancel the tender;

(c) If the market- related price is not agreed as envisaged in paragraph 6.7 (b), the organ of state must cancel the tender.

27.6 Local Production

(6.1) Where, in the case of bids in designated sectors, local production and content is of critical importance, the relevant bid documentation must clearly state, as a bid condition, that only locally produced goods, services or works or locally manufactured goods, with a stipulated minimum threshold for local production and content, will be considered.

(6.2) The relevant bid documentation must also stipulate:

(a) that the exchange rate to be used for the calculation of local content or local production will be the exchange rate published by the South African Reserve Bank at 12:00 on the date, one week (7 calendar days) prior to the closing date of the invited bid;

(b) that only the South African Bureau of Standards (SABS) approved technical specification number SATS 1286:201x will be used to calculate local content in accordance with the following formula:

$$LC = 1 - \frac{X}{Y} \times 100$$

Where

x imported content

y bid price excluding value added tax (VAT)

and that the prices referred to in the determination of x must be converted to Rand (ZAR) by using the exchange rate published

by the South African Reserve Bank at 12:00 on the date, one week (7 calendar days) prior to the closing date of the bid;

(c) that Form MBD 6.2 (Declaration Certificate for Local Content) issued by National Treasury, duly completed and signed, must form part of the bid documentation;

(d) that the municipality reserves the right to verify the accuracy of the rates of exchange quoted by the bidder in paragraph 4.1 of the aforesaid Certificate.

(6.3) The accounting officer may decide to include in any bid documentation a specific bidding condition that only locally produced goods, services or works or locally manufactured goods with a stipulated minimum threshold for local production and content will be considered on condition that such prescript and threshold(s) are in accordance with the specific directives issued for this purpose by National Treasury in consultation with the Department of Trade and Industry and, in such event, the requirements stipulated in subparagraph 5.2 shall be inserted in the relevant bid documentation.

(6.4) Where necessary, bid documentation for bids referred to in subparagraph 5.1 may state that a two- stage bidding process will be followed, where the first stage will involve functionality and minimum threshold for local production and content and the second stage price and B-BBEE status with the possibility of price negotiations only with the short listed bidders with a view to effecting cost savings in circumstances where the tendered prices are obviously inflated or to ensure the award of the bid concerned within budgetary constraints provided that, where such negotiations take place, the principles contained in paragraph 25.1 of this policy shall be applied.

(6.5) Any bid specification issued in terms of this subparagraph must be capable of being measured and audited.

(6.6) A tender that fails to meet the minimum stipulated threshold for local production and content is an unacceptable tender.

(6.7) Preference in terms of the specific goals

a) Specific Goals Categories, the weighting below can be changed or vary from project to project. Please note that specific goals might not be feasible to be applied in some project. The SCM Manager must advise the user department prior to the project being presented and approved by BSC.
The table below depicts the allocation of points:

NO	Specific Goals Categories	Max points allocation Number of Points for Preference (80-Price/20 Specific Goals);	Max points allocation Number of Points for Preference (90-Price/10 Specific Goals);
1	BBBE	10	5
2	Local area of supplier or contractors	10	5
3	The promotion of SMMEs.	10	5
4	The creation of new jobs or the intensification of labour absorption.	10	5
5	The empowerment of the work force by standardizing the level of skill and knowledge of workers.	10	5
6	The development of human resources, including by assisting in tertiary and other advanced training programmes, in line with key indicators such as percentage of wage bill spent on education and training and improvement of management skills; and	10	5
7	The upliftment of communities through, but not limited to, housing, transport, schools, infrastructure donations, and charity organizations.	10	5
8	The promotion of export orientated production to create jobs.	10	5
9	An EME or QSE which is at least 51% owned by black people who are youth;	10	5
10	An EME or QSE which is at least 51% owned by black people who are women;	10	5
11	An EME or QSE which is at least 51% owned by black people with disabilities;	10	5

(7.8) Preference in terms of locality of the service provider/contractor rendering services to Kouga Local Municipality.

Local area of supplier	Number of Points for Preference	
	80/20	90/10
Within the boundaries of the Kouga Local Municipality	10	5
Within the boundaries of Sarah Baartman District Municipality	6	3

Within the boundaries of the Eastern Cape	4	2
Outside of the boundaries of the Eastern Cape	1	1

This can be used as a criterion for specific goal.

27.7 Additional Conditions

Bid documentation must include a reference to the following additional conditions, where applicable:

27. 7.1 Award of contracts to tenderers not scoring highest points

a) If two or more tenderers score an equal total number of points, the contract must be awarded to the tenderer that scored the highest points for specific goals.

b) If two or more tenderers score an equal total number of points, the objective criteria in addition to those contemplated justify the award to the tenderer that scored the highest points in terms in accordance with section 2(1)(f) of the Act.

c) If two or more tenderers score equal total points in all respects, the award must be decided by the drawing of lots.

27.7.2 Sub-contracting as condition of tender

I. If the municipality applies subcontracting as contemplated in sub-regulation (1), the municipality **must** advertise the tender with a specific tendering condition that the successful tenderer must subcontract a minimum of 30% of the value of the contract, ***where possible of feasible*** to:

a) an EME or QSE
b) an EME or QSE which is at least 51% owned by black people;
c) an EME or QSE which is at least 51% owned by black people who are youth;
d) an EME or QSE which is at least 51% owned by black people who are women;
e) an EME or QSE which is at least 51% owned by black people with disabilities;
f) an EME or QSE which is 51% owned by black people living in rural or underdeveloped areas or townships;
g) a cooperative which is at least 51% owned by black people;
h) an EME or QSE which is at least 51% owned by black people who are military veterans; or more than one of the categories referred to in paragraphs (a) to (h).

II. The municipality must make available the list of all suppliers registered on a database approved by the National Treasury to provide the required goods or services in respect of the applicable designated groups mentioned in sub regulation (iv) from which the tenderer must select a supplier (that being applicable for deviation and emergency projects.

III. As for projects that have been publicly advertised by KLM, the appointed main contractor would be expected to undertake a process of appointing subcontractors. The appointed contractor being assisted by the PSP managing the project MUST publicly prepare an advert to solicit SMME's from KLM Area. First preference in appointing the SMM's MUST be give the SMME's of the Ward

where the works is taking place. Where SMME's could not be found in the that Ward the main contractor must extend the invite to the neighboring Ward/s.

IV. The sub-contracting of work is required for all construction and non-construction related project, **and their thresholds stated below MUST be adhered by all directorates:**

a) For any project < R2.5 M the Bidder may sub-contract what might be feasible.
b) R2.5M >, but <R5M requires Bidder to sub-contract 5% of the value of the project
c) R 5M>, but < R 10M requires Bidder to sub-contract 10% of the value of the project
d) R 10M >, but < R 15M requires Bidder to sub-contract 15% of the value of the project
e) R 15M>, but < R20 requires Bidder to sub-contract 20% of the value of the project
f) R 20M >, but < R 30M requires Bidder to sub-contract 25% of the value of the project
g) R 30M> requires Bidder to sub-contract 30% of the value of the project to EME's QSE. The feasible work-packages for subcontracting must be identified by the Project Manager or appointed PSP prior to advertisement.

V. The sub-contracting value will be based on the estimated value of the project either determined by the director or project manager. Where the successful bidder's price falls within any other range, the sub-contracting range included in the Bid Document will be applied.

VI. The municipality may include sub-contracting for any other none CIDB related project as may be requested by the Director of the Department to promote local development.

VII. Community based Suppliers or service providers/ward-based suppliers or service providers must be considered for subcontracting by the main contractor. The first preference for subcontracting must be given to community or ward-based suppliers of that ward where the project is taking place. If the required skill or expertise is not available from the ward / area where the project is taking place, the main contractor is permitted to accept service providers/contractors/suppliers within the KLM jurisdiction. Those service provider or suppliers would then contract directly with the main contractor.

27.7.3 Subcontracting after award of tender

a) A person awarded a contract may only enter into a subcontracting arrangement with the approval of the organ of state.
b) A person awarded a contract in relation to a designated sector, may not subcontract in such a manner that the local production and content of the overall value of the contract is reduced to below the stipulated minimum threshold.
c) A person awarded a contract may not subcontract more than 25% of the value of the contract to any other enterprise that does not have an equal or higher B-BBEE status level of contributor than the person concerned, unless the contract is subcontracted to an EME that has the capability and ability to execute the subcontract.

27.8 Miscellaneous Special Conditions of Contract

Bid documentation must, inter alia, include the following conditions as Special Conditions of Contract:

27.8.1 General

(a) Only a bidder who has completed and signed the declaration part of a bid may be considered;

(b) When comparative prices must be calculated, any discounts which have been offered unconditionally will be taken into account;

(c) A discount which has been offered conditionally will, despite not being taken into account for evaluation purposes, be implemented when payment to a bidder in respect of an accepted bid is effected;

(d) Points scored in any applicable scoring system will be rounded off to the nearest 2 decimal places.

(e) **(i)** If two or more tenderers score an equal total number of points, the Contract must be awarded to the tenderer that scored the highest points for specific goals.

(iii) Should two or more bids be equal in all respects, the award shall be decided by the drawing of lots.

27.8.2 Declarations

(a) A bidder must -

I. declare that the information provided in any bid document is true and correct;

II. declare that the signatory to a bid document is duly authorized; and

III. undertake to submit documentary proof regarding any bidding issue when required to the satisfaction of the municipality.

27.9 Remedies

1. Upon detecting that a tenderer submitted false information regarding its BBBEE status level of contributor, local production and content, or any other matter required in terms of these Regulations which will affect or has affected the evaluation of a tender, or where a tenderer has failed to declare any subcontracting arrangements, the organ of state must:

1. inform the tenderer accordingly.

2. give the tenderer an opportunity to make representations within 14 days as to why:
   (i) the tender submitted should not be disqualified or, if the tender has already been awarded to the tenderer, the contract should not be terminated in whole or in part;

(ii) if the successful tenderer subcontracted a portion of the tender to another person without disclosing it, the tenderer should not be penalized up to 10 percent of the value of the contract; and
(iii) the tenderer should not be restricted by the National Treasury from conducting any business for a period not exceeding 10 years with any organ of state; and

3. if it concludes, after considering the representations referred to in sub regulation;
(1)(b), that
(i) such false information was submitted by the tenderer(a) disqualify the tenderer or terminate the contract in whole or in part; and (bb) if applicable, claim damages from the tenderer; or
(ii) the successful tenderer subcontracted a portion of the tender to another person without disclosing, penalize the tenderer up to 10 percent of the value of the contract.

(2) (a) The Municipality must;

I. inform the National Treasury, in writing, of any actions taken in terms of sub regulation (1);
II. provide written submissions as to whether the tenderer should be restricted from conducting business with any organ of state; and
III. submit written representations from the tenderer as to why that tenderer should not be restricted from conducting business with any organ of state.

1. The National Treasury may request an organ of state to submit further information pertaining to sub regulation (1) within a specified period.

(3) The National Treasury must:
a. after considering the representations of the tenderer and any other relevant information, decide whether to restrict the tenderer from doing business with any organ of state for a period not exceeding 10 years; and
b. maintain and publish on its official website a list of restricted suppliers.

27.10 Cancellation of Tender

1. The Municipality may, before the award of a tender, cancel a tender invitation if-

a) due to changed circumstances, there is no longer a need for the goods, services or construction works requested;

b) funds are no longer available to cover the total envisaged expenditure;

c) no acceptable bids are received;

d) there is a material irregularity in the tender process; or the validity

period expired prior to award of tender.

e) negotiations have failed with the preferred tenderer up to and including the tenderer who scoring the third highest points where the prices offered is not market related.

2. If it becomes necessary to cancel or re-advertise formal bids, then a report to this effect shall be submitted to the Bid Adjudication Committee for decision. A tender may only be cancelled for a second time with the prior approval of the relevant treasury. Such approval must be attached to the report submitted to the Bid Adjudication Committee.

3. If a bid has been cancelled, then all bidders must be notified in writing.

4. A decision to cancel a bid in terms of clause 27.10(a) to (e) above must be published in the media in which the original bid invitation was advertised.

5. It is not necessary to notify original bidders when calling for new bids, which will be advertised.

6. Unless no acceptable bids have been received, no bid may be re-advertised before the Bid Adjudication Committee has resolved to cancel the original bid, and all bidders have been notified accordingly.

27.11 Procurement from tertiary institutions

(a) Where the municipality is in need of a service provided by only tertiary institutions, such services must be procured through a bidding process with the identified tertiary institutions.

(b) Should the municipality require a service that can be provided by one or more tertiary institutions or public entities and enterprises from the private sector, the appointment of a contractor will be done by means of a bidding process.

(c) For purposes of this paragraph, a bidding process includes a written offer in a prescribed or stipulated form in response to an invitation by the municipality for the provision of services, through price quotations, advertised competitive bidding processes or proposals.

27.12 Alternative Bids

a) Alternative bids can be submitted provided that an acceptable bid, which complies with the bid conditions and specifications and submitted strictly in accordance with the bid documents, is also submitted.

b) An alternative bid shall be submitted on a separate complete set of bid documents or in accordance with such conditions as may be set out in the bid document and shall be clearly marked "Alternative Bid" to distinguish it from the acceptable bid referred to above.

c) All acceptable bids (excluding alternative bids) shall first be evaluated in accordance with the bid conditions and ranked in terms of the preference

point system described in the Preferential Procurement section of this policy. Only the alternative of the highest ranked acceptable bid (that is, submitted by the same bidder) may be considered, and if appropriate, recommended for award.

d) Alternative bids of any but the highest ranked acceptable bid, shall not be considered.

e) If the alternative bid of the highest ranked acceptable bid is considered to have merit, then the alternative bid shall be ranked along with all of the acceptable bids received.

f) An alternative of the highest ranked acceptable bid that is priced higher than the first ranked bid may be recommended for award, provided that the ranking of the alternative bid is higher than the ranking of the next ranked acceptable bid.

g) KLM will not be bound to consider alternative bids.

27.13 Samples

a) Where samples are called for in the bid documents, samples (marked with the bid and item number as well as the bidder's name and address) shall be delivered separately (to the bid) to the addressee mentioned in the bid documents.

b) Bids may not be included in parcels containing samples.

c) If samples are not submitted as required in the bid documents or within any further time stipulated by the KLM in writing, then the bid concerned may be declared non-responsive.

d) Samples shall be supplied by a bidder at his/her own expense and risk. KLM shall not be obliged to pay for such samples or compensate for the loss thereof, unless otherwise specified in the bid documents, and shall reserve the right not to return such samples and to dispose of them at its own discretion.

e) If a bid is accepted for the supply of goods according to a sample submitted by the bidder, that sample will become the contract sample. All goods/materials supplied shall comply in all respects to that contract sample.

28. BID EVALUATION COMMITTEES

(1) A bid evaluation committee must, as far as possible, be composed of-

(a) officials from departments requiring the goods, services or works; and

(b) at least one supply chain management practitioner of the municipality.

(2) A bid evaluation committee must -

(a) evaluate bids in accordance with the relevant bid specification or terms of reference, as the case may be, inclusive of unconditional discounts,

sub-contracting and this policy; and

(b) evaluate each bidder's ability to execute the contract provided that, where bids are invited on the basis of functionality as a criterion, they must be evaluated in the following two stages:

I. First stage - evaluation of functionality

(a) bids must be evaluated in terms of the evaluation criteria embodied in the bid specification or terms of reference, as the case may be. The amendment of evaluation criteria, weights, applicable values and/or the minimum qualifying score for functionality after the closure of bids is not allowed as this may jeopardize the fairness of the process;

(b) a bid will be considered further if it achieves the prescribed minimum qualifying score for functionality;

(c) bids that fail to achieve the minimum qualifying score for functionality must be disqualified;

(d) score sheets should be prepared and provided to panel members to evaluate the bids;

(e) a score sheet should contain all the criteria and the weight for each criterion as well as the values to be applied for evaluation as indicated in the bid specification or terms of reference concerned;

(f) each panel member should, after thorough evaluation, independently award his own value to each individual criterion;

(g) score sheets should be signed by panel members and if necessary, a written motivation may be requested from panel members where vast discrepancies in the values awarded for each criterion exist, provided that if the minimum qualifying score for functionality is indicated as a percentage in the bid specification or terms of reference, as the case may be, the percentage scored for functionality may be calculated;

(h) the value awarded for each criterion should be multiplied by the weight for the relevant criterion to obtain the score for the various criteria;

(i) the scores for each criterion should be added to obtain the total score; and

(j) the following formula should be used to convert the total score to percentage for functionality:

$$Ps = \frac{So}{Ms} X\ 100$$

Where:

Ps = percentage scored for functionality by bid under consideration

So = total score of bid under consideration

Ms = maximum possible score

(k) the percentage of each panel member should be added and divided by the number of panel members to establish the average percentage obtained by each bidder for functionality.

(ii) Second stage - Evaluation in terms of the 80/20 or 90/10 preference point systems

Only bids that achieve the minimum qualifying score / percentage for functionality must be evaluated further in accordance with the bid specification or terms of reference for the bid concerned, as the case may be;

Evaluate bids based on a stipulated minimum threshold for local production and content as required in the relevant bid specification in the following two stages:

(iii) First stage - Evaluation in terms of the stipulated minimum threshold for local production and content

(a) bids must be evaluated in terms of the evaluation criteria stipulated in the bid specification. The amendment of the stipulated minimum threshold for local production and content after the closure of bids is not allowed as this may jeopardize the fairness of the process;

(b) a bid must be disqualified if:

- the bidder fails to achieve the stipulated minimum threshold for local production and content; and
- the Declaration Certificate for Local Content (Form MBD 6.2) is not submitted as part of the bid;

(c) calculate the local content (LC) as a percentage of the bid price in accordance with the SABS approved technical specification number SATS 1286: 201x;

(d) verify the accuracy of the rates of exchange quoted by the bidder in paragraph 4.1 of the Declaration Certificate

for Local Content (Form MBD 6.2);

(iv) Second stage - Evaluation in terms of the 80/20 or 90/10 preference point systems

a) check in respect of the recommended bidder whether or not such bidder's municipal rates and taxes and municipal service charges are not in arrears;

b) verify the status of recommended bidders (including their directors(s), owners(s) or trustee(s)) by checking the Data Base of Restricted Suppliers maintained by National Treasury in order to ensure that no recommended bidder or any of its directors/owners/trustees are listed as companies or persons prohibited from doing business with the public sector;

c) submit to the adjudication committee a report and recommendations regarding the award of the bid or any other related matter provided that:

I. a contract must be awarded to the bidder who scored the highest total number of points in terms of the preference points systems referred to in paragraphs 29(3.3) and 29(4.3) as may be applicable; and

II. in exceptional circumstances and as provided in paragraph 29.9 of this policy, a contract may be awarded to a bidder that did not score the highest number of points provided that the reasons for such a recommendation must be recorded for audit purposes and be defendable in a court of law.

29. BID ADJUDICATION COMMITTEES

(1) A bid adjudication committee must consist of at least four senior managers of the municipality which must include -

(a) the chief financial officer or, if the chief financial officer is not available, another manager in the budget and treasury office reporting directly to the chief financial officer and designated by the chief financial officer; and

(b) at least one senior supply chain management practitioner who is an official of the municipality; and

(c) a technical expert in the relevant field who is an official of the municipality if the municipality has such an expert.

(3) The accounting officer must appoint the chairperson of the committee who shall preferably be the chief financial officer. If the chairperson is absent from a meeting, the members of the committee who are present must elect one of them to preside at the meeting and such election must be recorded in the minutes of the meeting concerned.

(3) Only with the consent of the accounting officer and upon request by the bid

adjudication committee, a member of a bid specification, bid evaluation committee and/or an advisor or person assisting these committees may attend a meeting of a bid adjudication committee only for the purpose of providing clarity and an explanation of difficult technical aspects relating to the bid being adjudicated and without having any right to vote on the said bid being adjudicated.

(4) A bid adjudication committee must -

(a) consider the report and recommendations of the bid evaluation committee submitted in terms of paragraph 28; and

(b) either -

(i) depending on its delegations, make a final award or a recommendation to the accounting officer to make the final award; or

(ii) make another recommendation to the accounting officer on how to proceed with the relevant procurement.

(5) If the bid adjudication committee decides to award a bid other than the one recommended by the bid evaluation committee, the bid adjudication committee must, prior to awarding the bid -

(a) check in respect of the preferred bidder whether that bidder's municipal rates and taxes and municipal service charges are not in arrears; and

(b) notify the accounting officer.

(6) The accounting officer may -

(a) after due consideration of the reasons for the deviation, ratify or reject the decision of the bid adjudication committee referred to in subparagraph 5; and

(b) if the decision of the bid adjudication committee is rejected, refer the decision of the adjudication committee back to that committee for reconsideration.

(7) The accounting officer may, at any stage of a bidding process, refer any recommendation made by the evaluation committee or the adjudication committee back to that committee for reconsideration of the recommendation.

(8) If a bid other than the one recommended in the normal course of implementing this policy is approved, the accounting officer must, in writing and within 10 working days, notify the Auditor-General and the National and Provincial Treasuries of the reasons for deviating from such recommendation.

(9) Subparagraph 8 does not apply if a different bid was approved in order to rectify an irregularity.

(10) Notwithstanding any provision to the contrary in this paragraph or any other provision in this policy:

(a) contracts above a value of R10m (all applicable taxes included) may only be awarded to the preferred bidder after the chief financial officer has verified in writing that budgetary provision exists for the procurement concerned and that it is consistent with the Integrated Development Plan of the municipality.

(b) during a competitive bidding and adjudication process or before the award of a contract, the accounting officer may, at his/her discretion, specifically request the internal audit function of the municipality or, when so required, an independent external audit service provider (including an organ of state) to carry out audit procedures and provide an opinion on compliance of the bidding process with supply chain management legislation applicable to the municipality.

(11) The accounting officer shall cause details of all bids awarded through a competitive bidding process to be advertised on the website of the municipality and such notification shall include at least the following information:

(a) Contract numbers and description of goods, service or works projects procured;
(b) Names of the successful bidder(s) and the total point scored for specific goals.

(c) The contract prices(s);

(d) Brand names and dates for completion of contracts.

(12) Notification of the decision made by accounting officer based on BAC recommendations;

a) The successful and unsuccessful bidders shall be notified in writing once a Final Award has been made.

b) The successful bidder shall, in addition, be advised of the 14-day appeal period, and be notified that no rights accrue to him/her until the bid is formally accepted in writing.

c) Where a preferred bidder has been identified and is referred to the accounting officer by the Bid Adjudication Committee in order to authorize the negotiation of the final terms of a contract, the preferred bidder shall be notified of its preferred bidder status.

d) Every notification of decision shall be faxed or sent via electronic mail to the address chosen by the bidder, with a copy of proof of transmission kept for record purposes, or shall be delivered by hand, in which case acknowledgement of receipt must be signed and dated on a copy of such notification and kept for record purposes.

30. PROCUREMENT OF BANKING SERVICES

(1) A contract for banking services -

(a) must be procured through competitive bidding;

(b) must be consistent with section 7 or 85 of the Act; and

(c) may not be for a period of more than five years at a time.

(2) The process for procuring a contract for banking services must commence at least nine months before the end of an existing contract.

(3) The closure date for the submission of bids may not be less than 60 days from the date on which the advertisement is placed in a newspaper in terms of paragraph 23 (1).

(4) Bids must be restricted to banks registered in terms of the Banks Act, 1990 (Act No. 94 of 1990).

31. PROCUREMENT OF IT RELATED GOODS OR SERVICES

(1) The accounting officer may request the State Information Technology Agency (SITA) to assist with the acquisition of IT related goods or services through a competitive bidding process.

(2) Both parties must enter into a written agreement to regulate the services rendered by, and the payments to be made to, SITA.

(3) The accounting officer must notify SITA together with a motivation of the IT needs if -

(a) the transaction value of IT related goods or services required in any financial year will exceed R50 million (VAT included); or

(b) the transaction value of a contract to be procured, whether for one or more years, exceeds R50 million (VAT included).

(4) If SITA comments on the submission and the municipality does not agree with such comments, the comments and the reasons for rejecting or not following such comments must be submitted to the council, the National and Provincial Treasuries and the Auditor-General.

32. PROCUREMENT OF GOODS AND SERVICES UNDER CONTRACTS SECURED BY OTHER ORGANS OF STATE

(1) The accounting officer may procure goods or services under a contract secured by another organ of state, but only if -

(a) the contract has been secured by that other organ of state by means of a competitive bidding process applicable to that organ of state;

(b) there is no reason to believe that such contract was not validly procured;

(c) there are demonstrable discounts or benefits to do so; and

(d) that other organ of state and the provider concerned have consented to such procurement in writing.

(2) Subparagraphs (1) (c) and (d) do not apply if -

(a) a municipal entity procures goods or services through a contract secured by its parent municipality; or

(b) a municipality procures goods or services through a contract secured by a municipal entity of which it is the parent municipality.

33. PROCUREMENT OF GOODS NECESSITATING SPECIAL SAFETY ARRANGEMENTS

(1) The acquisition and storage of goods in bulk (other than water), which necessitate special safety arrangements, including gasses and fuel, should be avoided wherever possible.

(2) Where the storage of goods in bulk is justified, such justification must be based on sound reasons, including the total cost of ownership, cost advantages and environmental impact and must be approved by the accounting officer.

34. PROUDLY SA CAMPAIGN

(1) The Municipality supports the Proudly SA Campaign to the extent that, as far as possible, preference is given to procuring local goods and services in line with the Updated Preferential Procurement Regulation of 2017.

35. APPOINTMENT OF CONSULTANTS

(1) The accounting officer may procure consulting services provided that any Treasury guidelines in respect of consulting services are taken into account when such procurements are made.

(2) Consultancy services must be procured through competitive bids if -

(a) the value of the contract exceeds R300 000 (VAT included); or

(b) the duration period of the contract exceeds one year.

(3) In addition to any requirements prescribed by this policy for competitive bids, bidders must furnish particulars of -

(a) all consultancy services provided to an organ of state in the last five years; and

(b) any similar consultancy services provided to an organ of state in the last five years.

(4) The accounting officer must ensure that copyright in any document produced and the patent rights or ownership in any plant, machinery, thing, system or process designed or devised by a consultant in the course of the consultancy

service is vested in the municipality.

36. DEVIATION, AND RATIFICATION OF MINOR BREACHES OF, PROCUREMENT PROCESSES

1. The accounting officer may –dispense with the official procurement processes established by this policy and procure any required goods or services through any convenient process, which may include direct negotiations, but only -

1) in an emergency; the conditions warranting *emergency dispensation* should include the existence of one or more of the following:

a. the possibility of human injury or death;

b. the prevalence of human suffering or deprivation of rights;

c. the possibility of damage to property, or suffering and death of livestock and animals;

d. the interruption of essential services, including transportation and communication facilities or support services critical to the effective functioning of the KLM as a whole;

e. the possibility of serious damage occurring to the natural environment;

f. the possibility that failure to take necessary action may result in the KLM not being able to render an essential community service; and the possibility that the security of the state could be compromised.

2) if such goods or services are produced or available from a single or sole provider only in circumstances where such supplier:

3) there is a requirement for compatibility, continuity and alignment;

4) for the acquisition of special works of art or historical objects where specifications are difficult to compile;

5) acquisition of animals for zoos and/or nature and game reserves; or

6) in any other exceptional case where it is impractical or impossible to follow the official procurement processes; and

(2) Ratify any minor breaches of the procurement processes by an official or committee acting in terms of delegated powers or duties which are purely of a technical nature.

(3) The accounting officer must record the reasons for any deviations in terms of subparagraphs (1) (a)(1) to (6) of this policy and report them to the next meeting of the council and also include such reasons as a note to the annual financial statements of the municipality.

(4) Subparagraph (2) does not apply to the procurement of goods and services contemplated in paragraph 11(2) of this policy.

(5) For all Deviations, the standard Deviation Form (**Attached as Annexure A**) must be completed appropriately, with the necessary reviews and recommendations prior to the Municipal Manager's approval

(6) **Single Source Selection;** National Treasury Guidelines provide for single-source selection in exceptional cases for consulting services. The justification for single-source selection must be examined in the context of the overall interests of the KLM and the project. Single-source selection may be appropriate only if it presents a clear advantage over competition: the following requirements must be met or covered in the motivation;

a) for services that represent a natural continuation of previous work carried out by the consultant, and continuity of downstream work is considered essential;

b) where rapid selection is essential;

c) for very small appointments;
d) when only one consultant is qualified or has experience of exceptional worth for the project.

(7) The reasons for single-source selection must be fully motivated in a report and approved by the Bid Adjudication Committee prior to conclusion of a contract, provided that if the award is for an amount of R200 000 or less, such award shall be approved by the Chief Financial Officer.

(8) Consultant appointments approved in terms of a single-source selection Process must be formalized in a written contract which describes the terms and conditions of contract, as well as the scope of services required.

37. UNSOLICITED BIDS

(1) An unsolicited bid is a bid that is submitted by a prospective supplier to the municipality without any procurement requirement first having been identified and advertised. This situation arises when a supplier identifies an opportunity to render services or supply products not ordinarily required by the municipality.

(2) In accordance with section 113 of the Act, there is no obligation upon the municipality to consider unsolicited bids received outside a normal bidding process.

(3) The accounting officer may decide in terms of section 113(2) of the Act to consider an unsolicited bid but only if -

(a) the product or service offered in terms of the bid is a demonstrably or proven unique innovative concept;

(b) the product or service will be exceptionally beneficial to the

municipality or have exceptional cost advantages;

(c) the person who made the bid is the sole provider of the product or service concerned; and

(d) the reasons for not going through the normal bidding processes are found to be sound by the accounting officer.

(4) If the accounting officer decides to consider an unsolicited bid that complies with sub-paragraph (3), his decision must be made public in accordance with section 21A of the Municipal Systems Act, together with -

(a) reasons as to why the bid should not be open to other competitors;

(b) an explanation of the potential benefits if the unsolicited bid were accepted; and

(c) an invitation to the public or other potential suppliers to submit their comments on the proposal within 30 days of the publication of the relevant notice.

(5) The accounting officer must submit all written comments received pursuant to subparagraph (4), including any responses from the unsolicited bidder, to the National and Provincial Treasuries for comment.

(6) Subject to subparagraphs (7) and (8) below, the adjudication committee must consider the unsolicited bid and may, depending on its delegations, award the bid or make a recommendation to the accounting officer.

(7) A meeting of the adjudication committee to consider an unsolicited bid must be open to the public.

(8) When considering the matter, the adjudication committee must take into account -

(a) any comments submitted by the public; and

(b) any written comments and recommendations of the National and Provincial Treasuries.

(9) If any recommendations of the National and Provincial Treasuries are rejected or not followed, the accounting officer must submit to the Auditor-General and the National and Provincial Treasuries the reasons for rejecting or not following those recommendations.

(10) Such submission must be made within seven days after the decision on the award of the unsolicited bid is taken, but no contract committing the municipality to the bid may be entered into or signed within 30 days of the submission.

(11) The processes to be followed by the municipality with regard to the acceptance or rejection of an unsolicited bid shall clearly be made known to the bidder who submits the unsolicited bid concerned.

(12) The council shall exercise caution when interviewing a potential supplier or a person who may wish to offer services to the municipality in circumstance

which may be tantamount to the submission of or negotiation with regard to an unsolicited bid and shall not do anything or cause anything to be done which may be contrary to this policy.

38. COMBATING OF ABUSE OF SUPPLY CHAIN MANAGEMENT SYSTEM

(1) The accounting officer must-

(a) take all reasonable steps to prevent abuse of the supply chain management system;

(b) investigate any allegations against an official or other role player of fraud, corruption, favouritism, unfair or irregular practices or a failure to comply with this policy, and when justified -

(i) take appropriate steps against such official or other role player;

or

(ii) report any alleged criminal conduct to the South African Police Service;

(c) check the National Treasury's database prior to awarding any contract to ensure that no recommended bidder or any of its directors, is listed as a person prohibited from doing business with the public sector;

(d) reject any bid from a bidder -

(i) if any municipal rates and taxes or municipal service charges owed by that bidder or any of its directors to the municipality or to any other municipality or municipal entity, are in arrears for more than three months; or

(ii) who, during the last five years, has failed to perform satisfactorily on a previous contract with the municipality or any other organ of state after written notice was given to that bidder that performance was unsatisfactory;

(e) reject a recommendation for the award of a contract if the recommended bidder or any of its directors has committed a corrupt or fraudulent act in competing for the particular contract;

(f) cancel a contract awarded to a person if -

(i) such person committed any corrupt or fraudulent act during the bidding process or the execution of the contract; or

(ii) an official or other role player committed any corrupt or fraudulent act during the bidding process or the execution of the contract that benefited that person; and

(g) Reject the bid of any bidder if that bidder or any of its directors -

(i) has abused the supply chain management system of the municipality or has committed any improper conduct in relation

to such system;

(ii) has been convicted for fraud or corruption during the past five years;

(iii) has willfully neglected, reneged on or failed to comply with any government, municipal or other public sector contract during the past five years; or

(iv) has been listed in the Register for Tender Defaulters in terms of section 29 of the Prevention and Combating of Corrupt Activities Act (No. 12 of 2004).

(2) The accounting officer must inform the National and Provincial Treasuries in writing of any actions taken in terms of subparagraphs (1)(b)(ii), (e) or (f) above.

(3) If the accounting officer, on reasonable grounds, believes that a bidder or a contractor has engaged in bid rigging, he shall refer the matter to the Competition Tribunal for investigation and the taking of action against the bidder or contractor concerned in a manner contemplated in the Competition Act No. 89 of 1998.

Part 3: Logistics, Disposal, Risk and Performance Management

39. LOGISTICS MANAGEMENT SYSTEM

1) The accounting officer must establish and implement an effective system of logistics management, which must include -

(a) the monitoring of spending patterns on types or classes of goods and services incorporating, where practical, the coding of items to ensure that each item has a unique number;

(b) the setting of inventory levels that includes minimum and maximum levels and lead times wherever goods are placed in stock;

(c) the placing of manual or electronic orders for all acquisitions other than those from petty cash; the following process must be adhered to;

i. Purchase orders will be created with reference to requisitions where the supply source is either bids or quotations.

ii. All purchase orders will be captured on the KLM SAMRAS system exclusive of VAT.

iii. Standing/Planned Purchase Orders may be used in cases where longer term arrangements, necessitating interim payments, are required.

iv. Purchase order approvals will be systems based and shall be authorized by the Stores Section through the office of Manager: SCM. That will happen after all the requisition have been approved by the duly delegated officials.

v. In respect of goods and services no work shall commence, or

goods be delivered before an official order has been placed with the supplier.

vi. KLM shall not be liable for payment for any goods delivered or services rendered in contravention of clause 39(c)(v) above.

(d) before payment is approved, certification by the responsible officer that the goods and services are received or rendered on time and is in accordance with the order, the general conditions of contract and specifications where applicable and that the price charged is as quoted in terms of a contract;

(e) appropriate standards of internal control and warehouse management to ensure that goods placed in stores are secure and only used for the purpose for which they were purchased;

(f) regular checking to ensure that all assets including official vehicles are properly managed, appropriately maintained and only used for official purposes; and

(g) monitoring and review of the supply vendor performance to ensure compliance with specifications and contract conditions for particular goods or services.

2) Receiving of Orders; Goods received will be captured on the SAMRAS system via a *Goods Received Note* with reference to the relevant purchase order. Where applicable, the Budget and Treasury Office or the Assets Section (for asset creation) and Insurance Section (for claims) will be informed of the purchase. It must be noted that requisitions for the acquisition of assets must be verified by the assets section and the requisition must be stamped to confirm the process the be followed. The asset section must keep records of those requisition for asset register and insurance purpose.

3) Deliveries of goods may not exceed the order quantity. Short deliveries will keep the purchase order open until the balance of the order is received or cancelled.

4) Valuation of stock; Stock is valued on the weighted average costing method per stock item and is VAT exclusive. Stock is valued in terms of the generally recognized accounting procedures as adopted by the KLM.

5) Stock items shall be systematically replenished using the re-order point planning strategy. Open reservations shall be taken into account during the replenishment run.

6) Goods will be issued from stock with reference to reservations. Goods can be issued for consumption against internal orders, cost centres, projects and assets under construction.

7) Purchase orders will be created, where applicable, with reference to replenishment requisitions in respect of term supply contracts for goods. Replenishment requisition approvals will be systems based. All replenishment will be processed via the Acquisition Management System.

8) Stores Management; The stores function shall be centralized and will operate under the jurisdiction of the Supply Chain Management Department. The Supply Chain Manager must ensure proper financial, budgetary control; uphold the principle of effective administration, proper stock holding and control, product standardization, quality of products and a high standard of service levels. The Manager: Supply Chain Management will develop and implement appropriate stock management procedures. The Chief Financial Officer is the only delegated authority to write off stock.

40. DISPOSAL MANAGEMENT SYSTEM

(1) In terms of section 14 of the Act, the municipality may not transfer ownership as a result of a sale or other transaction or otherwise permanently dispose of a capital asset needed to provide the minimum level of basic municipal services.

(2) A municipality may transfer ownership or otherwise dispose of capital asset other than one contemplated in subsection (1), but only after the council, in a meeting open to the public-

(a) has decided on reasonable grounds that the asset is not needed to provide the minimum level of basic municipal services; and

(b) has considered the fair market value of the asset and the economic and community value to be received in exchange for the asset.

(3) An asset may be disposed of by -

(i) transferring the asset concerned to another organ of state in terms of a provision of the Act enabling the transfer of assets;

(ii) transferring the asset concerned to another organ of state at market related value or, when appropriate, free of charge;

(iii) selling the asset concerned; or

(iv) destroying such asset.

(4) The accounting officer must ensure that -

(a) when immovable property is sold by means of a competitive bidding process, the highest price offered shall be accepted, provided such price is equal to or higher than the market related price for the relevant immovable property;

(b) in other cases, only at a market related price except when the public interest or the plight of the poor demands otherwise in which event the sale price shall be determined in accordance with the applicable land disposal or indigent policy adopted by the council;

(c) movable assets are sold either by way of written price quotations, a competitive bidding process or by public auction at the highest offered price, provided such price is market related;

(d) firearms are not sold or donated to any person or institution within or outside the Republic unless approved by the National Conventional

Arms Control Committee;

(e) immovable property is let at market related rentals except when the public interest or the plight of the poor demands otherwise in which event the rental shall be determined in accordance with the applicable land disposal or indigent support policy adopted by the council;

(f) all fees, charges, rates, tariffs, scales of fees or other charges relating to the letting of immovable property are annually reviewed;

(g) where assets are traded in for other assets, the highest possible trade-in price is negotiated; and

(h) in the case of the free disposal of computer equipment, the provincial department of education is first approached to indicate, within 30 days, whether or not any of the local schools are interested in such equipment.

(5) This paragraph must be read with and applied in conjunction with the Municipal Asset Transfer Regulations contained in Government Notice R. 878 of 22 August 2008 and the associated policies adopted by the council. In the event of conflict, the provisions of the aforesaid Regulations shall be applied.

41. RISK MANAGEMENT

(1) The accounting officer must establish and implement an effective system of risk management for the identification, consideration and avoidance of potential risks in the supply chain management system.

(2) Risk management must include -

(a) the identification of risks on a case-by-case basis;

(b) the allocation of risks to the party best suited to manage such risks;

(c) acceptance of the cost of the risk where the cost of transferring the risk is greater than that of retaining it;

(d) the management of risks in a pro-active manner and the provision of adequate cover for residual risks; and

(e) the assignment of relative risks to the contracting parties through clear and unambiguous contract documentation.

42. PERFORMANCE MANAGEMENT

The accounting officer must establish and implement an internal monitoring system in order to determine, on the basis of a retrospective analysis, whether the authorized supply chain management processes were followed and whether the objectives of this policy were achieved.

1) Performance management shall accordingly be characterized by a monitoring process and retrospective analysis to determine whether:

a. value for money has been attained;
b. proper processes have been followed;

c. desired objectives have been achieved;
d. there is an opportunity to improve the process;
e. suppliers have been assessed and what that assessment is; and
f. there has been deviation from procedures and, if so, what the reasons for that deviation are.

2) The performance management system shall accordingly focus on, amongst others:
a. achievement of goals;
b. compliance to norms and standards;
c. savings generated;
d. cost variances per item;
e. non-compliance with contractual conditions and requirements; and
f. the cost efficiency of the procurement process itself.

Part 4: Other matters

43. TAX MATTERS

1) In terms of the Act municipalities are prohibited from awarding bids to persons whose tax matters have not been cleared by SARS.

2) Before making an award to a person, the Supply Chain Management Unit, must verify the tax compliance status of a taxpayer on the SARS e-Filling system.

3) The National Treasury's Centralized Supplier Database and the Tax Compliance Pin are the approved methods to be used to prove tax compliance.

4) Where goods and services are procured from foreign supplier with tax obligations in South Africa, proof of tax compliance status should be obtained from supplier.

5) Foreign Suppliers with neither South African tax obligations nor history of doing business in South should complete a pre-award questionnaire on the 2018 revised MBD 1 for their tax obligation categorization. The Accounting Officer must submit a copy of this completed MBD 1 received from the awarded bidder to SARS. SARS will issue a letter to the procuring entity confirming whether or not foreign supplier has tax obligations in South Africa.

6) Where the recommended bidder is not tax compliant, the bidder should be notified of their non – compliant status and the bidder must be requested to submit to the municipality within seven (7) working days, proof from SARS that they have remediate their tax compliance status. The proof of tax compliance status submitted by the bidder must be verified in terms of section 43(3) or via CSD or e-Filling.

7) The Accounting Officer should reject a bid submitted by the bidder if such bidder fails to provide proof of tax compliance status within the specified timeframe as stated in section 43(6) above.

8) If a bidder was tax compliant at the time of award, purchase order and thereafter, and the goods and services has been delivered satisfactorily without any dispute, the Accounting Officer should not delay processing payment of invoices due to outstanding tax matters. This only applies where

bidder was tax compliant on the date of tender award or the processing of official purchase order.

9) The tax status of all bidders procured through formal quotes which are less than R 30 000 **MUST** be Tax Compliant prior to the generation of purchase order/s. If the recommended bidder is Tax Non-Compliant, then the second highest scorer on points should be considered and so on, provided that the Tax Status is **Tax Compliant.**

44. PROHIBITION ON AWARDS TO PERSONS IN THE SERVICE OF THE STATE

Irrespective of the procurement process followed, no award may be made to a person in terms of this policy -

(a) who is in the service of the state;

(b) if that person is not a natural person, of which any director, manager, principal shareholder or stakeholder is a person in the service of the state; or

(c) who is an advisor or consultant contracted with the municipality.

45. AWARDS TO CLOSE FAMILY MEMBERS OF PERSONS IN THE SERVICE OF THE STATE

The accounting officer must ensure that the notes to the annual financial statements 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, including -

(a) the name of that person;

(b) the capacity in which that person is in the service of the state; and

(c) the amount of the award.

46. ETHICAL STANDARDS

(1) The code of ethical standards annexed to this policy as Annexure A shall apply to all officials and other role players in the supply chain management system of the municipality in order to promote -

(a) mutual trust and respect; and

(b) an environment where business can be conducted with integrity and in a fair and reasonable manner.

(2) A breach of the aforesaid code of ethics must be dealt with as follows -

(a) in the case of an employee, in terms of the disciplinary procedures of the municipality envisaged in section 67(1)(h) of the Municipal Systems Act;

(b) in the case of a role player who is not an employee, through other appropriate means with due regard to the severity of the breach;

(c) in all cases, financial misconduct must be dealt with in terms of chapter 15 of the Act and for applicable regulations pertaining to financial misconduct by officials.

47. INDUCEMENTS, REWARDS, GIFTS AND FAVOURS TO MUNICIPALITIES, OFFICIALS AND OTHER ROLE PLAYERS

(1) No person who is a provider or prospective provider of goods or services or a recipient or prospective recipient of goods disposed of or to be disposed of may either directly or through a representative or intermediary promise, offer or grant -

(a) any inducement or reward to the municipality for or in connection with the award of a contract; or

(b) any reward, gift, favour or hospitality to -

(i) any official; or

(2) The accounting officer must promptly report any alleged contravention of sub-paragraph 1 to the National Treasury for considering whether the offending person, and any representative or intermediary through which such person is alleged to have acted, should be listed in the National Treasury's database of persons prohibited from doing business with the public sector.

(3) Subparagraph (1) does not apply to gifts less than R350 in value.

48. SPONSORSHIPS

The accounting officer must promptly disclose to the National and Eastern Cape Provincial Treasury any sponsorship promised, offered or granted, whether directly or through a representative or intermediary by any person who is -

(a) a provider or prospective provider of goods or services to the municipality; or

(b) a recipient or prospective recipient of goods disposed of or to be disposed of by the municipality.

49. OBJECTIONS AND COMPLAINTS

a) In terms of Section 62 of the Municipal Systems Act, a person whose rights are affected by a decision taken by the KLM may appeal against that decision by giving written notice of the appeal, the service provider or contractor that is aggrieved must write and state the reasons to the accounting officer within 14 days of the date of receipt of the notification of the decision.

b) Bid documents must state that any appeal must be submitted to the accounting officer at the address stated, and must contain the following:

(i) must be in writing;
(ii) reasons for the appeal;

(iii) the way in which the appellant's rights have been affected;

(iv) the remedy sought by the appellant; and

(v) a copy of the notification advising the person of the decision.

50. RESOLUTION OF DISPUTES, OBJECTIONS, COMPLAINTS AND QUERIES

(1) The accounting officer must appoint an independent and impartial person who is not directly involved in the supply chain management processes -

(a) to assist in the resolution of disputes between the municipality and other persons regarding -

(i) any decisions or actions taken in the implementation of the supply chain management system; or

(ii) any matter arising from a contract awarded in the course of the supply chain management system; or

(b) to deal with objections, complaints or queries regarding any such decisions or actions or any matters arising from such contract.

(2) The accounting officer or another official designated by the accounting officer is responsible for assisting the appointed person to perform his or her functions effectively.

(3) The person appointed must -

(a) strive to resolve promptly all disputes, objections, complaints or queries received; and

(b) submit monthly reports to the accounting officer on all disputes, objections, complaints or queries received, attended to or resolved.

(4) A dispute, objection, complaint or query may be referred to the Eastern Cape Provincial Treasury if -

(a) if it is not resolved within 60 days of lodgment; or

(b) no response is forthcoming within 60 days of lodgment.

(5) If the Eastern Cape Provincial Treasury does not or cannot resolve the matter, the dispute, objection, complaint or query concerned may be referred to the National Treasury for resolution.

(6) This paragraph must not be read as affecting a person's rights to approach a competent court, at any time, for such order as may be just and necessary in the circumstances.

51. CONTRACTS PROVIDING FOR COMPENSATION BASED ON TURNOVER

If a service provider acts on behalf of the municipality to provide any service or act as a collector of fees, service charges or taxes and the compensation

payable to him is fixed as an agreed percentage of turnover for the service concerned or the amount collected, the contract between such service provider and the municipality must stipulate -

(a) a cap on the compensation payable to him; and

(b) that such compensation must be performance based.

52. CONTRACT MANAGEMENT:

(1) Issue of expansion and variation orders

(a) The accounting officer or nominee may, subject to the provisos to this subparagraph and subparagraphs (b) to (d) authorize the issue of expansion or variation orders (herein referred to as "variations orders") in respect of contract specifications or conditions of contract in order to accommodate costs for additional work either unforeseen when contracts were awarded for , essential or necessary additional work or in instances where factors beyond the control of an appointed contractor has led to or will lead to a delay in a contract completion date provided that:

(i) 15% for goods and/or services; and, provided further –
(ii) 20% for construction related project, that is informed by CIDB prescripts and Standard for Uniformity.
(iii) that any expansion or variation order issued in excess of the aforesaid thresholds shall be dealt with in a manner provided in section 116 (3) of the MFM Act.

(b) A variation order may only be issued after -

(i) the need for such order has been fully motivated by the responsible project manager and supported by the head of department concerned; and

(ii) the chief financial officer has certified that funds are available to cover the cost the required additional work.

(c) A request for the issue of a variation order in an amount exceeding R200 000 shall first be referred to the Bid Adjudication Committee which considered the initial bid for approval provided that the accounting officer may constitute a new Bid Adjudication Committee for this purpose.

(d) No request for a variation order may be approved in circumstance where new bids may be invited for the additional work concerned.

(e) The line manager responsible for the implementation of a project undertaken either departmentally or through an appointed contractor must keep a proper record of all variation orders issued in respect of a project.

(f) The original copy of an issued variation order must be filed with the

original bid and contract documents.

(g) The responsible line manager must, upon completion of additional work or the expiry of any extended contract period authorized by a variation order, certify that the terms and conditions of such variation order have been complied with.

(2) Application of contract management by the responsible officials:

a) Contract management includes all activities and administrative duties associated with a contract that has arisen through one of the acquisition/procurement processes described in this policy.

b) Line departments are fully responsible for contract management and administration. Departmental Heads (Directors) shall be responsible to ensure that a contract manager who will be an internal official and is assigned to ensure the effective management of the contract. The contract manager will typically be the internal project manager assigned to the contract as a whole but may also be a cost centre owner or other responsible official.

c) The contract manager's duties and powers shall be governed by the applicable conditions of contract, this Supply Chain Management Policy, any Policies, Frameworks and Procedures relating to contract management adopted by the KLM and the general law.

d) Departmental Heads (Directors) shall ensure that contract managers are assigned to each contract within the Department Head's area of responsibility and, where possible, should ensure that such contract manager be involved from the earliest stages of the acquisition process.

e) Departmental Heads (Directors) shall further be responsible for ensuring that contract managers:

i. take all reasonable steps to ensure that a contract procured through the provisions of this policy is properly enforced;

ii. are adequately trained so that they can exercise the necessary level of responsibility in the performance of their duties;

iii. in administering a contract, adhere to applicable legislation and legal precedent, regulations, policy and formalised guidelines.

f) In discharging his duties, the contract manager shall:

I. ensure that all the necessary formalities in signing up the contract and/or issuing the purchase order(s) are adhered to;

II. ensure that contracts related to the procurement of goods and services are captured on the KLM's SAMRAS system in the form of a price schedule when appropriate;

III. ensure that all original contract documentation is lodged with the Supply Chain Management Department for record purposes;

IV. monitor, update and report, on a monthly basis, the cost status and delivery forecast of the contract and the performance of the supplier in order to ensure that all of the terms and conditions of the contract are met, including the supplier's obligations as

regards preferential procurement, targeted labour and/or resources and local production and content, as applicable;

V. where necessary, take appropriate action where a supplier is

VI. underperforming or is in default or breach of the contract;

VII. where appropriate, authorize payments due in terms of the contract by processing payment certificates (if applicable), and ensuring that the necessary Service Entry Sheets or Goods Received Notes are captured on the KLM's SAMRAS system;

VIII. manage contract variation or amendment procedures in compliance with the latest directive in this regard as issued by the municipal manager and approved by the applicable delegated authority;

IX. administer disputes where necessary, in terms of this policy and the applicable Conditions of Contract;

X. maintain adequate records in sufficient detail on an appropriate contract file to provide an audit trail;

XI. ensure that contractual actions relating to supplier liquidation proceedings are correctly and timeously taken to ensure the KLM's rights are protected and any negative impact on service delivery is mitigated, such options should include inter alia:

1) supplier proposal (via the liquidator) is deemed acceptable, by the relevant Director, to the KLM utilizing the appropriate contractual mechanisms; or

a. cancelling the contract, as the liquidator proposed supplier is deemed unacceptable to the KLM, and the KLM appointing an alternate supplier via appropriate procurement mechanisms); act with care and diligence and observe all accounting and legal requirements; and

b. for construction contracts, ensure that all contract administrative requirements of the CIDB is complied with.

53. APPLICATION OF POLICY TO MUNICIPAL ENTITIES

(a) The provisions of this policy generally do not apply to municipal entities.

(c) The supply chain management system of a municipal entity shall be applied with due regard to the provisions of this policy and the Regulations and, in the event of conflict, the provisions of the Regulations shall enjoy preference.

54. FRONTING

(a) For purposes of this paragraph, "fronting" shall include the under-mentioned acts on the part of a bidder or any person or party associated with a bidder:

(i) **Window-dressing:** This includes cases in which black people are appointed or introduced to an enterprise on the basis of tokenism and may subsequently be discouraged or inhibited from substantially participating in the core activities of the enterprise concerned and/or be discouraged or inhibited from substantially participating in the

declared areas and/or levels of their participation;

(ii) **Benefit Diversion:** This includes initiatives where the economic benefits received by an organization for having B-BBEE Status do not flow to black people in the ratio specified by law;

(iii) **Opportunistic Intermediaries:** This includes enterprises that have concluded agreements with other enterprises in order to leverage the opportunistic intermediary's favorable B-BBEE status in circumstances where the agreement involves:

(a) Significant limitations or restrictions on the identity of the opportunistic intermediary's suppliers, service providers, clients or customers;
(b) The maintenance of their business operations in a context reasonably considered improbable having regard to resources; and
(c) Terms and conditions that are not negotiated at arms-length on a fair and reasonable basis.

(b) Where the accounting office detects fronting, he must act against the bidder concerned in terms of paragraph 27(9.3) and, in addition, report such fronting to the Department of Trade and Industry.

55 **CONDITIONS RELATING TO THE GRANTING OF PREFERENCE:**

(1) Local Production and Content,

a) The Department of Trade and Industry may, in consultation with the National Treasury designate a sector, sub-sector or industry or product in accordance with the national development and industrial policies for local production and content, where only locally produced services or goods or locally manufactured goods meet the stipulated minimum threshold for local production and content taking into account economic and other relevant factors and stipulate a minimum threshold for local production and content. The National Treasury must inform KLM of any designations made through the issue of a circular.

b) In the case of designated sectors, such bids must be advertised with a specific condition of bidding that only locally produced goods or locally manufactured goods, meeting the stipulated minimum threshold for local production and content will be considered.
c) any instructions, circulars and guidelines issued by National Treasury in the above regard must be complied with.
d) Where there is no designated sector, bids may include, as a specific condition of bidding, that only locally produced goods or locally manufactured goods with a stipulated minimum threshold for local production and content, will be considered, on condition that such prescript and threshold(s) are in accordance with the specific directives issued for this purpose by the National Treasury in consultation with the Department of Trade and Industry.

e) A person awarded a contract in relation to a designated sector, may not subcontract in such a manner that the local production and content of the

overall value of the contract is reduced to below the stipulated minimum threshold.

f) A bid that fails to meet the minimum stipulated threshold for local production and content is an unacceptable bid.

(2) Subcontracting as a condition of tender/bid:

Subcontracting as condition of a bid:

a. If feasible to subcontract for a contract above R30 million, the KLM must apply subcontracting to advance designated groups.

b. If KLM applies subcontracting as a condition of a bid, the KLM must advertise the bid with a specific bid condition that the successful bidder must subcontract a minimum of 30% of the value of the contract to:

1) an EME or QSE;
2) an EME or QSE which is at least 51% owned by black people;
3) an EME or QSE which is at least 51% owned by black people who are youth;
4) an EME or QSE which is at least 51% owned by black people who are women;
5) an EME or QSE which is at least 51% owned by black people with disabilities;
6) an EME or QSE which is at least 51% owned by black people living in rural or undeveloped areas or townships;
7) a co-operative which is at least 51% owned by black people;
8) an EME or QSE which is at least 51% owned by black people who are military veterans; or
9) more than one of the categories referred to in this clause.

c. The KLM must make available the list of all suppliers registered on a database approved by the National Treasury to provide the required goods or services in respect of the applicable designated groups mentioned in the preceding clause from which the bidder must select a supplier.

(3) Unbundling Strategies:

a) In order to encourage increased participation and the sustainable growth of the small business sector, the unbundling of larger projects into smaller, more manageable, contracts is encouraged. Unbundling must however be considered in the context of:

1. economies of scale being lost;
2. abortive work becoming necessary;
3. additional demands (not only financial) being placed on the KLM's resources; and
4. the risk of later phases not being completed as a result of budget cuts becoming necessary in the future.

b) Unbundling, and all of its associated implications, must therefore be carefully considered at the planning stage of any project and the budgets for, and design thereof, should be structured accordingly.

c) It is important to note that while it is the KLM policy to procure goods, services or construction works in the smallest practicable quantities, the practice of parceling such procurement in order to avoid complying with the requirements of the different range of procurement processes described in this policy is not permitted.

(4) Increasing Employment Opportunities:

a) One of the KLM key socio-economic objectives is to facilitate the creation of employment for the people of KLM.

b) Increasing employment opportunities through procurement may be achieved by specifying labour intensive technologies and/or methods of construction in the bid documents.

c) It is up to Responsible Agents to thoroughly investigate the options available in the above regard, to evaluate the positive versus negative impact of any proposals, and to specify labour intensive technologies and/or methods where appropriate.

d) All labour earning less than a threshold wage, determined in accordance with National Guidelines, that is employed for the provision of services or construction works for KLM, shall be reported in the prescribed format, on a monthly basis, to the Directorate responsible for Extended Public Works Programme (EPWP).

(5) Targeted Labour and or Targeted Enterprises:

a) The targeting of labour and/or enterprises from specific areas within the boundaries of the KLM area may be achieved, where appropriate, by specifying in the bid documents, a minimum level of participation (a contract participation goal) that must be achieved in respect of targeted labour and/or targeted enterprises in the performance of the contract.

b) Specified contract participation goals must be measurable and achievable, and the performance in respect of which must be monitored by the Responsible Agents during the execution of the contract.

c) Where a minimum contract participation goal has been specified in respect of targeted labour and/or enterprises, the supplier is obliged to meet that goal, and must be penalized if he or she does not.

d) Contract participation goals in respect of targeted labour and/or enterprises may not be introduced into the preference point system used for the evaluation of bids.

56 ARCHIVE OF BIDDING DOCUMENTS

(1) Bidding documents have to be kept in a safe.

(2) The following will be applicable before the destruction of any documents:

a) Formal written quotation documents have to be kept for a minimum of five (5) years.
b) The documents for tenders that were awarded for a period of less than one (1) year must be kept for a minimum of five (5) years.
c) The documents for tenders that were awarded for a period of more than one (1) year must be kept for a minimum of six (6) years or for a period of six (6) years after the completion of the project.
d) No documents can be destroyed without the written permission of the relevant director; and
e) No documents of successful bidders may be destroyed.

57 CONSTRUCTION INDUSTRY DEVELOPMENT BOARD

1) The Construction Industry Development Board (CIDB) has been established by government to promote the uniform application of policy to the construction industry.

a) When calling for construction related bids:
   i. the prescribed CIDB (uniformity standard bid documents) may be utilized.
   ii. only Contractors registered with the CIDB may be used.
   iii. all tenders must be advertised on the CIDB i-tender system.
   iv. consultants used in the procurement process must adhere to the CIDB legislation.
   v. consultants used in the procurement process are prohibited to provide goods,
   vi. works or services related to the project; and (vii) subcontract arrangements and joint venture initiatives must be aligned to CIDB guidelines and requirements.
   vii. the same Bid Committee system as for all other bids will be applicable.

b) When evaluating construction related bids - (i) the registration and grading on the CIDB website must be verified; (ii) the contractor and has to be valid on the day the Bid Evaluation Committee evaluates the bid; (iii) the CIDB contractor requirements; and (iv) calculations for joint venture gradings must be done according to the CIDB prescriptions.

2) Other matters - (a) all projects approved by the Municipality must be registered with the CIDB; (b) contracts registered on the i-tender systems must be updated and completed; (c) non-performance and non-compliance of contractors must be reported to the CIDB as per the CIDB guidelines; and (d) Sub-contracting arrangements and joint-venture initiatives must be aligned to the CIDB guidelines and requirements.

58 PUBLIC-PRIVATE PARTNERSHIPS

Public-Private Partnerships will be procured in terms of Part 2 of Chapter 11 of the Act.

59 TRANSVERSAL CONTRACTS

All commodities, services and products covered by a transversal contract concluded by the National Treasury must be considered before approaching the market, to benefit from savings where lower prices or rates have been negotiated.

60 FRAMEWORKS FOR INFRASTRUCTURE DELIVERY

1) **The Infrastructure Delivery Management**

Project Processes

The project process of infrastructure delivery management contains control stage deliverables at the end of each stage. Table 1 outlines the stage deliverables that must be approved. The control stages are specific to project management processes; and outline and describe the stages in the life of a project from start to end. The specific stages are determined by the specific project's governance and control needs. The stages follow a logical sequence with a specified start and end. The deliverable is considered to have passed through the relevant stage when it is approved and signed off. The project then moves on to the next sequential stage. It is expected that the municipality's process reflects an engagement between the Budget & Treasury Office, Engineers and Planners when developing and approving projects. It is also expected that there should be engagements with the National and Provincial Treasury where appropriate or where projects dictate so.

Table 1: Project stage deliverables

Stage		**Project Stage Deliverables**
No	**Name**	**End of Stage Deliverables**
1	**Initiation**	**Initiation Report or Pre-feasibility Report** **(i)** The Initiation Report defines project objectives, needs, acceptance criteria, organization's priorities and aspirations, and procurement strategies, which set out the basis for the development of the Concept Report. Or I. A Pre-feasibility Report is required on Mega Capital Projects, to determine whether to proceed to the Feasibility Stage; where sufficient information is presented to enable a final project implementation decision to be made. Mega capital projects should be determined in the municipality's policy approved by the Municipal Council. **Stage 1 is complete when the Initiation Report or Pre-feasibility Report is approved.**
2	**Concept**	**Concept Report or Feasibility Report** I. The Concept Stage presents an opportunity for the

		development of different design concepts to satisfy the project requirements developed in Stage 1. This stage presents alternative approaches and an opportunity to select a particular conceptual approach. The objective of this stage is to determine whether it is viable to proceed with the project, premised on available budget, technical solutions, time frame and other information that may be required. II. The Concept Report should provide the following minimum information: **(a)** Document the initial design criteria, cost plan, design options and the selection of the preferred design option; or the methods and procedures required to maintain the condition of infrastructure, or the project. Establish the detailed brief, scope, scale, form and cost plan for the project, including, where necessary, the obtaining of site studies and construction and specialist advice. **(b)** Provide an indicative schedule for documentation and construction, or maintenance services, associated with the project. **(c)** Include a site development plan, or other suitable schematic layouts, of the works. **(d)** Describe the statutory permissions, funding approvals and utility approvals required to proceed with the works associated with the project. **(e)** Include a baseline risk assessment for the project and a health and safety plan, which is a requirement of the Construction Regulations issued in terms of the Occupational Health and Safety Act. **(f)** Contain a risk report, need for further surveys, tests, investigations, con-sents and approvals, if any, during subsequent stages.

		(iii) A Feasibility Report must provide the following minimum information: a) Details regarding the preparatory work covering: • A needs and demand analysis with output specifications. • An options analysis. b) A viability evaluation covering: • A financial analysis. • An economic analysis, if necessary. c) A risk assessment and sensitivity analysis; d) A professional analysis covering: • A technology options assessment. • An environmental impact assessment. • A regulatory due diligence. e) An implementation readiness assessment covering:

		• Institutional capacity. • A procurement plan. **Stage 2 is complete when the Concept Report or the Feasibility Report is approved.**
3	**Design Development**	**Design Development Report** (i) The Design Development Report must, as necessary: a) Develop, in detail, the approved concept to finalize the design and definition criteria. b) Establish the detailed form, character, function and costings. c) Define the overall size, typical detail, performance and outline specification for all components. d) Describe how infrastructure, or elements or components thereof, are to function; and how they are to be safely constructed, be commissioned and be maintained. e) Confirm that the project scope can be completed within the budget or propose a revision to the budget. **Stage 3 is complete when the Design Development Report is approved.**
4	**Design Documentation**	**Design Documentation** (i) Design documentation provides: a) the production information that details performance definition, specification, sizing and positioning of all systems and components b) that will enable construction; c) the manufacture, fabrication and construction information for specific components of the work, informed by the production information. **Stage 4 is complete when the Design Documentation Report is approved.**
5	**Works**	**Completed Works capable of being used or occupied (**i) Completion of the Works Stage requires: a) Certification of the completion of the works in accordance with the provisions of the contract; or b) Certification of the delivery of the goods and associated services in accordance with the provisions of the contract. **Stage 5 is complete when the Works Completion Report is approved.**

6	**Handover**	**Works which have been taken over by the user or owner; Completed** **Training; Record Information** (i) The handover stage requires the following activities to be undertaken: **(a)** Finalize and assemble record information which accurately reflects the infrastructure that is acquired, rehabilitated, refurbished or maintained; **(b)** Hand over the works and record information to the user organization and, if necessary, train end user staff in the operation of the works. **Stage 6 is complete when the Handover/Record Information Report is approved.**
7	**Close-Out**	**Defects Certificate or Certificate of Final Completion; Final Account; Close-Out Report** (i) The Close-Out Stage commences when the end user accepts liability for the works. It is complete when: a) Record information is archived; b) Defects certificates and certificates of final completion are issued in terms of the contract; c) Final amount due to the contractor is certified in terms of the contract; d) Close-Out Report is prepared by the Implementer and approved by the Municipality. **Stage 7 is complete when the Close-out Report is approved.**

61 FRAMEWORKS FOR INFRASTRUCTURE PROCUREMENT

1) **Introduction**

The framework for infrastructure procurement outlines the minimum infrastructure procurement policy requirements for municipal planning and implementation. The strategic direction set in the Integrated Development Plan (IDP) informs the framework for infrastructure procurement. For example, procurement strategies must be aligned to the municipality's developmental and internal transformational needs, as specified in the IDP.

2) **Minimum requirements for infrastructure procurement**

a) Infrastructure procurement must be undertaken in accordance with the Local Government Framework for Infrastructure Delivery and Procurement Management and all applicable infrastructure procurement related legislation.

b) Infrastructure procurement must be implemented in accordance with the institutional Supply Chain Management System, which promotes differentiated procurement for infrastructure.

c) Infrastructure procurement must be implemented in accordance with the procurement gates prescribed in paragraph 56 below.

d) The accounting officer must ensure that a budget is available for the duration of the project, in line with MFMA provisions for capital and

operating budgets.

e) The accounting officer must ensure that cash flow management processes are in place to meet payment obligations within the time periods specified in the contract.

f) Procurement gates provided in paragraph 56 below must be used as appropriate, to:

(i) Authorize commencement of activities that lead to the next control gate;

(ii) Confirm conformity with requirements; and/or

(iii) Provide information to eliminate any cause of non-conformity and to prevent reoccurrence.

1) The authorization to proceed to the next procurement gate must be given by a delegated person or body. The delegated person or body must be able to apply relevant built environment knowledge and skill to achieve the intended results required at the relevant procurement gate. The level of detail contained in the documentation on which a decision to proceed to the next procurement gate is made, must be sufficient to enable an informed decision.

2) The accounting officer must develop and implement effective and efficient emergency procurement procedures, including relevant approval delegation, in compliance with relevant legislation.

a) The accounting officer must develop and implement an effective and efficient infrastructure disposal policy in line with the Municipal Asset Transfer Regulations. The institution may consider disposal strategies aligned to their internal disposal policy, prior to continuing with the procurement strategy.

b) The accounting officer must keep records of Procurement Gate Approvals, in a manual or electronic format, with the following minimum requirements:

(i) Procurement gate;

(ii) Delegated person/s or body;

(iii) Date on which the approval request was received;

(iv) Date on which the approval was actioned; and (v) Signature of the delegated person or body.

c) All assets must be recorded in the municipal asset register as required by the GRAP standards.

62 INFRASTRUCTURE PROCUREMENT GATES (PG)

1) **Procurement Gate 1**

a) Initiate a procurement process

b) Minimum Requirement for Gate 1

(i) Establish and clarify the procurement need, aligned to the municipality's development and transformation priorities specified in the IDP.

(ii) Determine a suitable title for the procurement, to be applied as the project description.

(iii) Prepare the broad scope of work for the procurement.

(iv) Perform market analysis.

(v) Estimate the financial value of proposed procurement and contract for budgetary purposes, based on the broad scope work.

(vi) Confirm the budget.

(vii) Compliance with section 33 of the MFMA with respect to community and stakeholder participation.

c) PG 1 is complete when a designated person or body makes the decision to proceed/not to proceed, with the procurement of the infrastructure.

2) **Procurement Gate 2**

a) Approve procurement strategy to be adopted.

b) Minimum Requirement for Gate 2

(i) Develop a procurement strategy aligned to the institutional procurement strategy.

(ii) Establish contracting and pricing strategy comprising of an appropriate allocation of responsibilities and risks; and the methodology for contractor payments.

(iii) Identify service required for works.

(iv) Decide on contracting strategy.

(v) Decide on form of contract.

(vi) Establish opportunities for promoting preferential procurement in compliance with legislative provisions and the Construction Sector Code.

c) PG 2 is complete when a delegated person or body approves the procurement strategy that is to be adopted.

3) **Procurement Gate 3**

a) Approve procurement documents

b) Minimum Requirements for Gate 3

(i) Prepare procurement documents that are compatible with:

(ii) Approved procurement strategies

(iii) Project management design documentation.

c) PG 3 is complete when the bid specification committee approves the procurement document.

4) **Procurement Gate 4**

a) Confirm that cash flow processes are in place to meet projected contractual obligations.

b) Minimum Requirement for Gate 4:

(i) Confirm that cash flow processes are in place to meet Contractual obligations.

(ii) Establish control measures for settlement of payment within the Time period specified in the contract.

c) PG 4 is complete when a delegated person or body confirms in writing that cash flow processes are in place; and control measures are established for the procurement to take place.

5) **Procurement Gate 5**

a) Solicit tender offers.

b) Minimum Requirements for Gate 5

(i) Invite contractors to submit tender offers.

(ii) Receive tender offers.

(iii) Record tender offers.

(iv) Safeguard tender offers.

c) PG 5 is complete when tender offers received are recorded and safeguarded by a delegated person from the SCM unit.

6) **Procurement Gate 6**

a) Evaluate tender offers premised on undertakings and parameters established in procurement documents.

b) Minimum Requirement for Gate 6

(i) Determine whether tender offers are complete.

(ii) Determine whether tender offers are responsive.

(iii) Evaluate tender submissions.

(iv) Review minimum compliance requirements for each tender.

(v) Perform a risk analysis.

(vi) Prepare a report on tender offers received, and on their achievement of minimum compliance.

PG 6 is complete when the chairperson of the Bid Evaluation Committee approves the BEC report.

7) **Procurement Gate 7**

a) Award the contract.

b) Minimum Requirement for Gate 7

(i) Bid adjudication committee review of the BEC evaluation report.

(ii) Bid adjudication committee makes a recommendation of an

award.

(iii) Accounting Officer approval of the tender process.

(iv) Notify successful tenderer and unsuccessful tenderers of the outcome.

(v) Sign contract document.

(vi) Formally accept tender offer.

c) PG 7 is complete when the Accounting Officer, or the Bid Adjudication

d) Committee, where delegated, confirms that the tenderer has provided evidence of complying with all the requirements as stated in the tender data and formally accepts the tender offer in writing, and issues the contractor with a signed copy of the contract.

8) Procurement Gate 8

a) Administer and monitor the contract.

b) Minimum Requirements for Gate 8:

(i) Contract Management to:

(a) Capture contract award data.

(b) Administer contract in accordance with the terms and provisions of the contract.

(ii) Financial Services to:

(a) Manage cash flow projection.

(iii) User Department to:

(a) Ensure compliance with contractual requirements.

c) PG 8 is complete when a delegated person captures the contract completion/termination data (close out reports and relevant documents), including payment certificates due.

63 GATEWAY REVIEWS

1) Gateway reviews for mega capital projects

a) The MFMA (Act 56 of 2003), section 19 (2) states: "Before approving a capital project in terms of subsection (1)(b), the council of a municipality must consider the projected cost covering all financial years from the start until the project is operational; and the future operational costs and revenue on the project, including municipal tax and tariff implications."

b) The LGFIDPM prescribes the Gateway Review at the end of stage 2, as the minimum requirement to comply with section (i) above.

c) The focus of such a review must be on the quality of the documentation in the first instance, and thereafter on:

(i) Deliverability: the extent to which a project is deemed likely to deliver;

(ii) Expected benefits: within the declared cost, time and

performance area;

(iii) Affordability: the extent to which the project's level of expenditure and financial risk can be accepted, given the organization's overall financial position, both singly, and when considering its other current and projected commitments; and

(iv) Value for money: The optimum combination of whole life costs and quality (or fitness of purpose), to meet the user's requirements.

d) A gateway review team must comprise of not less than three persons who are neither involved, nor associated with the project, but have a broad understanding of the subject matter.

e) A gateway review must be led by a person who has experience in the planning of infrastructure projects and is registered as a professional with a statutory council under the built environment professions. The members of the team must, as relevant, have expertise in the key technical areas, cost estimating, scheduling and implementation of similar projects.

f) It is the duty of the institution's Accounting Officer or Authority to appoint a team responsible for the gateway review of his or her institution.

g) The gateway review team must base its findings primarily on:

(i) The information contained in the end-of-stage deliverable;

(ii) Supplementary documentation, if any, provided by key staff and obtained during an interview process; and

(iii) Interviews with key staff members and stakeholders.

h) The gateway review team must issue a report at the conclusion of a gateway review, which reflects the team's assessment of the information at the end of a stage; and provides findings or recommendations on areas where further work should be undertaken to improve such information.

i) The gateway review findings must be classified by the gateway review team as:

1) Critical: Findings that pose adverse effect to the project or package. Critical findings are findings related to the stage deliverable that are wholly unacceptable.

2) Major: Findings that pose a potentially adverse effect to the project or package. Major findings are serious findings and are in direct violation of key legislation, e.g. The Constitution of the Republic of South Africa, the MFMA or the PPPFA.

3) Minor: Findings that do not pose any adverse effect to the project or package. Minor findings indicate the need for improvement of practices and processes.

j) A Stage 2 deliverable must not be approved until such time that all findings have been resolved.

64 COMMENCEMENTS

This policy takes effect on the date of its adoption by the council.

ANNEXURE A

KOUGA LOCAL MUNICIPALITY

CODE OF CONDUCT FOR SUPPLY CHAIN MANAGEMENT PRACTITIONERS AND OTHER ROLE PLAYERS

The purpose of this Code of Conduct is to promote mutual trust and respect and an environment where business can be conducted with integrity and in a fair and reasonable manner.

1. General Principles

The municipality commits itself to a policy of fair dealing and integrity in the conducting of its business. Officials and other role players involved in supply chain management (SCM) are in a position of trust which implies a duty to act in the public interest. Officials and other role players should not perform their duties to unlawfully gain any form of compensation, payment or gratuity from any person or provider / contractor either for themselves, their family, their friends and business associates.

Officials and other role players involved in SCM should ensure that they perform their duties efficiently, effectively, with integrity and in accordance with applicable legislation, policies and guidelines. They should ensure that public resources are administered responsibly.

Officials and other role players involved in SCM should be fair and impartial in the performance of their functions. They should, at no time, afford any undue preferential treatment to any group or individual or unfairly discriminate against any group or individual and they should also not abuse the power and authority vested in them.

2. Conflict of interest

An official or other role player involved with supply chain management -

(a) must treat all providers and potential providers equitably and fairly;

(b) may not use his/her position for private gain or to improperly benefit another person;

(c) may not accept any reward, gift, favour, hospitality or other benefit directly or indirectly, including to any close family member, partner or associate of that person, of a value more than R350;

(d) must declare to the accounting officer details of any reward, gift, favour, hospitality or other benefit promised, offered or granted to that person or to any close family member, partner or associate of that person;

(e) must declare to the accounting officer details of any private or business interest which that person or any close family member, partner or associate, may have in any proposed procurement or disposal process or in any award of a contract by the municipality;

(f) must immediately withdraw from participating in any manner whatsoever in a procurement or disposal process or in the award of a contract in which that

person or any close family member, partner or associate has any private or business interest;

(g) must declare any business, commercial and financial interests or activities undertaken for financial gain that may give rise to a possible conflict of interest;

(h) should not place him/herself under any financial or other obligation to outside individuals or organizations that might seek to influence him/her in the performance of his/her official duties; and

(i) should not take improper advantage of his/her previous office after leaving his/her official position.

3. Accountability

3.1 Practitioners are accountable to the public for their decisions and actions.

3.2 Practitioners should use public property scrupulously.

3.3 Only accounting officers or their delegates have the authority to commit the municipality to any transaction for the procurement of goods, services or works.

3.4 All transactions conducted by a practitioner should be recorded and accounted for in an appropriate accounting system. Practitioners should not make any false or misleading entries in such a system for any reason whatsoever.

3.5 Practitioners must assist the accounting officer in combating fraud, corruption, favoritism, unfair and irregular practices in the supply chain management system.

3.6 Practitioners must report to the accounting officer any alleged irregular conduct in the supply chain management system which they may become aware of, including but not limited to -

(i) any alleged fraud, corruption, favoritism or unfair conduct;

(ii) any alleged contravention of the policy on inducements, rewards, gifts and favours to municipalities or municipal entities, officials or other role players; and

(iii) any alleged breach of this code of conduct.

3.7 Any declarations made must be recorded in a register which the accounting officer must keep for this purpose. Any declarations made by the accounting officer must be made to the mayor who must ensure that such declaration is recorded in the register.

4. Openness

Practitioners should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict the supply of information only if it is in the public interest to do so.

5. Confidentiality

5.1 Any information that is the property of the municipality or its providers should be protected at all times. No information regarding any bid/contract/bidder/contractor may be revealed if such an action will infringe the relevant bidder's/contractors' personal rights.

5.2 Matters of confidential nature in the possession of officials and other role players involved in SCM should be kept confidential unless legislation, the performance of duty or the provisions of law requires otherwise. Such restrictions also apply to officials and other role players involved in SCM after they have left the service of the municipality.

6. Bid Specification / Evaluation / Adjudication Committees

6.1 Bid specification, evaluation and adjudication committees should implement supply chain management on behalf of the municipality in an honest, fair, impartial, transparent, cost-effective and accountable manner.

6.2 Bid evaluation / adjudication committees should be familiar with and adhere to the prescribed legislation, directives and procedures in respect of supply chain management in order to perform effectively and efficiently.

6.3 All members of bid adjudication committees should be cleared by the accounting officer at the level of "CONFIDENTIAL" and should be required to declare their financial interest annually.

6.4 No person should-

6.4.1 interfere with the supply chain management system of the municipality; or

6.4.2 amend or tamper with any price quotation / bid after its submission.

7. Combative Practices

Combative practices are unethical and illegal and should be avoided at all cost. They include but are not limited to:

(i) suggestions to fictitious lower quotations.

(ii) reference to non-existent competition.

(iii) exploiting errors in price quotations / bids.

(iv) soliciting price quotations / bids from bidders / contractors whose names appear on the Register for Tender Defaulters.

Annexure B

DELEGATION OF POWERS AND DUTIES PARAGRAPH 4.1
As far as contractual obligations are concerned: Personnel to be nominated in writing by the Municipal Manager, and Directors, subject to the undermentioned criteria, and further subject to the municipality's Supply Chain Management Policy, financial regulations and council resolutions where applicable.

4.2.1	***APPROVAL / AWARD / CANCELLATION* OF QUOTATIONS, FORMAL QUOTATIONS AND TENDERS**	
RAND VALUE (VAT inclusive)	**LEVEL OF APPROVAL** (With due regard to proper segregation of duties)	**QUOTATIONS / TENDERS PROCESS FOLLOWED**
Up to R2 000	Level of approval as delegated by relevant director	Petty cash Purchases in terms of the Petty Cash Policy AND / OR One (1) written quotation
R2 000.01 – R200 000.00	Chief Financial Officer (As for approval of requisition the CFO would delegate, and such would be in writing for each manager.	Make recommendation to the CFO for formal written price quotations in terms of Paragraph 18(b) of the SCM Policy
R200 000.01 – R10 million	Bid Adjudication Committee	Competitive Bidding – committee system
> R10 million	Municipal Manager after recommendation from the Bid Adjudication Committee	Competitive Bidding – committee system
36.1	***APPROVAL OF DEVIATIONS***	
All deviations regardless of the amount.	Accounting Officer	
39	***APPROVAL OF REQUESTS* FOR PURCHASE MUNICIPAL STORE ISSUES**	
All orders	Level of approval as delegated to SCM Manager, that has been further delegated to Senior Account ant Acquisition.	
4.2.81.4	***CERTIFICATION AND AUTHORISATION OF ALL PAYMENTS* inclusive of where an official order has been issued in terms of subparagraph 4.2.1 above**	
RAND VALUE (VAT inclusive)	**LEVEL OF APPROVAL (With due regard to proper segregation of duties)**	
All ranges	The recipient of the service or good from the user department is expected to sign the good receive note is provided. If not, the recipient will append his/her signature as an acknowledgement that a service or good was delivered. Thereafter the delegated PM by the director of each directorate will sign or authorize the invoice for payment.	
4.2.81.5	***APPROVAL OF SPECIFICATIONS* FOR COMPETITIVE BIDS, in terms of Paragraph 27(2)(g) of the SCM Policy**	
Cryptic description of Power or Duty	**Sub-delegated to**	**Remarks, Limitations or Conditions**
Specifications for Competitive Bids must be approved prior to the publication of the invitation for bids in terms of **[clause]**	All Directors	This delegation applies in so far as each director's responsibility for managing the respective votes of the municipality and to whom powers and duties for this purpose

paragraph 22 of the SCM Policy.		have been delegated in terms of Section 79 of the MFMA (Act 56 of 2003).
4.2.81.6	***APPROVAL OF COMMUNICATION* WITH PROSPECTIVE BIDDERS**	
Cryptic description of Power or Duty	**Sub-delegated to**	**Remarks, Limitations or Conditions**
The budget holder must approach the bid specification committee to consider authorizing communication with bidders prior to the closing date of tenders in terms of paragraph 22(6)(a) of the SCM Policy	Bid Specification Committee	This delegation applies in so far as the tender to which the communication relates and the members of the committee as appointed by the accounting officer
The budget holder must approach the bid evaluation committee to consider authorizing communication with bidders after the closing of tenders in terms of paragraph 24(3)(c) of the SCM Policy	Bid Evaluation Committee	This delegation applies in so far as the tender to which the communication relates and the members of the committee as appointed by the accounting officer
52.1	**APPROVAL OF EXPANSIONS / VARIATIONS / AMENDMENTS IN THE CONTRACT SUM OR PERIOD**	
/RAND VLUE (VAT inclusive)	**LEVEL OF APPROVAL**	**PROCESS FOLLOWED**
R0 – R200 000.00 (total inclusive of Vat)	Manager: SCM reviews those submission and makes recommendation to CFO for approval.	Circular 62 Expansion / Variation
R200 000.01 – R10 million (total inclusive of amendment)	Bid Adjudication Committee	Circular 62 Expansion / Variation
R0 - unlimited	Municipal Manager with consent from Council	S116(3) Amendments

PROPERTY RATES POLICY

REVIEWED: 22.03.2022
RECOMMENDED BY MAYCOM: 00.00.0000
APPROVED BY COUNCIL: 31.03.2022
ITEM NO: 22/03/F7

PROPERTY RATES POLICY

REVIEWED: 22.03.2022
RECOMMENDED BY MAYCOM: 00.00.0000
APPROVED BY COUNCIL: 31.03.2022
ITEM NO: 22/03/F7

PROPERTY RATES POLICY

TABLE OF CONTENTS

1. DEFINITIONS 3
2. PURPOSE OF THE POLICY 8
3. POLICY PRINCIPLES 8
4. IMPOSITION OF RATES 10
5. CATEGORIES OF PROPERTY 10
6. MULTIPLE PURPOSE PROPERTIES 11
7. CATEGORIES OF OWNERS 11
8. APPLYING DIFFERENT LEVIES FOR DIFFERENT CATEGORIES OF PROPERTY 11
9. EXEMPTIONS 12
10. IMPERMISSIBLE RATES 13
11. REBATES 14
12. APPLICATIONS FOR EXEMPTION/REBATES 16
13. REDUCTIONS 17
14. RATE ADJUSTMENTS 17
15. COSTS OF EXEMPTIONS, REBATES, REDUCTIONS, PHASING-IN OF RATES 18
16. PAYMENT ARRANGEMENTS 18
17. RECOVERY OF ARREAR RATES FROM TENANTS, OCCUPIERS AND ABSENT OWNERS 19
18. LIABILITY FOR RATES 19
19. ACCOUNTS TO BE FURNISHED 20
20. AMOUNT DUE FOR RATES 20
21. CORRECT RATING, OMISSIONS OR ERRORS 21
22. CONSULTATION PROCESS 21
23. SPECIAL RATING AREAS 22
24. FREQUENCY OF VALUATION 22
25. DATE OF VALUATION 22
26. GENERAL BASIS OF VALUATION 22
27. ENFORCEMENT / IMPLEMENTATION 22
28. SAVINGS 22
29. SHORT TITLE 22

PART A:SPECIAL RATING AREAS 23

PREAMBLE

REVIEWED: 22.03.2022
RECOMMENDED BY MAYCOM: 00.00.0000
APPROVED BY COUNCIL: 31.03.2022
ITEM NO: 22/03/F7

WHEREAS Section 3 of the Local Government: Municipal Property Rates Act, 6 of 2004 determines that a municipality must adopt a rates policy in accordance with the provisions of the Act.

NOW THEREFORE the Council adopts the following policy on the levying of property rates and taxes:

1. DEFINITIONS

"Act" means the Local Government: Municipal Property Rates Act, 6 of 2004 and includes any regulations, directives and notices proclaimed, made or issued by a competent authority in terms thereof;

"agent", in relation to the owner of a property, means a person appointed by the owner of the property:

a) to receive rental or other payments in respect of the property on behalf of the owner; **or**
b) to make payments in respect of the property on behalf of the owner.

"**Agricultural purpose**" means property which is used exclusively for agricultural and/or farming purposes as bona fide farmers but excludes any portion thereof that is used commercially for the hospitality of guests and excludes the use of the property for the purpose of eco-tourism or for the trading in or hunting game including small holdings.
In this definition such properties could also be included within the urban edge of a town;

"annually" means once every financial year;

"bona-fide farmers" means a genuine or real farmer whose dominant income is generated from farming activities, on an agricultural property, within the Kouga municipal area, and is taxed by SARS as a bona-fide farmer.

"business and commercial property" means-

a) property used for the activity of buying, selling or trading in commodities or services and includes any office or other accommodation on the same property, the use of which is incidental to such activity; or
b) property on which the administration of the business of private or public entities take place.

"category" –

a) in relation to property, means a category of property determined by the Council in terms of Section 8(2) of the Act;
b) in relation to owners of property, means a category of owners determined by the Council in terms of Section 15(2) of the Act;

"Date of valuation" means the date determined by the Kouga Local Municipality in terms of

REVIEWED: 22.03.2022
RECOMMENDED BY MAYCOM: 00.00.0000
APPROVED BY COUNCIL: 31.03.2022
ITEM NO: 22/03/F7

Section 31 (1)

"district management area" means a part of a district municipality, which in terms of section 6 of the Municipal Structures Act has no local municipality and is governed by that municipality alone;

"district municipality" means a municipality that has municipal executive and legislative authority in an area that includes more than one municipality, and which is described in section 155(1) of the Constitution as a category B municipality;

"exclusion", in relation to a municipality's rating power, means a restriction of that power as provided for in Sections 16 and 17 of the Act;

"exemption", in relation to the calculation of a rate, means an exemption granted by the Council in terms of Section 15(1)(a) of the Act;

"financial year" means the period starting from 1 July in a year to 30 June of the next year;

"household income" means the income accruing to all members of the household permanently residing at the address. It includes income of spouses;

"income tax act" means the Income Tax Act ,1962 (Act 58 of 1962);

"industrial property" means property used for construction, repair, trade or manufacturing, production, assembly or processing of finished or partially finished products from raw materials or fabricated parts on such a large scale that capital and labour are significantly involved, and includes any office or other accommodation on the same property, the use of which is incidental to such activity, including silos ;

"indigent person" means a person whose household income does not exceed the minimum household income as predetermined by the council;

"local community", in relation to the municipality, means –

a) that body of persons comprising-
   i. the residents of the municipality;
   ii. the ratepayers of the municipality;
   iii. any civic organisations and non-governmental, private sector or labour organisations or bodies which are involved in local affairs within the municipality; and
   iv. visitors and other people residing outside the municipality who, because of their presence in the municipality, make use of services or facilities provided by the municipality; and
b) includes, more specifically, the poor and other disadvantaged Sections of such body of persons;

"local municipality" means a municipality that shares municipal executive and legislative authority in its area with a district municipality within whose area it falls, and which is described

in section l55(1) of the Constitution as a category B municipality;

"market value", in relation to a property, means the value of the property determined in accordance with Section 46 of the Act;

"Mayor" means the Councilor designated as Mayor of the Municipality in terms of Section 57(1) of the Municipal Finance Management Act, No 56 of 2003;

"MEC for Local Government" means the member of the Executive Council of a province who is responsible for local government in that province;

"mining property" means a property used for mining operations as defoned in the Mineral and Petroleum Resources Development Act, (Act 28 of 2002);

"multiple purposes", in relation to a property, means the use of a property for more than one purpose as contemplated by Section 9 of the Act;

"municipal Council" or "Council" means a municipal council referred to in section 18 of the Municipal Structures Act, and in this policy means the municipal Council of Kouga Municipality;

"municipal property" is property registered or vested in the name of Kouga Municipality;

"Municipal Finance Management Act" means the Local Government; Municipal Finance Management Act, 2003 (Act 56 /2003);

"municipality"-

a) as a corporate entity, means a municipality described in Section 2 of the Municipal Systems Act; and
b) as a geographical area, means a municipal area demarcated in terms of the Local Government: Municipal Demarcation Act, 1998 (Act No. 27 of 1998);

"municipal manager" means a person appointed as municipal manager of the municipality in terms of Section 82 of the Municipal Structures Act, 1998 and includes any official acting in this position and where, in this policy, reference is made to the "accounting officer" such reference shall be construed as the municipal manager acting in this capacity ;

"occupier", in relation to a property, means a person in actual occupation of a property whether or not that person has a right to occupy the property and, where the text so requires, includes a lessee;

"open space" means land that is used as a park, garden, for passive leisure or maintained in its natural state and that is zoned as open space;

"owner"-

a) in relation to property referred to in paragraph (a) of the definition of "property", means a person in whose name ownership of the property is registered;

b) in relation to a right referred to in paragraph (b) of the definition of "property", means a person in whose name the right is registered;
c) in relation to a land tenure right referred to in paragraph (c) of the definition of "property", means a person in whose name the right is registered or to whom it was granted in terms of legislation; or
d) in relation to public service infrastructure referred to in paragraph (d) of the definition of "property" in the Act, means the organ of state which owns or controls that public service infrastructure as envisaged by the definition in the Act of the term "publicly controlled", provided that a person mentioned below shall for the purposes of this policy be regarded by the municipality as the owner of a property in the following cases:
    i. a trustee, in the case of a property in a trust excluding state trust land;
    ii. an executor or administrator, in the case of a property in a deceased estate;
    iii. a trustee or liquidator, in the case of a property in an insolvent estate or in liquidation;
    iv. a judicial manager, in the case of a property in the estate of a person under judicial management;
    v. a curator, in the case of a property in the estate of a person under curatorship;
    vi. an usufructuary or other person in whose name a usufruct or other personal servitude is registered in the case of a property that is subject to a usufruct or other personal servitude;
    vii. a buyer, in the case of a property that was sold and of which possession was given to the buyer pending registration of ownership in the name of such buyer;

"permitted use", in relation to a property, means the limited purposes for which the property may be used in terms of:

a) any restrictions imposed by:
    i. a condition of title;
    ii. a provision of a town planning or land use scheme; or
    iii. any legislation applicable to any specific property or properties; or

b) any alleviation of any such restrictions;

"private open space" means land that is privately owned and used for practising of sport, play- or leisure facilities without financial gain or used as a botanical garden, cemetery or nature area and which is joined as Private Open Space;

"property" means:

a) immovable property registered in the name of a person, including, in the case of a Sectional title scheme, a Sectional title unit registered in the name of a person;
b) a right registered against immovable property in the name of a person, excluding a mortgage bond registered against the property;
c) a land tenure right registered in the name of a person or granted to a person in terms of legislation; or
d) public service infrastructure;

"public benefits organisation" means an organisation conducting specified public benefit activities as defined in the act and registered in terms of the Income Tax Act for tax reductions

because of those activities.

"**publicly controlled"** means owned by or otherwise under the control of an organ of state including:

a) a public entity listed in the Public Finance Management Act, Act 1 of 1999
a municipality or
b) a municipal entity as defined in the Local Government: Municipal Systems Act, No.32 of 2000

"public service infrastructure" means publicly controlled infrastructure as determined in terms of Chapter 1 of the Local Government: Municipal Property Rates Act, No.6 of 2004

"public service purpose" in relation to the use of a property, means property owned by an organ of state

"Places of public worship" means property registered in the name of and used primarily as a place of worship by a religious community, including an official residence registered in the name of that community which is occupied by an office bearer of the community who officiated at services at the place of worship.

"Rate ratio" means a prescribed ratio to the rate as referred to in section 19(1) of the Municipal Property Rates Act

"rate" means a municipal rate on property envisaged in Section 229(1)(a) of the Constitution;

"rateable property" means property on which a municipality may in terms of Section 2 of the Act levy a rate, excluding property fully excluded from the levying of rates in terms of Section 17 of the Act;

"rebate", in relation to a rate payable on a property, means a discount granted by the Council on the amount of the rate payable on the property;

"reduction", in relation to a rate payable on a property, means the lowering of the amount for which the property was valued and the rating of the property by the Council at that lower amount;

"residential property" means a property included in the valuation roll in terms of Section 48 (2)(b) of the Local Government: Municipal Property Rates Act, No.6 of 2004

"Vacant land" means land where no immovable improvements have been erected. Vacant land can be classified as follows:

a) Residential vacant, means a property included in the valuation roll in terms of section 8(2) of the Act (read with section 8 (3) as residential vacant.
b) Business vacant means a property included in the valuation roll in terms of section 8(2) of the Act (read with section 8 (3) as business vacant.
c) Industrial vacant, means a property included in the valuation roll in terms of section 8(2) of the Act (read with section 8 (3) as industrial vacant.

REVIEWED: 22.03.2022
RECOMMENDED BY MAYCOM: 00.00.0000
APPROVED BY COUNCIL: 31.03.2022
ITEM NO: 22/03/F7

2. PURPOSE OF THE POLICY

The purpose of the policy is:

2.1. to comply with the provisions of Section 3 of the Act;

2.2. to determine criteria to be applied in respect of:
- i. the levying of differential rates for different categories of properties;
- ii. exemptions;
- iii. reductions and rebates; and
- iv. rate increases;

2.3. to determine or provide criteria for the determination of:
- i. categories of properties for the purpose of levying different rates; and
- ii. categories of owners of properties or categories of properties, for the purpose of granting exemptions, rebates and reductions;

2.4. to determine how the municipality's powers must be exercised in relation to multi-purpose properties;

2.5. to identify and quantify to the municipality in terms of cost and benefit to the community:
- a) exemptions, rebates and reductions;
- b) exclusions; and
- c) rates on properties that must be phased in;

2.6. to take into account the effect of rates on the poor;

2.7. to take into account the effect of rates on organisations conducting particular public benefit activities;

2.8. to take into account the effect of rates on public service infrastructure;

2.9. to determine measures to promote local economic and social development; and

2.10. to identify all rateable property that is not rated.

3. POLICY PRINCIPLES

3.1. The levying of a rate on a property is an exclusive power of the municipality which will be exercised:

- a) optimally and comprehensively within the municipality;
- b) with consideration of the total income base of the municipality; and
- c) with consideration of the fair distribution of the rates requirement over all the properties in the municipal area

3.2. The rating of property will be undertaken impartially, fairly, equitably and without prejudice, and these principles also apply to the determination of criteria for exemptions, reductions and rebates contemplated in Section 15 of the Act.

3.3. The rating of property will be implemented in a way that:

a) is developmentally orientated;
b) supports sustainable local government by providing a stable and constant revenue source within the discretionary control of the municipality;
c) supports local and social economic development; and
d) it remains affordable to all.

3.4. Property rates will be levied to:

a) ensure access to community and subsidised services to all residents; and minimise the effect of rates on the poor.

3.5. The market value of a property as recorded in the municipal valuation roll serves as basis for the calculation of property rates.

3.6. The rates tariff will be based on the value of all rateable properties and the amount required by the municipality to balance its operating budget after taking in account profits generated on trading and economic services and the amounts required to finance exemptions, rebates, reductions and phasing-in of rates as approved by the Council from time to time

3.7. Trading and economic services will be financially ring fenced and tariffs and service charges calculated in such a manner that the income generated covers the cost of the services or generate a surplus to meet specific identified service related objectives.

3.8. Property rates will be used to finance community and subsidised services.

3.9. Budgeted contributions from trade and economic services may be used to subsidise community and subsidised services;

3.10. The provision for working capital and bad debts must relate to the requirements for community services and not to those of trading and economic services.

3.11. The revenue base of the municipality will be protected by limiting reductions, exemptions and rebates to those that are fair and reasonable.

4. IMPOSITION OF RATES

Rates are levied in accordance with Section 11 of the MPRA and is an amount in the Rand based on the market value and category as recorded in the valuation roll or supplementary valuation rolls and the tariff determined for the category in the budget of the Municipality.

5. CATEGORIES OF PROPERTY

The Council has resolved to levy different rates for different categories of property based on the use of the property concerned. In the event where the use cannot be determined properties will be valued based on the permitted use ie. vacant land

The municipality has identified the following categories of property in accordance with section 8 and 93A of the Act: -

a) residential properties;
b) business and commercial properties;
c) industrial properties;
d) public service infrastructure;
e) properties used for public benefit purposes;
f) agricultural properties;
g) properties owned by an organ of state and used for public service purposes;
h) Multiple use properties subject to section 9 of Municipal Property Rates Act.;
i) Nature Reserves
j) Private Open Place/Space
k) vacant land subcategorised into the following:
   - residential
   - business

- private open space / private open place
- Industrial
- public service infrastructure

6. MULTIPLE PURPOSE PROPERTIES

The municipality shall, for rates purposes, assign a property used for multiple purposes to a category determined by the municipality for properties used for multiple purposes.

A rate levied on a property assigned to a category of properties used for multiple purposes must be determined by apportioning the market value of the property to the different purposes for which the property is used; and applying the rates applicable to the categories determined by the Municipality for properties used for those purposes to the different market value apportionments.

7. CATEGORIES OF OWNERS

The following categories of

owners will be recognised in terms of section 15(2) of the Act:

a) indigent status of the owner of a property
b) sources of income or/and monthly household income of the owner of a property
c) owners of property situated within an area affected by-
    i) a disaster within the meaning of the Disaster Management Act, 20002 (Act no 57 of 2002 ; or
    ii) any other serious adverse social or economic conditions;
d) owners of residential properties with a market value below a determined threshold; or
e) owners of agricultural properties who are *bona fide* farmers.

8. APPLYING DIFFERENT LEVIES FOR DIFFERENT CATEGORIES OF PROPERTY

The rate charged as an amount-in-the-rand for Residential Properties is the base rate and the rates charged in respect of all other categories of properties are reflected as ratios to the residential rate. The different ratios are as follows:

1.1.	Categories of Properties (Residential To Business Ratio 1:2 maximum)	R	Ratio
1.1.1	**Residential**	Cent in the rand	1:1
(i)	Vacant Land	Cent in the rand	1:1.5
(ii)	Private Open Place/Space	Cent in the rand	1:1
1.1.2	**Business and Commercial Properties**	Cent in the rand	1:1.25
(i)	Business: Vacant Land	Cent in the rand	1:1.5
1.1.3	**Industrial Property**	Cent in the rand	1:1.25
(i)	Industrial: Vacant Land	Cent in the rand	1:1.5
1.1.4	**Properties Owned By Organ Of State And Used For Public Service Benefit**	Cent in the rand	1:1.67
1.1.5	**Agricultural**	Cent in the rand	1:0.25
1.1.6	**Other**	Cent in the rand	
(i)	Public Benefit Organisation	Cent in the rand	1:0.25
(ii)	Public Service Infrastructure	Cent in the rand	1:0.25
(iii)	Mining Properties	Cent in the rand	1:1.67

The Municipality will treat farm properties and smallholdings that are used for residential purposes as residential properties and grant them all the rebates and reductions applicable to other residential properties in the municipal area.

Farm properties and smallholdings that are used for industrial, commercial and business purposes will be rated on the same basis as other such properties in the municipal area.

9. EXEMPTIONS

The following property categories are exempt from the payment of property rates:

a) Municipal properties

Municipal properties are exempted from paying property rates.

b) Residential properties

All residential property with a market value of less than the amount as annually determined by the Municipality, are exempted from paying property rates. The impermissible rates levied on the first R15 000 of the market value of all residential properties contemplated in terms of section 17(1)(h) of the Act may be supplemented by Council based on affordability, ratepayer profile and the Municipality's predetermined level of support to the indigent. Vacant land does not qualify for this rebate.

c) Public Service Infrastructure

The first 30% of market value will not be rated in terms of the Act as it is deemed to provide essential services to the community.

d) Private Open Space/Place

Properties categorized as Private Open Space/Place will be 100% exempted from paying property rates.

e) Public Benefit Organisations

Public Benefit Organisation Property means property owned by public benefit organisations and used for any specified public benefit activity listed in item 1 (welfare and humanitarian), item 2 (health care), and item 4 (education and development) of part 1 of the Ninth Schedule to the Income Tax Act.

f) Exemptions in 9(a) to 9(d) will automatically apply and no application is thus required by the owners of such property.

g) A rate-exemption certificate as issued by the South African Revenue Service (SARS), as contemplated in terms of Part 1 of the Ninth Schedule to the Income Tax Act, 1962 (Act No 58 of 1962), must be submitted together with the application.

h) The Municipality retains the right to refuse the application for exemption if the details supplied in the application were incomplete, incorrect or false.

10. IMPERMISSIBLE RATES

In terms of section 17(1) of the Property Rates Act, 2004, the Municipality may, inter alia, not levy rates:

a) on those parts of a special nature reserve, national park or nature reserve within the meaning of the National Environmental Management: Protected Areas Act, 2003 (Act No 57 of 2003), or of a national botanical garden within the meaning of the National Environmental Management Biodiversity Act, 2004 (Act No 10 of 2004), which are not developed or used for commercial, business, residential or agricultural purposes;

b) on mineral rights within the meaning of paragraph (b) of the definition for “property” in section 1 of the Act;

c) on the first R15 000 of the market value of all residential properties contemplated in terms of section 17(1)(h) of the Act. Vacant land does not qualify for this rebate.

d) on a property belonging to a land reform beneficiary or his or her heirs, provided that the exclusion lapses ten years from the date on which such beneficiary's title was registered in the Deeds register; and

e) on a property registered in the name of and primarily used as a place of public worship, including an official residence registered in the name of the church that is occupied by an office-bearer who acts as officiant of the church.

11. REBATES

Categories of properties

11.1 The Council may grant rebates in a percentage determined by it by resolution to the owners of rateable industrial enterprises that promote local, social and economic development in its area of jurisdiction, based on the Council's Local, Social and Economic Development Policy.

The following criteria will apply in respect of the grant of such rebate:

a) job creation in the municipal area;

b) social upliftment of the local community; and

c) creation of infrastructure for the benefit of the community.

For purposes hereof, an industrial enterprise shall be deemed to be an enterprise which is lawfully conducted from premises situated on land which is zoned for industrial purposes in terms of the municipality's zoning scheme and which ordinarily employs at least 25 or more fulltime employees.

Rebates must be phased out within five years from the date that the rebate was granted for the first time.

Rebates will be granted upon application subject to:

a) the submission to the municipality of an acceptable business plan issued by the directors of the company indicating how the local, social and economic development objectives of the municipality will be met;

b) the submission to the municipality of an acceptable continuation plan issued by the directors of the company and certified by the auditors thereof stating that the aforementioned objectives have been met in the first year after the company's establishment and how the company plans to continue to meet the identified objectives;

c) an assessment by the municipal manager indicating that the company qualifies for the rebate in terms of the Council's requirements; and
d) a Council resolution.

11.2 The Council may grant rebates in a percentage determined by it by resolution on property tax payable in respect of the under-mentioned properties which have been assigned to the category: Public Benefit Organisation (education and development) upon submission of a valid certificate issued by the SA Revenue Service as proof that the organisation which owns and uses such property for the aforementioned purposes, is registered for tax exemption in terms of the Income Tax Act and provided further that the organisation concerned, on a yearly basis on or before 30 September of each year, applies on a form to be prescribed for this purpose, for a rebate on the tax payable for the ensuing financial year:

a) the provision of education by a "school" as defined in the South African Schools Act, 1996, (Act No. 84 of 1996);
b) the provision of "higher education" by a "higher education institution" as defined in terms of the Higher Education Act, 1997, (Act No. 101 of 1997);
c) "adult basic education and training", as defined in the Adult Basic Education and Training

Act, 2000, (Act No 52 of 2000), including literacy and numeracy education;

d) "further education and training" provided by a "public further education and training institution" as defined in the Further Education and Training Act, 1998, (Act No. 98 of 1998);
e) training for unemployed persons with the purpose of enabling them to obtain employment;
f) the training or education of persons with a severe physical or mental disability; the provision of bridging courses to enable educationally disadvantaged persons to enter a higher education institution as envisaged in sub-paragraph (b);
g) the provision of educare or early childhood development services for pre-school children;
h) training of persons employed in the national, provincial and local spheres of government, for purposes of capacity building in those spheres of government;
i) the provision of school buildings or equipment for public schools and educational institutions engaged in public-benefit activities contemplated in sub-paragraphs (a) to (g);

j) career guidance and counselling services provided to persons for purposes of attending any school or higher education institution as envisaged in sub-paragraphs (a) and (b);

k) the provision of hostel accommodation to students of a public benefit organisation, institution, board of body;

l) programmes addressing needs in education provision, learning, teaching, training, curriculum support, governance, whole school development, safety and security at schools, pre-schools or educational institutions as envisaged in sub-paragraphs (a) to (g);

m) educational enrichment, academic support, supplementary tuition or outreach programmes for the poor and needy.

11.3 The Municipality will treat farm properties and smallholdings that are used for residential purposes as residential properties and grant them all the rebates and reductions applicable to other residential properties in the municipal area.

Farm properties and smallholdings that are used for industrial, commercial and business purposes will be rated on the same basis as other such properties in the municipal area.

12. APPLICATIONS FOR EXEMPTION/REBATES

Where it is required that application made for exemption from tax or the granting of a rebate on tax, such applications must be made on a prescribed form which may be obtained from the accounting officer.

The following particulars must be supplied on such prescribed form:

- personal particulars of the applicant;
- postal address of the applicant;
- erf or lot number of the property in respect of which application is made, as depicted in the municipality's valuation records;
- a description of the purpose for which such property is used, and
- any other particulars which the municipality may from time to time deem necessary.

All applications for exemption of tax or a rebate on tax must be considered by the Municipal Manager or his nominee. Applications must reach the municipality before the end of October preceding the start of the new municipal financial year for which relief is sought.

REVIEWED: 22.03.2022
RECOMMENDED BY MAYCOM: 00.00.0000
APPROVED BY COUNCIL: 31.03.2022
ITEM NO: 22/03/F7

The ~~Council~~ Municipal Manager or his nominee may refuse approval of an application for exemption or a rebate on tax if:

- the particulars furnished on the application form are incomplete, incorrect or false; and
- the application form is not received on or before the due date determined for such applications.

13. REDUCTIONS

13.1 Categories of property

a) Reductions as contemplated in section 15 of the Act will be considered on an ad-hoc basis in the event of the following:
   (i) Partial or total destruction of a property; or
   (ii) Disasters as defined in the Disaster Management Act, 2002 (Act 57 of 2002).

13.2 Categories of owners

a) A reduction in the municipal valuation as contemplated in Section 15(1)(b) of the Act will be granted where the value of a property is affected by fire damage, flood, lightning, storms and/or other artificial or natural disasters.

b) Any reduction granted in terms of this paragraph shall be authorised by resolution of the Council.
   and

c) If rates were paid in advance prior to granting of a reduction the Municipality will give credit to such an owner as from the date of reduction until the date of lapse of the reduction.

14. RATE ADJUSTMENTS

14.1 The municipality will adjust rates annually during the budget process prescribed in terms of the Municipal Finance Management Act, 2003.

14.2 Rate adjustments will be used to finance operating costs of community services.

14.3 Relating to community services, the following annual adjustments will be made:-

a) all salary and wage adjustments as agreed upon at the Local Government Bargaining

Council;

b) an inflation adjustment for general expenditure, repairs and maintenance and contributions to funds; and additional depreciation costs or interest and redemption on loans associated with the assets created during the previous financial year.

14.4 Extraordinary expenditure not foreseen during the previous budget period and approved by the Council during a budget review process, will be financed by an adjustment in property rates.

14.5 All adjustments to property rates will be communicated to the local community as part of the budget consultative processes of the municipality.

15. COSTS OF EXEMPTIONS, REBATES, REDUCTIONS, PHASING-IN OF RATES

15.1 During the budget process, the accounting officer must inform the Council of all the costs associated with the recommended exemptions, rebates, reductions, phasing-in of rates and grants in lieu of rates.

15.2 Provision must be made in the operating budget for:

a) the full potential income associated with property rates; and

b) the full costs associated with exemptions, rebates, reductions, phasing-in of rates and grants in lieu of rates.

15.3 All rebates granted in terms of this policy will be inclusive of any phasing-in discount referred to in the Act.

16. PAYMENT ARRANGEMENTS

The following matters pertaining to the payment of property rates are regulated in the municipality's credit control and debt collection policy and related by-laws:

- the date on which rates become due;
- the last date on which rates which are levied annually as well as monthly, must be paid;
- interest on rates in arrear; and
- actions against defaulters.

17. RECOVERY OF ARREAR RATES FROM TENANTS, OCCUPIERS AND ABSENT OWNERS

17.1 If the owner of a property is absent, the municipality may recover the amount due for rates on the property in whole or in part from the agent of the owner or other person receiving rent for the property on behalf of the owner.

17.2 The amount the municipality will recover from the agent or other person is limited to the amount of the rent received by the agent or that person, less the commission due to that agent or person subject to the Estate Agents Act, 1976 (Act No. 112 of 1976). The amount will only be recovered in this manner after written notice is given to the occupier and if the owner has failed to pay after due notice has been served on such owner.

17.3 The agent or other person, must on request by the municipality, furnish it with a written statement specifying all payments received by that agent or person during a period determined by the municipality for rent on the property.

17.4 The allocation of payments received, or recovered, from whichever source, will be at the discretion of the municipality.

17.5 The supply of basic services may be discontinued, restricted or suspended if rates due become in arrears and the municipality will reinstate such service only if such arrears are paid in full or by the signing of a repayment arrangement.

18. LIABILITY FOR RATES

18.1 Residents may apply to pay their rates annually and such a request must be submitted to the Finance Directorate in writing, and must be payable on or before the next due date of the monthly account in August of each year.

18.2 Annual rates will be automatically converted to monthly upon default and will not be converted back to annual upon future requests.

18.3 Monthly Rates levies must be paid on or before the due date of the monthly accounts.

18.4 Interest will be charged on rates that are in arrears at the rate determined by Council from time to time.

18.5 The lodging of an objection, a review or an appeal in terms of sections 50, 52 and 54 of the MPRA does not defer liability for the payment of rates.

18.6 The submission of an application for a rebate or exemption does not defer the liability of payment of rates beyond the due date. Any interest raised for non-payment or short payment prior to date of processing the application will be payable irrespective of whether the property/owner qualifies for the rebate/exemption or not.

18.7. In the event that a property has been transferred to a new owner and a Supplementary Valuation took place, the previous owner as well as the new owner will jointly and separately be held responsible for the settling the supplementary rates account.

18.8 A property rate is a debt in respect of taxation in terms of section 11 of the Prescription Act 68 of 1969, and the Kouga Local Municipality can recover rates in arrear for a period of up to 30 years

19. ACCOUNTS TO BE FURNISHED

19.1 A municipality must furnish each person liable for the payment of a rate with a written account specifying:

a) the annual amount or the amount of the monthly instalment payable;
b) the date by which the amount is payable;
c) the basis of calculation of the amount;
d) the site value or the improved value of the property depending on which value the rate was based;
e) the particulars of any phasing in of the rate;
f) in the case of an additional rate the amount and the purpose of the rate

19.2 The fact that a person liable for the payment of a rate has not received an account sent by the municipality to that person's postal address as recorded in the municipality's property register, will not affect that person's liability to pay the amount due nor infringe on the right of the municipality to collect such an amount due.

20. AMOUNT DUE FOR RATES

The rate levied on property will be:

a) based on the value of the property in accordance with the valuation roll which is currently applicable in the municipality; and
b) an amount in the rand determined by the municipality on the total value of the property.

REVIEWED: 22.03.2022
RECOMMENDED BY MAYCOM: 00.00.0000
APPROVED BY COUNCIL: 31.03.2022
ITEM NO: 22/03/F7

21. CORRECT RATING, OMISSIONS OR ERRORS

Where the rates levied on a particular property have been incorrectly determined, whether because of an error or omission on the part of the Municipality or false information provided by the property owner concerned or a contravention of the permitted use applicable to the property concerned, the rates payable shall be appropriately adjusted for the period extending from the date on which the error or omission is detected back to the date on which rates were first levied in terms of the current valuation roll.

In addition, where the error occurred because of false information provided by the property owner or as a result of a contravention of the permitted use of the property concerned interest on the unpaid portion of the adjusted rates payable interest will be calculated at the applicable rate and be payable by the property owner.

22. CONSULTATION PROCESS

a) Before Council commands a new valuation in terms of the Act, a consultation process involving all interest groups will be undertaken during which the purpose and method of valuation will be explained.

b) Before the Municipality accepts the rates policy the municipal manager will follow a process of public participation, as prescribed in chapter 4 of the Municipal Systems Act, and comply with the following requirements:
   (i) Display the draft property rates policy continuously for a period of thirty (30) days at the Municipality's head office, satellite offices and on the website;
   (ii) Publish a notice in the media stating that the draft property rates policy was compiled for submission to Council and that such a policy is available at the different municipal offices and on the website for public inspection;
   (iii) Property owners and interested persons may obtain a copy of the draft policy from the municipal office during office hours at a prescribed cost per copy;
   (iv) Property owners and interested parties are invited to address written suggestions or representations to the Municipality within the period prescribed in the notice; and
   (v) Council will consider all suggestions and/or representations received during the finalisation of the property rates policy.

23. SPECIAL RATING AREAS

Part A of this Policy shall apply to Special Rating Areas as envisaged in Section 22 of the Act.

24. FREQUENCY OF VALUATION

The municipality shall prepare a new valuation roll every 4 (four) years and a supplementary valuation roll annually at least once a year.

25. DATE OF VALUATION

For the purposes of a general valuation a municipality must determine a date that may be not more than 12 months before the start of the financial year in which the valuation roll is to be first implemented.

The general valuation must reflect the market values of properties in accordance with market conditions which apply as at the date of the valuation, and in accordance with any other applicable provisions of the present Act.

26. GENERAL BASIS OF VALUATION

The market value of a property is the amount the property would have realised if sold on the date of valuation in the open market by a willing seller to a willing buyer.

27. ENFORCEMENT / IMPLEMENTATION

This policy has been approved by Municipal Council on 31 March 2022.

28. SAVINGS

In the event of conflict between a provision of this policy and a corresponding provision in the Act or any regulation promulgated in terms of the Act, the provisions of the Act and such regulation will prevail.

29. SHORT TITLE

This policy is the Property Rates Policy of the Kouga Municipality.

In order for the rates policy to be legally enforceable, a Rates By-Law must be approved and promulgated in the Provincial Gazette as enabling legislation.

REVIEWED: 22.03.2022
RECOMMENDED BY MAYCOM: 00.00.0000
APPROVED BY COUNCIL: 31.03.2022
ITEM NO: 22/03/F7

PART A:SPECIAL RATING AREAS

REVIEWED: 22.03.2022
RECOMMENDED BY MAYCOM: 00.00.0000
APPROVED BY COUNCIL: 31.03.2022
ITEM NO: 22/03/F7

INDEX

1. DEFINITIONS & INTERPRETATION....25
2. PURPOSE OF THIS PART....26
3. ESTABLISHMENT OF A SPECIAL RATING AREA....27
4. APPLICATION....28
5. NOTICE OF APPLICATION AND ADVERTISING OF INTENTION TO HOLD A PUBLIC MEETING....29
6. PUBLIC MEETING....30
7. OBJECTIONS....31
8. APPROVAL....31
9. ESTABLISHMENT OF A SRA AND IMPLEMENTATION OF A SRA BUSINESS PLAN....33
10. AMENDMENT OF SRA BUSINESS PLANS AND EXTENSIONS OF THE TERM THEREOF 34
11. ESTABLISHMENT AND COMPOSITION OF MANAGEMENT BODY....35
12. POWERS AND DUTIES OF MANAGEMENT BODY....36
13. FINANCES....36
14. DISSOLUTION....37
15. GUIDELINES AND POLICIES....37

WHEREAS Section 22 of the Act entitles a Municipality to:

- Determine Special Rating Areas as envisaged in Section 22 of the Local Government: Municipal Property Rates Act 6 of 2004; and

- By resolution from time to time determine Special Rating Areas as envisaged in Section 22 of the said Act and levy additional rates on properties in such areas for the purposes of raising funds as contemplated in the said Section.

The following Part A to the Property Rates Policy of the Kouga Municipality shall apply to Special Rating Areas.

REVIEWED: 22.03.2022
RECOMMENDED BY MAYCOM: 00.00.0000
APPROVED BY COUNCIL: 31.03.2022
ITEM NO: 22/03/F7

1. DEFINITIONS & INTERPRETATION

In this Part, unless the context indicates otherwise:

1.1 **"Applicable Legislation"** means, for the purposes of this Part, the Local Government: Municipal Property Rates Act 6 of 2004, the Kouga Local Municipality: Property Rates By-Law and the Companies Act 71 of 2008;

1.2 **"Applicable Property Rate"** means the annual rate in Rand value payable in respect of Rateable Property falling within a SRA as determined by the Municipality prior to the determination of the SRA Rate applicable thereto;

1.3 **"Applicant"** means any Owner who makes an application for the establishment of a SRA in accordance with the provisions of this Part, or when a Management Body is established in terms hereof, any reference to the "Applicant" means the said Management Body;

1.4 **"CFO"** means the Chief Financial Officer of the Municipality;

1.5 **"Council"** means the Council of the Municipality;

1.6 **"Local Community"** has the meaning ascribed to it in the Rates Act;

1.7 **"Management Body"** means the management body of a SRA which shall only be a Non-Profit Company established in terms of the Companies Act 71 of 2008;

1.8 **"Municipality"** means the Kouga Local Municipality;

1.9 **"Owner"** has the meaning ascribed to it in the Rates Act;

1.10 **"Property"** has the meaning ascribed to it in the Rates Act;

1.11 **"Rates Act"** means the Local Government: Municipal Property Rates Act 6 of 2004;

REVIEWED: 22.03.2022
RECOMMENDED BY MAYCOM: 00.00.0000
APPROVED BY COUNCIL: 31.03.2022
ITEM NO: 22/03/F7

1.12 **"Rates By-Law"** means the Kouga Local Municipality: Property Rates By-Law;

1.13 **"Rates Policy"** means the Kouga Local Municipality: Property Rates Policy including this Part A;

1.14 **"Rateable Property"** means property falling within a SRA or envisaged SRA on which the Municipality levies an Applicable Property Rate in terms of the Applicable Legislation;

1.15 **"Services"** means the improvement or upgrading of a SRA to be undertaken by a Management Body in addition to those undertaken by the Municipality in terms of its constitutional obligations;

1.16 **"SRA"** means a geographical area within the area of jurisdiction of the Municipality determined or to be determined by the Council as a Special Rating Area in terms of Section 22 of the Rates Act and this Part;

1.17 **"SRA Business Plan"** means a business plan applicable to a SRA as proposed by an Applicant;

1.18 **"SRA Property"** means each individual Property falling within a SRA or proposed SRA, excluding any property owned by the Municipality or any Municipal Entity of which the Municipality is the parent Municipality;

1.19 **"SRA Rate"** means an additional rate to be imposed and recovered by the Municipality from Owners of SRA Property, subject to such Property being Rateable
Property which shall be a percentage of the Applicable Property Rate expressed in Rands so calculated that the aggregate thereof equals the Applicant's proposed amount in its SRA Business Plan plus VAT;

1.20 **"VAT"** means Value Added Tax as defined in Value-Added Tax Act 89 of 1991;

2. PURPOSE OF THIS PART

2.1 This Part shall not detract from the entitlement of the Municipality to initiate the establishment of a SRA and to levy a SRA Rate on SRA Property for the purposes of raising funds for the improvement or upgrading of the SRA in compliance with the Applicable Legislation.

2.2 Recognizing that the improvement or upgrading of areas can:

2.2.1 Prevent the degeneration of urban areas and consequential urban decay; and

2.2.2 Facilitate the upliftment, economic growth and sustainable development of areas; and

2.2.3 Encourage investment in areas,

the purpose of this Part is to provide a framework and procedure under which Owners of Properties within the jurisdiction of the Municipality can initiate the establishment of a SRA and undertake the improvement or upgrading of the SRA funded by additional rates to be levied on the SRA Properties by the Municipality, subject to an acceptable Agreement being concluded between the Municipality and a Management Body to be established by the Owners of the SRA Properties.

2.3 The further purpose of this Part is, without detracting from the discretion of the Accounting Officer of the Municipality, to recognize that where the Services are to be rendered by a Management Body established by the Owners of the majority of SRA Properties and where the Services will be funded by SRA Rates payable by the Owners of SRA Properties, it would be justifiable for the Accounting Officer of the Municipality to dispense with the official procurement processes established by the Supply Chain Management Policy of the Municipality thereof and to prequalify any invitation to prospective parties to render the Services to the effect that only Non-Profit Companies established in terms of the Companies Act 71 of 2008 having members carrying the support of the majority of Owners of the SRA Properties by number will qualify to render the envisaged Services.

3. ESTABLISHMENT OF A SPECIAL RATING AREA

3.1 Nothing herein contained detracts from the entitlement of the Municipality to initiate the establishment of a SRA in compliance with the Applicable Legislation.

3.2 Any Owner (Applicant) of Rateable Property within the jurisdiction of the Municipality may apply to the Council for the approval of the establishment of a SRA, the proposed area of which includes such Owner's Rateable Property.

3.3 The application process referred to in clause 3.2 above shall be subject to the provisions of clauses 4 to 10, inclusive of this Part.

REVIEWED: 22.03.2022
RECOMMENDED BY MAYCOM: 00.00.0000
APPROVED BY COUNCIL: 31.03.2022
ITEM NO: 22/03/F7

4. APPLICATION

Any Application for the establishment of a SRA shall be:

4.1 In writing and in such form as the Municipality may from time to time prescribe;

4.2 Submitted to the Municipality not more than 9 (nine) months after the date on which the public meeting referred to in clause 6 is held; and

4.3 Accompanied by:

4.3.1 A SRA Business Plan of at least five (5) years in duration, each year of which shall end on the 30th of June and covering a period ending on the 30th of June of the fifth year after the date proposed for the establishment of the

SRA, which Plan must include at least a description of the Services to be provided by the Management Body, a draft budget and the Annual Aggregate SRA Rates which the Applicant desires the Municipality to levy on all SRA Properties which shall be identified on a schedule reflecting the SRA Property descriptions an Owners thereof;

4.3.2 A draft Memorandum of Incorporation of the proposed Management Body to be established in accordance with the provisions of clause 11 hereof;

4.3.3 Proof of compliance with the provisions of clauses 5 and 6 hereof;

4.3.4 Proposed agreements (if any) the Applicant considers necessary for the Management Body referred to in Section 11 and the Municipality to enter into for the SRA Business Plan to be successfully implemented;

4.3.5 Proof to the satisfaction of the Municipality that a majority of Owners of Rateable Property within the proposed SRA have approved the proposed SRA Business Plan and have consented to the establishment of the proposed SRA; and

4.3.6 A motivation report containing:

4.3.6.1 a list of all Rateable Properties and the registered Owners thereof within the proposed SRA, contact details of all Owners and the value of each property as set out in the Municipality's General Valuation, differentiating between categories of properties as provided for in Section 8 of the Rates Act;

4.3.6.2 a diagram clearly indicating the boundaries of the proposed SRA;

4.3.6.3 an executive summary of the improvement or upgrade proposed for the SRA as set out in the SRA Business Plan;

4.3.6.4 an explanation of how the proposed improvement or upgrade is linked to the geographical area of the proposed SRA;

4.3.6.5 an explanation of why the proposed SRA will not reinforce existing inequities in the development of the Municipal area;

4.3.6.7 an explanation of how the SRA, if determined, will be consistent with the Municipality's Integrated Development Plan;

4.3.7 The SRA Business Plan shall, inter alia, address the following:

4.3.7.1 those Services which will improve or upgrade the SRA;

4.3.7.2 how the proposed improvements or upgrades will be implemented;

4.3.7.3 by when the proposed improvements or upgrades will be achieved;

4.3.7.4 an implementation program, which clearly indicates the implementation milestones, dates and responsibilities; and

4.3.7.5 the aggregate SRA Rates that are proposed to be levied by the Municipality.

4.3.8 Payment of any administration fee as the Municipality may from time to time determine.

5. NOTICE OF APPLICATION AND ADVERTISING OF INTENTION TO HOLD A PUBLIC MEETING

5.1 Prior to the public meeting referred to in clause 6, the Applicant must:

REVIEWED: 22.03.2022
RECOMMENDED BY MAYCOM: 00.00.0000
APPROVED BY COUNCIL: 31.03.2022
ITEM NO: 22/03/F7

5.1.1 Give notice of his or her intention to apply for the approval of the SRA, such notice to be given by:

5.1.1.1 publishing a notice in at least two (2) daily Newspapers circulating in the proposed SRA;

5.1.1.2 placing prominent information posters within the proposed SRA;

5.1.1.3 giving written notice of the application to all Owners of Rateable Property within the proposed SRA, such notice to be given by prepaid registered post, e-mail, facebook, whatsapp or hand delivery or in any other manner approved in writing by the Council.

5.1.2 In the notice referred to in clause 5.1.1:

5.1.2.1 give notice of a public meeting to be held in accordance with the provisions of clause 6, which notice shall state the purpose of such meeting and shall contain details of the place, date and time when such meeting is to be held;

5.1.2.2 state where the documentation specified in clauses 4.3.1, 4.3.2, 4.3.6 and 4.3.7 will be available for inspection;

5.1.2.3 state the municipal offices where, date from which and date by when written objections to the SRA Business Plan may be lodged with the Municipality.

5.2 The public meeting must be held not less than 7 (seven) days and not more than 60 (sixty) days after the date of publication of the last of the notices referred to in 5.1.1.1 above.

6. PUBLIC MEETING

6.1 The public meeting must be held at such place, date and time as advertised in terms of clause 5.

6.2 At the meeting, interested parties shall be:

6.2.1 Furnished with all relevant information relating to the proposed SRA including the draft

SRA Business Plan; and

6.2.2 Given an opportunity to ask questions and express their views.

6.3 The public meeting must be held at a place within the boundaries of or not more than 5 (five) kilometers from the boundaries of the proposed SRA unless the Council approves another venue in writing before the public meeting is held.

6.4 The public meeting must be chaired by a suitably qualified and experienced person, attended by a representative of the Municipality and minutes of such meeting shall be kept, which minutes shall be available for inspection by the Local Community.

7. OBJECTIONS

7.1 Any Owner of Rateable Property within the proposed SRA or members of the Local Community may submit written objections to the establishment of the SRA, which objections must be received by the Municipality not earlier than 7 (seven) days from date of lodgment with the Council of the application in terms of clause 4 and not later than 35 (thirty five) days from such lodgment.

7.2 The Municipality may allow the Applicant and any objector to make oral representations to it, which shall be recorded in writing by an official of the Municipality and signed by the party making the representations.

7.3 The application and all objections must be available for inspection at the offices of the Municipality, for the period referred to in clause 7.1 above.

8. APPROVAL

8.1 After the provisions of clauses 4, 5, 6 and 7 have been complied with, the Council shall endeavour to consider the application within 60 (sixty) days from the last date of the submission of objections in accordance with 7.1 and:

8.1.1 Approve the establishment of a SRA in accordance with the SRA Business Plan; or

8.1.2 Approve the establishment of a SRA and the SRA Business Plan with such amendments or conditions as the Council considers to be in the Municipality's or the public interests; or

8.1.3 Refuse the application, in which event the Council shall within 30 (thirty) days furnish the Applicant with written reasons for not approving the establishment of the SRA or the SRA Business Plan; or

8.1.4 Refer the application back to the Applicant for amendment in such manner as the Council may direct.

8.2 If any application is refused by Council in accordance with the provisions of clause 8.1.3, the Applicant may at any time thereafter reapply to the Municipality for the establishment of the SRA provided that such re-application has been appropriately amended in light of the reasons for refusal by the Council.

8.3 If a SRA Business Plan is at any time before the approval thereof amended in any material respect, the Council may require that the application be re-advertised *mutatis mutandis* in accordance with the provisions of clause 5, that the public meeting envisaged in clause 6 above again be held and shall take cognizance of any objections thereto as envisaged in clause 7.

8.4 In determining whether to approve the establishment of a SRA and SRA Business Plan, the Council may consider, inter alia, the following:

8.4.1 That in terms of Section 22 of the Rates Act, the purpose of a SRA is to allow an additional rate to be levied on SRA Properties to raise funds for improving or upgrading the area;

8.4.2 That SRA's should not be used to reinforce existing inequities in the development of the Municipality's area of jurisdiction;

8.4.3 Whether the determination of the SRA is consistent with the Municipality's integrated development plan;

8.4.4 The views of the Local Community;

8.4.5 Whether the procedure or requirements of Section 22 of the Rates Act has beencomplied with;

8.4.6 Whether the proposed improvement or upgrade has been clearly and fully defined;

8.4.7 Whether the proposed improvement or upgrade can be clearly and logically linked to a geographical area, the boundaries of which can be clearly determined;

8.4.8 Whether there is evidence that it will be financially viable to use a SRA to raise funds for the proposed improvement or upgrade;

8.4.9 The history of payment and/or non-payment by Owners of Rateable Property situated within the proposed SRA of amounts due to the Municipality.

8.5 Notwithstanding the provisions hereof, it shall be at the Council's sole and absolute discretion whether to approve an SRA or SRA Business Plan.

9. ESTABLISHMENT OF A SRA AND IMPLEMENTATION OF A SRA BUSINESS PLAN

Pursuant to the determination by the Council that a SRA may be established in terms of clause 8, the SRA Business Plan may only be implemented after:

9.1 The establishment of the Management Body in terms of Section 11; and

9.2 From a date to be determined by Council with due reference to the provisions of the Applicable Legislation governing imposition of additional rates and in particular the SRA Rate to be levied on the SRA properties; and

9.3 After the conclusion of an Agreement between the Municipality and the Management Body regulating the implementation of the Management Body's Business Plan and the respective parties' roles and responsibilities.

REVIEWED: 22.03.2022
RECOMMENDED BY MAYCOM: 00.00.0000
APPROVED BY COUNCIL: 31.03.2022
ITEM NO: 22/03/F7

10. AMENDMENT OF SRA BUSINESS PLANS AND EXTENSIONS OF THE TERM THEREOF

10.1 An amendment of a SRA Business Plan may be approved by Council on written application by the Management Body at any time after the establishment of the SRA.

10.2 An amendment in terms of sub-clause 1 which Council considers not likely to materially affect the rights or interests of any person including the Local Community may be approved forthwith by the Council provided that the Council may require the Management Body to cause notice of the application for such amendment to be published in daily newspapers circulating in the SRA.

10.3 An amendment in terms of sub-clause 1 which the Council considers is likely to materially affect the rights of interests of any person including the Local Community and/or which affects the SRA Rate and/or which changes the boundaries of the SRA may only be approved by Council after the Management Body has complied with clauses 4,5,6 and 7 read in context given the nature of the amendment sought provided that the Council may for good reason and on written application of the Management Body exempt the Management Body from complying with any such provisions or condone any non-compliance with any such provisions and the approval of the amendment shall be subject to the provisions of clause 8 read in context with the amendments sought.

10.4 Not earlier than 90 (ninety) days prior to the expiry of the period of the SRA Business Plan referred to in clause 4.3.1 or the expiry of any extension of the SRA Business Plan under this clause 10.4, the Management Body shall submit to the Council an application for the extension of the term of the SRA Business Plan or any extension thereof for approval by the Council provided that the sub-clause 1,

such extension shall not materially affect the rights or interests of any person or member of the Local Community or change the boundaries of the SRA. The Council may, before taking a decision to extend the term of the SRA Business Plan require the Management Body to cause notice of the application for such extension to be published as envisaged in clause 5.1.1 above.

10.5. The provisions of sub-clauses 1 to 3 above shall apply in the same terms to any

amendment of the SRA Business Plan which has been extended in terms of sub-clause 4 above.

10.6. In the event of any Owner of Rateable Property lodging written proof with the Municipality that Owners of Rateable Properties within the boundaries of the SRA who own not less than 50% in number of such properties do not approve the proposed amendment of extension of the SRA Business Plan, the Council shall not extend or amend the SRA Business Plan.

11. ESTABLISHMENT AND COMPOSITION OF MANAGEMENT BODY

11.1 The Applicant shall, before the SRA Business Plan is implemented in accordance with the provisions of clause 9, cause to be established a Management Body for the purposes of managing and controlling the implementation of the SRA Business Plan, which Management Body shall be a Non-Profit Company incorporated in accordance with the provisions of the Companies Act 71 of 2008 and whose Memorandum of Incorporation shall provide that only Owners of SRA properties shall qualify for membership.

11.2 The Memorandum of Incorporation of the Management Body shall furthermore provide that each Owner of each Ratable Property within the SRA shall have one vote.

11.3 The Municipality shall monitor compliance by the Management Body with the Applicable Legislation, this Part, any guidelines or policies adopted by the Municipality in terms of clause 15 and any agreements entered into between the Management Body and the Municipality, by :

11.3.1 Receiving and considering the audited financial statements referred to in clause 12.3 and any other arrangement in respect of monthly reporting and annual reports; and

11.3.2 If it elects to do so, nominating a political representative to attend and participate, but not vote, at meetings of the Management Body.

12. POWERS AND DUTIES OF MANAGEMENT BODY

12.1 Within two (2) months after receipt of the first payment by the Municipality to the Management Body in terms of this Part, the Management Body must commence to provide the Services in accordance with the SRA Business Plan and Agreement entered into between the Municipality and the Management Body.

12.2 The Management Body must comply with all Applicable Legislation, this Part and the Guidelines and Policies published by the Council from time to time in terms of clause 15.

12.3 The Management Body must provide the Municipality with its audited financial statements and annual reports for the immediately preceding financial year within three (3) months of the end of each financial year.

13. FINANCES

13.1 The financial year end of the Management Body shall coincide with the financial year end of the Municipality, which is the 30th of June.

13.2 Where a SRA has been established, the Municipality shall levy the SRA Rate on each SRA Property in accordance with the Applicable Legislation and more particularly Section 22 of the Rates Act and this Part.

13.3 The SRA Rate shall be a debt due to the Municipality and shall be payable and collected in the same manner as other rates imposed by the Municipality.

13.4 Any payment by the Municipality to the Management Body of a SRA shall be subject to the prior conclusion of an Agreement between the Management Body and the Municipality which Agreement shall regulate, inter alia, the mechanisms and manner of payment and the other terms upon which payment to the Management Body is to be made, VAT invoices to be submitted by the Management Body to the Municipality, the retention of a portion of monies collected to defray bad debt and the payment of such monies retained or portions thereof by the Municipality to the Management Body

once an acceptable amount of retained funds has been reached which will cover any expected or envisaged bad debt.

14. DISSOLUTION

14.1 The Municipality may disestablish a SRA:

14.1.1 Upon written application signed by a majority of Owners of Rateable Properties within the boundaries of the SRA; or

14.1.2 After prior consultation with the Management Body, for any other good cause, whereupon the Management Body shall be wound up.

14.2 Upon the winding up of a Management Body, the assets remaining after satisfaction of all its liabilities shall be:

14.2.1 Transferred to another association or institution having objects similar to the main object of the Management Body; or

14.2.2 Utilised by the Municipality to provide additional Services in accordance with the SRA Business Plan.

15. GUIDELINES AND POLICIES

The Municipality may at any time publish Guidelines or Policies in respect of the establishment of SRA's including but not limited to guidelines or policies in respect of the areas or categories of area within which SRA's may be established and guidelines or policies regarding the Services that may be provided by the Management Body.

REVIEWED: 22.03.2022
RECOMMENDED BY MAYCOM: 00.00.0000
APPROVED BY COUNCIL: 31.03.2022
ITEM NO: 22/03/F7

FUNDING AND RESERVES POLICY

KOUGA MUNICIPALITY



FUNDING & RESERVES POLICY

CONTENTS PAGE

1. INTRODUCTION 1

1.1 Purpose 1

1.2 Scope of Policy 1

1.3 Objectives 1

1.4 Definitions 1

2. LEGISLATION 2

3. FUNDING AND RESERVES POLICY 2

3.1 Background 2

3.2 Operating Budget Principles 2

3.3 Capital Budget Principles **3**

3.3.1 Impact of Capital budget on future Operating budgets 3

3.3.2 Borrowing Requirements 4

4. STATEMENT OF FINANCIAL POSITION 4

4.1 Provisions and Reserves 4

4.2 Other items to be cash backed 5

4.3 Cash and Bank 5

5 BUDGET ASSUMPTIONS 6

6 REVIEW OF POLICY 6

1. INTRODUCTION

1.1 Purpose

In terms of regulation 8 of the Municipal Budget and Reporting Regulations, each Municipality must have a funding and reserves policy. It is for this reason that a policy has been developed.

1.2 Scope of Policy

This policy applies to the Kouga Municipality (hereafter referred to as the Municipality).

1.3 Objectives

The objectives of the funding and reserves policy are as follows:

- To comply with the legislative requirements;
- To ensure that the Municipality's Operating and Capital budgets are adequately funded;
- To ensure that the Municipality's provisions and reserves are maintained at the required levels, in order to mitigate unfunded liabilities in future financial years.

1.4 Definitions

The following definitions are applied in this document:

Municipality:	Kouga Municipality
Act:	Municipal Finance Management Act, Act No. 56 of 2003
IDP:	Integrated Development Plan
Council:	Council of the Kouga Municipality
SDBIP:	Service Delivery and Budget Implementation Plan
MTREF:	Medium Term Revenue and Expenditure Framework
Policy:	The Funding & Reserves Policy

2 LEGISLATION

According to the Municipal Budget and Reporting Regulations, each Municipality must have a funding and reserves policy which must set out the assumptions and methodology for estimating:

(a) projected billings, collection and all direct revenues;

(b) the provision for revenue that will not be collected;

(c) the funds the Municipality can expect to receive from investments;

(d) the dividends the Municipality can expect to receive from municipal entities;

(e) the proceeds the Municipality can expect to receive from the transfer or disposal of assets;

(f) the Municipality's borrowing requirements; and

(g) the funds to be set aside in reserves.

3. FUNDING AND RESERVES POLICY

3.1 Background

The Operating and Capital budgets are prepared on an annual basis for a three-year period, based on the Integrated Development Plan (IDP). The expenditure as proposed in these budgets must be funded from the available revenue streams, without placing an undue financial burden on consumers and ratepayers.

The impact on the Municipality's financial position is also taken into account, when considering the balancing of the budget, i.e. ensuring that revenues are sufficient to meet the proposed expenditure.

3.2 Operating Budget Principles

The Operating budget allocates funding to Directorates over the MTREF. The preparation of the Operating budget is underpinned by the following guiding principles:

1. A Balanced Budget is prepared on an annual basis;
2. Property Rates are levied in accordance with the Municipal Property Rates Act, based on land and improvements. The budget is compiled using the latest approved valuation roll as a basis, whilst also taking into account the anticipated growth in the property market. Property Rates Tariffs and Rebates are determined annually as part of the rating policy review process.
3. Projected billings for metered services, such as Electricity, Water and Sanitation - the actual consumption patterns for previous financial years are used as basis, which is then adjusted with the anticipated growth and/or contraction in consumption patterns. The tariffs in question are determined on an annual basis, as part of the tariff setting process.

4. Projected billings for Solid Waste is based on the number of erven receiving the service. The tariffs are determined on an annual basis, as part of the tariff setting process.
5. Projected billings for the Environmental Management Fee is determined on an annual basis, including the fees as part of the tariff setting process.
6. Other income (excluding services charges) is levied in accordance with the Council's approved schedule of fees and charges. The budget is compiled based on historic trends, which is adjusted for anticipated growth in utilisation of municipal services.
7. Actual collection levels for the period immediately preceding the budget year is used as a benchmark for setting the anticipated collection levels for the ensuing financial year.
8. Interest accruing from investments is based on the investments held by the Municipality, as well as the interest income reasonably expected to be earned on surplus cash invested during the year. The budgeted financial statements are used as a guide to determine the available cash for investment purposes.
9. Budget provision is made for income attributable to the transfer or disposal of assets, as and when it arises.
10. The level of the Provision for Debt Impairment is determined, taking into account the annual collection rates targets as set out in the IDP and SDBIP.
11. The Municipality supports the principle of making adequate budgetary provision for the rehabilitation and maintenance of existing assets and infrastructure, taking financial affordability considerations into account.
12. Individual line items in the Operating Budget are subjected to close scrutiny when preparing the annual budget, to ensure proper control over the expenditure. In this regard a zero-based budget approach is followed.
13. The level of property rates and tariff increases takes into account the need to address maintenance and infrastructural backlogs, including the expansion of services.
14. An assessment of the relative capacity to implement the Budget.
15. The need to enhance the municipality's revenue base.
16. Trading services to breakeven or trade a small surplus

3.3 Capital Budget Principles

The Capital budget allocates funding to projects over the MTREF. The amounts provided for in the Capital budget will be limited to the available internal and external sources of funding, taking financial affordability considerations into account.

Budget allocations to Directorates, are based on the key service delivery priorities as reflected in the IDP.

3.3.1 Impact of Capital budget on future Operating budgets

Capital projects have a recurring effect on future operating budgets. The following main cost components should be considered before capital projects are approved:

- Additional staffing costs to man any new facility, once operational.
- Additional contracted services, i.e. external security, cleaning services, etc.
- Additional general expenditure, i.e. service costs, stationery, cleaning materials, etc.
- Additional costs to maintain the assets.

- Additional finance charges to service loans to fund the Capital budget

Projects may, however, also result in additional revenue generation. The impact that the expenditure has, must be offset by the additional revenue generated, to determine the real impact on the operating budget, and the possible effect on tariffs.

3.3.2 Borrowing Requirements

The Municipality's borrowing requirements are determined during its annual budgeting process. The amount of potential borrowing will be limited to the amount that the Municipality can financially afford to service.

4. STATEMENT OF FINANCIAL POSITION

As required by GRAP, only provisions are shown separately on the face of the Statement of Financial Position. All reserves are "ring-fenced" as internal reserves within the Accumulated Surplus.

4.1 Provisions and Reserves

The Accounting Policy of the Kouga Municipality contains the following sections relating to provisions:

A provision is recognised when the Municipality has a present obligation (legal or constructive) as a result of a past event and it is probable (i.e. more likely than not) that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Provisions are reviewed at the Statement of Financial Position reporting date and adjusted to reflect the current best estimate.

Provision for Rehabilitation of Refuse Landfill Sites

The applicable GRAP standard states that a provision should be recognised where there is a present obligation to rehabilitate sites.

The Municipality has an obligation to rehabilitate its landfill sites in terms of its license stipulations. Provision is made for this obligation based on the net present value of cost.

The Landfill Rehabilitation Provision does not require immediate cash backing as the rehabilitation of the landfill sites will occur at a future date.

Provision for Medical, Pension, Performance bonuses and Long-term Services

The current provision for Medical, Pension, Performance bonuses and long-term services is expected to be paid out in the following year, therefore these provisions should be fully cash backed.

Donations and Public Contributions

The Accounting Policy of the Kouga Municipality contains the following section relating to donations and public contributions:

"Donations and funding are recognised as revenue to the extent that the municipality has complied with any of the criteria, conditions or obligations embodied in the agreement. Where the agreement contains a stipulation to return the asset, other future economic benefits or service potential, in the event of non-compliance to these stipulations and would be enforced by

the transferor, a liability is recognised to the extent that the criteria, conditions or obligations have not been met. Where such requirements are not enforceable, or where past experience has indicated that the transferor has never enforced the requirement to return the transferred asset, other future economic benefits or service potential when breaches have occurred, the stipulation will be considered a restriction and is recognised as revenue."

Unspent amounts in relation to donations, public contributions and unspent grant funding are therefore retained in cash; and are not available to fund any items on the operating or capital budget other than in terms of the conditions of the donations, public contributions or grants.

4.2 Other items to be cash backed

Consumer Deposits

Consumer deposits are regarded as creditors, i.e. the funds are owed to consumers and can therefore not be utilised to fund the operating or capital budget.

Consumer Deposits should be retained in cash to the extent of Building deposits and hall deposits only.

Working Capital

Working capital is required to ensure cash availability in the event of emergencies. Council must retain cash for a period of 30 days, as a minimum cash balance to ensure sufficient working capital.

4.3 Capital Replacement Reserve –

The following sources of revenue must be transferred to the Capital Replacement Reserve:

- *All Augmentation fees*
- *Proceeds on Sale of Immovable Property*
- *Value-added Taxation on all Grants (excluding MIG, WSIG, INEP)*

The Capital Replacement Reserve must be utilised to fund Capital Projects during the tabling of the annual budget only.

5. Implementation of Policy

The implementation of the Policy or lack thereof (due to affordability) must be presented to the Budget Steering Committee to recommend to Council during the tabling of the annual budget.

6 Review of Policy

This is the sole policy governing the municipality's funding and reserve levels and must be reviewed annually.

COST CONTAINMENT POLICY

KOUGA MUNICIPALITY

Draft
Cost Containment
POLICY

IMPLEMENTATION OF COST CONTAINMENT PLAN

PREAMBLE

The object of this policy, in line with the Cost Containment Regulations, and in line with MFMA sections 62(1)(a), 78(1)(b), 95(a) and 105(1)(b), is to ensure that resources of the municipality are used effectively, efficiently and economically by implementing cost containment measures.

The following measures must be implemented, consistently with immediate effect to ensure the containment of costs: -

1. Temporary Appointments, Contractual Appointments, Unemployed Graduates and Experiential Learners

Measure

- Directors must ensure compliance with all the relevant policies and procedures, as it relates to employment contracts, for the aforementioned employment categories.

Controls

- Directors must ensure that the employment contracts for the aforementioned categories are in line with the applicable HR policies, and must in conjunction with the Corporate Services Directorate, ensure compliance.

- The Corporate Services Directorate must confirm if such proposed appointments are in line with the Municipal Systems Amendment Act (5 July 2011)

- The relevant recruitment notifications must be endorsed by the Salaries and Expenditure Section for budget availability, after HR has confirmed compliance with the applicable HR policies.

2. Travel claims

Measure

- Ensure effective control over travel claims.

Controls

- Directors must implement systems in their respective Directorates to ensure cost-effective and time efficient travelling.

- Travelling must be pre-authorised by the appropriate delegated official, before such costs are incurred, whilst the said official must ensure that kilometres claimed are indeed justifiable.

- The respective Directors should exercise control over the distances travelled.

3. Credit Cards

The use of credit and debit cards was addressed in an earlier MFMA Circular.

A bank, or any other institution, may not issue credit cards or debit cards linked to a bank account of a municipality or a municipal entity to any councillors, entity board members, municipal or entity officials or any other person. The issuing and use of such cards be it for official purposes:

- contravenes section 11 and 85 of the MFMA as there is no way of ensuring that all purchases made on the card are in accordance with the items listed in the sections or as prescribed.

- contravenes section 167 of the MFMA which provides that any bursary, loan, advance or other benefit paid to a municipal councillor otherwise than in accordance with the provisions of the Remuneration of Public Office Bearers Act constitutes irregular expenditure.

- contravening section 15 of the MFMA by incurring expenditure not authorised in an approved budget.

- non-compliance with section 164 of the MFMA which provides that no municipality or municipal entity may make loans to councillors or officials of the municipality, directors or officials of the entity or members of the public.

- non-compliance with the supply chain management regulations; and

- undermines efforts to safeguard municipal funds, combat fraud and corruption, as well as other irregular practices.

While the use of petrol cards or garage cards for municipal vehicles is permitted, it must be utilised in accordance with an appropriate policy and related procedures to avoid misuse thereof. Cost containment measures should be applied in managing and planning trips.

Where officials or councillors incur expenses in relation to official municipal activities, they should use their personal credit cards or cash, and request reimbursement from the municipality in accordance with the relevant municipal policy and processes. Alternatively, the municipality should make arrangements with the service provider that the expenditure be settled directly by the municipality.

4. Essential Vehicle User Scheme

Measure

- Limit expenditure under the scheme and apply the applicable policies and procedures consistently.

Controls

- Policy guidelines must be formulated by the Corporate Services Directorate relating to the type of vehicles to be purchased by qualifying employees, requiring vehicles for the execution of their duties.

5. Acting Allowances

Measure

Acting allowances must be paid in accordance with the applicable HR policies, SALGBC Collective Agreements and any applicable legislation.

Controls

- Acting appointments should only be cascaded to two levels below the acting position, to curb unnecessary costs.
- Acting **must** only be permitted in positions on the approved organogram, in line with Municipal Systems Amendment Act (5 July 2011).
- Acting **must** only be permitted in funded vacant positions.
- Prior to an employee being assigned to act, the request must firstly be forwarded to the Salaries and Expenditure Section to confirm budget availability.
- Acting for extended periods **must** be discouraged, unless **motivated** to the Municipal Manager, based on operational reasons. This will ensure that the municipality is not exposed to unnecessary litigation.

6. Overtime

Measure

- Overtime must be undertaken in compliance with all relevant policies, SALGBC Collective Agreements and applicable legislation (e.g. Basic Conditions of Employment Act).

Controls

- Overtime should only be approved where the necessary budget provision exists, after a need analysis has been undertaken by the relevant Directorate.
- Authority to work overtime in excess of 40 hours per month, must be obtained from the Municipal Manager **prior** to the overtime being worked, as this is in contravention of Section 10 of the Basic Conditions of Employment Act (BCEA).
- The Director **must** ensure that overtime worked in excess of 40 hours, was authorised **by the Municipal Manager prior** to the actual overtime being worked.

.

- The core working hours of the employees to be changed to a shift system, where applicable, to obviate the need for overtime.
- The regulations issued by the Department of Labour, relating to annual salary thresholds within which overtime may be paid, must be adhered to.
- The Corporate Services Directorate must ensure that an Overtime Policy is developed and approved by Council, and such policy **must be** in line with the applicable legislation and regulations.

7. Catering Costs

- No catering expenses may be incurred for any meetings where only municipal officials are in attendance. Notwithstanding the above, the accounting officer may incur catering expenses for the following, provided that such last for five (5) continuous hours or more:

    a) The hosting of conferences, workshop, courses, forums, recruitment interviews, training courses, hearings;

    b) Meetings related to commissions or committees of inquiry;

- No expenses may be incurred on alcoholic beverages.

- Ensure that team building and social functions, including year-end functions, are not financed from the municipal budgets or by any suppliers or sponsors.

- Notwithstanding the above, accounting officers may incur no more than the petty cash allocation or limitations on expenditure from their respective budgets to host farewell functions to employees who are either;

    i. proceeding on retirement due to ill health; or

    ii. proceeding on retirement after reaching the qualifying age of a minimum of ten (10) or more years working for the public services.

- Accounting officers may **not** host farewell functions for employees who have:
    a) been dismissed.
    b) elected to resign or leave by accepting severance packages; or
    c) Approached the end of their contractual term.

The following control measures are applicable as it relates to catering and entertainment: -

Control Measures

- Apart from refreshments and sandwiches, catering and refreshments may be provided at Council workshops, retreats, strategic sessions, internal training sessions, official meetings (Standing Committees and other Council committees), Council meetings and Management meetings, at the discretion of the Municipal Manager.

8. Events, Advertising and sponsorships

- Eliminate wasteful expenditure on events, advertising in magazines, television, newspapers etc. where the municipality can use other cost effective means such as websites to market the institution or properly publicise the matters or events under consideration.

- Memorabilia, gifts and other novelties should be of token value only and should only be offered in order to acknowledge support or a visit or attendance by a dignitary in connection with a benefit to the local community; to reciprocate the giving of a similar token gift by another organisation; or similar but in all cases there must be an identifiable benefit to the community.

- Limit or stop all unnecessary expenditure on matters such as printing of shirts, hosting of sporting events, festivals and other associated events, cruises, lavish functions, and extraordinary costs associated with visits of dignitaries or induction of new councillors.

9. Attendance of Conferences, Seminars & Workshops

Measures and Controls

- Conferences, seminars and workshops **may** be attended by Officials and Councillors, but only when absolutely necessary.
- The Director concerned must submit a motivation to the Municipal Manager, outlining the absolute necessity for attendance.
- The total size of municipal delegations attending conferences, seminars and workshops outside the Municipality, **must** be restricted to two delegates.
- The Director concerned must submit a motivation to the Municipal Manager, if the number of required attendees exceeds two delegates from the Municipality.
- Budget availability must be confirmed by the Budget & Treasury Section, in the first instance.
- In the event of training being provided at no cost to the Municipality, the size of the municipal delegation may be increased, subject to approval by the Municipal Manager.

10. Municipal Workshops, Retreats, Strategic Sessions and Internal training

Controls

- Only local municipal venues may be utilised to host municipal workshops, retreats, strategic sessions and internal training.
- The Director concerned must submit a motivation to the Municipal Manager, in the event of local municipal venues not being available.
- Alternative facilities at other government institutions must then be sourced, where such sessions cannot be held in-house.
- The necessary proof must be provided to the Municipal Manager, where local municipal venues or facilities at other government institutions are not available.
- Budget availability must be confirmed by the Budget & Treasury Section in the first instance, prior to the Municipal Manager approving the use of external venues.

11. Projects /Programme Launches

Controls

- The number of projects/programme launches must be minimised, so as to limit the associated costs to the Municipality.

- When different projects/programmes are launched in a particular ward, it must be organised as one launch and not as different launches for each and every project.

12. Engagement of Consultants

- The Accounting Officer must only contract with consultants after a gap analysis report has confirmed that the municipality does not have the requisite skills or resources in its permanent employment to perform the services required.

- Evidence of acute planning of the project must be visible to all relevant persons including the administration and political oversight mechanisms in place at the municipality.

- Consultants, including construction and infrastructure related services, must only be remunerated at the rates equal to or below those:
    a) determined in the "Guidelines on fees for audits done on behalf of the AuditorGeneral South Africa", issued by the South African Institute of Chartered Accountants (SAICA);
    b) set out in the "Guide on Hourly Fee Rates for Consultants", by the Department of Public Service and Administration (DPSA); or

    c) Prescribed by the body regulating the profession of the consultant.

- Ensure an exacting "specification" of the work to be accomplished accompanies the tender and is used as a monitoring tool, are appropriately recorded and monitored.

- Ensure that contracts for consultants include retention and penalty clauses for poor performance and in this regard against the above specification, the accounting officer must invoke such clauses, where deemed necessary.

- It is mandatory that the accounting officer concludes on the best "value for money", i.e. matching fees against quality and against benchmarked practices.

- The Accounting officer must appoint consultants on a time and cost basis with specific start and end dates.

- Travel and subsistence costs for the appointment of consultants must be in accordance with the travel policy of government, whilst the contract price must specify all travel and subsistence costs.

- If travel and subsistence costs for appointed consultants are exclusive of the contract, the costs must be in accordance with the following provisions:

    a) Hotel accommodation may not exceed the amount mentioned in MFMA Circular No.82

    b) Only economy class air tickets may be purchased for flights;

    c) Only group B vehicles or lower may be hired for engagements, as mentioned in MFMA Circular No. 82

    d) Kilometers claimed for the use of private vehicles may not exceed the rates approved by the National Department of Transport, as updated from time to time.

- Municipalities are urged to develop consultancy reduction plans.

- Undertake all engagements of consultants in accordance with the SCM Regulations and the municipality's SCM policy.

Measure

- The use of consultants must be reviewed and curtailed.

Controls

- All pending appointments of consultants to be reviewed and no consultant services to be procured unless the Municipal Manager, based on a motivation from the Director concerned, endorses the procurement process.

- Directors must review the utilisation of consultants in their respective Directorates to determine if their continued services are still required.

- Requests for extension of consultants' contracts of appointment must be motivated in writing to the Municipal Manager, and he may in turn instruct the Director to table an item via the Bid Committee system to make recommendations in this regard.

- Any SLA or contract signed with consultants, must include

  (i) penalty clauses for poor performance,
  (ii) clauses that deal with skills transfer,
  (iii) period of the contract must be clearly stated, amongst other pertinent clauses.

- Directorates who deal with consultants must ensure compliance with the NT instruction, as it relates to disbursements for travelling and accommodation for consultants.

- The Municipal Manager **must** give instructions to all Directorates to develop a consultancy reduction plan, indicating how the Directorates intend to comply with the National Treasury instruction.

13. Telephone costs (Landlines)

Measure

- The Council's policy relating to payment for private calls must be fully enforced by all Directorates.

Controls

- The cost of private calls must be recovered by all Directorates by providing a schedule on a monthly basis to the Finance Directorate (Payroll Office), so that the necessary deductions can be made from the affected municipal employees' salaries.

14. Uniforms and Clothing

Controls

- A Uniforms Policy **must** be drafted stipulating the guidelines, including type of uniforms, shoes and frequency of issue, etc in line with the working environment of the respective employees.

- A monthly reconciliation of uniforms purchased and issued to staff members must also be performed by the respective Directorates.

15. Office Furnishing

Measure

- Municipalities should exercise due precaution in refurbishing offices, purchasing equipment, etc. especially when new persons are elected or appointed. Use of existing facilities and equipment is encouraged.

- Office furnishing, when required, should be contained to minimal costs, avoiding elaborate and expensive furniture or equipment.

16. Travel and Subsistence

In line with the National Treasury instruction 01 of 2013/2014, as it relates to travel and subsistence expenses, the following control measures must be implemented: -

Control measures

- Only economy class tickets to be purchased for employees and Councillors, where the flying time of the flight is five (5) hours or less.

- The Municipal Manager may approve the purchase of business class tickets for employees with disabilities or for those with special needs, where the flying time is five (5) hours or less.

- Purchasing of air tickets for first class travel is not permitted, under any circumstances.

- Domestic hotel accommodation linked to travel and subsistence may not exceed **the relevant rates** per night per person (including dinner, breakfast and parking). National Treasury may periodically review this amount.

- The amount of R1,300 quoted above may be exceeded with approval of the Municipal Manager in instances (i) such as peak holiday periods, and (ii) when South Africa is hosting an event in the country or in a particular geographical area that results in an abnormal increase in the number of local / international guests in the country or in that particular geographical area.

- Hiring of Vehicles for travelling **must** be undertaken in terms of the Council approved policy as it relates to vehicle groupings that can be hired per the level of employees / Councillors.

- Sharing of the mode of transport when Employees / Councillors travel to the same destination.

- Overnight accommodation **must** be limited to instances where the distance by road exceeds 500 kilometres to and from the destination (return journey).

- When a vehicle is hired, it must be shared between the Employees/Councillors attending the same workshop, conference, seminar, etc. (one vehicle to be hired per occasion).

- Flight bookings must be made timeously, to prevent unnecessary overnight stay costs.

17. staff study, perks and suspension costs

- Training attended by employees and councillors may only be attended at pre-approved service providers to ensure sufficient quality of training and to obtain value for money.

- Expenditure associated with overseas study tours by councillors or officials must be reduced and preferably stopped.

- Encourage staff to take time off to make up for overtime worked.

- Planned overtime must be submitted to management for consideration on a monthly basis.

- Unplanned overtime worked must be motivated and approved by management.

- Costs associated with long-standing staff suspensions and legal costs associated with not following due processes when suspending and dismissing staff must be eliminated.

- Constant management of staff, improvements in productivity levels and feedback must be provided to all staff.

18. Vehicles used for political office-bearers

- The threshold limit for vehicle purchases relating to official use by political office - bearers must not exceed R700 000 or 70% (VAT inclusive) of the total annual remuneration package for the different grades of municipalities, as defined in the Public Office Bearers Act and the notices issued in terms thereof by the Minister of Cooperative Governance and Traditional Affairs, whichever is lower.

- The procurement of vehicles in sub -bullet point (1) must be undertaken using the national government transversal contract mechanism, unless it may be procured at a lower cost through other procurement mechanisms.

- Before deciding to procure a vehicle as contemplated in sub -bullet point (2), the accounting officer or delegated official must provide the council with information relating to the following criteria which must be considered:
  (a) status of current vehicles;
  (b) affordability of options including whether to procure a vehicle as compared to rental or hire thereof, provided that the most cost effective option is followed and the cost is equivalent to or lower than that contemplated in sub -bullet point (1);
  (c) extent of service delivery backlogs;
  (d) terrain for effective usage of the vehicle; and
  (e) any other policy of council.

- If the rental referred to in sub -bullet point (3) is preferred, the accounting officer must review the costs incurred regularly to ensure that value for money is obtained.

- Regardless of their usage, vehicles for official use by political office bearers may only be replaced after completion of 120 000 kilometres.

- Notwithstanding sub -bullet point (5), the municipality may replace a vehicle for official use by political office bearers before the completion of 120 000km only in instances where the vehicle has a serious mechanical problem and is in a poor condition and subject to obtaining a detailed mechanical report by the vehicle manufacturer or approved dealer.

- the accounting officer must ensure that there is a policy that addresses the use of municipal vehicles for official purposes.

19. Cost containment on other related expenditure items

- The Accounting Officer to ensure that all commodities and products that the National Treasury has designated as transversal contracts are utilised to benefit from savings where lower prices or rates have been negotiated.

- Periodic or quarterly threat assessments against councillors and key officials should be undertaken by the appropriate authority (SAPS) and reported to the Speaker's Office. Approval for security measures must be informed by such reports, if paid for from municipal funds.

- Municipal funds may not be used to fund election campaign activities, including the provision of supporting material, clothing, food, inducements to vote either as part of, or during election rallies.

- Printing of documents should carefully considered be back-to-back and use of colour printing for graphs only, while use of electronic means should be preferred.

- Review and introduce limits on municipal staff telephones and limiting private call to a reasonable amount.

- Every effort must be made to recover debt from consumers before write-off. Municipalities to avoid the excessive usage of debt collectors and improve its internal capacity for debt collection.

- Ensure synergy between municipal divisions or departments to avoid duplication of processes and efforts.

- Where possible the warranties on vehicle and computer equipment should be extended instead of procuring new ones.

- Labour saving devices should be shared to optimize the capacity utilization of each device.

- Purchasing of newspapers and other publications for municipal employees to limited and stopped.

- Municipalities should ensure that awareness is raised with municipal staff so that a high degree of energy saving measures can be introduced, e.g. air-conditioning and lights in buildings are switched off at night and when offices are not in use.

20. General measures to be implemented

- In order to curb petrol expenditure, the municipality's vehicle tracking system should be utilised by the Directorates to monitor usage in order to curb abuse of municipal vehicles and excessive petrol consumption.

- E-Learning methods should be considered for in-house training.

- Telephone and/or Video conferencing facilities must be used, where possible, to avoid unnecessary travelling and subsistence costs.

- Where possible, transversal contracts must be used for the procurement of goods and services.

- Consideration must be given to utilising the services of the Government Communications and Information System (GCIS) for media related needs.

- Bulk purchases should be considered for regularly consumed inventory.

21. Enforcement Procedures

Failure to implement or comply with this Policy may result in any official of the municipality, political office bearer that authorised or incurred any expenditure contrary to this policy being held liable for financial misconduct or a financial offence in the case of political office bearers as defined in Chapter 15 of the MFMA, read with the Municipal Regulations on Financial Misconduct Procedures and Criminal Proceedings, 2014.

21. Monitoring and evaluation

- The cost containment measures applied by the municipality must be included in the municipal in -year budget reports and annual costs savings disclosed in the annual report.

- The Directors must report on the implementation of the Cost Containment Policy, to the Portfolio Committees monthly (attached template as Annexure A).

- CFO must report on the implementation of the Cost Containment Policy, to Council on a quarterly basis, and the report must be sent to National Treasury and the relevant provincial treasury within seven calendar days after the report is submitted to Council (attached template as Annexure A).

ANNEXURE A

KOUGA local municipality
Good Governance through Service Excellence

Cape St Francis
Hankey
Humansdorp
Jeffreys Bay
Loerie
Oyster Bay
Patensie
St Francis Bay
Thornhill

Postal: PO Box 21, Jeffreys Bay, 6330
Tel: 042 200 2200 / 042 200 8300
Fax: 042 200 8606
Email: registry@kouga.gov.za
Website: www.kouga.gov.za

IMPLEMENTATION OF COST CONTAINMENT PLAN TEMPLATE (ANNEXURE "A")

CONTROL MEASURES	PROJECT/ITEM DESCRIPTION/UKEY NR	BUDGET ALLOCATION	COST SAVINGS	REPRIORITISATION COST OF SAVINGS
1. Temporary Appointments, Contractual Appointments, Unemployed Graduates and Experiential Learners				
2. Travel claims				
3. Essential Vehicle User Scheme				
4. Overtime				
5. Catering Costs				
6. Events, Advertising and sponsorships				
7. Attendance of Conferences, Seminars & Workshops				
8. Municipal Workshops, Retreats, Strategic Sessions and Internal training				
9. Projects /Programme Launches				

CASH MANAGEMENT AND INVESTMENT POLICY

KOUGA MUNICIPALITY

KOUGA
local municipality
Good Governance through Service Excellence

Cash Management and Investment Policy

DEFINITION OF KEY WORDS

In this policy the following words shall have the meanings assigned as follows: -

1. **"Act"** means the Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003).
2. **"Accounting Officer"** refers to the Municipal Manager of the Municipality.
3. **"Finance Committee"** refers to the committee of Council dealing with the financial affairs of the Municipality.
4. **"Finance Directorate"** refers to the municipal directorate dealing with the financial affairs of the Municipality.
5. **"Chief Financial Officer"** refers to the head of the Finance Directorate.
6. **"Investment Panel"** refers to the Committee responsible for managing municipal investments.
7. **"Investment Register"** refers to an electronic spreadsheet, which contains details of all the municipal investments.
8. **"Investment Regulations"** refers to the regulations as prescribed under the MFMA (Act No. 56 0f 2003) in Government Gazette No. 27431, dated 1 April 2005.
9. **"Investment Manager"** means a natural person or legal entity that is a portfolio manager registered in terms of the Financial Markets Control Act, 1989 (Act No. 55 of 1989), and Stock Exchanges Control Act, 1985 (Act No. 1 of 1985), contracted by the municipality to: -
    - advise on investments; or
    - manage investments on its behalf.
10. **"Liquidity"** refers to the financial ability of the municipality to service its debts upon falling due.
11. **"MFMA"** refers to the Municipal Finance Management Act, (Act 56 of 2003).
12. **"Minister"** refers to the Cabinet member responsible for Finance.
13. **"KM"** refers to the Kouga Municipality.
14. **"Optimal Yield"** refers to maximum interest earned on investment.
15. **"Policy"** refers to the Cash Management and Investment Policy of the KM.

TABLE OF CONTENTS

	Page No.
1. Legal Compliance	4
2. Scope of the Policy	4
3. Objectives of the Policy	4
4. Effective Cash Management	4 - 5
5. Investment Ethics, Principles and Procedures	5 - 6
6. Standard of Care	6
7. Permitted Investments	6
8. Prohibition of Investments denominated in foreign currency	6
9. Payment of Commission	6 - 7
10. Reporting Requirements	7
11. Credit Requirements	7
12. Investment Diversification	7 - 8
13. Accounting for Trust Funds	8
14. Establishment of an Investment Panel	8
15. Raising of Debt	8
16. Accounting Treatment of Interest earned on Investments	8
17. Petty Cash	
18. Review of the Policy	8

1. LEGAL COMPLIANCE

In terms of Section 13 (2) of the Municipal Finance Management Act (Act no. 56 of 2003), municipalities are required to establish an appropriate and effective **Cash Management and Investment Policy,** in accordance with any framework that may be prescribed by the Minister, acting with the concurrence of the Cabinet member responsible for local government and consistent with the Municipal Investment Regulations.

National Treasury, in Government Gazette No. 27431, published Municipal Investment Regulations, which municipalities are required to apply as guidelines when preparing a Cash Management and Investment Policy.

2. SCOPE OF THE POLICY

This policy applies to the Kouga Municipality.

3. OBJECTIVES OF THE POLICY

The objectives of the Cash Management and Investment Policy of the KM are as follows: -

- Ensuring that cash resources are managed efficiently and effectively,
- Ensuring that investments are placed with reputable institutions, for the purposes of safety of capital investment and diversification of the Investment Portfolio,
- Ensuring that adequate liquidity is maintained at all times, for management of cashflows,
- Ensuring that the municipality receives optimal yield / interest on its investments with financial institutions, at minimal risk,
- Striving for reasonable growth on capital investments, in addition to interest earned on investments,
- Ensuring that monies due to Council are collected and banked appropriately, as soon as they are received, and
- Ensuring that payments to creditors are made by the respective due dates.

4. EFFECTIVE CASH MANAGEMENT

All efforts must be made to ensure that: -

- Collection of Cash / Revenue,
- Payment of Creditors,
- Management of Proper Cash Flows, and
- Administration of Banking Accounts are properly maintained, to ensure that excess cash is invested.

4.1 Collection of Cash / Revenue

The cash collection process as determined by Chapter 9 of the Local Government: Municipal Systems Act (Act 32 of 2000) and the Customer Care and Revenue Management By-Law, should be adhered to at all times.

4.2 Payment of Creditors

The payment cycle of all trade creditors must be strictly maintained as required by the Supply Chain Management Policy, or as per the payment terms stipulated in individual contracts. If there are incentives (e.g. trade discounts) favorable to Council when payments are made before due dates, such incentives, where appropriate, must be applied. Wherever possible, payments must be affected by means of electronic transfers, rather than by cheques.

4.3 Management of Cashflows

The Chief Financial Officer shall maintain a **cashflow system** and ensure that funds not immediately required, are invested.

4.4 Administration of Banking Accounts

The opening and closing of municipal bank accounts, deposits into and withdrawals from the municipal bank accounts, signing of cheques and appointment of cheque signatories, and signing of other payment documents, are the responsibilities of the Accounting Officer, but may be delegated in writing to the Chief Financial Officer.

5. INVESTMENT ETHICS, PRINCIPLES AND PROCEDURES

The following ethics, principles and procedures shall apply: -

- The Chief Financial Officer shall be responsible for managing municipal investments.
- The Chief Financial Officer is permitted to appoint a qualified investment manager.
- No improper outside influence or internal interference will be permitted at any time in regard to the management of cash and placing of investments.
- Quotations for call and/or fixed deposits from the approved financial institutions (a minimum of three) will be obtained at the time of contemplating an investment.
- Financial institutions will be required to submit confirmation certificates upon the placement of investments, which will include a declaration that no commission was paid relating to the investment.
- The Chief Financial Officer shall maintain a detailed investment register.
- The Chief Financial Officer shall hold in safe custody all investment certificates and other related documents, for audit purposes and proper recordkeeping,
- Investments made must be in the name of the Kouga Municipality (Section 12 of the Municipal Investment Regulations).
- No funds will be borrowed for the purpose of investments (Section 12 of the Municipal Investment Regulations).
- The Chief Financial Officer shall ensure that interest and capital is received and receipted when due.
- Any risk arising from any investment transaction rests with the municipality (Section 12 of the Municipal Investment Regulations).

6. STANDARD OF CARE

Section 5 of the Municipal Investment Regulations emphasises that investments made by a municipality, through municipal officials, or by an investment manager on behalf of the municipality must be made with such judgement and care, under the prevailing circumstances, as a person of prudence, discretion and intelligence, who is entrusted with management of public funds, would exercise.

Investments made by the municipality or investment manager, may not be made for speculation. A high standard of care which includes (i) Preservation and Safety of Capital Invested, (ii) Liquidity, and (iii) Yield, must at all times be maintained when making investments.

7. PERMITTED INVESTMENTS

In terms of Section 6 of the Municipal Investment Regulations, municipalities are permitted to invest in the following instruments and investments: -

a) Securities issued by the National Government,
b) Deposits with Banks registered in terms of the Banks Act, 1990 (Act 94 of 1990),
c) Listed corporate bonds with an investment grade rating from an internationally recognized credit rating agency,
d) Deposits with the Public Investment Commissioners as contemplated by the Public Investment Commissioner's Act, 1984 (Act 46 of 1984),
e) Deposits with the Corporations for Public Deposits as contemplated by the Corporation for Public Deposits Act, 1984 (Act 46 of 1984),
f) Banker's acceptance certificates or negotiable certificates of deposit of banks registered in terms of the Banks Act, 1990 (Act 94 of 1990),
g) Guaranteed endowment policies with the intention of establishing a sinking fund,
h) Repurchase agreements with banks registered in terms of the Banks Act, 1990 (Act 94 of 1990),
i) Municipal bonds issued by a municipality, and
j) Any other investment type as the Minister may identify by regulation in terms of section 168 of the Act, in consultation with the Financial Services Board.

8. PROHIBITION OF INVESTMENTS DENOMINATED IN FOREIGN CURRENCY

In terms of Section 7 of the Municipal Investment Regulations, municipalities are not permitted to place investments denominated in foreign currencies.

9. PAYMENT OF COMMISSION

Section 8 of the Municipal Investment Regulations, states that:-

(1) No fee, commission or other reward may be paid to a councillor or official of a municipality or to a spouse or close family member of such councillor, or official in respect of any investment made or referred by a municipality.

(2) Any commission, fee or other reward paid to an **investment manager** in respect of any investment made on behalf of the municipality must be declared to the Council of the municipality by way of a certificate disclosing full details of the payment.

10. REPORTING REQUIREMENTS

In compliance with Section 9 of the Municipal Investment Regulations, the Accounting Officer shall report within 10 working days of the beginning of each month, to the Executive Mayor, the investment position / portfolio of the Municipality as at the end of the previous month. A similar report shall also be submitted to the Finance Committee.

Such report must at a minimum provide: -

- The market value of each investment as at the beginning of the reporting period,

- Any changes to the investment portfolio during the reporting period,
- The market value of each investment as at the end of the reporting period, and
- Fully accrued interest and yield for the reporting period.

In complying with Section 70(2) of the Act, the Accounting Officer must report to the National Treasury and Council whenever the consolidated bank balances show a net overdrawn balance for a period exceeding **14 days (two weeks).**

Such report must at a minimum provide: -

- The amount by which the accounts are overdrawn,
- Reasons for the overdrawn accounts, and
- Steps taken or to be taken to correct the matter.

11. CREDIT REQUIREMENTS

In terms of Section 10 of the Municipal Investment Regulations reasonable and prudent steps shall be taken by the Chief Financial Officer, to ensure that investments are placed with credit-worthy institutions. The investment policy of a municipality must determine acceptable investment ratings of financial institutions, and must liquidate any investment that no longer has a minimum acceptable rating.

The following will determine the suitability of a financial institution and will set investment limits, within which municipal investments can be placed: -

- Must be an approved instrument in terms of Paragraph 7(Permitted Investments) of this policy,
- The institution must be highly rated by credible Rating Agencies,
- The shareholder equity of the institution must be in excess of at least **R10bn**,
- The investment limit per approved financial institution must be limited to **10%** of the bank's distributable reserves, as per their latest financial statements.

12. INVESTMENT DIVERSIFICATION

In terms of Section 11 of the Municipal Investment Regulations, municipalities are required to take all reasonable and prudent steps, consistent with its investment policy and standard of care, to diversify its investment portfolio across institutions, types of investments and investment maturities.

The Chief Financial Officer must ensure that municipal investments are placed equitably amongst the approved financial institutions. Investment limits must be determined as stipulated in Paragraph 11 of this policy, and no more than **25%** of municipal investments can be placed with one financial institution. The Chief Financial Officer must review the investment limits with the approved financial institutions at least once a year, or whenever the need exists for a review.

13. ACCOUNTING FOR TRUST FUNDS

Unless otherwise required by trust deeds, trust funds will be invested within the terms of this policy, but be recorded separately in the municipality's accounting system. If pooled with the Municipality's investments, trust funds will earn the average interest rate applicable to the municipality. The requirements as stipulated in the Trust Deed, will take priority.

14. ESTABLISHMENT OF AN INVESTMENT PANEL

The Chief Financial Officer is responsible for establishing an “Investment Panel”, which will be responsible for all investment related matters of the municipality, including decisions for placing investments, setting investment limits, signing investment cheques, signing investment correspondence, revision of Cash Management and Investment Policy, etc.

The following Budget and Treasury officials will serve as members of the investment panel: -

- Chief Financial Officer or delegate
- Budget and Treasury Manager, who shall not be the CFO’s delegate at that point in time,
- Expenditure Manager or delegate

15. RAISING OF DEBT

Municipal debt (short or long term) shall be raised, in strict compliance with the requirements of Chapter 6 of the Municipal Finance Management Act (Act 56 of 2003).

16. ACCOUNTING TREATMENT OF INTEREST EARNED ON INVESTMENTS

The interest accrued on all municipal investments shall, in compliance with the requirements of generally recognised accounting practice, be recorded in the first instance in the municipality’s statement of financial performance as ordinary operating revenues, and may thereafter be appropriated to the fund or account in respect of which such investment was made, depending on the conditions which apply to the fund or account.

17.PETTY CASH

- Departments request petty cash through written request with supporting documentation such as , Memo explaining request, quotation , budget verification
- Request must be signed by both Manager and the relevant Director;
- Request shall be sent to Manger Expenditure for approval
- Departments have a limit of R2000.00 per month.
- Invoices must be signed by the relevant manager or Director ;
- No petty cash will be issued if there is outstanding receipts form the relevant Department.

Certain types of Expenditure may be excluded from Petty Cash when considered necessary.

Petty Cash not permitted for the following items,

- S&T Advances;
- Transport and Subsistence claims.
- Repairs to Labour saving Devices.
- Airtime or Data/ Cellular phone Accounts
- Entertainment as Defined in terms of SCOA, i.e Food / lunch beverages nor any re-imbursements of such.
- Registration Fees.
- Items available on tender or at SCM Stores except if item is not available and its an emergency.
- Any Low valued Items, eg Coffee, tea, Milk etc for any boardroom meetings / office use as such items can be quantified and bought through normal SCM Process.
- No splitting of Invoices. i.e buy same items more than once to slip invoice value.

18. REVIEW OF THE POLICY

This Cash Management and Investment Policy is the sole policy governing cash management and investments in the Kouga Municipality and this policy will be reviewed annually.

BORROWING POLICY

KOUGA MUNICIPALITY

KOUGA
local municipality
Good Governance through Service Excellence

BORROWING POLICY

Contents

1	Introduction	1
1.1	Purpose	1
1.2	Scope of the policy	1
1.3	Objectives	1
1.4	Definitions	2
2	Legislation	3
3	Borrowing Policy	6
3.1	Background	6
3.2	Legislative and accounting framework	6
3.2.1	Current legislation	6
3.2.2	Accounting Framework	6
3.3	Assessment of funding requirements	6
3.4	Raising of external debt for future financing of capital expenditure	7
3.5	Compliance with financial service providers' requirements	7
3.5.1	Financial ratios	7
3.6	Raising of external debt with financing institutions and repayment of the debt	7
4	Review of the policy	8

1 Introduction

1.1 Purpose

In terms of Section 19 of the Municipal Finance Management Act (Act no. 56 of 2003), municipalities are allowed to spend money on capital projects, subject to certain requirements, and incur long term debt for these capital projects in accordance with and subject to any applicable provisions of Section 46 and 47 of this Act. It is for these reasons that a Borrowing Policy has been developed in accordance with a framework that may be prescribed by the Minister of Finance, acting with the concurrence of the Cabinet member responsible for local government.

1.2 Scope of the policy

This policy applies to the Kouga Municipality (hereafter referred to as the Municipality).

1.3 Objectives

The objectives of the Borrowing Policy of the Municipality are as follows:

- To comply with the legislative requirements;
- To ensure that funding sources are managed efficiently and effectively;
- Ensuring that adequate financial ratios are maintained at all times, for the management of cash flows; and
- To ensure that external funding is received from reputable service providers.

1.4 Definitions

The following definitions are applied in this document:

Act	Means the Municipal Finance Management Act, No 56 of 2003 and includes Sections 46 and 47 of the Act.
Council	Means the Council of the Kouga Municipality.
GRAP	Means the statements of Generally Recognised Accounting Practice that details the accounting treatment of Statement of Financial Position and Statement of Financial Performance items.
Lead debt arranger (also debt initiator or debt negotiator)	Means a person appointed by the Kouga Municipality to make arrangements for debt within the financial markets by way of loans or bonds.
Borrowing	Means funding that will be repaid to a financial service provider over more than one year.
MTREF	Means the Medium Term Revenue and Expenditure Framework which is assessed annually, reviewing the budget over a range of multiple years.
Municipality	Means the Kouga Municipality (KM).
Policy	Means the borrowing policy.

2 Legislation

Section 230 (A) of the Constitution provides the following:

1) A Municipal Council may, in accordance with national legislation—

(a) raise loans for capital or current expenditure for the municipality, but loans for current expenditure may be raised only when necessary for bridging purposes during a fiscal year; and

(b) bind itself and a future Council in the exercise of its legislative and executive authority to secure loans or investments for the municipality

Section 19 of the Municipal Finance Management Act, Act no 56 of 2003 states that:

1) A municipality may spend money on a capital project only if—

(a) the money for the project, excluding the cost of feasibility studies conducted by or on behalf of the municipality, has been appropriated in the capital budget referred to in section 17 (2);

(b) the project, including the total cost, has been approved by the council;

(c) section 33 has been complied with, to the extent that that section may be applicable to the project; and

(d) the sources of funding have been considered, are available and have not been committed for other purposes.

(2) Before approving a capital project in terms of subsection (1) (b), the council of a municipality must consider—

(a) the projected cost covering all financial years until the project is operational; and

(b) the future operational costs and revenue on the project, including municipal tax and tariff implications

(3) A municipal council may in terms of subsection (1) (b) approve capital projects below a prescribed value either individually or as part of a consolidated capital programme.

Section 46 of the Municipal Finance Management Act, Act no. 56 of 2003 states that:

(1) A municipality may incur long-term debt only in accordance with and subject to any applicable provisions of this Act, including section 19, and only for the purpose of—

(a) capital expenditure on property, plant or equipment to be used for the purpose of achieving the objects of local government as set out in section 152 of the Constitution, including costs referred to in subsection (4); or

(b) re-financing existing long-term debt subject to subsection (5).

(2) A municipality may incur long-term debt only if—

(a) a resolution of the municipal council, signed by the mayor, has approved the debt agreement; and

(b) the accounting officer has signed the agreement or other document which creates or acknowledges the debt.

(3) A municipality may incur long-term debt only if the accounting officer of the municipality—

(a) has, in accordance with section 21A of the Municipal Systems Act—(i) at least 21 days prior to the meeting of the council at which approval for the debt is to be considered, made public an information statement setting out particulars of the proposed debt, including the amount of the proposed debt, the purposes for which the debt is to be incurred and particulars of any security to be provided; and

(ii) invited the public, the National Treasury and the relevant provincial treasury to submit written comments or representations to the council in respect of the proposed debt; and

(b) has submitted a copy of the information statement to the municipal council at least 21 days prior to the meeting of the council, together with particulars of—

(i) the essential repayment terms, including the anticipated debt repayment schedule; and

(ii) the anticipated total cost in connection with such debt over the repayment period.

(4) Capital expenditure contemplated in subsection (1) (a) may include—

(a) financing costs, including—

(i) capitalised interest for a reasonable initial period;

(ii) costs associated with security arrangements in accordance with section 48;

(iii) discounts and fees in connection with the financing;

(iv) fees for legal, financial, advisory, trustee, credit rating and other services directly connected to the financing; and

(v) costs connected to the sale or placement of debt, and costs for printing and publication directly connected to the financing;

(b) costs of professional services directly related to the capital expenditure; and

(c) such other costs as may be prescribed.

(5) A Municipality may borrow money for the purpose of re- financing existing long term debt, provided that:

(a) the existing debt was lawfully incurred;

(b) the long term debt does not extend the terms of the debt beyond the useful life of the assets for which the money was originally borrowed;

(c) the net present value of the projected future payments after re- financing is less that the net present value of projected payments before the re-financing; and

(d) the discount rate used in projecting the net present value referred to in paragraph (c), and any assumptions must be reasonable and in accordance with criteria set out in a framework that may be prescribed.

(6) Municipality's long-term debt must be consistent with its capital budget referred to in section 17 (2)

In terms of Section 47 of the Municipal Finance Management Act, Act no. 56 of 2003:

A municipality may incur debt only if-

(a) it is denominated in Rand, and is not indexed to, or affected by fluctuations in the value of the Rand against any foreign currency; and

(b) if section 48(3) has been complied with, if security is provided to the municipality.

3 Borrowing Policy

3.1 Background

It has been the policy of this municipality to fund its capital projects by:

- Firstly, using funding that does not attract finance charges or funding that does not have a direct impact on rates and tariffs, primarily from National and Provincial Government and other grants and transfers;
- Secondly, from the Capital Replacement Reserve (CRR); and
- Thirdly, raising external debt finance (e.g. loans/bonds) from financial services providers.

3.2 Legislative and accounting framework

3.2.1 Current legislation

The legal requirements, in terms of Section 46 and 47 of the Municipal Finance Management Act, Act no. 56 of 2003 for the raising of a loan are included in detail in section 2 of this document.

3.2.2 Accounting Framework

Accounting for long term funding for capital projects/ assets must be in terms of all applicable statements of Generally Recognised Accounting Practice.

3.3 Assessment of funding requirements

Funding requirements for capital projects/ assets must be determined annually, including an assessment of the funding sources. This annual assessment of funding requirements and sources takes into account a multi-year period, and is done in order to determine the adequacy of the funding sources available to meet the determined requirements. Council must take into account how funding decisions affect the operating budget for the multi-year period, which will include the long term impact on tariffs

3.4 Raising of external debt for future financing of capital expenditure

The Municipality may consider using the services of an expert, such as a lead debt arranger, to assist in raising external debt.

3.5 Compliance with financial service providers' requirements

3.5.1 Financial ratios

Where it has been decided that funding will be sourced externally, as it is an option available to the Municipality, it should be noted that financial service providers, when considering an application for external debt from a municipality, take certain financial ratios into consideration.

It is the CFO's responsibility to determine the applicable ratios for borrowing and suggested performance levels.

3.6 Raising of external debt with financing institutions and repayment of the debt

Where external debt is raised the loan repayment period should, if possible, be equal to or less than the economic life of the asset to be constructed.

Apart from satisfying the legal and accounting requirements, the Municipality's ability to service the consequential loan repayments must be assessed in the form of an annual financial plan covering the MTREF.

The financial plan must address, at a minimum, the following:

- ability to service the anticipated loan repayments;
- measures to enhance revenue and revenue collection; and
- ability to finance the associated operating costs.

The financial plan must be reviewed on an annual basis and must be submitted to Council, together with any amendments to this policy.

4 Review of the policy

This Borrowing Policy is the sole policy, governing long term funding of capital projects undertaken by the Municipality. This policy will be reviewed annually.

INDIGENT POLICY

INDIGENT SUPPORT POLICY

INDIGENT SUPPORT POLICY

Document Control

Policy Title:	Indigent Support Policy
Reference Number:	22/06/F24
Previously Approved:	Yes
Directorate Responsible:	Finance
Version:	
Status of the Document:	Approved
Review Date:	25 May 2022
Contact Details:	

MUNICIPALITY
INDIGENT SUPPORT POLICY

TABLE OF CONTENTS

PREAMBLE 6
1. POLICY PRINCIPLES 7
2. POLICY OBJECTIVES 7
3. THE LEGISLATIVE FRAMEWORK 8
4. QUALIFICATION CRITERIA 8
5. EXTENT OF INDIGENT SUPPORT 9
5.1 Water 9
5.2 Electricity 10
5.3 Refuse removal and Environmental Management Fee 10
5.4 Sanitation 10
5.5 Property Rates 10
5.6 Leakages, repairs and installation costs 10
5.7 Rental (Dwellings and Sites) 11
5.8 Burials 11
5.9 Transfer of properties 11
5.10 Assistance on arrears 11
6. INDIGENT HOUSEHOLDS IN RETIREMENT CENTRES AND OLD AGE HOMES 12
7. ASSISTANCE PROCEDURES 12
7.1 Communication 12
7.2 Institutional arrangements 13
7.3 Application/Registration 13
7.4 Assessment & Screening of Applicants 14
7.5 Recommendation and Approval 14
7.6 Right of appeal 14
8. PROCESS MANAGEMENT 15
8.1 Validity period 15
8.2 Death of Registered Applicant 15

8.3 Publication of Register of Indigent Households 15
8.4 Excess usage of allocations 15
8.5 Termination of Indigent Support 16
8.6 Audit and review 16
9. MONITORING AND REPORTING 16
10. CALCULATION OF SUBSIDY 17

DEFINITIONS AND ABBREVIATIONS:

LED – Local Economic development
IDP - integrated Development Plan
ID – Identity document

"child headed household" means a household where both parents are deceased and where all occupants of the property are children of the deceased and are under the legal age to contract for services;

"household" means a registered owner with or without children who reside on the same premises;

"indigent" means any household or category of households, including a child headed household, earning a combined gross income, as determined by the municipality annually in terms of a social and economic analysis of its area, which qualifies for rebates/remissions, support or a services subsidy; provided that child support grants are not included when calculating such household income;

"Indigent Management System" an electronic management system applied by Kouga Municipality for the management of the register of indigent households;

"**municipality**" means Kouga Municipality, established in terms of Section 12 of the Municipal Structures Act, 117 of 1998, and includes any political structure, political office bearer, councilor, duly authorized agent or any employee acting in connection with this by-law by virtue of a power vested in the municipality and delegated or subdelegated to such political structure, political office bearer, councilor, agent or employee;

"programme officer" an official duly authorized by the municipality, or an employee of a service provider appointed by the municipality, who is responsible for the following:

(a) to ensure that applications for indigent support are received and assessed;
(b) to ensure that applications are captured on the Indigent Management System;
(c) to ensure that information on applications are verified and that regular audits are executed; and
(d) to authorize expenditure regarding indigent support.

'occupier' means the person who controls and resides on or controls and otherwise uses immovable property, provided that -

(a) the spouse of the owner of immovable property, which is used by such spouse or owner as a dwelling at any time, shall be deemed to be the occupier thereof;

(b) where both spouses reside on immovable property and one of them is an occupier thereof, the other shall also be deemed an occupier;

'indigent register' means Kouga Municipality's financial database, which has to be updated on a monthly basis, designed to contain all the inputted data contained within completed indigent application forms.

'owner', in relation to immovable property, means -

(a) the person in whom is vested the legal title thereto provided that -
    (i) the lessee of immovable property which is leased for a period of not less than fifty years, whether the lease is registered or not, shall be deemed to be the owner thereof; and
    (ii) the occupier of immovable property occupied in terms of a servitude or right analogous thereto shall be deemed the owner thereof;
(b) if the owner is deceased, insolvent, has assigned his or her estate for the benefit of his or her creditors, has been placed under curatorship by order of court or is a company being wound up or under judicial management, then the person in whom the administration of such property is vested as executor, administrator, trustee, assignee, curator, liquidator or judicial manager, as the case may be;
(c) if the owner is absent from the Republic or if his or her address is unknown to the municipality, then any person who as agent or otherwise receives or is entitled to receive the rent in respect of such property; or
(d) if the municipality is unable to determine who such person is, then the person who is entitled to the beneficial use of such property;

'premises' includes any piece of land, the external surface boundaries of which are delineated on -

(a) a general plan or diagram registered in terms of the Land Survey Act, 1997 (Act No. 8 of 1997) or in terms of the Deeds Registries Act, 1937 (Act No. 47 of 1937);
(b) a general plan registered in terms of the Sectional Titles Act, 1986 (Act No. 95 of 1986), and situated within the jurisdiction of the municipality;

'rates' means any tax, duty or levy imposed on property by the Council;

PREAMBLE

As a developmental institution, the municipality needs to commit to supporting measures that assist and empower its community. It is accepted that large sections of the community cannot exist without intervention and it is therefore the duty of the

municipality to support and to ensure that citizens are able to access their constitutional right to have access to a basic level of services.

The Kouga municipality must strive to fulfill the constitutional objectives as contemplated in Section 152 of the Constitution and to meet the criteria for a credible indigent policy as laid down in the Credible Indigent Policy Assessment Framework, 2008, provided by the Department of Local Government.

The successful implementation of this policy depends totally on affordability and the social analysis of the area as should be included in the municipality's IDP. With regard to affordability the foundation is laid in section 74 of the Municipal Systems Act, 2000, which stipulates that poor households must have access to basic service through tariffs that cover only the operating and maintenance costs.

The municipality therefore adopts an indigent support policy which embodies an indigent support programme not only providing procedures and guidelines for the subsidization of service charges to indigent households in its area of jurisdiction, but also to increase the quality of life of the beneficiaries by assisting them to exit from indigence.

1. POLICY PRINCIPLES

In recognition of the abovementioned National Framework the municipality undertakes to promote the following principles:

1.1 To ensure that the Equitable Share received annually will be utilized for the benefit of the poor only and not to subsidize rates and services charges of those who can afford to pay.

1.2 To promote an integrated approach to free basic service delivery; and 1.3 To engage the community in the development and implementation of this Policy.

2. POLICY OBJECTIVES

In support of the above principles the objective of this policy will be to ensure the following:

2.1 The provision of basic services to the community in a sustainable manner within the financial and administrative capacity of the Council;
2.2 The financial sustainability of free basic services through the determination of appropriate tariffs that contribute to such sustainability through cross subsidization;

2.3 Establishment of a framework for the identification and management of indigent households including a socio-economic analysis and an exit strategy;
2.4 The provision of procedures and guidelines for the subsidization of basic charges and the provision of free basic energy to indigent households;
2.5 To ensure co-operative governance with other spheres of government; and
2.6 To enhance the institutional and financial capacity of the municipality to implement the policy.
2.7 To control the indigent register of the Kouga Local Municipality.

3. THE LEGISLATIVE FRAMEWORK

This policy is designed and implemented within the framework of the following legislation:

- The Constitution of the RSA, 1996;
- National Framework for Municipal Indigent Policies of 2005;
- The Municipal Systems Act, 2000 (Act 32 of 2000);
- The Municipal Finance Management Act, 2003 (Act 56 of 2003);
- The Promotion of Administrative Justice Act, 2000 (Act 3 of 2000);
- The Promotion of Access to Information Act, 2000 (Act 2 of 2000);
- The Property Rates Act, 2004 (Act 6 of 2004) and Amended Property Rates Act 29 of 2014.

4. QUALIFICATION CRITERIA

Qualification criteria for indigent support shall be determined by the municipality from time to time, provided that until the municipality determines otherwise, the following criteria shall apply:

4.1 The applicant must be a resident of the municipality within the jurisdiction of Kouga and occupy the premises.
4.2 The applicant must be a South African citizen and in possession of a valid South African identity document.
4.3 The combined or joint gross income of all occupants or dependents in a single household which receives services from the municipality may not exceed the amount equivalent to two state pensions per month.
4.4 The combined bank balances of all occupants or dependents in a single household which receives services from the municipality may not exceed the amount equivalent to six (6) state pensions upon date of application or verification date.
4.5 Where there are income earning tenants or any other people living on the property with income it has to be declared on the application form and included in the gross household income. The norm should be that the

applicant do not receive indigent benefits for services also used by people living on the premises or a tenant with income.

4.6 The applicant must be the owner who receives municipal services and is registered as an account holder on the municipal financial system; provided that the requirement of being registered as an account holder does not apply to households in informal settlements where no accounts are rendered nor in rural areas where no accounts are rendered.

4.7 The owner of the single household referred to above may not own any property in addition to the property in respect of which indigent support is provided.

4.8 The account of a deceased estate, may be subsidized if the surviving spouse or dependents of the deceased who occupy the property, applies for assistance, providing a letter of authority from the Court.

4.9 The indigent subsidy will not apply to vacant stands.

5. EXTENT OF INDIGENT SUPPORT

The extent of the monthly indigent support granted to indigent households must be based on budgetary allocations for a particular financial year and the tariffs determined for each financial year.

Within the abovementioned budgetary process, and in striving to create situation where poor households will be granted access to a full social package, the following assistance and support may be granted:

5.1 Water

Each registered indigent household shall receive water fully subsidized to a maximum **of 9 kl per month**, including the basic charges for such supply; provided that –

5.1.1 Where the consumption exceeds 9 kl per month the municipality shall be entitled to restrict water supply to the property; and

5.1.2 Where excessive consumption is partly due to leaking or poor plumbing, the municipality may install a yard connection to the outside of the dwelling and meter the consumption. The indigent beneficiary may also apply for rectification under 6.6 of this Policy.

5.1.3 The municipality may install a water restrictor to ensure that the indigent household does not exceed the 9 kl provided.

5.1.4 The municipality may install a prepaid meter if the household is on conventional to ensure better management of water consumption.

5.2 Electricity

Each registered indigent household shall receive electricity fully subsidized to a maximum of 50 kWh per month. This subsidy may also apply to registered indigent households in rural areas where the municipality is the electricity supplier while agreements with Eskom, where the latter is the supplier, may be negotiated to support such households.

5.3 Refuse removal and Environmental Management Fee

Each registered indigent household shall be fully subsidized for refuse removal and the environmental management fee as provided for in the annual budget.

5.4 Sanitation

Each registered indigent household shall be fully subsidized for sanitation as provided for in the annual budget. Where an indigent household has a sewerage/septic tank, only 1 (one) sanitation suction will be granted free of charge per month.

5.5 Property Rates

Each registered indigent household may be subsidized for property rates as provided for in the annual budget and subject to the provisions of the Municipal Property Rates Act, 2006 and Amended Act 29 of 2014.

5.6 Leakages, repairs and installation costs

5.6.1 Where water leakages occur at indigent principle households, such leakages can be repaired at Council's expense and the cost thereof recovered from the equitable share grant. Excess consumption due to the leak will be credited in condition that sufficient proof of repair is provided.

5.6.2 Where electricity meter problems occur at indigent principle households, such problems can be repaired at council's expense and the cost thereof recover from the equitable share grant.

5.6.3 Where sewerage problems occur at indigent principle households, such problems can be repaired at Council's expense and the cost thereof recovered from the equitable share grant.

5.6.4 The conversion to Pre-Paid Meters of indigent principle households, such conversions can be converted at council's expense and the cost thereof recovered from the equitable share grant.

5.6.5 Installation of the Smart and/or Split meters of indigent principle households can be converted at council's expense and the cost

thereof recovered from the equitable share grant.

5.7 Rental (Dwellings and Sites)

100% subsidy will be granted to indigent households in respect of all dwellings or sites belonging to the municipality in the event of an existing contract between the municipality and the beneficiary to pay rent.

5.8 Burials

In the event of the death of a member of an indigent household, the municipality may exempt the household from the cost of digging and preparation of a grave, provided that the burial takes place in a municipal cemetery.

5.9 Transfer of properties

In the event of the death of the title holder of a property in an indigent household, the municipality may enter into agreements with local attorneys, the Legal Aid Board or the provincial law society for the administration of the estate and the transfer of the property into the name of the successor at the lowest possible cost.

5.10 Assistance on arrears

5.10.1 Upon registration as an indigent household, the arrears on the account of the applicant will be kept pending for a period of at least three (3) months after which it may be written off.

5.10.2 No interest may be calculated on the arrears as contemplated in 5.10.1

5.10.3 If the applicant exits from the indigent support programme within the three months period in 6.10.1, the arrears will be re-introduced on the account and will be subject to the credit control and debt collection policy of the municipality.

5.10.4 Indigent support will be provided to approved-applicants in the form of a once off writing off all debt. This include all service related arrears (rates, electricity, refuse removal, sewerage disposal, sundries), on the consumer's account.

5.10.5 Where customers have qualified and received indigent subsidy and where debt was written off, but the account is in arrears again, or where a customer has not fulfilled his responsibilities with regards to an arrangement made, the applicable debt may be allocated to the prepaid services system. The debt will be recovered in the form of auxiliaries at a percentage rate approved by

Council from time to time, of the value of electricity purchases. This will be done until the arrear debt is settled in full.

5.10.6 All current account debt must be settled as prescribed by the Customer Care, Credit Control and Debt Collection Policy. Failing to adhere to this prerequisite could result in the constraining of the services being provided. In addition, such debts may be loaded on the prepayment system. The debt will be recovered in the form of auxiliaries at a rate approved by Council from time to of the value of electricity purchases. This will be done until the arrear debt is settled in full.

6. INDIGENT HOUSEHOLDS IN RETIREMENT CENTRES AND OLD AGE HOMES

Indigent consumers living in retirement centres or old age homes shall be eligible to qualify for assistance and support in terms of this policy, subject to the following rules and procedures:

6.1 The onus will be on the Board of Trustees/Managing Agent (hereinafter referred to as the representative) to apply to the municipality, for indigent status to be granted in respect of water consumption on behalf of the owners of those units, who meet the criteria and conditions for qualification.

6.2 The onus will be on the unit owner to apply to the municipality for indigent status to be granted in respect property rates and related charges.

6.3 The representative will submit applications to the Chief Financial Officer.

6.4 The Programme Officer must verify all applications and he or she must notify:

6.4.1 The representative, whether an application was successful or not, with regard to the water consumption; and

6.4.2 The unit owner whether an application was successful or not, regarding the property rates and other related charges.

7. ASSISTANCE PROCEDURES

7.1 Communication

The municipality must develop a communication strategy in terms of which communities will be informed and educated to have a clear understanding of this policy and its implementation. Regular information dissemination and awareness campaigns must be undertaken to eliminate unrealistic expectations both in terms of qualifying for subsidy as well as service delivery in general and methods of communication may include, but will not be limited to:

7.1.1 ward committees;
7.1.2 traditional leaders, where applicable;
7.1.3 community based organizations;
7.1.4 local radio stations and newspapers;
7.1.5 municipal accounts;
7.1.6 imbizo's and road shows; and
7.1.7 jamborees where government and municipal officials are made available to assist residents with applications such as ID applications, pension- and social grant applications, etc.

7.2 Institutional arrangements

The municipality must designate existing staff, appoint officials if necessary, or engage properly Community Development Workers who have been trained in terms of the municipality's directions to assist with the implementation of this policy and must establish appropriate registration points in its area, the cost of which may be funded through the equitable share allocation.

7.3 Application/Registration

7.3.1 A person applying for indigent support must complete a formal indigent support application form available at approved registration points.

Applications must be accompanied by the following:

- Certified copies of all occupants' identity documents;
- The latest municipal account/copy thereof;
- Certified documentary proof of income, or proof of registration as unemployed from UIF or Department of Labour, plus bank statement (Where applicable);
- Particulars of any other grants received by the accountholder;
- Recent pre-paid electricity token.
- Any additional document required to assist with the assessment.

7.3.2 Consent for the installation of any form of pre-paid meters or flow limited water meters as a system to limit the consumption of services and to abate the accumulation of debt, needs to be obtained from the applicant.

7.3.3 As part of the application, the applicant must be willing to give consent for external scans and credit bureau checks;

7.3.4 If the application is approved, the indigent debtor who is in arrears will have the initial arrears on approval of indigence written off by the Municipality as per conditions of 6.10 above.

7.3.5 The indigent status for a household will be valid as follows:

7.3.5.1 If the applicant is on pensionable age living with underage dependents, the indigent status will remain valid for 24 months. The municipality will review the application every 24 months and if status remain the same the status will automatically be renewed for 12 months after verification.

7.3.5.2 If the applicant is below 60 years, the indigent status is valid for 12 months. The applicant should reapply after 12 months if they want support from the municipality.

7.3.6 All accepted applications must include certified supporting documentation of which certification must not be older than 3 months.

7.4 Assessment & Screening of Applicants

Upon registration of an application, all information must be verified by the Programme Officer.

The applicant should provide access to the property for the municipality to do proper assessment and screening. If the owner does not provide access the application will be automatically terminated.

The applicant should provide all the documentation requested by the municipality. It is the responsibility of the applicant to provide valid documents, submission of fraudulent documentation will result to automatic rejection of the application.

The applicant should give consent to the municipality to conduct verification if information provided through SARS, UIF, SASSA, Credit Information Agencies. Failure to give consent the application will be rejected.

7.5 Recommendation and Approval

Once the verification has been completed a recommendation from the responsible Chief Accountant based on the information obtained and- must be submitted to the Manager: Revenue for approval.

That applicants be informed within 14 days, not exceeding 30 days on the status of their application via sms/letter/email or any other means.

7.6 Right of appeal

An applicant who feels aggrieved by a decision taken in respect of his or her application may lodge an appeal with the Office of the Municipal Manager within 21 (twenty one) days from the date on which the decision was communicated to the applicant.

8. PROCESS MANAGEMENT

8.1 Validity period

The validity period of assistance will be for the duration that the applicant remains indigent. Households, in terms of the audit and review process, will be subjected to scrutiny to determine any change in status. Households may have to periodically re-apply, but this would be determined by the municipality from time to time.

8.2 Death of Registered Applicant

If the approved applicant passes away the heir/s of the property must re-apply for indigent support, provided that the stipulated criteria are met.

8.3 Publication of Register of Indigent Households

Names of indigent beneficiaries must be open for public perusal and comment. Written objections from the public must be referred to the Programme Officer who will be responsible for investigating the validity of the complaint and referral to the Manager: Revenue for appropriate action.

8.4 Excess usage of allocations

8.4.1 If the level of consumption of the indigent household exceeds the consumption level approved by the municipality, the household will be obliged to pay for the excess consumption on a monthly basis. Such accounts will be subject to the municipality's credit control and debt collection measures.

8.4.2 If a consumer's consumption or use of a municipal service is less than the subsidized service, the unused portion may not be accrued to the consumer and it will not entitle the consumer to cash or a rebate with regard to the unused portion.

8.4.3 Credits on indigent accounts will be utilized as payment prior applying the subsidy.

8.5 Termination of Indigent Support

Indigent Support will be terminated under the following circumstances:

8.5.1 Death of the accountholder.
8.5.2 Upon sale of the property in respect of which support is granted.
8.5.3 When circumstances in the indigent household have improved to the extent where the income threshold as determined is exceeded.
8.5.4 If the applicant is found to have lied about his/her personal circumstances or has furnished false information regarding indigent status, in which case the following will apply:
8.5.4.1 All arrears will become payable immediately;
8.5.4.2 Stringent credit control measures will apply; and
8.5.4.3 The applicant will not be eligible to apply for indigent support for a period of 2 years.

8.6 Audit and review

The municipality may conduct regular audits of the indigent register regarding the information furnished by applicants, possible changes in status, the usage of allocations and debt collection measures applied and where necessary review the status of applicants. The frequency of such audits will depend on the institutional capacity of the municipality to do so. It is proposed that at least monthly targeted audits and reviews are undertaken, with a complete review scheduled for at least every two (2) years.

9. MONITORING AND REPORTING

9.1 The Chief Financial Officer must report monthly to the Municipal Manager in a suitable format to enable the Municipal Manager to report to Council and other interested parties. Such report shall reflect on:

9.1.1 Number of indigent household applications received;
9.1.2 Amount of subsidy allocated per benefit category;
9.1.3 Amount of debt accumulating and debt recovery information (number of customers; enquires; default arrangements; growth or diminishing of arrear debtors; ideally divided into wards, domestic, state, institutional and other such divisions);
9.1.4 Performance against targets set in respect of indigent support and poverty relief and to the following:
9.1.4.1 Number of applications for indigent support dealt with;
9.1.4.2 Time taken to process and finalise applications;

9.1.4.3 Site visits undertaken;
9.1.4.4 Awareness initiatives; and
9.1.4.5 Exit initiatives.
9.1.5 Changes in the registered status of indigents.

10. CALCULATION OF SUBSIDY

10.1 The subsidies will be funded from the "equitable share" contribution received from National Treasury and may include an amount from the Municipality's own income as budgeted for in the financial year in question. The subsidies will only be granted to qualifying households to the extent that the above mentioned funds are available for allocation.

10.2 The accounts of qualifying applicants are credited monthly by the subsidies calculated and the expense debited to revenue forgone.

MR C DU PLESSIS
MUNICIPAL MANAGER

MR R LORGAT
CHIEF FINANCIAL OFFICER

APPROVED BY COUNCIL ON : 29 June 2022

TARIFF POLICY

KOUGA
local municipality
Good Governance through Service Excellence

TARIFF POLICY

PREAMBLE

Whereas section 74 of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) requires a municipal council to adopt a tariff policy on the levying of fees for municipal services;

And whereas the tariff policy at least should include the principles in section 74 (2);

And whereas the tariff policy may differentiate between different categories of users, debtors, service providers, service standards and geographical areas as long as such differentiation does not amount to unfair discrimination.

Now therefore the Municipal Council of the Kouga Local Municipality adopts the following tariff policy.

A. REQUIREMENTS CONTINUED IN THE POLICY

1. EQUITABLE INVESTMENT

All users of municipal services should be treated equitably.

2. PAYMENT OF INDVIDUALS

The amount individual users pay for service should be in proportion to their use of that service.

3. POOR HOUSEHOLDS

Poor households must have access to at cost basic services through:-

(a) tariffs that cover only maintenance and operating costs.

(b) special tariffs or lifeline tariffs for low levels of use or consumption of services, or basic levels of services, or

(c) any other direct or indirect method of subsidization of tariffs for poor households. The subsidization of tariffs for poor households and other categories of users should be fully disclosed.

4. REASONABLE COSTS

Tariffs must reflect the costs reasonably associated with rendering the service including capital, operating, maintenance, administration, and replacement costs including interest charges.

5. FINANCIAL SUSTAINABILITY

Tariffs must be set at levels that facilitate the financial sustainability of the service considering subsidisation from sources other than the service concerned.

6. SURCHARGE TARIFFS

Provision may be made in appropriate circumstances for a surcharge on the tariff for a service.

7. LOCAL ECONOMIC DEVELOPMENT

Provision may be made for the promotion of Local Economic Development through special tariffs for categories of commercial and industrial users.

8. ENVIRONMENTAL OBJECTIVES

Appropriate environmental objectives must be encouraged such as economical, effective, and efficient use of resources such as recycling of waste.

9. CATEGORISATION

Tariffs may differentiate between different categories of users, debtors, services, service standards, geographical areas and other matters as long as the differentiation does not amount to unfair discrimination.

10. BY-LAWS TO GIVE EFFECT TO POLICY

The Council must adopt by-laws to give effect to the implementation and enforcement of its tariff policy, and my differentiate between different categories.

B. POLICY FOR KOUGA LOCAL MUNICIPALITY

1. RATES TARIFFS

Rates tariffs will be fixed and implemented as contemplated by the rate tariff policy in terms of the Local Government Property Rates Act.

2. ELECTRICITY TARIFFS

Electricity will be measured in two ways namely: -

(a) Pre-paid metering system
(b) Conventional metering systems

2.1 PRE-PAID METERING SYSTEM

One standardised tariff will be applicable throughout the Kouga Municipality and will be equal to the tariff fixed by E.S.K.O.M. This method is preferred for the poor households and the indigent and should be encouraged.

2.2 CONVENTIONAL METERING SYSTEM

This tariff will be calculated during the budget process and based on the cost associated with rendering the service and must include capital, operating, maintenance, administration, replacement costs, and interest charges.

A clear distinction or breakdown of the tariff per cost must be indicated when the tariff is calculated, to enable the user to see how his/her payment is utilized.

An availability (Basic) fee will be charged on all property in the Kouga Municipality area of jurisdiction where and electricity supply is available whether it is connected or just readily available for connection.

There must be a differentiation between the following categories of users pertaining to the availability tariff based on the load factor and supply on the premises:

(a) Single residential
(b) Bulk supply own distribution
(c) Commercial single-phase supply
(d) Commercial three-phase supply
(e) Commercial time of use supply

(f) Industrial three- phase supply
(g) Industrial time of use supply

2.2.1 SINGLE RESIDENTIAL

This tariff will be applicable to single residential houses, flats and chalets separately supplied and metered with a maximum installation of 60 Ampere. If, for special reasons, a residential property is supplied with a three-phase connection with a maximum installation of 60 Ampere per phase, the availability charge will be three times that of a single-phase supply.

2.2.2 BULK SUPPLY OWN DISTRIBUTION

This tariff will be applicable to closed residential premises such as retirement villages, Marinas, etc, with special metering apparatus installed by the developer and under the control of a body corporate. The tariff will be based on the E.S.K.O.M. tariff which comprise a maximum demand charge active energy charge c/KWH based on high, and low demand where the high demand will be for the period April to September and low demand January – March, October to December.

Tariff will be charged on peak, standard and off-peak rates equal to that of E.S.K.O.M. No discount will be allowed for captured-energy used as the discount will be allowed for captured-energy used as the discount is allowed for in the transmission surcharge. A distribution loss charge will be based on 7,5% of the total active energy levied a transmission surcharge of 0.25c/Kwh used. An administration charge of 10% will be levied on the total account before V.A.T. is calculated. A supply point levy can be charged as approved upon during negotiations or per written agreement. The distribution tariffs levied by the body corporate may not exceed the single residential tariffs to private households levied by the Council.

2.2.3 COMMERCIAL SINGLE-PHASE SUPPLY

Commercial single phase supply tariffs for business using less then 2000Kwh per month will pay the single residential tariff. Commercial single-phase connections using more than 2000Kwh per month will pay an availability charge of not more than 2,5 times that of single residential connections.

The maximum circuit break should not exceed 60 Ampere per installation.

2.2.4 COMMERCIAL THREE PHASE SUPPLY

This tariff will be applicable to the commercial premises supplied by a three-phase connection and the availability charge should not be more than three times the tariff for single phase commercial supply. The maximum circuit breaker installed should not exceed 60 Ampere per phase. A discount of 2,5% will be allowed on the standard Kwh charge for usage above 5000Kwh per month.

2.2.5 COMMERCIAL TIME OF USE SUPPLY

This tariff will be applicable to commercial premises where the time of use metering apparatus is installed by the owner at his cost and will be based on the tariff for bulk supply own distributions except that the charges will be based on full E.S.K.O.M tariffs applicable to the Council plus a 15% administration charge on the total account before V.A.T. is calculated.

2.2.6 INDUSTRIAL THREE PHASE SUPPLY

This tariff will be appliable to industrial premised supplied with a three-phase connection. The availability tariff will be based on the maximum demand metered per month and will be equal to the maximum demand tariff of E.S.K.O.M. A discount of 5% will be allowed on the standard Kwh charge for usage above 10 000Kwh per month.

2.2.7 INDUSTRIAL TIME OF USE SUPPLY

This tariff will be applicable to industrial premises where the time of use metering operates ate installed by the owner at his cost and will be based on the tariff for commercial time of use except that a discount of 5% be allowed on the total account before V.A.T is calculated to encourage industry in the municipal area for job creation.

2.2.8 MUNICIPAL USE

The tariff will be applicable to all municipal connections and should be based on the average Kwh charge per month payable to E.S.K.O.M.

2.2.9 SUNDRY CHARGES

That tariffs be calculated for the following: -

(a) Connection fees for single and three phase (cost +10%)

(b) Disconnection fees

(c) Re-connection fees

(d) Test of meters single, three phase and demand meters

(e) Test and investigation of installations

(f) Visits to premises i.r.o. power failures

(g) Special meter readings

(h) Temporary connections

(i) Moving of streetlamp posts

(j) Tempering with electrical meters and connections

(k) Interest on arrears

2.2.10 GENERAL POLICY

That the tariffs be calculated in such a way that under no circumstances a profit of more than 10% be made on electricity supply services, availability charges on vacant stands must be charged annually.

3. WATER TARIFFS

Water will be measured in two ways namely: -

(a) Pre-paid metering system

(b) Conventional metering system

3.1 PRE-PAID METERING SYSTEM

Although this system is not used in the area of jurisdiction of the Municipality, this system must be investigated and used to save water and improve the cash flow of the Municipality. This method is preferred for the poor households and the indigent and should be encouraged to all residents in the area. This tariff will be applicable to all properties served with a pre-paid meter and should be calculated in such a way that the indigent and poor households be subsided due to water being an essential service rendered by the Municipality. A lifeline approach should be followed o reach this goal.

3.2 CONVENTIONAL METERING SYSTEM

This tariff will be calculated during the budget process and based on the costs associated with the rendering of the service and must include capital, operating, maintenance, administration, replacement costs and interest charges. A clear distribution or break down of the tariff per cost component must be indicated when the tariff is calculated to enable the user to see how his/her payment is utilized. An availability (basic) fee will be charged on all property in the Kouga Municipality area of jurisdiction where a water supply is available whether it is connected or just readily available for connection. There must be a differentiation between the following categories or users pertaining to the availability tariff based on the supply to the premises.

(a) Single resident

(b) High density housing units

(c) Schools, sport fields and amenities

(d) Light industrial and commercial

(e) Bulk supply own distribution

(f) Industrial properties

(g) Municipal use

3.2.1 SINGLE RESIDENTIAL

This tariff will be applicable to single residential properties and must have a lifeline tariff for the indigent connected and billed via a conventional metering system. The connection should not exceed 25mm.

3.2.2 HIGH DENSITY HOUSING UNITS

This tariff will be applicable to high density housing nits serviced through a single connection, and payable by a body corporate. The connection should not exceed 50mm. If individual owners are responsible for their own usage a operate meter for each unit must be installed on the pavement at the developers cost.

3.2.3 SCHOOLS, SPORT FIELDS, AND AMENITIES

This tariff will be applicable to schools, sport fields and amenities where the full cost will be recovered less a 50% discount on the total account before V.A.T is calculated. The sport fields must be open to all communities and the general public. The properties must be separately metered. The connection should not exceed 50mm.

3.2.4 HIGH INDUSTRIAL AND COMMERCIAL

This tariff will be applicable to light industrial and commercial properties serviced by a single supply notwithstanding the fact that the property may also be used for residential. The connection should not exceed 100mm.

3.2.5 BULK SUPPLY OWN DISTRIBUTION

This tariff will be applicable to close residential premises such as a retirement villages and marinas and under the control of a body corporate. The redistribution tariff levied by the body corporate may not exceed the single residential tariff to private households levied by the Council. The connection should not exceed 150mm.

3.2.6 INDUSTRIAL PROPERTIES

This tariff will be applicable to industrial properties and should be calculated in such a way to encourage industry in the municipal area for job creation. A 5% discount should be allowed on the total account before V.A.T. is calculated.

3.2.7 MUNICIPAL AREA

This tariff will be applicable to all municipal properties and metered and should be calculated at cost.

3.2.8 SUNDRY CHARGES

That tariffs be calculated for the following: -

(a) Irrigational water

(b) Connection fees

(c) Disconnection fees (Wal-payment)

(d) Re-connection fees (Wal-payment)

(e) Testing of meters

(f) Special meter readings

(g) Tampering with meters and connections

(h) Interest on arrears: -

Interest on arrears will be charged on all monthly and annual accounts not paid by the due date at the standard rate the same as for electricity.

(i) Availability charges

3.2.9 GENERAL POLICY

That the tariffs be calculated in such a way that under no circumstances a profit of more than 10% be made under water supply services. Availability charges on vacant stands must be charged annually. The municipal Manager is authorised to have delegated authority to impose water restrictions in any area within the municipality after consultation and advised by the Town Engineer responsible for water to do so. There may be different tariffs calculated for different areas within the municipality.

4. REFUSE REMOVAL TARIFFS

There must be differentiation between the following categories of users namely: -

(a) Single residential users.

(b) Soft businesses, offices, guest houses, single residential holiday units and bed & breakfasts;

(c) Commercial, time share units, restaurants, hotels and supermarkets;

(d) Grass cutting and plot clearing contractors;

(e) Industrial

(f) Bulk removal own collection;

(g) Garden refuse;

(h) Medical and surgical disposal.

4.1 SINGLE RESIDENTIAL

This tariff will be applicable to single residential premises and levied annually. The tariff is payable by all households whether occupied regularly or not. The tariff calculated will be for one removal per week and the Council is not obligated to supply refuse bags to all residents. A life line tariff should be calculated for the indigent and poor household.

4.2 SOFT BUSINESSES, OFFICES, GUEST HOUSES, SINGLE RESIDENTIAL HOLIDAY UNITS AND BED & BREAKFAST

This tariff is applicable to soft businesses, offices, guest houses, single residential holiday units and Bed & Breakfast premises are levied annually. The tariff is payable by all institutions whether occupies regularly or not. The tariff calculated will be for one removal per week and the Council is not obligated to supply refuse bags to all premises.

4.3 COMMERCIAL, TIME SHARE UNITS, RESTAURANTS, HOTELS & SUPERMARKETS

This tariff will be applicable to commercial, time share units, restaurants, hotels and supermarkets and levied annually. The tariff is payable by all institutions whether occupied regularly or not. The tariff will be per container per month for a maximum of three removals per week.

4.4 GRASS CUTTING AND PLOT CLEARING CONTRACTORS

This tariff will be applicable to grass cutting and plot clearing contractors operating from residential premises, and will be levied annually and include residential refuse.

The tariff calculated will be for one removal per week and the Council is not obligated to supply refuse bags to all premises.

4.5 INDUSTRIAL

This tariff will be applicable to industrial sites and will be levied annually. The tariff calculated will be per container per month for three removals per week.

4.6 BULK REMOVAL OWN COLLECTION

This tariff will be applicable to closed residential properties such as retirement villages and marinas.

The tariff will be levied annually and will be for one removal per container per week.

4.7 GARDEN REFUSE

This tariff will be payable in advance on request and will be per load of part thereof.

4.8 MEDICAL AND SURGICAL DISPOSAL

This tariff will be applicable to doctors, dentists, veterinary surgeons, clinics and hospitals, and will be levied annually. The tariff will be per container plus a 15% handling and administration fee.

The removal will be once a week.

Sundry charge: Special removals:

Special holder tariffs.

4.9 GENERAL POLICY

That the tariff be calculated in such a way that the service pay for itself or not being subsidized by rates by more than 5% per annum. There may be different tariff calculated for different areas within the municipality.

5. SEWERAGE TARIFFS

There must be a differentiation between the following categories of users namely;-

(a) Single residential users

(b) Poor households and indigent

(c) General residential, commercial and industrial

(d) Churches, welfare organizations and schools

(e) All other premises

(f) Municipal use

(g) Bulk services and distributions

5.1 SINGLE RESIDENTIAL AREA

This tariff will be applicable to single residential properties and must be a fixed amount and levied annually. The tariff will be calculated on the cost component of the service and no difference between a connected and tanker service, but a differentiated tariff may be levied in different areas, as long as the differentiation does not amount to unfair discrimination.

5.2 POOR HOUSEHOLD AND INDIGENT

This tariff will be applicable to poor households and the indigent and should be a life line Tariff based on maintenance and operating costs, and will be levied annually.

5.3 GENERAL RESIDENTIAL, COMMERCIAL AND INDUSTRIAL

The tariff will be applicable for residential, commercial and industrial properties and will be calculated per surcharge units as fully described in the National Building regulations and determined in the National Building regulations and determined by the Town Engineers Department, and will be levied annually.

5.4 CHURCHES, WELFARE ORGANISAATIONS AND SCHOOLS

This tariff will be applicable to churches, welfare organisations and schools and will be calculated per units as described in the National Building Regulations and determined by the Town

Engineers Department. There will be a discount of 20% applicable before V.A.T and will be levied annually.

5.5 ALL OTHER PROPERTIES

This tariff will be applicable to all other properties not defined above and will be calculated per surcharge units as described in the National Building regulations and determined by the Town Engineers Department and will be levied annually.

5.6 MUNICIPALITY USE

The single residential tariff will be applicable where a municipal property is connected to the service, and will be levied monthly, and payable by the relevant department.

5.7 SUNDRY CHARGES

That tariffs be calculated for the following;-

(a) Availability charges

(b) Connection fees

(c) Removal of blockages

(d) Interest on arrears

Interest will be charged on all monthly and annual accounts not paid by the due date at the Standard rate the same as for other services.

(e) Sewerage levy

5.8 BULK SERVICES AND DISTRIBUTION

This tariff will be applicable to retirement villages and marinas and will be calculated per residential unit with a fixed charge plus a charge per occupied unite or property sold. The tariff charged by the body corporate must not exceed the single residential tariff charged by the Council.

5.9 GENERAL POLICY

That the tariffs be calculated in such a way that the service pay for itself and are not subsidized by rate income. There may be a different tariff calculated for different areas within the municipality.

6 GENERAL TARIFFS

6.1 TOWN PLANNING DEPARTMENT

That tariffs be calculated by the Town Planning Department for the following:-

(a) Building storage fees

(b) Building plan fees

(c) Re-inspection fees

(d) Search fees

(e) Town maps fees

(f) Photo copy fees

(g) Building deposits

(h) Building without approval penalty fees

(I) Erf and town planning information

(j) Building line relaxation fees

(k) Land use application fees

(l) Guest houses signs

(m) Advertising board

6.2 TOWN ENGINEERS DEPARTMENT

That tariff be calculated by the Town Engineers Department for the following:-

(a) Burial fees

(b) Bulk services fees

(c) Vehicle access fees

(d) Curbing fees

(e) Workshops costs

6.3 COMMUNITY SERVICES DEPARTMENT

That tariffs be calculated for the following:-

(a) Plot clearing

(b) Animal carcass removal

(c) Tow away fees abandoned vehicles

(d) Storage of abandoned vehicles

(e) Enquiries water incidents

(f) Hanger fees and rents

(g) Pound fees

(h) Traditional slaughtering

(I) Hawker fees

(j) Poster deposits

(k) Library deposits

(l) Library fees

(m) Photocopies

(n) Engraving hire

(o) Visitors administration and subscription fees(library)

(p) Duplicate subscription tickets

(q) Rent activity hall library

(r) Caravan Parks rental

(s) Rent for halls and amenities

(t) Rent of chalets

(u) Deposits

(v) Sale of wood

(w) Shell kiosk rent

6.4 ADMINISTRATION DEPARTMENT

That tariffs be calculated for the following:-

(a) Voters roll

(b) Rent boathouses

(c) Beach and boat permits

(d) Riparian levies

6.5 TOWN TREASURY DEPARTMENT

That tariffs be calculated for the following:-

(a) Discount on rates

(b) Services deposits

(c) Property list print outs

(d) Valuation certificate

(e) Search fees

(f) Dog tax

(g) Cheques refer to drawer

PREFERENTIAL PROCUREMENT POLICY FRAMEWORK

PREFERENTIAL PROCUREMENT POLICY OF KOUGA LOCAL MUNICIPALITY

Contact details: **scm@kouga.gov.za** or **tenders@kouga.gov.za**

Approved by council on the: 31 January 2023 *(Item No:)*

KOUGA LOCAL MUNICIPALITY
PREFERENTIAL PROCUREMENT POLICY

PREFERENTIAL PROCUREMENT POLICY adopted in terms of section 2 of the Preferential Procurement Policy Framework Act, No. 5 of 2000 and the Preferential Procurement Regulations, 2022.

KOUGA LOCAL MUNICIPALITY
PREFERENTIAL PROCUREMENT POLICY

PREAMBLE

WHEREAS the Kouga Local Municipality aims to improve the quality of life of the local community and to free the potential of each person within a framework of facilitating service delivery, through effective governance and the Council considers the need for transparent procedures that gives effect to the principle of preferential procurement.

AND WHEREAS local economic development plays a crucial role in creating a prosperous, equitable, stable and democratic society and the overall national vision of economic development is one of decent work and living standards for all in the context of qualitative improved equality in ownership, skills and access to opportunities.

NOW THEREFORE the Council of the Kouga Local Municipality resolves in terms of section 2 of the Preferential Procurement Policy Framework Act, No. 5 of 2000 that the principles embodied in the Preferential Procurement Regulations, 2022 are herewith integrated into the Kouga Local Municipality's Preferential Procurement Policy to form the basis of the evaluation criteria for quotations and competitive tenders that being in line with National Treasury's Directives.

KOUGA LOCAL MUNICIPALITY
PREFERENTIAL PROCUREMENT POLICY

Contents

1. Definitions
2. Introduction
3. Application of the policy
4. Purpose, and Objectives
5. Identification of preference point system
6. 80/20 preference point system for acquisition of goods or services with Rand value equal to or below R50 million
7. 90/10 preference point system for acquisition of goods or services with Rand value above R50 million
8. 80/20 preference points system for tenders to for income-generating contracts with Rand value equal to or below R50 million
9. 90/10 preference point system for tenders for income-generating contracts with Rand value above R50 million
10. Points for specific goals to promote economic development.
11. Award of contracts to tenderers not scoring highest points
12. Remedies
13. Reporting
14. Performance management
15. Repeal of policy
16. Short title and commencement

1 Definitions

In this policy, unless the context indicates otherwise, a word or expression to which a meaning has been assigned in the Act bears the same meaning, and:

"Acceptable Tender"	mean any tender which, in all respects, complies with the specification and conditions of tender as set out in tender document
"all applicable taxes"	includes Value-Added Tax, Pay-as-you-Earn, Income Tax, Unemployment Insurance Fund Contributions and Skills Development Levies;
"B-BBEE"	means Broad-Based Black Economic Empowerment as defined in Section 1 of the Broad-Based Black Economic Empowerment Act;
"B-BBEE status level of contributor"	means the B-BBEE status received by a measured entity based on its overall performance using the relevant scorecard contained in the Codes of Good Practice on Black Economic Empowerment, issued in terms of section 9(1) of the Broad-Based Black Economic Empowerment Act;
"Bblack designated groups"	has the meaning assigned to it in the codes of good practice issued in terms of section 9(1) of the Broad-Based Black Economic Empowerment Act;
"Black people"	has the meaning assigned to it in section 1 of the Broad-Based Black Economic Empowerment Act;
"Broad-Based Black Economic Empowerment Act" (B-BBEEA)	means the Broad-Based Black Economic Empowerment Act, 2003 (Act No.53 of 2003); ,
"Comparative price"	means the price after the factors of a non-firm price and all unconditional discounts that can be utilized have been taken into consideration;
"Contract"	means the agreement that results from the acceptance of a tender by the Kouga Local Municipality.
"Designated group"	means- (a) black designated groups; (b) black people; (c) women; (d) people with disabilities; or (e) small enterprises, as defined in section 1 of the National Small Enterprise Act, 1996 (Act No. 102 of 1996);
"Designated sector"	means a sector, sub-sector or industry or product designated in terms of **[clause]** paragraph 8(1)(a);
"Disability"	means in respect of a person, a permanent means, in respect of a person, a permanent impairment of a physical, intellectual, or sensory function, which results in restricted, or lack of, ability to perform an activity in the manner, or within the range, considered normal for a human being.
"EME"	means an exempted micro enterprise in terms of a code of good practice on black economic empowerment issued in terms of section 9(1) of the Broad-Based Black Economic Empowerment Act;
"Firm price"	is the price that is only subject to adjustments in accordance with the actual increase or decrease resulting from the change, imposition, or abolition of customs or excise duty and any other duty, levy, or tax, which, in terms of a law or regulation, is binding on the contractor and demonstrably has an influence on the price of any supplies, or the rendering costs of any service, for the execution of the contract;
"Functionality"	means the measurement according to predetermined norms, as set out in the tender documents, of a service or commodity that is designed to be practical and useful, working or operating, taking into account, among other factors, the quality, reliability, viability and durability of a service and the technical capacity and ability of a tenderer;

"Historically disadvantaged individual (HDI)"	means a South African citizen – (1) who, due to the apartheid policy that had been in place, had no franchise in national elections prior to the introduction of the Constitution of the Republic of South Africa,1983 (Act No 110 of 1983); and / or (2) who is a female; and / or (3) who has a disability: Provided that a person who obtained South African citizenship on or after the coming to effect of the Interim Constitution, is deemed not to be an HDI.
"Highest acceptable tender"	means a tender that complies with all specifications and conditions of tender and that has the highest price compared to other tenders;
"Large Enterprises"	is a company with an annual turnover in excess of R50 million.

"Local area"	means the local suppliers and/or service providers that operate within the Municipal area, the district boundaries, and the Eastern Cape.
"Lowest acceptable tender"	means a tender that complies with all specifications and conditions of tender and that has lowest price compared to other tenders;
"Market Analysis"	means a technique used to identify market characteristics for specific goods or services
"Municipality"	The Kouga Local Municipality;
"National Treasury"	has the meaning assigned to it in section 1 of the Public Finance Management Act, 1999 (Act No. 1 of 1999);
"Non-firm prices"	means all prices other than "firm" prices;
"Objective Criteria"	for the purpose of section of 2(1)f of the procurement Act must be criteria other than the additional to criteria relating to equity ownership by HDI's or whether or not a bidder was located in a particular province or municipal area
"Organ of state"	The definition of organ of state in section 1 of the Act in paragraph (a) to (e) includes- • a national or provincial department as defined in the Public Finance Management Act, 1999; • a municipality as contemplated in the Constitution; • a constitutional institution as defined in the Public Finance Management Act; • Parliament; • a provincial legislature. Paragraph (f) of the definition of organ of state in section 1 of the Act includes any other institution or category of institutions included in the definition of "organ of state" in section 239 of the Constitution and recognized by the Minister by notice in the Government Gazette as an institution or category of institutions to which the Act applies. Government Notice R. 501 of 8 June 2011 recognises, with effect from 7 December 2011, all public entities listed in Schedules 2 and 3 to the Public Finance Management Act, 1999, as institutions to which the Act applies. Note should be taken of notices issued from time to time in terms of paragraph (f) of this definition. The application of these Regulations is also subject to applicable exemptions approved in terms of section 3 of the Act.
"Person"	includes reference to a juristic person;
"Policy"	Means the Preferential Procurement Policy of Kouga Local Municipality
"Price"	includes all applicable taxes less all unconditional discounts;

"Proof of B-BBEE status level of contributor"	means- (a) the B-BBEE status level certificate issued by an authorised body or person; (b) a sworn affidavit as prescribed by the B-BBEE Codes of Good Practice; or (c) any other requirement prescribed in terms of the Broad-Based Black Economic Empowerment Act;
"QSE"	means a qualifying small business enterprise in terms of a code of good practice on black economic empowerment issued in terms of section 9(1) of the Broad-Based Black Economic Empowerment Act;
"Rand value"	means the total estimated value of a contract in Rand, calculated at the time of the tender invitation;
"Region"	means the district and/or Sarah Baartman District Municipality.
"Rural area"	means- (a) a sparsely populated area in which people farm or depend on natural resources, including villages and small towns that are dispersed through the area; or (b) an area including a large settlement which depends on migratory labour and remittances and government social grants for survival, and may have a traditional land tenure system;
"Specific goals"	means specific goals as contemplated in section 2(1)(d) of the Act which may include contracting with persons, or categories of persons, historically disadvantaged by unfair discrimination on the basis of race, gender and disability including the implementation of programmes of the Reconstruction and Development Programme as published in Government Gazette No. 16085 dated 23 November 1994;
"Tender"	means a written offer in the form determined by Kouga Local Municipality in response to an invitation to provide goods or services through price quotations, competitive tendering process or any other method envisaged in legislation;
"Tender for income-generating contracts"	means a written offer in the form determined by an organ of state in response to an invitation for the origination of income-generating contracts through any method envisaged in legislation that will result in a legal agreement between the organ of state and a third party that produces revenue for the organ of state, and includes, but is not limited to, leasing and disposal of assets and concession contracts, excluding direct sales and disposal of assets through public auctions
"The Act"	means the Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000);
"Treasury"	has the meaning assigned to it in section 1 of the Public Finance Management Act, 1999 (Act No. 1 of 1999); and
"Youth"	has the meaning assigned to it in section 1 of the National Youth Development Agency Act, 2008 (Act No. 54 of 2008).

2 Introduction

The Constitution of the Republic of South Africa, 1996, provides in sections 152(1)(c) and 152(2) that local government must promote social and economic development and that the municipality must strive within its financial and administrative capacity, to achieve the objects set out in subsection 152(1).

The Constitution provides in section 217 that an organ of state must contract for goods or services in accordance with a procurement system which is fair, equitable, transparent, competitive, and cost effective and to implement a policy to grant preferences within a framework prescribed by National Legislation.

The Broad-Based Black Economic Empowerment Act, 2003 provides in section 10 that every organ of state and public entity must apply any relevant code of good practice issued in terms of the Act in (b) developing and implementing a preferential procurement policy.

The Preferential Procurement Policy Framework Act, 2000 (Act 5 of 2000)-[PPPFA] was promulgated by the Minister in response to the Constitutional provision and allow for a Municipality to develop a preferential procurement policy and to implement such policy within the PPPFA framework.

Section 2 (1) (d) (i) and (ii) of the Preferential Procurement Policy Framework Act, 2000 refers to specific goals which may include:

(i) contracting with persons, or categories of persons, historically disadvantaged by unfair discrimination on the basis of race, gender or disability.

(ii) implementing the programmes of the Reconstruction and Development Programme (RDP) as published in Government Gazette 16085 dated 23 November 1994.

The RDP (1994), as basis for development in South Africa, was meant to provide a holistic, integrated, coherent socio-economic policy that is aimed at mobilising people and resources to work towards the upliftment of the material and social conditions of local communities to build sustainable livelihoods for these communities.

In terms of Section 2 (1)(d)(ii), the following activities may be regarded as a contribution towards achieving the goals of the RDP, in addition to the awarding of preference points in favors of HDIs (published in Government Gazette No. 16085 dated 23 November 1994):

(i) The promotion of South African owned enterprises.

(ii) The promotion of export orientated production to create jobs.

(iii) The promotion of SMMEs.

(iv) The creation of new jobs or the intensification of labour absorption.

(v) The promotion of enterprises located in a specific province for work to be done or services to be rendered in that province.

(vi) The promotion of enterprises located in a specific region for work to be done or services to be rendered in that region.

(vii) The promotion of enterprises located in a specific municipal area for work to be done or services to be rendered in that municipal area.

(viii) The promotion of enterprises located in rural areas.

(ix) The empowerment of the work force by standardizing the level of skill and knowledge of workers.

(x) The development of human resources, including by assisting in tertiary and other advanced training programmes, in line with key indicators such as percentage of wage bill spent on education and training and improvement of management skills; and

(xi) The upliftment of communities through, but not limited to, housing, transport, schools, infrastructure donations, and charity organisations.

3 Application of the policy

1) This policy applies to all procurement of goods and services by means of a tender as defined in paragraph 1 above.
2) This policy does not apply to public auctions or any other sale or lease of assets where it is not practical to apply a system of preference.
3) This policy must be applied concurrently with other legislative prescripts and other policies that regulates the procurement of goods and services by the municipality.

4 Purpose, and Objectives

1) The purpose of this policy is to:
   a) Provide for categories of preference in awarding of tenders.
   b) Provide for the advancement of persons or categories of persons disadvantaged by unfair discrimination; and
   c) Clarify the mechanisms how the above items in paragraph 2 (i) and (ii) will be implemented.

2) Objectives
   a) Promote Broad-Based Black Economic Empowerment (B-BBEE) - enterprises providing services and goods.
   b) Promote Small Medium and Micro Enterprises (SMME's), Joint Ventures, Consortiums, and partnerships.
   c) Implement recognized best procurement practises through effective planning, strategic purchasing, and contract management.

5 Identification of preference point system

1) The Municipality shall, in the tender documents, stipulate —
   a) the preference point system applicable; and
   b) any specific goal as envisaged in section 2(1)(d) and (e) of the Preferential Procurement Act.
2) If it is unclear whether the 80/20 or 90/10 preference point system applies—
   a) an invitation for tender for income-generating contracts, that either the 80/20 or 90/10 preference point system will apply and that the highest acceptable tender will be used to determine the applicable preference point system; or; or
   b) any other invitation for tender, that either the 80/20 or 90/10 preference point system will apply and that the lowest acceptable tender will be used to determine the applicable preference point system.

6. 80/20 preference point system for acquisition of goods or services with Rand value equal to or below R50 million

1) The following formula must be used to calculate the points out of 80 for price in respect of a invitation for a tender with a Rand value equal to or below R50 million inclusive of all applicable taxes:

$$Ps = 80\left(1 - \frac{(Pt - Pmin)}{Pmin}\right)$$

Where;

Ps = Points scored for price of tender under consideration. Pt = Price of tender under consideration; and Pmin = Price of lowest acceptable tender.

2) *A maximum of 20 points may be awarded to a tenderer for the specified goals for the tender.*

3) *The points scored for the specific goal must be added to the points scored for price and the total must be rounded off to the nearest two decimal places.*
4) *Subject to section 2(1)(f) of the Act, the contract must be awarded to the tenderer scoring the highest points.*

7 90/10 preference point system for acquisition of goods or services with Rand value above R50 million

1) The following formula must be used to calculate the points out of 90 for price in respect of an invitation for tender with a Rand value above R50 million, inclusive of all applicable taxes:

$$Ps = 90\left(1 - \frac{(Pt - Pmin)}{Pmin}\right)$$

Where;

Ps = Points scored for price of tender under consideration; Pt = Price of tender under consideration; and Pmin = Price of lowest acceptable tender.

2) *A maximum of 10 points may be awarded to a tenderer for the specified goals for the tender.*
3) *The points scored for the specific goal must be added to the points scored for price and the total must be rounded off to the nearest two decimal places.*
4) *Subject to section 2(1)(f) of the Act, the contract must be awarded to the tenderer scoring the highest points.*

8 80/20 preference points system for tenders for income-generating contracts with Rand value equal to or below R50 million

1) The following formula must be used to calculate the points for price in respect of an invitation for tender for income-generating contracts, with a Rand value equal to or below R50 million, inclusive of all applicable taxes:

a) $$Ps = 80\left(1 + \frac{Pt - Pmax}{Pmax}\right)$$

Where

Ps = Points scored for price of tender under consideration.
Pt = Price of tender under consideration; and
Pmax = Price of highest acceptable tender

2) A maximum of 20 points may be awarded to a tenderer for the specific goal specified for the tender.
3) The points scored for the specific goal must be added to the points scored for price and the total must be rounded off to the nearest two decimal places.
4) Subject to section 2(1)(f) of the Act, the contract must be awarded to the tenderer scoring the highest points.

9 90/10 preference point system for tenders for income-generating contracts with Rand value above R50 million

1) The following formula must be used to calculate the points for price in respect of a tender for income-generating contracts, with a Rand value above R50 million, inclusive of all applicable taxes:

$$Ps = 90\left(1 + \frac{Pt - Pmax}{Pmax}\right)$$

a) *Where*

Ps = Points scored for price of tender under consideration;
Pt = Price of tender under consideration; and

Pmax = Price of highest acceptable tender

2) A maximum of 10 points may be awarded to a tenderer for the specific goal specified for the tender.
3) The points scored for the specific goal must be added to the points scored for price and the total must be rounded off to the nearest two decimal places.
4) Subject to section 2(1)(f) of the Act, the contract must be awarded to the tenderer scoring the highest points.

10 Points for specific goals to promote economic development

1. The tendering conditions will stipulate the specific goals, as contemplated in section 2(1)(d)(ii) of the Preferential Procurement Policy Framework Act, be attained.
2. A maximum of 20 points (80/20 preference points system) or 10 (90/10) preference points system), will be allocated for specific goals. These goals are:
   a) contracting with persons, or categories of persons, historically disadvantaged by unfair discrimination on the basis of race, gender or disability.
   b) the promotion of enterprises located in the local area (phased in approach to be applied for other RDP goals)
3. Regarding paragraph 10.2 (a) 50% of the 20/10 points will be allocated to promote this goal and points will be allocated in terms of the B-BBEE scorecard as follows.

B-BBEE Status Level of Contributor	Number of Points for Preference (80/20)	Number of Points for Preference (90/10)
1	10	5
2	8	4
3	6	3
4	4	2
5	3	1
6	2	1
7	2	1
8	2	1
Non-compliant contributor	0	0

4. A tenderer must submit proof of its BBBEE status level contributor.
5. A tenderer failing to submit proof of B-BBEE status level of contributor or is a non-compliant contributor to B-BBEE may not be disqualified, but-
   a) may only score point out of 90 for price; and
   b) scores 0 points out of 10 for B-BBEE status level of contributor, which is in line with section 2 (1) (d) (i) of the Act, where the supplier or service provider did not provide proof thereof.
6. Regarding paragraph 10.2 (b) 50% of the 20/10 points will be allocated to promote this goal. Points will be allocated as follows:

Local area of supplier	Number of Points for Preference	
	80/20	90/10
Within the boundaries of the Kouga Local Municipality	10	5
Within the boundaries of Sarah Baartman District Municipality	6	3
Within the boundaries of the Eastern Cape	4	2
Outside of the boundaries of the Eastern Cape	1	1

7. Any specific goal for which a point may be awarded, must be clearly specified in the invitation to submit a tender.
8. Procurement up to R30 000 will be limited to the application of goals as per paragraph 10.2 (a) and 10.3 above.
9. A tenderer failing to submit proof of required evidence to claim preferences for other specified goals, which is in line with section 2 (1) (d) (ii) of the Act.
   a) may only score in terms of the 80/90-point formula for price; and
   b) scores 0 points out of 10/5 of the relevant specific goals where the supplier or service provider did not stipulate.
10. The preference points scored by a tenderer must be added to the points scored for price.
11. The points scored must be rounded off to the nearest two decimal places.
12. The contract must be awarded to the tenderer scoring the highest points.

11 Criteria for breaking deadlock in scoring

1. If two or more tenderers score an equal total number of points, the contract must be awarded to the tenderer that scored the highest points for specific goals.
2. If two or more tenderers score an equal total number of points, the objective criteria in addition to those contemplated in paragraphs (d) and (e) justify the award to the tenderer that scored the highest points in terms in accordance with section 2(1)(f) of the Act.
3. If two or more tenderers score equal total points in all respects, the award must be decided by the drawing of lots.

12 Award of contracts to tenderers not scoring highest points

A contract may be awarded to a tenderer that did not score the highest points only in accordance with section 2(1)(f) of the Act.

13 Remedies

1. If a Municipality is of the view that a tenderer submitted false information regarding a specific goal, it must——
   a) inform the tenderer; accordingly, and
   b) give the tenderer an opportunity to make representations within 14 days as to why the tender may not be disqualified or, if the tender has already been awarded to the tenderer, the contract should not be terminated in whole or in part—
2. After considering the representations referred to in paragraph 12 (1)(b), the Municipality may—
   a) if it concludes that such false information was submitted by the tenderer—
      i) disqualify the tenderer or terminate the contract in whole or in part; and ii) if applicable, claim damages from the tenderer.

14 Performance management

The specific goals achieved through the application of the Preferential Procurement Framework Act, 2000 will be monitored in terms of the elements embedded in the Supply Chain Management Policy.

15 Repeal of policy

1. This Policy repeal all previous preferential procurement policies of the municipality in its entirety.
2. Any tender advertised before the date referred to in paragraph 15 must be dealt with in terms of the Preferential Procurement Regulations, 2017.

16 Short title and commencement

This part of the policy is called the Preferential Procurement Policy of the Overstrand Municipality. This policy will come into effect on **31 January 2023** and will be reviewed at least annually by way of a Council resolution:

POLICY SECTION:	**MANAGER: SUPPLY CHAIN MANAGEMENT**				
CURRENT REVIEW	2023/01/31	PREVIOUS REVIEW		PREVIOUS REVIEW	

Specific Goals Categories, the weighting below can be changed or vary from project to project. Please note that specific goals might not be feasible to be applied in some project. The SCM Manager must decide prior BSC submission as to what Specific Goals would be used for each project/ tender advertised.

NO	Specific Goals Categories	Max points allocation Number of Points for Preference (80-Price/20 Specific Goals);	Max points allocation Number of Points for Preference (90-Price/10 Specific Goals);
1	BBBE	10	5
2	Local area of supplier or contractors	10	5
3	The promotion of SMMEs.	10	3
4	The creation of new jobs or the intensification of labour absorption.	4	2
5	The empowerment of the work force by standardizing the level of skill and knowledge of workers.	3	1
6	The development of human resources, including by assisting in tertiary and other advanced training programmes, in line with key indicators such as percentage of wage bill spent on education and training and improvement of management skills; and	2	1
7	The upliftment of communities through, but not limited to, housing, transport, schools, infrastructure donations, and charity organizations.	2	1
8	The promotion of export orientated production to create jobs.	1	1

POLICY ON PROVISION FOR DOUBTFUL DEBT AND WRITE-OFF OF IRRECOVERABLE DEBT

REVIEWED: 25.05.2022
APPROVED BY COUNCIL: 29.07.2022
ITEM NO: 22/07/F2

POLICY ON PROVISION FOR DOUBTFUL DEBT AND WRITE-OFF OF IRRECOVERABLE DEBT

REVIEWED: 25.05.2022
APPROVED BY COUNCIL: 29.07.2022
ITEM NO: 22/07/F2

TABLE OF CONTENTS

1 DEFINITIONS

2 PURPOSE OF POLICY

3 IMPAIRMENT OF DEBTORS

4 RESPONSIBILITY/ACCOUNTABILITY

5 WRITE-OFF OF DOUBTFUL DEBTORS

6 CATEGORIES OF DEBTORS THATT MAY QUALIFY FOR THE WRITING-OFF OF IRRECOVERABLE DEBT

7 ESTABLISHMENT OF A COMMITTEE TO MONITOR ANY DEBT TO BE WRITTEN-OFF

8 DELEGATED POWERS ON WRITING-OFF INTEREST AND PENALTIES ON RECOVERABLE DEBTS

9 PREVENTION OF PRESCRIPTION OF DEBT

10 BAD DEBTS RECOVERED

11 IMPLEMENTATION

REVIEWED: 25.05.2022
APPROVED BY COUNCIL: 29.07.2022
ITEM NO: 22/07/F2

POLICY ON PROVISION FOR DOUBTFUL DEBT AND WRITE-OFF OF IRRECOVERABLE DEBT

1. DEFINITIONS

For the purposes of this policy the following definitions are applicable:

"Debt" - means an amount owing to the Municipality;
"Debtor" – means a person who owes the Municipality money for rates/services rendered;
"Accounting Officer" – the Municipal Manager appointed;
"Council" – means the council of the Municipality;
"Municipality" – means the Kouga Municipality.
"First time" – means from the 2014 / 2015 financial year and onwards.

2. PURPOSE OF POLICY

2.1. This policy provides guidelines on treatment of the impairment and write-off of debtors.

The policy seeks that household consumers with no or lower income are not denied a reasonable service and that the municipality is not financially burdened with non-payment of services.

2.2. Section 96 of the Local Government: Municipal Systems Act, 32 0f 2000, provides that a municipality must collect all money that is due and payable to it, subject to the provisions of that Act and other applicable legislation. The Council is faced with a significant amount of outstanding debt and the continuous defaulting by certain consumers who can afford to pay for services.

2.3. It is recognized, however, that circumstances may arise which may make the recovery of certain debts impossible, impractical or financially unfeasible, and that such debts may have to be written off.

2.4. The purpose of this policy is to provide a framework for:

2.4.1. limiting the circumstances contemplated in 2.3;

2.4.2. determining, when such circumstances have arisen, whether to write-off any debts; and
2.4.3. the procedures for writing off such debts.

2.5. The municipality will maintain audit trails in such an instance and document the reasons for the abandonment of the action or claim in respect of the debt.

2.6. In addition, the policy further stipulated that "Council must appoint a committee in terms of its delegations to review and **recommend to Council to approve all bad debt write off cases."**

2.7. **The effective management of debtors include, amongst others, the following processes:**

- **Implementation/ maintenance of the appropriate Information and Communication Technology (ICT) Systems and Business Processes;**
- **Accurate Billing;**
- **Customer Care and Accounts enquiry management;**
- **Effective and timeous Credit Control;**
- **Impairment of Debtors (Provision for Doubtful Debtors); and**
- **Write-off of uncollectable debtors.**

2.8. The objectives of this policy are:

2.8.1. To ensure that the debtors disclosed in the annual financial statements are stated at amounts that are deemed to be collectable; and
2.8.2. To ensure that uncollectable debt is written off within guidelines of applicable policies and legislation.

3. IMPAIRMENT OF DEBTORS

Consumer debtors and other debtors are stated at cost less provision for bad debt.

Provision for impairment is made on an individual basis based on expected payment. In accordance with GRAP 104, an objective assessment of financial assets is made at year end to determine possible impairment. Impairment loss/reversal is recognised in the Statement of Financial Performance.

4. RESPONSIBILITY / ACCOUNTABILITY

The Council has the overall responsibility for adopting and approving the Provision for Bad Debts and Writing Off of Irrecoverable Debt.

5. WRITE-OFF OF DOUBTFUL DEBTORS

5.1 The following should be the guiding principles in implementing the Policy on Writing Off of Irrecoverable Debt:-

5.1.1 The policy is in accordance with the Local Government Municipal Finance Management Act 2003, Local Government Municipal System Act 2000, as amended and other related legislation.

5.1.2 Before any debt is written off it must be proven that the debt has become irrecoverable. To ensure that recommendations for write off are consistent and accurate, irrecoverable debt will be defined as:-

5.1.2.1 Where the tracing of the debtors is unsuccessful; and

5.1.2.2 All reasonable steps, at the discretion of the appointed write off committee, were taken by the officials to recover the debt.

5.1.3 Bad debt write offs must be considered in terms of cost benefit; when it becomes too costly to recover and the chances of collecting the debt are slim, a write off should be considered.

5.1.4 Time value of money is very important because the older the debt becomes, the more difficult and costly it becomes to collect. It is therefore imperative that a proper system of credit control is implemented and maintained to avoid debt reaching the stage of becoming too expensive to recover.

5.1.5 Differentiation must be made between those household consumers who cannot afford to pay for basic services and those who just do not want to pay for these services.

5.1.6 Debt can only be written off if the required provision exists in the Municipality's budget and/ or reserves.

6. CATEGORIES OF DEBTORS THAT MAY QUALIFY FOR THE WRITING-OFF OF IRRECOVERABLE DEBT

6.1 Approved Indigent Household Consumers in terms of the Municipality's Indigent Policy

6.1.1 Debt owed to Council by an Indigent Household, when registering for the first time in terms of the official Indigent Policy, shall be written off as a once off concession, subject to a thorough audit investigation and certification to the effect that the household is a bona fide indigent as stipulated in the Indigent Policy.

6.1.2 Debt owed by the deceased estate of the breadwinner of a registered indigent household shall be written off up to the date of the death of the owner.

6.2 Balances too small to recover considering the cost for recovery

6.2.1 Where final accounts have been submitted and paid by the respective consumer and the remaining balance after finalisation of any final readings and other administrative costs results in a balance of one hundred rand (R100) or less, such account must be forwarded once to the consumer for payment.

Should the new owner not qualify to be registered as an Indigent, in terms of the Council's Indigent Policy, the outstanding rates and service charges for the period from the death of the previous owner till the date of the new service application remain payable by the new owner and cannot be written off.

Should the new owner qualify to be registered as an Indigent, in terms of the Council's Indigent Policy, the outstanding rates and service charges for the period from the death of the previous owner till the date of the new service application can be written off in instances where the next of kin/new owner present proof that the property transfer fees has been paid and the service contract is signed in his/her name.

6.3 Insolvency of the Debtor and Insolvent Deceased Estates

6.3.1 Where a debtor becomes insolvent the Municipality must ensure that a creditor's claim is timeously registered. Any amount not being recovered due to insufficient funds or if there is a risk of a contribution being made to an insolvent estate must, after notification, be written off.

6.3.2 In case of death of the debtor, a creditor's claim must be timeously registered against the deceased's estate. Any amount not being recovered due to insufficient funds or if there is a risk of a contribution being made to a deceased estate must, after notification, be written off.

6.4 Untraceable Debtors

6.4.1 Where for any reason the forward address of a debtor becomes untraceable or the debtor becomes untraceable from the current address, such account must be handed over to a collection agent for recovery of the debt. The collection agent will be paid an all- inclusive fee that will be negotiated. The Terms of Reference for such collection agent must include the appointment of a tracing agent to locate the debtor. Should a debtor be untraceable, the collection agent must report to the Municipality on the actions that were taken to attempt to trace the debtor.

6.4.2 Any amount owed by a debtor that has become untraceable must, after notification, be written off or sold to a debt collection agency at a discount.

6.4.3 Debt written off in the above instances will automatically result in the debtor being reported to the credit bureau by the Municipality.

6.5 Special Arrangements in order to obtain a Clearance Certificate

6.5.1 In terms of legislation the Municipality will under normal circumstances not issue a Clearance Certificate on any property unless all outstanding amounts are paid to date, or alternatively payment of the current year and two years preceding the date of application for the certificate have been fully paid, and a guarantee by the attorney handling the property transfer is issued in favour of the Municipality for the balance of the debt.

6.6 Special Incentives introduced by Council for Household Consumers in terms of the Approved Revenue Enhancement Strategy

6.6.1 Notwithstanding the Municipality's Credit Control Policy a debtor may enter into a written agreement with the Municipality to repay any outstanding and due amount to the Municipality under the following conditions:-

6.6.1.1 The outstanding balance, costs and any interest thereon shall be paid in

regular and consecutive monthly instalments;

6.6.1.2 The current monthly amount must be paid in full; and

6.6.1.3 The written agreement has to be signed on behalf of the Municipality by a duly authorised officer.

6.6.2 Due to ineffective/ non implementation of credit control measures in the past, the majority of household consumers have accumulated significant arrear amounts and that these consumers are not in a position to pay of these arrear amounts in full together with their current monthly accounts. In order to improve the current payment levels from consumers the Council of Kouga Municipality may resolve to implement special incentives to address the arrear debt.

6.7 Special cases:

The allocation of RDP houses by the Directorate Planning, Development and Tourism has in some instances resulted in debt raised for the property in the name of the person allocated the house, but who never took occupation due to one of the following reasons:

- Occupation taken up by illegal occupants;
- Failure to inform the rightful owner about the allocation; - Alteration of allocation not effected in Council records;

In the above-mentioned cases there will never be a need to implement the Credit Control and Debt Collection Policy; therefore write-off should take place immediately when the Directorate involved in the allocation of property issues a memorandum that confirms the above. Furthermore the write-off should be affected and later reported to Council for ratification purposes.

7. ESTABLISHMENT OF A COMMITTEE TO MONITOR ANY DEBT TO BE WRITTEN OFF

7.1 Council will establish and appoint a Committee to monitor the implementation of this Policy.

7.2 The Committee will consist of the following members:-

7.2.1. The Municipal Manager (Chairperson) or delegated authority.

7.2.2. Chief Financial Officer (Alternative Chairperson).

7.2.3. Chairperson of the Finance Committee.

7.2.4. A member of each Political Party.

7.2.5. One member of the Finance Committee to be nominated by the Finance Committee.

7.3. The above Committee will meet at least quarterly to receive and review a report from the Chief Financial Officer containing full details of any actions taken by officials with respect to this Policy, and to consider any circumstances not covered by this Policy.

7.4. The quorum for the Committee shall be 50% of the members plus one.

7.5. Formal minutes of Committee meetings must be prepared and submitted to Council.

7.6. The Chief Financial Officer will, after thorough review of any applications in terms of this Policy, be delegated to write off any amounts to the maximum of;

7.6.1. in the case of a household consumer an amount of R10,000 (excluding interest and penalties) per submission;

7.6.2. in the case of a business consumer an amount of R20,000 (excluding interest and penalties) per submission; and

7.6.3. any amount in excess of the delegation provided for in paragraph 7.6.1 and 7.6.2 above must be submitted together with a recommendation to the Municipal Manager for consideration. The Municipal Manager or delegated authority will, after thorough review of any recommendation by the Chief Financial Officer and in terms of this Policy, be delegated to write off any amounts to the maximum of:-

7.6.4. in the case of a household consumer an amount of R20,000 (excluding interest and penalties) per submission; and

7.6.5 in the case of a business consumer an amount of R50,000 (excluding interest and penalties) per submission.

7.7. Any amount in excess of the delegation provided for in paragraph 7.6.4 and 7.6.5 above may only be reviewed by the Committee to Monitor Debt to be written off and must be submitted together with a recommendation to Council for consideration.

7.8. All write-offs as per 7.6 is to be reported to the Committee to Monitor Debt to be written off.

8. DELEGATED POWERS ON WRITING-OFF INTEREST AND PENALTIES ON RECOVERABLE DEBTS

8.1 The Chief Financial Officer will, after thorough review of any applications in terms of this Policy, be delegated to write off interest and penalties, **subject to full settlement account**, to the maximum of;

8.1.1 in the case of a household consumer an amount of R10 000 per submission;

8.1.2 in the case of a business consumer an amount of R20 000 per submission; and

8.1.3 any amount in excess of the delegation provided for in paragraph 8.1.1 and 8.1.2 above must be submitted together with a recommendation to the Municipal Manager for consideration. The Municipal Manager will, after thorough review of any recommendation by the Chief Financial Officer and in terms of this Policy, be delegated to write off interest and penalties, **subject to full settlement of the account**, to the maximum of:

8.1.4 in the case of a household consumer an amount of R20,000 per submission; and

8.1.5 in the case of a business consumer an amount of R50,000 per submission.

8.2 Any amount in excess of the delegation provided for in paragraph 8.1.1 to 8.1.5 above may only be reviewed by the Committee to Monitor Debt to be written off and must be submitted together with a recommendation to Council for consideration.

8.3 All write-offs as per 8.1.1 is to be reported to the Committee to Monitor Debt to be written off.

9. PREVENTION OF PRESCRIPTION OF DEBT

9.1 Prevention:

Proceedings out of the appropriate court for the recovery of a debt must be commenced as soon as it is appropriate in order to prevent prescription of the debt. A summons process for payment of the debt must be successfully concluded to prevent prescription of the debt in terms of the Prescription Act.

9.2 Prescription Act, 1969 (Act No. 68 of 1969):

Section 10 (1) of the Prescription Act provides that a debt shall be extinguished by prescription after the lapse of the period which in terms of the relevant law applies in respect of the prescription of such debt. The Municipality cannot legally enforce payment of a debt once the debt has prescribed, but the period of prescription is interrupted:-

(i) By the service on the debtor of any process whereby the creditor claims payment of the debt (Section 15). "Process" means a Summons or Notice of Motion, which must actually be served on the debtor and not simply issued by the court, and does NOT include a registered letter of demand.

(ii) the debtor acknowledges liability, whether expressly or tacitly

(Section 14); payment of a portion of the debt can constitute a tacit acknowledgement of liability.

The completion of prescription may also be delayed in certain circumstances (Section 13).

9.3 In terms of Section 11 of the Prescription Act, 1969 (Act 68 of 1969), the periods of prescription of debts are as follows:

(i) **Thirty years** in respect of - any debt secured by a mortgage bond;
any judgment debt;
any debt in respect of any taxation imposed or levied by or under any law and
any debt owed to the State in respect of any share of the profits, royalties or any similar consideration payable in respect of the right to mine minerals or other substances.

(ii) **Fifteen years** in respect of any debt owed to the State and arising out of an advance or loan of money or a sale or lease of land by the State to the debtor, unless a longer period applies in respect of the debt in question in terms of paragraph (i) above.

(iii) **Six years** in respect of a debt arising from a bill of exchange or other negotiable **instrument** or from a notaries contract, unless a longer period applies in respect of the debt in question in terms of paragraph (i) or (ii) above.

(iv) **Three years** in respect of all other debts, save where an Act of Parliament provides otherwise.

10. BAD DEBTS RECOVERED

The approval of Council for the write-off of any debt does not mean that actions to recover the money will be terminated, however, further actions will be instituted depending on the costs involved and if debt is recovered it will be recorded in the financial records of Council as recovered.

11. IMPLEMENTATION

This policy will be effective on the date of adoption by Council.

All future submissions for the writing off of debt must be considered in accordance with this policy.

APPROVED ON: **31 May 2023**

COUNCIL RESOLUTION NUMBER: 22/07/F2



C DU PLESSIS
MUNICIPAL MANAGER

31 May 2023
DATE

ANNEXURE ''H''

Province of the
EASTERN CAPE
PROVINCIAL TREASURY

PRIVATE BAG X0029, BHISHO, 5605 REPUBLIC OF SOUTH AFRICA
www.ectreasury.gov.za
Eastern Cape Provincial Treasury @ectreasury

TABLED BUDGET ASSESSMENT

FRAMEWORK

FOR

2024/25 MTREF

KOUGA LOCAL MUNICIPALITY- EC108

Compiled by
Sarah Baartman District Office

Table of Contents

EXECUTIVE SUMMARY **3**

OBSERVATIONS AND FINDINGS **4**

1 CREDIBILITY **4**

1.1 EVALUATION OF THE BUDGET PROCESS 4
1.1.1 Political guidance and oversight *4*
1.1.2 Public Participation *4*
1.2 THE MUNICIPAL REVENUE & EXPENDITURE FISCAL FRAMEWORK 6
1.2.1 Expected outcome for current financial year *6*
1.2.2 Budget assumptions *7*
1.2.3 Budget Compliance *8*
1.2.4 Adequacy of the revenue management framework *8*
1.2.5 Adequacy of the expenditure management framework *12*
1.2.6 Adequacy of the capital budget and its source(s) of funding *13*
1.3 ESTABLISH THE LEVEL OF FUNDING THE BUDGET 16
1.3.1 Financial Performance – Table A4 ..... *16*
1.3.2 Financial Position *17*
Table 12: Financial Position *17*
1.3.3 Cash flow- Table A7 ..... *18*
1.3.4 Application of Cash and Investments- Table A8 ..... *19*

2 RELEVANCE **20**

2.1 BUDGET ALIGNMENT TO IDP 20
2.2 BUDGET ALIGNMENT TO NATIONAL PROGRAMMES 20
2.3 BUDGETARY PROVISION FOR FUNDED PROVINCIAL AND NATIONAL PRIORITIES. 21

3 SUSTAINABILITY **21**

3.1 SERVICE DELIVERY 21
3.2 PROVISION AND ACCOUNTING FOR FREE BASIC SERVICES 21
3.3 FORECASTING AND MULTI-YEAR BUDGETING 21
3.4 MSCOA IMPLEMENTATION 22

4 CONCLUSION **29**

5 KEY OBSERVATION / FINDINGS / RISK / RECOMMENDATIONS / RESOLUTIONS **30**

5.1 KEY OBSERVATIONS AND FINDINGS 30
5.2 RISKS 30
5.3 RECOMMENDATIONS AND RESOLUTIONS 30

EXECUTIVE SUMMARY

In terms of the requirements of the Municipal Finance Management Act and as part of its oversight role over local government finances, the Provincial Treasury is responsible for reviewing and commenting on the tabled draft budgets of all delegated municipalities prior to their adoption by the respective municipal councils. The tabled budgets of these municipalities were rigorously assessed in terms of quality and compliance with the prescripts of the MFMA and the Municipal Budget and Reporting Regulations.

In terms of the change to GRAP accounting formats, it is imperative to undertake a detailed assessment of the municipality's Statement of Financial Performance (Income Statement); Budgeted Statement of Financial Position (Balance Sheet) and Budgeted Statement of Cash Flows in order to establish the level of funding, the effectiveness of financial management and sustainability *(this requires application of Circular 42's budget funding guideline and self-assessment tool).*

The analysis provided in this report is based on the 2024/25 MTREF A1 – Schedules and data strings of Kouga Local Municipality. The municipal budget assessment encompasses three distinct criteria namely, credibility; relevance and sustainability as explained in the MBRR. The purpose of each criterion is as follows:

From a quality perspective, the budget was assessed in accordance with three criteria, namely:

a. **Credibility:** to determine if the budget is funded in terms of Section 18 of the MFMA and whether the municipality adopted a budget process with evidence of sufficient political oversight and public participation. Political oversight and guidance are crucial for the budget process as the approval of the budget is the responsibility of Council and not that of the Budget and Treasury Office. In assessing the credibility of the budget, the revenue planning framework and associated assumptions are interrogated to determine if they are realistic and indicative of multi-year budgeting.

b. **Relevance:** To assess if the budget is aligned to the reviewed Integrated Development Plan (IDP) of the municipality and the extent to which national and provincial priorities, including MFMA Budget Circulars, are considered.

c. **Sustainability:** To assess whether the budget supports the long-term financial planning and operational sustainability of the municipality over the Medium-Term Revenue and Expenditure Framework (MTREF).

OBSERVATIONS AND FINDINGS

1 CREDIBILITY

1.1 EVALUATION OF THE BUDGET PROCESS

1.1.1 Political guidance and oversight

Kouga Local Municipality adopted the IDP/Budget Process Plan. The municipality complied with the requirements of the MFMA as the budget process plan was approved 10 months before the start of the financial year. This plan was adopted in accordance with the relevant legal prescripts and has dictated the process to be followed for the development of the IDP and the Budget. The IDP and Budget Process Plans outline in detail, the way in which Kouga Municipality will embark on its IDP and Budget processes from its commencement in July 2023 to its completion in June 2024. The IDP budget process plan was submitted to the Provincial Treasury for review and noting.

1.1.2 Public Participation

During August 2023 Kouga Local Municipality's Council adopted its IDP and Budget process plan, outlining how the municipality will embark on the 2024/25 IDP review processes. The review process focuses more on current strategies to ensure that projects that are planned contribute to the achievement of the five-year development priorities and that they have a greater impact on service delivery. Stakeholder consultation was done, and the municipality placed an advertisement in the local paper, website and notice boards, inviting communities, stakeholders and all interested parties to submit comments on the 2024/25 Draft IDP and Draft Budget as legislated.

ORGANISATIONAL STRUCTURES & PUBLIC PARTICIPATION

To ensure a smooth and well-organised IDP review process for 2024/25, the municipality has identified role players to assist and inform the planning process and to also further guide their roles and responsibilities. To ensure all relevant stakeholders are represented, the municipality through a public notice, extended an invitation to all interested parties to register on the IDP Representative Forum database. Role players identified are the Council, ward councillors and the Municipal Manager. The IDP/PMS/Budget Steering Committee and IDP/PMS/Budget Representative Forum and IGR are in place.

KOUGA MUNICIPALITY'S IDP PARTICIPATORY STRUCTURE

Kouga Local Municipality's reviewed IDP for 2024/25 contains key municipal goals and priorities. The IDP is a strategic document of the Council and guides all planning and development in the municipality. The preparation of the IDP followed an approved process plan that incorporated extensive stakeholder consultations and public participation. The key performance areas – Good governance; Finance Viability;

Service Delivery; Municipal Transformation and Local Economic Development and Spatial Planning, Land Use, Human Settlements, Environmental Management still remains for the KLM.

EVALUATION OF THE LEGAL COMPLIANCE OF THE BUDGET

The municipality tabled and adopted the 2024/25 Budget Process Plan in council at the end of August 2023 as required.

Kouga Local Municipality complied with section 16 (2) which states that for a municipality to comply with subsection (1), the mayor of the municipality must table the annual budget at a council meeting at least 90 days before the start of the budget year. The budget was tabled and adopted by the council on 27 March 2024.

The Municipality complied with section 21 (1) of the MFMA which states that: the mayor of the 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.

The Municipal Budget Circular 126 and 128 for the 2024/25 MTREF stated that: Accounting officers are reminded that Section 22(b)(i) of the MFMA requires that, ***immediately*** after an annual budget is tabled in a municipal council, it must be submitted to the National Treasury and the relevant Provincial Treasury in PDF and electronic formats. However, in cases where the Council requires amendments to the tabled budget prior to consultation, municipalities should inform the National Treasury and the relevant Provincial Treasury *immediately* and submit the required budget documents and corresponding *m*SCOA data strings ***within three working days*** after the Council meeting.

To facilitate oversight of compliance with the Municipal Budget and Reporting Regulations, accounting officers are reminded that:

Section 22(b)(i) of the MFMA requires that, ***immediately*** after an annual budget is tabled in a municipal council, it must be submitted to the National Treasury and the relevant Provincial Treasury in electronic formats. If the annual budget is tabled to council on **28 March 2024**, the final date of submission of the electronic budget documents and corresponding *m*SCOA data strings is **02 April 2024**.

Section 24(3) of the MFMA, read together with regulation 20(1) of the MBRR, requires that the approved annual budget must be submitted to both National Treasury and the relevant Provincial Treasury within ten working days after the council has approved the annual budget. If the annual budget is adopted by council on **31 May 2024**, the final date for submission of budget-related documents is **14 June 2024**.

MFMA Circular No 126 contains a submission checklist for 2024/25 budget documents (Annexure B) that municipalities can use to ensure all budget-related documents are uploaded timeously.

ALL municipalities **MUST** prepare their 2024/25 MTREF tabled and adopted budgets using the A1 schedule version 6.8. It is imperative that all municipalities prepare their 2024/25 MTREF budgets **in their financial systems and that the A1 Schedule be produced directly from their financial system**. Vendors have demonstrated their budget modules to the National Treasury and Provincial Treasuries. All financial systems have this functionality to assist and prepare budgets and to generate the prescribed A1 Schedule directly from the financial system.

The municipal manager must submit:

- The budget documentation as set out in the Municipal Budget and Reporting Regulations (MBRR). The budget document must include the main Tables (A1 - A10) and the supporting tables in the A1 and A1D schedules must be submitted in the prescribed mSCOA data string in the format published with Version 6.8 of the A1 and A1D schedules.
- the draft and final service delivery and budget implementation plan (SDBIP) in electronic PDF format.
- the draft and final integrated development plan (IDP).
- draft and final service level standards. .
- the council resolution for the tabled and adopted budget.
- signed Quality Certificate as prescribed in the Municipal Budget and Reporting Regulations for the tabled and adopted budgets.
- A budget locking certificate immediately at the start of the new municipal financial year on 1 July.
- The draft and final procurement plans (MFMA Circular No 94).

1.2 THE MUNICIPAL REVENUE & EXPENDITURE FISCAL FRAMEWORK

1.2.1 Expected outcome for current financial year.

This section of the report looked at the mid-year performance of the municipality against the budget and targets as set out in the Service Delivery and Budget Implementation Plan (SDBIP).

Capital Grants – The municipality was advised to ensure that sufficient investment is made in capital infrastructure annually. As for the performance of conditional grants, the municipality reported CAPEX spending of 49.2% as at 31st December 2023 compared to the grants transferred. However, there were few variances noted on the movements of grants between the Sector Report and the municipality's grants data strings.

Revenue Collection – The collection rate to be improved in order to reach the anticipated budgeted average collecting rate. The municipality to put measures in place to move away from budgeting for an operating deficit.

Water and Electricity Losses – The municipality to reduce and curb its water and electricity losses.

mSCOA – Not all modules were completed, 6 modules were still outstanding. Municipality to implement a functional mSCOA Steering Committee to fast-track the correction/alignment of the data strings versus the A1 Schedules and AFS, implement outstanding mSCOA modules and prepare an updated roadmap to include alignment issues and the implementation of outstanding mSCOA Modules.

1.2.2 Budget assumptions

The following budget principles and guidelines directly informed the compilation of the 2024/25 MTREF budget as per the budget documentation submitted by the municipality:

The assumptions used were guided by MFMA Circulars 126 and 128 issued by the National Treasury for the compilation of the 2024/25 MTREF Budget. The following assumptions were used: -

- Collection rate for own revenue services; taking into consideration the current economic conditions and revenue collection trends.
- Inflation outlook as indicated in the table below: CPI inflation target as an assumption to the preparation of the 2024/25 MTREF Budget.

Macroeconomic performance and projections 2023-2027					
Fiscal Year	2022/23	2023/24	2024/25	2025/26	2026/27
	Actuals	Estimate	Forecast		
CPI Inflation	6.9%	6%	4.9%	4.6%	4.6%

- Bulk electricity costs have increased in line with NERSA approval at 12.7% for 2024/25 and at 15.7% as projected in MFMA Circular No 126.
- Tariffs for property rates and all other service charges will increase in line with National Treasury guidelines.
- Employee related costs in line with South African Local Government Bargaining Council.
- Remuneration of Councillors - An assessment of affordability to be conducted prior to the implementation of upper limits as per the gazette on Remuneration of Office bearers.

1.2.3 Budget Compliance

The table below illustrates the supporting tables that are not populated in the 2024/25 tabled budget that was submitted. The municipality needs to make sure all the required tables that are applicable to the municipality are populated in the final adopted budget.

	2024/25 Draft Medium Term Revenue and Expenditure Framework-Checklist of Compliance to Municipal Budget and Reporting Regulations (Gov Gazette 32141)				
	EC108 Kouga	2024/25	Draft	Combination hard and elec	
	Main Compliance Component	Sub Component/Explanation	Ref.	Assessment	Description/ Rating
0700	Supporting Tables SA1 to SA37				
0706	SA2: Matrix Financial Performance Budget (revenue source/expenditure type and dept)	Rate completeness of table on scale from 0 to 3	MBRR (Schedule A) r. 29	-	Not presented
0708	SA4: Reconciliation of IDP, Strategic Objectives and Budget (Revenue)	Rate completeness of table on scale from 0 to 3	MBRR (Schedule A) r. 29	-	Not presented
0709	SA5: Reconciliation of IDP, Strategic Objectives and Budget (Operating Expenditure)	Rate completeness of table on scale from 0 to 3	MBRR (Schedule A) r. 29	-	Not presented
0710	SA6: Reconciliation of IDP, Strategic Objectives and Budget (Capital Expenditure)	Rate completeness of table on scale from 0 to 3	MBRR (Schedule A) r. 29	-	Not presented
0711	SA7: Measurable Performance Objectives	Rate completeness of table on scale from 0 to 3	MBRR (Schedule A) r. 29	-	Not presented
0712	SA8: Performance Indicators and Benchmarks	Rate completeness of table on scale from 0 to 3	MBRR (Schedule A) r. 29	-	Not presented
0713	SA9: Social, Economic and Demographic Statistics and Assumptions	Rate completeness of table on scale from 0 to 3	MBRR (Schedule A) r. 29	-	Not presented
0714	SA10: Funding Measurement	Rate completeness of table on scale from 0 to 3	MBRR (Schedule A) r. 29	-	Not presented
0715	SA11: Property Rates Summary	Rate completeness of table on scale from 0 to 3	MBRR (Schedule A) r. 29	-	Not presented
0716	SA12a: Property Rates by category (current year)	Rate completeness of table on scale from 0 to 3	MBRR (Schedule A) r. 29	-	Not presented
0717	SA12b: Property Rates by category (budget year)	Rate completeness of table on scale from 0 to 3	MBRR (Schedule A) r. 29	-	Not presented
0718	SA13a: Service Tariffs by Category	Rate completeness of table on scale from 0 to 3	MBRR (Schedule A) r. 29	-	Not presented
0719	SA13b: Service Tariffs by Category (explanatory)	Rate completeness of table on scale from 0 to 3	MBRR (Schedule A) r. 29	-	Not presented
0720	SA14: Household Bills	Rate completeness of table on scale from 0 to 3	MBRR (Schedule A) r. 29	-	Not presented
0721	SA15: Investment Particulars by Type	Rate completeness of table on scale from 0 to 3	MBRR (Schedule A) r. 29	-	Not presented
0722	SA16: Investment Particulars by Type	Rate completeness of table on scale from 0 to 3	MBRR (Schedule A) r. 29	1	Presented but with numerous information gaps
0723	SA17: Borrowing	Rate completeness of table on scale from 0 to 3	MBRR (Schedule A) r. 29	1	Presented but with numerous information gaps
0728	SA22: Summary Councillor and Staff Benefits	Rate completeness of table on scale from 0 to 3	MBRR (Schedule A) r. 29	-	Not presented
0729	SA23: Salaries, Allowances and Benefits (political office bearers/councillors/senior managers)	Rate completeness of table on scale from 0 to 3	MBRR (Schedule A) r. 29	-	Not presented
0730	SA24: Summary of Personnel Numbers	Rate completeness of table on scale from 0 to 3	MBRR (Schedule A) r. 29	-	Not presented
0732	SA26: Budgeted Monthly Revenue and Expenditure (Municipal Vote)	Rate completeness of table on scale from 0 to 3	MBRR (Schedule A) r. 29	-	Not presented
0734	SA28: Budgeted Monthly Capital Expenditure (Municipal Vote)	Rate completeness of table on scale from 0 to 3	MBRR (Schedule A) r. 29	-	Not presented
0737	SA31: Aggregated entity budget	Rate completeness of table on scale from 0 to 4	MBRR (Schedule A) r. 30	-	Not presented
0738	SA32: List of External Mechanisms	Rate completeness of table on scale from 0 to 3	MBRR (Schedule A) r. 29	-	Not presented
0739	SA33: Contracts having Future Budgetary Implications	Rate completeness of table on scale from 0 to 3	MBRR (Schedule A) r. 29	-	Not presented
0744	SA35: Future Financial Implications of the Capital Budget	Rate completeness of table on scale from 0 to 3	MBRR (Schedule A) r. 29	-	Not presented
0746	SA37: Projects Delayed from Previous Financial Years	Rate completeness of table on scale from 0 to 3	MBRR (Schedule A) r. 29	-	Not presented

1.2.4 Adequacy of the revenue management framework

The Municipality's operating revenue (excluding capital transfers and contributions) is projected to increase from R1.297 billion in the 2023/24 financial year to R1.392 billion or 7.3% in 2024/25, increasing to R1.512 billion or 8.6% in the 2025/26, increasing further to R1.648 billion or 9.0% in the 2026/27 financial year. Factors that represent the overall operational revenue are detailed below.

Table 1: Operating Revenue

EC108 - Kouga	CURRENT YEAR		MEDIUM TERM REVENUE & EXPENDITURE FRAMEWORK						ASSUMPTIONS & CALCULATIONS		
Description	2023/24	2023/24	2024/25	2024/25	2025/26	2025/26	2026/27	2026/27	2024/25	2025/26	2026/27
R thousand	Adjusted Budget	Treasury Calculation	Budget Year +0	Treasury Calculation	Budget Year +1	Treasury Calculation	Budget Year +2	Treasury Calculation	% Change	% Change	% Change
Revenue											
Exchange Revenue											
Service charges - Electricity	352 780	352 780	397 583	397 583	460 004	460 004	532 224	532 224	12.7%	15.7%	15.7%
Service charges - Water	118 603	118 603	127 202	127 202	136 424	136 424	146 315	146 315	7.3%	7.2%	7.2%
Service charges - Waste Water Management	64 268	64 268	68 446	68 446	72 895	72 895	77 633	77 633	6.5%	6.5%	6.5%
Service charges - Waste Management	66 782	66 782	71 123	71 123	75 745	75 745	80 669	80 669	6.5%	6.5%	6.5%
Sale of Goods and Rendering of Services	9 000	9 000	9 533	9 533	10 095	10 095	10 689	10 689	5.9%	5.9%	5.9%
Agency services	4 276	4 276	4 554	4 554	4 850	4 850	5 166	5 166	6.5%	6.5%	6.5%
Interest earned from Receivables	30 145	30 145	32 335	32 335	34 757	34 757	37 376	37 376	7.3%	7.5%	7.5%
Interest earned from Current and Non Current	11 674	11 674	13 998	13 998	12 809	12 809	13 385	13 385	19.9%	-8.5%	4.5%
Rental from Fixed Assets	2 999	2 999	3 187	3 187	3 385	3 385	3 595	3 595	6.3%	6.2%	6.2%
Licence and permits	2 677	2 677	2 851	2 851	3 037	3 037	3 234	3 234	6.5%	6.5%	6.5%
Operational Revenue	4 116	4 116	1 955	1 955	1 976	1 976	1 998	1 998	-52.5%	1.1%	1.1%
Non-Exchange Revenue											
Property rates	281 488	281 488	297 076	297 076	313 303	313 303	330 535	330 535	5.5%	5.5%	5.5%
Fines, penalties and forfeits	134 597	134 597	143 343	143 343	152 658	152 658	162 577	162 577	6.5%	6.5%	6.5%
Licences or permits	11 053	11 053	11 772	11 772	12 537	12 537	13 352	13 352	6.5%	6.5%	6.5%
Transfer and subsidies - Operational	197 730	197 730	202 153	202 153	211 994	211 994	223 454	223 454	2.2%	4.9%	5.4%
Interest	5 223	5 223	5 510	5 510	5 813	5 813	6 133	6 133	5.5%	5.5%	5.5%
Gains on disposal of Assets	(0)	(0)	–	–	–	–	–	–	-100.0%	-	-
Total Revenue (excluding capital transfers and contributions)	**1 297 411**	**1 297 411**	**1 392 621**	**1 392 621**	**1 512 282**	**1 512 282**	**1 648 335**	**1 648 335**	7.3%	8.6%	9.0%

Exchange Revenue:

Service Charges – Electricity: The electricity service charges increase by 12.7 per cent from R352.7 million in the 2023/24 financial year to R397.5 million in the 2024/25 financial year. It increases by 15.7 per cent for both outer years to R460 million and R532.2 million respectively.

Service Charges – Water: Revenue increases by 7.3 per cent for 2024/25, budgeted at R127.2 million, increasing to R136.4 million and R146.3 million for the outer years, both with 7.2 per cent.

Service Charges – Waste Water Management: Revenue increases by 6.5 per cent for all three MTREF years. Budgeted at R68.4 million in 2024/25, R72.8 million in 2025/26 and R77.6 million in 2026/27.

Service Charges Waste Management: Revenue is budgeted at R71.1 million in the 2024/25 financial year and R75.7 million in 2025/26 and R80.6 million in 2026/27, indicating a growth of 6.5 per cent in all the MTREF years.

Interest Earned from Receivables: Revenue is budgeted to increase by 7.3 per cent for 2024/25 to R32.3 million, increasing by 7.5 per cent to R34.7 million in 2025/26 and by 7.5 per cent to R37.3 million in 2026/27.

The table below gives a clear indication on the performance of the municipality regarding the various groups of debtors and where the municipality needs to focus. These figures are from 1 July 2023 up to 29 February 2024.

Table 2: Debtors age analysis from July 2023 to February 2024.

Kouga	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24
Councilors	R 170 912	R 173 858	R 169 001	R 162 534	R 175 779	R 191 838	R 196 331	R 194 940
Municipal Officials	R 895 821	R 2 320 408	R 2 431 347	R 2 468 195	R 2 494 157	R 2 523 635	R 2 499 789	R 2 430 670
Industries	R 15 545 308	R 14 521 995	R 15 306 887	R 13 560 811	R 14 173 679	R 17 038 764	R 15 328 454	R 15 803 345
Residents	R 418 108 697	R 403 628 360	R 410 523 244	R 432 149 515	R 436 205 261	R 439 470 993	R 436 884 075	R 446 151 647
Nat Dept	R 8 509 320	R 4 723 572	R 5 122 033	R 5 104 590	R 4 988 630	R 5 016 481	R 5 312 535	R 5 410 138
Prov Dept	R 7 806 636	R 7 036 835	R 6 190 423	R 7 736 913	R 7 847 975	R 8 448 115	R 8 471 663	R 8 054 555
TOTAL	**R 451 036 694**	**R 432 405 028**	**R 439 742 934**	**R 461 182 558**	**R 465 885 480**	**R 472 689 827**	**R 468 692 846**	**R 478 045 296**

- Municipal Officials and Councillors debt reflected an increase for the period of July 2023- February 2024 of 171% and 14% respectively. The municipality to implement the action of cutting off should the officials fail to make payment arrangements, as discussed during the engagement.
- Industries have shown an increase of 1.6 per cent from July 2023 to February 2024, while residents increased by 6.7 per cent.
- Provincial and National departments (organs of state) reflect an increase of 3 per cent and a decrease of 36 per cent in debt respectively, indicating that the implementation of debt collection measures for this group are yielding results.
- The total debt has increased by 5.9 per cent from July 2023 to February 2024.

Non-Exchange Revenue:

The major operating non- exchange revenue sources are budgeted as follows:

Property Rates: Property rates are the largest non- exchange revenue source projected at 21.3 per cent of the total operating revenue. Kouga Municipality has budgeted for an increase in property rates of 5.5 per cent throughout the MTREF years.

Transfers and Subsidies- Operational: Operational transfers are the second largest non- exchange revenue source projected at 14.5% of the total operating revenue. Further noting the increase throughout the MTREF years of 2.2 per cent in 2024/25, 4.9 per cent in 2025/26 and 5.4 per cent in 2026/27.

Table 3: Alignment between DoRA, Provincial Gazette and Data Strings

Eastern Cape: KOUGA (EC108) - Table SA18 Transfers and Grant Receipts for 4th Quarter ended 30 June 2024									
Description	2024/25 Medium Term Revenue & Expenditure Framework								
R thousands	DoRA 2024/25	Budget Year SA18 2024/25	Variance	DoRA 2024/25	Budget Year SA18 2025/26	Variance	DoRA 2024/25	Budget Year SA18 2026/27	Variance
RECEIPTS									
Operating									
National Government									
Equitable Share	192,664	192,664	-	203,746	203,746	-	214,723	214,723	-
EPWP Integrated Grant (incl under capital Human Settlement Develop Programme)	1,495	1,495	-	-	-	-	-	-	-
Local Government Financial Management Grant	1,723	1,723	-	1,785	1,785	-	2,001	2,001	-
Municipal Infrastructure Grant	1,828	1,828	-	1,910	1,910	-	2,064	2,064	-
Total Operating/National Government	**197,710**	**197,710**	-	**207,441**	**207,441**	-	**218,788**	**218,788**	-
Provincial Government			-			-			-
Capacity Building and Other- Sport Arts & Culture -Library	2,955	2,050	905	2,955	2,050	905	3,055	2,050	1,005
Total Operating/Provincial Government	**2,955**	**2,050**	905	**2,955**	**2,050**	905	**3,055**	**2,050**	1,005
District Municipalities			-			-			-
Capacity Building and Other	-	2,393	(2,393)	-	2,503	(2,503)	-	2,616	(2,616)
Total Operating/District Municipalities	-	**2,393**	(2,393)	-	**2,503**	(2,503)	-	**2,616**	(2,616)
Total Operating	**200,665**	**202,153**	(1,488)	**210,396**	**211,994**	(1,598)	**221,843**	**223,454**	(1,611)

- All the National Government operating grants for the MTREF years are captured correctly on Table SA18.
- Provincial government and District Municipality grants are reflected in the data strings (SA18) as a one-liner under capacity building & other- no specific descriptions. However, it was agreed as highlighted that these grants are not gazetted as they are not conditional grants, but subsidies for services provided by the municipality on behalf of these departments.

Fines, Penalties and Forfeits: This non-exchange revenue source constitutes 10.3 per cent of the total operating revenue, which makes it the third largest source. Fines, penalties, and forfeits are budgeted to increase by 6.5 per cent throughout the MTREF years. The municipality budgeted to collect 13 per cent for traffic fines whilst projecting to collect 100 per cent for other fines.

1.2.5 Adequacy of the expenditure management framework

Table 4: Operating Expenditure

EC108 - Kouga	CURRENT YEAR		MEDIUM TERM REVENUE & EXPENDITURE FRAMEWORK						ASSUMPTIONS & CALCULATIONS		
Description	2023/24	2023/24	2024/25	2024/25	2025/26	2025/26	2026/27	2026/27	2024/25	2025/26	2026/27
R thousand	Adjusted Budget	Treasury Calculation	Budget Year +0	Treasury Calculation	Budget Year +1	Treasury Calculation	Budget Year +2	Treasury Calculation	% Change	% Change	% Change
Expenditure											
Employee related costs	441 256	441 256	471 877	471 877	502 140	502 140	528 366	528 366	6.9%	6.4%	5.2%
Remuneration of councillors	15 140	15 140	15 594	15 594	16 345	16 345	17 163	17 163	3.0%	4.8%	5.0%
Bulk purchases - electricity	354 710	354 710	386 299	386 299	462 520	462 520	535 135	535 135	8.9%	19.7%	15.7%
Inventory consumed	103 156	103 156	108 619	108 619	114 517	114 517	121 908	121 908	5.3%	5.4%	6.5%
Debt impairment	173 540	190 642	158 246	184 665	176 273	187 759	188 877	201 987	-8.8%	11.4%	7.2%
Depreciation and amortisation	109 663	109 663	117 798	117 798	123 884	123 884	129 229	129 229	7.4%	5.2%	4.3%
Interest	5 750	5 750	17 404	17 404	17 757	17 757	11 519	11 519	202.7%	2.0%	-35.1%
Contracted services	128 147	128 147	125 787	125 787	114 007	114 007	116 078	116 078	-1.8%	-9.4%	1.8%
Transfers and subsidies	1 124	1 124	400	400	400	400	400	400	-64.4%	0.0%	0.0%
Irrecoverable debts written off	13 835	13 835	9 359	9 359	10 227	10 227	11 197	11 197	-32.4%	9.3%	9.5%
Operational costs	90 470	90 470	94 287	94 287	93 291	93 291	95 326	95 326	4.2%	-1.1%	2.2%
Total Expenditure	**1 436 791**	**1 453 893**	**1 505 669**	**1 532 088**	**1 631 362**	**1 642 848**	**1 755 199**	**1 768 308**	**4.8%**	**8.3%**	**7.6%**

The municipality's operating expenditure increased from R1.436 billion in the 2023/24 financial year to R1.505 billion or 4.8 per cent in 2024/25, further increasing to R1.631 billion and R1.755 billion relating to 8.3 per cent and 7.6 per cent for the two outer years.

Employee Related Costs: Employee-related Costs are the biggest cost driver at R471.8 million for the 2024/25 financial year or 31% of the total operating expenditure, which is within the norm Treasury norm of (25- 40%) as guided in MFMA Circular 71.

Overtime: Overtime is projected at R20 million for 2024/25 which is an increase of 0.34% from the 2023/24 budget, with a further indication of an increase throughout the two outer years.

Table 5: Overtime (Current Year and 2024/25 MTREF)

EC108 - Kouga		CURRENT YEAR	MEDIUM TERM REVENUE & EXPENDITURE FRAMEWORK		
Description		2023/24	2024/25	2025/26	2026/27
R thousand	Budget Table Reference	Adjusted Budget	Budget Year +0	Budget Year +1	Budget Year +2
Overtime	SA1	19,932	20,000	23,186	24,345

Bulk Purchases (Electricity): Bulk purchases are the second highest cost driver at 25.6 per cent of total operating expenditure for 2024/25. Bulk purchases reflect an increment of 8.9 per cent from R354.7 million in 2023/24 to R386.2 million in 2024/25.

Debt Impairment: Debt Impairment is the third highest cost driver at 10.5 per cent of total operating expenditure for 2024/25.

Inventory Consumed: Inventory consumed is budgeted at R108.6 million, R114.5 million and R121.9 million over the MTREF. The budget for inventory consumed increases by 5.3 per cent for 2024/25, further increasing by 5.4 per cent for 2025/26 and 6.5 per cent for 2026/27.

Depreciation: Depreciation is budgeted at R117.7 million, R123.8 million and R129.2 million over the 2024/25 MTREF. This indicates increases of 7.4 per cent in 2024/25, 5.2 per cent in 2025/26 and 4.3 per cent in 2026/27.

Contracted Services: Contracted services are projected to decrease by 1.8 per cent in 2024/25, further decreasing by 9.4 per cent in 2025/26, then increase by 1.8 per cent in 2026/27.

Table 6: Surplus/Deficit Position on Statement of Financial Performance

EC108 - Kouga	CURRENT YEAR		MEDIUM TERM REVENUE & EXPENDITURE FRAMEWORK						ASSUMPTIONS & CALCULATIONS		
Description	2023/24	2023/24	2024/25	2024/25	2025/26	2025/26	2026/27	2026/27	2024/25	2025/26	2026/27
R thousand	Adjusted Budget	Treasury Calculation	Budget Year +0	Treasury Calculation	Budget Year +1	Treasury Calculation	Budget Year +2	Treasury Calculation	% Change	% Change	% Change
Total Revenue (excluding capital transfers and contributions)	1 297 411	1 297 411	1 392 621	1 392 621	1 512 282	1 512 282	1 648 335	1 648 335	7.3%	8.6%	9.0%
Total Expenditure	1 436 791	1 453 893	1 505 669	1 532 088	1 631 362	1 642 848	1 755 199	1 768 308	4.8%	8.3%	7.6%
Surplus/(Deficit)	(139 380)	(156 482)	(113 048)	(139 467)	(119 080)	(130 566)	(106 864)	(119 973)	-18.9%	5.3%	-10.3%

The municipality budgeted for a decrease in the operating deficit from -R139.3 million in 2023/24 to R113.0 million in 2024/25, indicating a decrease of 18.9 per cent. However, the operating deficit increases in 2025/26 by 5.3 per cent, then further decreases by 10.3 per cent in 2026/27.

1.2.6 Adequacy of the capital budget and its source(s) of funding

Kouga Municipality is mandated to provide roads, electricity, water, sanitation and refuse removal to the community. It could not be established that all projects agree to the capital budget of the municipality as per tables A5 and SA6 which indicate the alignment of the service delivery objectives to the budget. Supporting tables SA5 and SA6 were not presented.

Table 7: Annual Capital Expenditure – Functional

EC108 - Kouga Description R thousand	MEDIUM TERM REVENUE & EXPENDITURE FRAMEWORK 2024/25 Budget Year +0	2024/25 Treasury Calculation	2025/26 Budget Year +1	2025/26 Treasury Calculation	2026/27 Budget Year +2	2026/27 Treasury Calculation
Capital Expenditure - Functional						
Municipal governance and administration	**34,000**	**34,000**	**–**	**–**	**–**	**–**
Finance and administration	34,000	34,000	–	–	–	–
Community and public safety	**1,391**	**1,391**	**1,391**	**1,391**	**1,391**	**1,391**
Public safety	1,391	1,391	1,391	1,391	1,391	1,391
Economic and environmental services	**650**	**650**	**27,500**	**27,500**	**13,845**	**13,845**
Planning and development	500	500	7,500	7,500	5,135	5,135
Road transport	150	150	20,000	20,000	8,709	8,709
Trading services	**45,327**	**45,327**	**16,463**	**16,463**	**34,655**	**34,655**
Energy sources	3,755	3,755	7,313	7,313	9,072	9,072
Water management	10,685	10,685	150	150	–	–
Waste water management	30,888	30,888	9,000	9,000	25,582	25,582
Total Capital Expenditure - Functional	**81,369**	**81,369**	**45,354**	**45,354**	**49,890**	**49,890**

- The capital budget of the municipality is projected at R81.369 million for 2024/25, decreasing to R45.354 million in 2025/26, it then increases to R49.890 million in 2026/27.
- The main focus of the budget is on Trading Services projected at 55.7 per cent of the Capital budget. With less budgeting on Community and Public Safety at 1.7 per cent, followed by Economic and Environmental Services at 0.08 per cent of the total Capital budget.
- The municipality highlighted that the R34 million under Municipal governance and administration, which is specifically allocated to Finance and administration is not an accurate reflection of the capital budget, it should be unbundled across various functions.

Table 8: Capital Expenditure by Asset Class

KOUGA LOCAL MUNICIPALITY- EC108 DESCRIPTION R thousands	BUDGET YEAR 2024/25	% of TOTAL CAPEX BUDGET
CAPITAL EXPENDITURE		
Total new assets	46,333	56.9%
Total renewal of existing assets	250	0.3%
Total upgrading of existing assets	34,786	42.8%
Total Capital Expenditure	**81,369**	**100.0%**

- The total capital budget of R81.369 million will be spent on "New Assets" at R46.3 million, which indicates 56.9 per cent of the Capital budget; 'Renewal of Existing Assets" at R250 thousand (0.3 per cent) and "Upgrading of Existing Assets" at R34.786 million (42.8 per cent).

Table 9: Repairs and maintenance

DESCRIPTION	BUDGET YEAR 2024/25 (R thousands)	% of TOTAL PPE BUDGET	% of TOTAL OPEX
Repairs and Maintenance	218,381	9.53%	14.5%

- Repairs and Maintenance are budgeted at R218. 3million.This constitutes 9.53 per cent of the PPE including investment property, which indicates that it is budgeted above the norm of 8%.

Table 10: Total Capital Expenditure – Functional and Total Capital Funding

EC108 - Kouga	MEDIUM TERM REVENUE & EXPENDITURE FRAMEWORK					
Description	2024/25	2024/25	2025/26	2025/26	2026/27	2026/27
R thousand	Budget Year +0	Treasury Calculation	Budget Year +1	Treasury Calculation	Budget Year +2	Treasury Calculation
Total Capital Expenditure - Functional	**81,369**	**81,369**	**45,354**	**45,354**	**49,890**	**49,890**
Funded by						
National Government	45,977	45,977	43,963	43,963	48,499	48,499
Provincial Government	-	-	-	-	-	-
District Municipality	1,391	1,391	1,391	1,391	1,391	1,391
Transfers recognised - capital	**47,369**	**47,369**	**45,354**	**45,354**	**49,890**	**49,890**
Borrowing	34,000	34,000	-	-	-	-
Total Capital Funding	**81,369**	**81,369**	**45,354**	**45,354**	**49,890**	**49,890**

- Total Capital Expenditure and Total Capital Funding are in alignment.
- Capital budget will be funded by National Government grants of R45.9 million and also funded by the District Municipality with R1.3 million.
- The municipality highlighted borrowing which is a finance lease of R34 million in 2024/25 as part of the Capital budget funding.

Table 11: Capital Transfers and Grant Receipts – Alignment

Eastern Cape: KOUGA (EC108) - Table SA18 Transfers and Grant Receipts for 4th Quarter ended 30 June 2024									
Description	2024/25 Medium Term Revenue & Expenditure Framework								
R thousands	DoRA 2024/25	Budget Year SA18 2024/25	Variance	DoRA 2024/25	Budget Year SA18 2025/26	Variance	DoRA 2024/25	Budget Year SA18 2026/27	Variance
RECEIPTS									
Capital			-			-			-
National Government			-			-			-
Total Capital/National Government	52 874	52 874	-	50 558	50 558	-	55 774	55 774	-
Provincial Government			-			-			-
Total Capital/Provincial Government			-			-			-
District Municipalities			-			-			-
Infrastructure			-			-			-
Capacity Building and Other		1 600	(1 600)		1 600	(1 600)		1 600	(1 600)
Total Capital/District Municipalities		1 600	(1 600)		1 600	(1 600)		1 600	(1 600)
Total Capital/Other Grant Providers			-			-			-
Total Capital	52 874	54 474	(1 600)	50 558	52 158	(1 600)	55 774	57 374	(1 600)
TOTAL	253 539	256 627	(3 088)	260 954	257 999	2 955	277 617	274 562	3 055

- Capital grants are not fully in alignment with the DoRB for the 2024/25 MTREF due to the amount of R1.6 million under District Municipality that reflects on the SA18 but not on the DoRB, as it was highlighted that these are for subsidized services performed by the municipality on behalf of the department, therefore, they are not gazetted.
- The municipality should ensure specific descriptions of the relevant grants i.e. District Municipality: Fire services, as per the budget document.

1.3 ESTABLISH THE LEVEL OF FUNDING THE BUDGET

1.3.1 Financial Performance – Table A4

It has been observed that Kouga Local Municipality is consistently budgeting for operating deficits for the historical, current 2023/24 financial years and the trend is continuing over the 2024/25 MTREF. The municipality has been advised over the years to budget for an operating surplus on the statement of Financial Performance. There is a direct correlation between budgeting for an operating deficit and municipalities struggling to have funded budgets.

1.3.2 Financial Position

Table 12: Financial Position

EC108 - Kouga	CURRENT YEAR		MEDIUM TERM REVENUE & EXPENDITURE FRAMEWORK					
Description	2023/24	2023/24	2024/25	2024/25	2025/26	2025/26	2026/27	2026/27
R thousand	Adjusted Budget	Treasury Calculation	Budget Year +0	Treasury Calculation	Budget Year +1	Treasury Calculation	Budget Year +2	Treasury Calculation
ASSETS								
Current assets								
Cash and cash equivalents	26 282	127 804	26 086	116 717	31 102	122 029	68 268	159 381
Trade and other receivables from exchange transactions	77 030	77 325	77 030	84 897	77 030	92 421	77 030	100 933
Receivables from non-exchange transactions	29 014	29 015	29 014	25 837	29 014	22 487	29 014	18 952
Inventory	18 598	–	18 598	–	18 598	–	18 598	–
VAT	45 422	8 184	45 422	8 895	45 422	9 758	45 422	10 805
Other current assets	109	109	109	109	109	109	109	109
Total current assets	**196 456**	**242 437**	**196 260**	**236 456**	**201 276**	**246 804**	**238 442**	**290 181**
Non current assets	–		–		–		–	
Investment property	262 608	262 608	262 608	262 608	262 608	262 608	262 608	262 608
Property, plant and equipment	2 065 702	2 067 173	2 029 273	2 031 330	1 950 743	1 953 386	1 871 405	1 874 634
Intangible assets	603	16	603	(570)	603	(1 157)	603	(1 743)
Total non current assets	**2 328 913**	**2 329 797**	**2 292 484**	**2 293 368**	**2 213 954**	**2 214 838**	**2 134 616**	**2 135 500**
TOTAL ASSETS	**2 525 369**	**2 572 234**	**2 488 744**	**2 529 824**	**2 415 231**	**2 461 642**	**2 373 058**	**2 425 681**
LIABILITIES								
Current liabilities								
Financial liabilities	12 169	22 478	23 564	23 564	11 333	11 333	–	–
Consumer deposits	29 060	29 060	29 060	29 060	29 060	29 060	29 060	29 060
Trade and other payables from exchange transactions	124 413	137 375	124 413	142 052	124 413	147 603	124 413	154 466
Trade and other payable from non-exchange transactions	(0)	26 821	–	26 898	–	27 123	–	27 267
Provision	47 914	47 914	48 355	47 914	48 795	47 914	49 235	47 914
VAT	(0)	14 129	(0)	20 983	(0)	27 609	(0)	34 970
Other current liabilities	–	19 897	–	19 897	–	19 897	–	19 897
Total current liabilities	**213 556**	**297 675**	**225 392**	**310 368**	**213 601**	**310 539**	**202 708**	**313 574**
Non current liabilities								
Financial liabilities	11 207	1 724	11 333	12 160	–	827	–	827
Provision	137 116	124 016	140 468	143 469	143 821	164 858	147 173	188 460
Other non-current liabilities	107 431	106 638	119 151	106 638	132 332	106 638	147 190	106 638
Total non current liabilities	**255 754**	**232 378**	**270 953**	**262 267**	**276 153**	**272 324**	**294 364**	**295 926**
TOTAL LIABILITIES	**469 310**	**530 053**	**496 345**	**572 636**	**489 755**	**582 863**	**497 072**	**609 500**
NET ASSETS	**2 056 059**	**2 042 181**	**1 992 399**	**1 957 188**	**1 925 476**	**1 878 780**	**1 875 986**	**1 816 180**
COMMUNITY WEALTH/EQUITY								
Accumulated surplus/(deficit)	2 056 059	2 042 181	1 992 399	1 957 188	1 925 476	1 878 780	1 875 986	1 816 180
TOTAL COMMUNITY WEALTH/EQUITY	**2 056 059**	**2 042 181**	**1 992 399**	**1 957 188**	**1 925 476**	**1 878 780**	**1 875 986**	**1 816 180**

As per the municipality's figures, Trade and other receivables from exchange transactions in relation to the 2024/25 financial year are projected at R77.030 million. As per the Treasury calculations, this line item has increased in comparison to the audited balance from the 2022/23 financial statements, to R84.897 million in 2024/25, further increasing to R92.421 million in 2025/26 and R100.933 million in 2026/27.

Trade and other payables from exchange transactions in relation to the 2024 MTREF financial year are projected at R124.413 million. As per the Treasury calculation, this line item has reflected an increase throughout the 2024/25 MTREF, from R142.052 million in 2024/25, to R147.603 million in 2025/26 and R154.466 million in 2026/27.

1.3.3 Cash flow- Table A7

Table 13: Cash Flow statement

EC108 - Kouga	MEDIUM TERM REVENUE & EXPENDITURE FRAMEWORK					
Description	2024/25	2024/25	2025/26	2025/26	2026/27	2026/27
R thousand	Budget Year +0	Treasury Calculation	Budget Year +1	Treasury Calculation	Budget Year +2	Treasury Calculation
CASH FLOW FROM OPERATING ACTIVITIES						
Receipts						
Property rates	287 458	284 432	303 161	303 161	319 834	319 834
Service charges	761 922	654 887	853 251	740 833	956 982	830 507
Other revenue	84 168	164 246	78 479	171 456	81 248	186 975
Transfers and Subsidies - Operational	202 153	202 153	211 994	211 994	223 454	223 454
Transfers and Subsidies - Capital	54 474	54 474	52 158	52 158	57 374	57 374
Interest	13 998	13 998	12 809	12 809	13 385	13 385
Payments						
Suppliers and employees	(1 319 188)	(1 300 978)	(1 422 176)	(1 403 376)	(1 545 322)	(1 524 387)
Finance charges	(14 934)	(14 051)	(15 340)	(14 404)	(8 167)	(8 167)
Transfers and Grants	(400)	(400)	(400)	(400)	(400)	(400)
NET CASH FROM/(USED) OPERATING ACTIVITIES	**69 651**	**58 760**	**73 935**	**74 231**	**98 389**	**98 575**
CASH FLOWS FROM INVESTING ACTIVITIES						
Receipts						
Payments	–		–		–	
Capital assets	(47 369)	(47 369)	(45 354)	(45 354)	(49 890)	(49 890)
NET CASH FROM/(USED) INVESTING ACTIVITIES	**(47 369)**	**(47 369)**	**(45 354)**	**(45 354)**	**(49 890)**	**(49 890)**
CASH FLOWS FROM FINANCING ACTIVITIES						
Receipts						
Payments	–		–		–	
Repayment of borrowing	(22 478)	(22 478)	(23 564)	(23 564)	(11 333)	(11 333)
NET CASH FROM/(USED) FINANCING ACTIVITIES	**(22 478)**	**(22 478)**	**(23 564)**	**(23 564)**	**(11 333)**	**(11 333)**
Short term loans						
NET INCREASE/ (DECREASE) IN CASH HELD	**(196)**	**(11 087)**	**5 016**	**5 312**	**37 166**	**37 352**
Cash/cash equivalents at the year begin:	**26 282**	**127 804**	**26 086**	**116 717**	**31 102**	**122 029**
Cash/cash equivalents at the year end:	**26 086**	**116 717**	**31 102**	**122 029**	**68 268**	**159 381**

According to Provincial Treasury's calculations, the cash/cash equivalents at year end is at R116.717 million in 2024/25, increasing to R122.029 million and R159.381 million for the outer years. A positive cash balance is the first measurement in determining if a budget is funded.

1.3.4 Application of Cash and Investments- Table A8

Table 14: Level of funding in respect of the 2024/25 MTREF budget

EC108 - Kouga	MEDIUM TERM REVENUE & EXPENDITURE FRAMEWORK					
Description	2024/25	2024/25	2025/26	2025/26	2026/27	2026/27
R thousand	Budget Year +0	Treasury Calculation	Budget Year +1	Treasury Calculation	Budget Year +2	Treasury Calculation
Cash and investments available						
Cash/cash equivalents at the year end	26 086	116 717	31 102	122 029	68 268	159 381
Other current investments > 90 days	–	(0)	–	(0)	–	(0)
Non current assets - Investments	–	–	–	–	–	–
Cash and investments available:	**26 086**	**116 717**	**31 102**	**122 029**	**68 268**	**159 381**
Application of cash and investments	–		–		–	
Unspent conditional transfers	–	–	–	–	–	–
Unspent borrowing	–	–	–	–	–	–
Statutory requirements	(45 422)	12 089	(45 422)	17 851	(45 422)	24 165
Other working capital requirements	18 545	49 503	19 105	50 482	18 860	52 910
Other provisions	48 355	47 914	48 795	47 914	49 235	47 914
Long term investments committed	–	–	–	–	–	–
Reserves to be backed by cash/investments	–	–	–	–	–	–
Total Application of cash and investments:	**21 478**	**109 505**	**22 478**	**116 247**	**22 673**	**124 989**
Surplus(shortfall) - Excl Non-Current Creditors Trf to Debt Relief Benefits	**4 608**	**7 212**	**8 625**	**5 783**	**45 595**	**34 392**
Creditors transferred to Debt Relief - Non-Current portion	–	–	–	–	–	–
Surplus(shortfall) - Incl Non-Current Creditors Trf to Debt Relief Benefits	**4 608**	**7 212**	**8 625**	**5 783**	**45 595**	**34 392**

The level of funding in respect of the 2024/25 draft budget of Kouga Local Municipality is reflected in the table above. The municipality will be able to sustain itself over the MTREF as it has a positive cash position after taking into consideration the working capital requirements. Therefore, the budget of the municipality is **funded** over the 2024/25 MTREF.

The following factors were considered in achieving the aforementioned funding status:

- The average collection of 92% for the adjusted budget 2023/24, 94% for the 2024/25 financial year, noting the plans the municipality has initiated to enhance revenue and reduce costs, and 95% for the two outer years.
- The initiatives to increase revenue or decrease expenditure by implementing the Water Losses Reduction Plan, Electricity Losses Reduction Plan and Debtors Book Reduction Plan. These were the major challenges faced by the municipality which had an impact on the municipality' s prior years' collection rate.
- Reduction in non- critical expenditure- The municipality has reported on the implementation of cost containment measures and indicated savings amount of R6.580 million as at 31 March 2024.
- The average collection rate as at 31 March 2024 is also taken into consideration which was at 85.6 per cent with the actual collection rate at 97.01 per cent.

- The municipality also anticipated R60 million saving on Employees Costs as well as an increase of more than R100 million in Investment Portfolio with an interest received on the Investment balance of R210 million.
- Customer satisfaction to the accuracy of their accounts which encourages the willingness in paying.

2 RELEVANCE

2.1 Budget Alignment to IDP

- The alignment of the draft budget to the IDP strategic priorities could not be established.
- The following supporting tables for operating revenue and expenditure were not populated and presented:
    - Table SA4: Reconciliation of IDP strategic objectives and budget (revenue).
    - Table SA5: Reconciliation of IDP strategic objectives and budget (operating expenditure).
    - The following supporting table for capital expenditure were also not populated and presented:
    - Table SA6: Reconciliation of IDP strategic objectives and budget (capital).
- As a result, the linkage between the following tables could also not be established:
    - Table A5: Budgeted Capex by Vote, Standard Class & Funding Source
    - Table SA36: Detail Capital Budget (not populated)
- The draft 2024/25 IDP contains a project register reflecting a list of projects that aligns to the budget document.

2.2 Budget Alignment to National Programmes

Kouga Municipality, in line with the relevant legislation, has developed objectives and strategies that is aligned to the needs of the community and to the two spheres of government.

Objectives and strategies have been formulated to address the following Local Government Key Performance Areas:

- KPA 1: Municipal Institutional development and Transformation
- KPA 2: Basic Service Delivery
- KPA 3: Local Economic Development
- KPA 4: Municipal Financial Viability and Management
- KPA 5: Good Governance and Public Participation

2.3 Budgetary provision for funded provincial and national Priorities.

Based on the IDP and budget document, it was noted that the IDP of the municipality was reviewed and revised for the 2024/25 financial year. The objectives that are on the IDP of the municipality has been linked to the National and Provincial Priorities.

The IDP objectives are further broken down into detailed projects that the municipality will be embarking on and have been projected into the MTREF period and the costing of these projects is aligned to table A5. Linkage to supporting tables SA6 could not be established as the afore mentioned tables were not populated.

3 SUSTAINABILITY

3.1 Service delivery

- The municipality does not have adequate cash and reserves to deliver services derived from its priorities.
- The municipality relies on grant funding for the capital budget, which is a past trend from audited outcomes, current year budget, as well as the 2024/25 MTREF.
- According to National Treasury guidelines, municipalities are advised to allocate at least 40 per cent of their total property plant and equipment budget to the renewal of existing assets to ensure that current and future revenue provided by the already existing assets is secured, and properly maintained.

3.2 Provision and Accounting for Free Basic Services

The municipality has provided service delivery information as per the requirements of MFMA as per the specific tables that needed to be completed. The municipality's Table A10 - Basic service delivery measurements, was presented with numerous information gaps and contains only information regarding the Cost of Free Basic Services provided and Supporting Table SA9 - Social, Economic and Demographic Statistics and Assumptions, were not presented.

In terms of MFMA circular 85, paragraph 8.1, the costs of providing free basic services to indigents must be captured in SA9; this will result in the cost being deducted from revenue in table SA1.

3.3 Forecasting and multi-year budgeting

It has been observed that Kouga Local Municipality used the mechanical straight-line method to project for operating revenue and expenditure as well as the capital revenue and expenditure, with little consideration as to the timing of its occurrence.

3.4 mSCOA Implementation

Methodology to analysis

The *m*SCOA data strings that are submitted by the municipality to the LG Upload Portal are analysed in terms of credibility and accuracy. The analysis looks at the use of the *m*SCOA chart and segments by the municipality to budget and report on operating and capital revenue and expenditure, the cash flow, non-financial information and water inventory revenue and expenditure.

Segments Use Analysis

a. Operating revenue

The municipality is encouraged to take the recommendations below into account in preparation for the final budget to be adopted during May 2024:

- **Exchange and Non-Exchange Revenue**
  - The project and item segment were correctly populated.
  - Item was correctly spread across different functions of the municipality.
  - Water services, Waste Water, Waste, Electricity and Property Rates billing total to zero. The municipality should revise the function GUID's for Item: Asset for Waste Management, Waste Water Management, Water, Electricity.
  - The following revenue items does not align to the corresponding funding segment:

Account Name	Account Name
Revenue:Exchange Revenue:Interest, Dividend and Rent on Land:Interest:Receivables:Service Charges	Fund:Operational:Revenue:General Revenue:Interest, Dividend and Rent on Land:Interest:Current and Non-current Assets

b. Operating Expenditure

The analysis was done in terms of the following items:

- **Contracted Services:** The municipality has budgeted for contracted services across relevant functions. However, the Operational: Maintenance: Infrastructure: Preventative Maintenance: Interval Based: Electrical project highlighted below does not align to the corresponding item segment 'Maintenance of Unspecified Assets'.

		2025
		TABB
Account Name	Account Name	
Operational:Maintenance:Infrastructure:Preventative Maintenance:Interval Based:Electrical Infrastructure:HV Substations:Buildings	Expenditure:Contracted Services:Contractors:Maintenance of Unspecified Assets	500 000
Operational:Maintenance:Infrastructure:Preventative Maintenance:Interval Based:Storm water Infrastructure:Drainage Collection:Civil Structures	Expenditure:Contracted Services:Contractors:Maintenance of Unspecified Assets	300 000
Operational:Maintenance:Infrastructure:Preventative Maintenance:Condition Based:Electrical Infrastructure:MV Networks:MV Conductors	Expenditure:Contracted Services:Contractors:Maintenance of Unspecified Assets	1 200 000
Operational:Maintenance:Infrastructure:Preventative Maintenance:Condition Based:Roads Infrastructure:Roads:Pavements	Expenditure:Contracted Services:Contractors:Maintenance of Unspecified Assets	400 000
Operational:Maintenance:Infrastructure:Preventative Maintenance:Condition Based:Water Supply Infrastructure:Bulk Mains:Electrical Equipment	Expenditure:Contracted Services:Contractors:Maintenance of Unspecified Assets	250 000
Operational:Maintenance:Infrastructure:Corrective Maintenance:Planned:Electrical Infrastructure:MV Substations:MV Transformers	Expenditure:Contracted Services:Contractors:Maintenance of Unspecified Assets	1 000 000
Operational:Maintenance:Infrastructure:Corrective Maintenance:Planned:Storm water Infrastructure:Storm water Conveyance:Pipe Work	Expenditure:Contracted Services:Contractors:Maintenance of Unspecified Assets	500 000
Operational:Maintenance:Infrastructure:Corrective Maintenance:Planned:Sanitation Infrastructure:Pump Station:Mechanical Equipment	Expenditure:Contracted Services:Contractors:Maintenance of Unspecified Assets	2 000 000
Operational:Maintenance:Infrastructure:Corrective Maintenance:Planned:Sanitation Infrastructure:Pump Station:Mechanical Equipment	Expenditure:Contracted Services:Contractors:Maintenance of Unspecified Assets	1 000 000
Operational:Maintenance:Infrastructure:Corrective Maintenance:Planned:Sanitation Infrastructure:Pump Station:Pipe Work	Expenditure:Contracted Services:Contractors:Maintenance of Unspecified Assets	1 000 000
Operational:Maintenance:Infrastructure:Corrective Maintenance:Planned:Sanitation Infrastructure:Pump Station:Pipe Work	Expenditure:Contracted Services:Contractors:Maintenance of Unspecified Assets	1 000 000
Operational:Maintenance:Infrastructure:Corrective Maintenance:Emergency:Electrical Infrastructure:HV Substations:Control and Instrumentation	Expenditure:Contracted Services:Contractors:Maintenance of Unspecified Assets	900 000
Operational:Maintenance:Infrastructure:Corrective Maintenance:Emergency:Electrical Infrastructure:MV Substations:MV Transformers	Expenditure:Contracted Services:Contractors:Maintenance of Unspecified Assets	1 300 000
Operational:Maintenance:Infrastructure:Corrective Maintenance:Emergency:Electrical Infrastructure:LV Networks:LV Conductors	Expenditure:Contracted Services:Contractors:Maintenance of Unspecified Assets	1 300 000
Operational:Maintenance:Infrastructure:Corrective Maintenance:Emergency:Storm water Infrastructure:Drainage Collection:Civil Structures	Expenditure:Contracted Services:Contractors:Maintenance of Unspecified Assets	750 000
Operational:Maintenance:Infrastructure:Corrective Maintenance:Emergency:Water Supply Infrastructure:Bulk Mains:Pipe Work	Expenditure:Contracted Services:Contractors:Maintenance of Unspecified Assets	400 000
Operational:Maintenance:Infrastructure:Corrective Maintenance:Emergency:Water Supply Infrastructure:Pump Station:Mechanical Equipment	Expenditure:Contracted Services:Contractors:Maintenance of Unspecified Assets	220 000
Operational:Maintenance:Infrastructure:Corrective Maintenance:Emergency:Water Supply Infrastructure:Pump Station:Mechanical Equipment	Expenditure:Contracted Services:Contractors:Maintenance of Unspecified Assets	400 000
Operational:Maintenance:Infrastructure:Corrective Maintenance:Emergency:Sanitation Infrastructure:Pump Station:Electrical Equipment	Expenditure:Contracted Services:Contractors:Maintenance of Unspecified Assets	150 000
Operational:Maintenance:Infrastructure:Corrective Maintenance:Emergency:Sanitation Infrastructure:Pump Station:Electrical Equipment	Expenditure:Contracted Services:Contractors:Maintenance of Unspecified Assets	500 000
Operational:Maintenance:Infrastructure:Corrective Maintenance:Emergency:Sanitation Infrastructure:Reticulation:Pipe Work	Expenditure:Contracted Services:Contractors:Maintenance of Unspecified Assets	300 000

- **Depreciation:** The municipality has adequately split depreciation across all function for all assets as per the municipalities fixed asset register: The municipality has not allocated a funding source for depreciation to allow the accumulation of a cash backed reserve for future capital replacements. The accumulated depreciation balances to zero.

- **Senior Managers:** The municipality has correctly budgeted for 6 senior managers, including the MM and CFO.

- **Employee Related Cost:** The Project segment was used as Operational: Municipal Running Cost and Operational: Typical Work streams. The Function and Item expenditure segments were also used correctly across all functions in the municipality. The corresponding liability raised for Cost of Employees does not equal to the budgeted expenditure.

	2025 TABB
Account Name	
Liabilities:Current Liabilities:Trade and Other Payable Exchange Transactions:Control, Clearing and Interface Accounts:Salary Clearing and Control:Leave Control:Opening Balance	(98 400)
Liabilities:Current Liabilities:Trade and Other Payable Exchange Transactions:Control, Clearing and Interface Accounts:Salary Clearing and Control:Salary Control - Employee Related Costs:Opening Balance	123 156
Liabilities:Current Liabilities:Trade and Other Payable Exchange Transactions:Control, Clearing and Interface Accounts:Salary Clearing and Control:Salary Control - Employee Related Costs:Withdrawals	344 059 188
Liabilities:Current Liabilities:Trade and Other Payable Exchange Transactions:Control, Clearing and Interface Accounts:Salary Clearing and Control:Travel Control:Withdrawals	14 286 530
Liabilities:Current Liabilities:Trade and Other Payable Exchange Transactions:Control, Clearing and Interface Accounts:Salary Clearing and Control:Leave Control:Withdrawals	4 213 151
Liabilities:Current Liabilities:Trade and Other Payable Exchange Transactions:Control, Clearing and Interface Accounts:Salary Clearing and Control:UIF Control:Withdrawals	2 225 934
Liabilities:Current Liabilities:Trade and Other Payable Exchange Transactions:Control, Clearing and Interface Accounts:Salary Clearing and Control:Pension Control:Withdrawals	36 894 774
Liabilities:Current Liabilities:Trade and Other Payable Exchange Transactions:Control, Clearing and Interface Accounts:Salary Clearing and Control:Medical Aid Control:Withdrawals	23 785 988
Liabilities:Current Liabilities:Trade and Other Payable Exchange Transactions:Control, Clearing and Interface Accounts:Salary Clearing and Control:Group Life Control:Withdrawals	9 285 276
Liabilities:Current Liabilities:Trade and Other Payable Exchange Transactions:Control, Clearing and Interface Accounts:Salary Clearing and Control:Salary Control - Remuneration of Councillors:Withdrawals	15 594 271
Liabilities:Current Liabilities:Trade and Other Payable Exchange Transactions:Control, Clearing and Interface Accounts:Salary Clearing and Control:Salary Control - Employee Related Costs:Deposits	(344 059 188)
Liabilities:Current Liabilities:Trade and Other Payable Exchange Transactions:Control, Clearing and Interface Accounts:Salary Clearing and Control:Travel Control:Deposits	(14 286 530)
Liabilities:Current Liabilities:Trade and Other Payable Exchange Transactions:Control, Clearing and Interface Accounts:Salary Clearing and Control:UIF Control:Deposits	(2 225 934)
Liabilities:Current Liabilities:Trade and Other Payable Exchange Transactions:Control, Clearing and Interface Accounts:Salary Clearing and Control:Pension Control:Deposits	(36 894 774)
Liabilities:Current Liabilities:Trade and Other Payable Exchange Transactions:Control, Clearing and Interface Accounts:Salary Clearing and Control:Medical Aid Control:Deposits	(23 785 988)
Liabilities:Current Liabilities:Trade and Other Payable Exchange Transactions:Control, Clearing and Interface Accounts:Salary Clearing and Control:Group Life Control:Deposits	(9 285 276)
Liabilities:Current Liabilities:Trade and Other Payable Exchange Transactions:Control, Clearing and Interface Accounts:Salary Clearing and Control:Salary Control - Remuneration of Councillors:Deposits	(15 594 271)
Liabilities:Current Liabilities:Trade and Other Payable Exchange Transactions:Control, Clearing and Interface Accounts:Salary Clearing and Control:Leave Control:Deposits	(4 213 151)
	(450 345 112)
Employee related cost	471 876 608
Remuneration of Councilors	15 594 271
	37 125 767

- **Remuneration of councillors:** The municipality has budget for the Speaker, Chief Whip, Executive mayor, Executive Committee and other councillors. There municipality has also budgeted for the s79 committees.

	2025 TABB
Account Name	
Expenditure:Remuneration of Councillors:Speaker:Allowances and Service Related Benefits:Basic Salary	667 116
Expenditure:Remuneration of Councillors:Speaker:Allowances and Service Related Benefits:Cell phone Allowance	57 444
Expenditure:Remuneration of Councillors:Speaker:Allowances and Service Related Benefits:Motor Vehicle Allowance	222 372
Expenditure:Remuneration of Councillors:Chief Whip:Allowances and Service Related Benefits:Basic Salary	625 416
Expenditure:Remuneration of Councillors:Chief Whip:Allowances and Service Related Benefits:Cell phone Allowance	57 444
Expenditure:Remuneration of Councillors:Chief Whip:Allowances and Service Related Benefits:Motor Vehicle Allowance	208 476
Expenditure:Remuneration of Councillors:Executive Mayor/Mayor:Allowances and Service Related Benefits:Basic Salary	833 892
Expenditure:Remuneration of Councillors:Executive Mayor/Mayor:Allowances and Service Related Benefits:Cell phone Allowance	57 444
Expenditure:Remuneration of Councillors:Executive Mayor/Mayor:Allowances and Service Related Benefits:Motor Vehicle Allowance	277 968
Expenditure:Remuneration of Councillors:Executive Committee/Mayoral Committee:Allowances and Service Related Benefits:Basic Salary	3 126 972
Expenditure:Remuneration of Councillors:Executive Committee/Mayoral Committee:Allowances and Service Related Benefits:Motor Vehicle Allowance	1 042 368
Expenditure:Remuneration of Councillors:Total for All Other Councillors:Allowances and Service Related Benefits:Basic Salary	5 160 163
Expenditure:Remuneration of Councillors:Total for All Other Councillors:Allowances and Service Related Benefits:Cell phone Allowance	1 505 508
Expenditure:Remuneration of Councillors:Total for All Other Councillors:Allowances and Service Related Benefits:Motor Vehicle Allowance	1 751 688
	15 594 271

- **Travelling and subsistence:** The municipality has captured travelling and subsistence correctly, with all segments used appropriately.

- **Irrecoverable Debts Written off:** The municipality has budgeted for Irrecoverable debts; this is however linked to non-funding transactions and not the relevant services.

		TABB
Account Name	Account Name	
Expenditure:Irrecoverable Debts Written Off:Exchange:Electricity	Fund:Non-funding Transactions	3 064 293
Expenditure:Irrecoverable Debts Written Off:Non-exchange:Property Rates	Fund:Non-funding Transactions	3 177 162
Expenditure:Irrecoverable Debts Written Off:Exchange:Waste Management	Fund:Non-funding Transactions	836 665
Expenditure:Irrecoverable Debts Written Off:Exchange:Waste Water Management	Fund:Non-funding Transactions	778 252
Expenditure:Irrecoverable Debts Written Off:Exchange:Water	Fund:Non-funding Transactions	1 502 440

- **Bulk Electricity:** The municipality has budgeted for Bulk Electricity, however, the expenditure raised does not equal to the Deposit leg of the liability. The municipality should re-align the function segments as highlighted in yellow:

			2025 TABB
Account Name	Account Name	Account Name	
Function:Energy Sources:Core Function:Electricity	Expenditure:Bulk Purchases:Electricity:ESKOM	Fund:Operational:Revenue:General Revenue:Service Charges:Electricity	386 298 799
		Vat	57 944 820
			2025 TABB
Account Name	Account Name	Account Name	
Function:Executive and Council:Core Function:Mayor and Council	Liabilities:Current Liabilities:Trade and Other Payable Exchange Transactions:Electricity Bulk Purchase:Opening Balance	Fund:Non-funding Transactions	-35 044 944
Function:Finance and Administration:Core Function:Finance	Liabilities:Current Liabilities:Trade and Other Payable Exchange Transactions:Control, Clearing and Interface Accounts:Prepaid Electricity:Opening Balance	Fund:Non-funding Transactions	-4 433 280
Function:Finance and Administration:Core Function:Finance	Liabilities:Current Liabilities:Trade and Other Payable Exchange Transactions:Electricity Bulk Purchase:Deposits	Fund:Operational:Revenue:General Revenue:Service Charges:Electricity	-59 963 674
Function:Finance and Administration:Core Function:Finance	Liabilities:Current Liabilities:Trade and Other Payable Exchange Transactions:Electricity Bulk Purchase:Withdrawals	Fund:Operational:Revenue:General Revenue:Service Charges:Electricity	446 262 473
Function:Energy Sources:Core Function:Electricity	Liabilities:Current Liabilities:Trade and Other Payable Exchange Transactions:Electricity Bulk Purchase:Deposits	Fund:Operational:Revenue:General Revenue:Service Charges:Electricity	-386 298 799
		Difference	-2 018 854

- **Bulk Water:** The municipality has budgeted for Bulk Water, however, the expenditure raised does not equal to the Deposit leg of the liability. In addition to this the municipality has not budgeted for any losses on water, while amounts have been disclosed in the latest audited AFS. The municipality should re-align the function segments as highlighted in yellow:

			2025 TABB
Function:Water Management:Core Function:Water Distribution	Expenditure:Inventory Consumed:Water	Fund:Operational:Revenue:General Revenue:Service Charges:Water	41 930 751

			2025 TABB
Function:Water Management:Core Function:Water Distribution	Assets:Current Assets:Inventory:Water:Opening Balance	Fund:Non-funding Transactions	1 193 532
Function:Water Management:Core Function:Water Distribution	Assets:Current Assets:Inventory:Water:System Input Volume:Bulk Purchases	Fund:Operational:Revenue:General Revenue:Service Charges:Water	41 930 751
Function:Water Management:Core Function:Water Distribution	Assets:Current Assets:Inventory:Water:Authorised Consumption:Billed Authorised Consumption:Billed Metered Consumption:Revenue Water	Fund:Operational:Revenue:General Revenue:Service Charges:Water	41 930 751
		Vat	6 269 613

			2025 TABB
Function:Finance and Administration:Core Function:Finance	Liabilities:Current Liabilities:Trade and Other Payable Exchange Transactions:Water Inventory Bulk Purchases:Opening Balance	Fund:Non-funding Transactions	49 936 788
Function:Finance and Administration:Core Function:Finance	Liabilities:Current Liabilities:Trade and Other Payable Exchange Transactions:Water Inventory Bulk Purchases:Deposits	Fund:Operational:Revenue:General Revenue:Service Charges:Water	-6 362 335
Function:Finance and Administration:Core Function:Finance	Liabilities:Current Liabilities:Trade and Other Payable Exchange Transactions:Water Inventory Bulk Purchases:Withdrawals	Fund:Operational:Revenue:General Revenue:Service Charges:Water	48 293 086
Function:Water Management:Core Function:Water Distribution	Liabilities:Current Liabilities:Trade and Other Payable Exchange Transactions:Water Inventory Bulk Purchases:Deposits	Fund:Operational:Revenue:General Revenue:Service Charges:Water	-41 930 751
		Difference of liabilitiy raised	-72 722
		The municipality has not budgeted for any losses on water	

c. Opening Balance

The municipality has budgeted for opening balances, and it calculates to zero.

d. Function and fund

The municipality should reconsider the funding sources listed in the Electricity Department:

		2025 TABB
Function:Energy Sources:Core Function:Electricity	Fund:Operational:Revenue:General Revenue:Taxes:Property Rates:Levies	-1 223 626
Function:Energy Sources:Core Function:Electricity	Fund:Operational:Revenue:General Revenue:Taxes:Property Rates:Levies	-113 690
Function:Energy Sources:Core Function:Electricity	Fund:Operational:Revenue:General Revenue:Taxes:Property Rates:Levies	-2 153
Function:Energy Sources:Core Function:Electricity	Fund:Operational:Revenue:General Revenue:Taxes:Property Rates:Levies	-212 375
Function:Energy Sources:Core Function:Electricity	Fund:Operational:Revenue:General Revenue:Taxes:Property Rates:Levies	1 223 396
Function:Energy Sources:Core Function:Electricity	Fund:Operational:Revenue:General Revenue:Taxes:Property Rates:Levies	212 375
Function:Energy Sources:Core Function:Electricity	Fund:Operational:Revenue:General Revenue:Taxes:Property Rates:Levies	113 690
Function:Energy Sources:Core Function:Electricity	Fund:Operational:Revenue:General Revenue:Taxes:Property Rates:Levies	2 153
Function:Energy Sources:Core Function:Electricity	Fund:Operational:Revenue:General Revenue:Taxes:Property Rates:Levies	230

e. Grants: The municipality has adequately budgeted for Grants. The function segments on three of the liability entry should be re-aligned. The non-highlighted grants are assumed to be unconditional as no Liability entry was created.

			2025 TABB
Account Name	Account Name	Account Name	
Function:Community and Social Services:Non-core Function:Libraries and Archives	Revenue:Non-exchange Revenue:Transfers and Subsidies:Operational:Monetary Allocations:Provincial Government:Eastern Cape:Capacity Building and Other:Specify (Add grant description)	Fund:Operational:Transfers and Subsidies:Monetary Allocations:Provincial Government:Eastern Cape:Capacity Building and Other:Specify (Add grant description)	-2 050 000
Function:Energy Sources:Core Function:Electricity	Revenue:Non-exchange Revenue:Transfers and Subsidies:Capital:Monetary Allocations:National Government:Integrated National Electrification Programme Grant	Fund:Capital:Transfers and Subsidies:Monetary Allocations:National Government:Integrated National Electrification Programme Grant	-4 203 000
Function:Finance and Administration:Core Function:Finance	Revenue:Non-exchange Revenue:Transfers and Subsidies:Operational:Monetary Allocations:National Government:Local Government Financial Management Grant	Fund:Operational:Transfers and Subsidies:Monetary Allocations:National Government:Local Government:Financial Management Grant	-1 723 000
Function:Health:Non-core Function:Health Services	Revenue:Non-exchange Revenue:Transfers and Subsidies:Operational:Monetary Allocations:District Municipalities:Eastern Cape:DC 10 - Sarah Baartman:Capacity Building and Other:Specify (Add grant description)	Fund:Operational:Transfers and Subsidies:Monetary Allocations:District Municipalities:Eastern Cape:DC 10 - Sarah Baartman:Capacity Building and Other:Specify (Add grant description)	-2 392 908
Function:Planning and Development:Core Function:Project Management Unit	Revenue:Non-exchange Revenue:Transfers and Subsidies:Operational:Monetary Allocations:National Government:Municipal Infrastructure Grant	Fund:Operational:Transfers and Subsidies:Monetary Allocations:National Government:Municipal Infrastructure Grant	-1 827 900
Function:Public Safety:Core Function:Fire Fighting and Protection	Revenue:Non-exchange Revenue:Transfers and Subsidies:Capital:Monetary Allocations:District Municipalities:Eastern Cape:DC 10 - Sarah Baartman:Capacity Building and Other:Specify (Add grant description)	Fund:Capital:Transfers and Subsidies:Monetary Allocations:District Municipalities:Eastern Cape:DC 10 - Sarah Baartman:Capacity Building and Other:Specify (Add grant description)	-1 600 000
Function:Road Transport:Core Function:Roads	Revenue:Non-exchange Revenue:Transfers and Subsidies:Operational:Monetary Allocations:National Government:Expanded Public Works Programme Integrated Grant	Fund:Operational:Transfers and Subsidies:Monetary Allocations:National Government:Expanded Public Works Programme Integrated Grant	-1 495 000
Function:Waste Water Management:Core Function:Sewerage	Revenue:Non-exchange Revenue:Transfers and Subsidies:Capital:Monetary Allocations:National Government:Municipal Infrastructure Grant	Fund:Capital:Transfers and Subsidies:Monetary Allocations:National Government:Municipal Infrastructure Grant	-34 730 100
Function:Water Management:Core Function:Water Distribution	Revenue:Non-exchange Revenue:Transfers and Subsidies:Capital:Monetary Allocations:National Government:Water Services Infrastructure Grant	Fund:Capital:Transfers and Subsidies:Monetary Allocations:National Government:Water Services Infrastructure Grant	-13 941 000

			2025 TABB
Account Name	Account Name	Account Name	
Function:Energy Sources:Core Function:Electricity	Liabilities:Current Liabilities:Trade and Other Payable Non-exchange Transactions:Transfers and Subsidies Unspent Capital Monetary Allocations:National Government:Integrated National Electrification Programme Grant:Transferred to Revenue/Capital Expenditure	Fund:Capital:Transfers and Subsidies:Monetary Allocations:National Government:Integrated National Electrification Programme Grant	4 203 000
Function:Finance and Administration:Core Function:Finance	Liabilities:Current Liabilities:Trade and Other Payable Non-exchange Transactions:Transfers and Subsidies Unspent Capital:Monetary Allocations:National Government:Integrated National Electrification Programme Grant:Receipts	Fund:Capital:Transfers and Subsidies:Monetary Allocations:National Government:Integrated National Electrification Programme Grant	-4 203 000
Function:Finance and Administration:Core Function:Finance	Liabilities:Current Liabilities:Trade and Other Payable Non-exchange Transactions:Transfers and Subsidies Unspent Capital:Monetary Allocations:National Government:Municipal Infrastructure Grant:Receipts	Fund:Capital:Transfers and Subsidies:Monetary Allocations:National Government:Municipal Infrastructure Grant	-34 730 100
Function:Finance and Administration:Core Function:Finance	Liabilities:Current Liabilities:Trade and Other Payable Non-exchange Transactions:Transfers and Subsidies Unspent:Operational:Monetary Allocations:National Government:Expanded Public Works Programme Integrated Grant:Receipts	Fund:Operational:Transfers and Subsidies:Monetary Allocations:National Government:Expanded Public Works Programme Integrated Grant	-1 495 000
Function:Finance and Administration:Core Function:Finance	Liabilities:Current Liabilities:Trade and Other Payable Non-exchange Transactions:Transfers and Subsidies Unspent:Operational:Monetary Allocations:National Government:Local Government:Financial Management Grant:Receipts	Fund:Operational:Transfers and Subsidies:Monetary Allocations:National Government:Local Government:Financial Management Grant	-1 723 000
Function:Finance and Administration:Core Function:Finance	Liabilities:Current Liabilities:Trade and Other Payable Non-exchange Transactions:Transfers and Subsidies Unspent:Operational:Monetary Allocations:National Government:Local Government:Financial Management Grant:Transferred to Revenue/Capital Expenditure	Fund:Operational:Transfers and Subsidies:Monetary Allocations:National Government:Local Government:Financial Management Grant	1 723 000
Function:Finance and Administration:Core Function:Finance	Liabilities:Current Liabilities:Trade and Other Payable Non-exchange Transactions:Transfers and Subsidies Unspent:Operational:Monetary Allocations:National Government:Municipal Infrastructure Grant:Receipts	Fund:Operational:Transfers and Subsidies:Monetary Allocations:National Government:Municipal Infrastructure Grant	-1 827 900
Function:Planning and Development:Core Function:Project Management Unit	Liabilities:Current Liabilities:Trade and Other Payable Non-exchange Transactions:Transfers and Subsidies Unspent:Operational:Monetary Allocations:National Government:Municipal Infrastructure Grant:Transferred to Revenue/Capital Expenditure	Fund:Operational:Transfers and Subsidies:Monetary Allocations:National Government:Municipal Infrastructure Grant	1 827 900
Function:Road Transport:Core Function:Roads	Liabilities:Current Liabilities:Trade and Other Payable Non-exchange Transactions:Transfers and Subsidies Unspent:Operational:Monetary Allocations:National Government:Expanded Public Works Programme Integrated Grant:Transferred to Revenue/Capital Expenditure	Fund:Operational:Transfers and Subsidies:Monetary Allocations:National Government:Expanded Public Works Programme Integrated Grant	1 495 000
Function:Waste Water Management:Core Function:Sewerage	Liabilities:Current Liabilities:Trade and Other Payable Non-exchange Transactions:Transfers and Subsidies Unspent:Capital:Monetary Allocations:National Government:Municipal Infrastructure Grant:Transferred to Revenue/Capital Expenditure	Fund:Capital:Transfers and Subsidies:Monetary Allocations:National Government:Municipal Infrastructure Grant	34 730 100
Function:Water Management:Core Function:Water Distribution	Liabilities:Current Liabilities:Trade and Other Payable Non-exchange Transactions:Transfers and Subsidies Unspent:Capital:Monetary Allocations:National Government:Water Services Infrastructure Grant:Receipts	Fund:Capital:Transfers and Subsidies:Monetary Allocations:National Government:Water Services Infrastructure Grant	-13 941 000
Function:Water Management:Core Function:Water Distribution	Liabilities:Current Liabilities:Trade and Other Payable Non-exchange Transactions:Transfers and Subsidies Unspent:Capital:Monetary Allocations:National Government:Water Services Infrastructure Grant:Transferred to Revenue/Capital Expenditure	Fund:Capital:Transfers and Subsidies:Monetary Allocations:National Government:Water Services Infrastructure Grant	13 941 000

f. Non-funding segment: The following list of items, which are not opening balances are aligned to non-funding segments:

Account Name	Account Name
Assets:Current Assets:Trade and other Receivables from Exchange Transactions:Trading Service and Customer Service Debtors:Electricity:Impairment:Recognised	Fund:Non-funding Transactions
Assets:Current Assets:Trade and other Receivables from Exchange Transactions:Trading Service and Customer Service Debtors:Waste Management:Impairment:Recognised	Fund:Non-funding Transactions
Assets:Current Assets:Trade and other Receivables from Exchange Transactions:Trading Service and Customer Service Debtors:Waste Water Management:Impairment:Recognised	Fund:Non-funding Transactions
Assets:Current Assets:Trade and other Receivables from Exchange Transactions:Trading Service and Customer Service Debtors:Water:Impairment:Recognised	Fund:Non-funding Transactions
Liabilities:Current Liabilities:Trade and Other Payable Exchange Transactions:Payables and Accruals : General:Withdrawals	Fund:Non-funding Transactions
Revenue:Exchange Revenue:Operational Revenue:Discounts and Early Settlements	Fund:Non-funding Transactions
Assets:Current Assets:Trade and other Receivables from Exchange Transactions:Trading Service and Customer Service Debtors:Electricity:Impairment:Recognised	Fund:Non-funding Transactions
Assets:Current Assets:Trade and other Receivables from Exchange Transactions:Trading Service and Customer Service Debtors:Electricity:Impairment:Recognised	Fund:Non-funding Transactions
Gains and Losses:Impairment Loss:Trade and Other Receivables from Exchange Transactions:Electricity	Fund:Non-funding Transactions
Expenditure:Irrecoverable Debts Written Off:Exchange:Electricity	Fund:Non-funding Transactions
Expenditure:Employee Related Cost:Municipal Staff:Post-retirement Benefit:Medical:Interest Cost	Fund:Non-funding Transactions
Liabilities:Non-current Liabilities:Defined Benefit Obligations:Medical:Interest cost	Fund:Non-funding Transactions
Assets:Current Assets:Receivables from Non-exchange Transactions:Property Rates by Usage:Residential Properties:Impairment:Recognised	Fund:Non-funding Transactions
Assets:Current Assets:Receivables from Non-exchange Transactions:Property Rates by Usage:Residential Properties:Impairment:Recognised	Fund:Non-funding Transactions
Gains and Losses:Impairment Loss:Other Receivables from Non-exchange Revenue:Property Rates	Fund:Non-funding Transactions
Expenditure:Irrecoverable Debts Written Off:Non-exchange:Property Rates	Fund:Non-funding Transactions
Assets:Current Assets:Receivables from Non-exchange Transactions:Fines:Impairment Fines:Recognised	Fund:Non-funding Transactions
Gains and Losses:Impairment Loss:Other Receivables from Non-exchange Revenue:Non Specific Accounts	Fund:Non-funding Transactions
Assets:Current Assets:Trade and other Receivables from Exchange Transactions:Trading Service and Customer Service Debtors:Waste Management:Impairment:Recognised	Fund:Non-funding Transactions
Assets:Current Assets:Trade and other Receivables from Exchange Transactions:Trading Service and Customer Service Debtors:Waste Management:Impairment:Recognised	Fund:Non-funding Transactions
Gains and Losses:Impairment Loss:Trade and Other Receivables from Exchange Transactions:Waste Management	Fund:Non-funding Transactions
Expenditure:Irrecoverable Debts Written Off:Exchange:Waste Management	Fund:Non-funding Transactions
Assets:Current Assets:Trade and other Receivables from Exchange Transactions:Trading Service and Customer Service Debtors:Waste Water Management:Impairment:Recognised	Fund:Non-funding Transactions
Assets:Current Assets:Trade and other Receivables from Exchange Transactions:Trading Service and Customer Service Debtors:Waste Water Management:Impairment:Recognised	Fund:Non-funding Transactions
Gains and Losses:Impairment Loss:Trade and Other Receivables from Exchange Transactions:Waste Water Management	Fund:Non-funding Transactions
Expenditure:Irrecoverable Debts Written Off:Exchange:Waste Water Management	Fund:Non-funding Transactions
Assets:Current Assets:Trade and other Receivables from Exchange Transactions:Trading Service and Customer Service Debtors:Water:Impairment:Recognised	Fund:Non-funding Transactions
Assets:Current Assets:Trade and other Receivables from Exchange Transactions:Trading Service and Customer Service Debtors:Water:Impairment:Recognised	Fund:Non-funding Transactions
Gains and Losses:Impairment Loss:Trade and Other Receivables from Exchange Transactions:Water	Fund:Non-funding Transactions
Expenditure:Irrecoverable Debts Written Off:Exchange:Water	Fund:Non-funding Transactions

g. **Free Basic services:** The municipality has adequately budgeted for Free basic services, however the project segment for Property rates is incorrect:

2025
TABB

Account Name	Account Name	Account Name	Account Name	
Operational:Typical Work Streams:Cost of Free Basic Services:Electricity (50 kwh per household per month)	Function:Energy Sources:Core Function:Electricity	Assets:Current Assets:Trade and other Receivables from Exchange Transactions:Trading Service and Customer Service Debtors:Electricity:Monthly Billing	Fund:Operational:Revenue:General Revenue:Equitable Share	-5 584 548
Operational:Typical Work Streams:Cost of Free Basic Services:Electricity (50 kwh per household per month)	Function:Energy Sources:Core Function:Electricity	Revenue:Exchange Revenue:Service Charges:Electricity:Electricity Sales:Domestic Low:Domestic Indigent	Fund:Operational:Revenue:General Revenue:Equitable Share	5 584 548
Operational:Typical Work Streams:Cost of Free Basic Services:Waste Water Management (free minimum level service)	Function:Waste Water Management:Core Function:Sewerage	Assets:Current Assets:Trade and other Receivables from Exchange Transactions:Trading Service and Customer Service Debtors:Waste Water Management:Monthly Billing	Fund:Operational:Revenue:General Revenue:Equitable Share	-14 212 728
Operational:Typical Work Streams:Cost of Free Basic Services:Waste Water Management (free minimum level service)	Function:Waste Water Management:Core Function:Sewerage	Revenue:Exchange Revenue:Service Charges:Waste Water Management:Sanitation Charges	Fund:Operational:Revenue:General Revenue:Equitable Share	14 212 728
Operational:Typical Work Streams:Cost of Free Basic Services:Waste Management (removed once a week)	Function:Environmental Protection:Core Function:Pollution Control	Assets:Current Assets:Trade and other Receivables from Exchange Transactions:Trading Service and Customer Service Debtors:Waste Management:Monthly Billing	Fund:Operational:Revenue:General Revenue:Equitable Share	-4 261 248
Operational:Typical Work Streams:Cost of Free Basic Services:Waste Management (removed once a week)	Function:Environmental Protection:Core Function:Pollution Control	Revenue:Exchange Revenue:Service Charges:Waste Management:Disposal Facilities	Fund:Operational:Revenue:General Revenue:Equitable Share	4 261 248
Operational:Typical Work Streams:Cost of Free Basic Services:Waste Management (removed once a week)	Function:Waste Management:Core Function:Solid Waste Disposal (Landfill Sites)	Assets:Current Assets:Trade and other Receivables from Exchange Transactions:Trading Service and Customer Service Debtors:Waste Management:Monthly Billing	Fund:Operational:Revenue:General Revenue:Equitable Share	-21 429 408
Operational:Typical Work Streams:Cost of Free Basic Services:Waste Management (removed once a week)	Function:Waste Management:Core Function:Solid Waste Disposal (Landfill Sites)	Revenue:Exchange Revenue:Service Charges:Waste Management:Refuse Removal	Fund:Operational:Revenue:General Revenue:Equitable Share	21 429 408
Operational:Typical Work Streams:Cost of Free Basic Services:Water (6 kl per household per month)	Function:Water Management:Core Function:Water Distribution	Assets:Current Assets:Trade and other Receivables from Exchange Transactions:Trading Service and Customer Service Debtors:Water:Monthly Billing	Fund:Operational:Revenue:General Revenue:Equitable Share	-21 232 488
Operational:Typical Work Streams:Cost of Free Basic Services:Water (6 kl per household per month)	Function:Water Management:Core Function:Water Distribution	Revenue:Exchange Revenue:Service Charges:Water:Sale:Conventional	Fund:Operational:Revenue:General Revenue:Equitable Share	21 232 488

2025
TABB

Account Name	Account Name	Account Name	
Default Transactions	Assets:Current Assets:Receivables from Non-exchange Transactions:Property Rates by Usage:Residential Properties:Monthly Billing	Fund:Operational:Revenue:General Revenue:Equitable Share	-7 248 804
Default Transactions	Revenue:Non-exchange Revenue:Property Rates by Usage:Residential Properties	Fund:Operational:Revenue:General Revenue:Equitable Share	7 248 804

4 CONCLUSION

- The outcomes of the assessment by the Provincial Treasury concluded that the budget is funded over the 2024/25 MTREF.
- The budget is in line with the requirements of Section 18 and 19 of the MFMA and that the budget of the municipality is sustainable over the short/medium/long term.

5 KEY OBSERVATION / FINDINGS / RISK / RECOMMENDATIONS / RESOLUTIONS

5.1 *Key Observations and Findings*

Kouga Local Municipality adopted the IDP/Budget Process Plan during August 2023 as required. The planned activities of the Budget Process Plan key milestones were achieved as per the plan.

The preparation of the IDP 2023/24 followed an approved process plan and key milestones were achieved. The IDP 2024/25 is aligned to the five development priorities as well as the National and Provincial government strategic frameworks. The IDP 2024/25 was tabled with the Draft Budget 2024/25 on 27 March 2024.

The 2024/25 budget is funded for the MTREF. The cash position reflects a positive outlook for 2024/25, 2025/26 and 2026/27 which provide some assurance that the municipality could meet its short-term financial obligations when prudently managing its financial affairs. However, failure to collect outstanding debt could result in an unfunded budget.

5.2 Risks

- The municipality has budgeted for operating deficits over the MTREF.

5.3 Recommendations and Resolutions

It is recommended that the municipality should:

- Implement the credit control policy to the fullest to improve collection rate.
- The municipality should continue with the implementation of cost containment measures and report quarterly in the Sec52(d) report.
- The debtors age analysis of the municipality should be constantly monitored and the municipality to implement the debt collection strategy.
- The municipality should ensure compliance with MFMA sections 18 and 19; start budgeting for operating surpluses as again highlighted in MFMA Circular no 126.

The following resolutions were agreed upon during the engagement:

- Provincial Treasury to have an engagement with Kouga Local Municipality to discuss the funding of the Draft and Final Budget 2024/25 over all three years, before adopting of the final by Councill.
- Kouga to ensure the revenue enhancement plan is implemented to the fullest.
- Kouga to work together with the service provider to ensure full alignment over the MTREF between the data strings and the A1 Schedules.

- Provincial Treasury to assist with service provider on the alignment of data strings- A7 cash flow.
- Kouga to ensure the procurement plan is tabled with the 2024/25 final budget.
- The municipality to use findings from COGTA IDP assessment report on the draft 2024/25 IDP before tabling the Final IDP 2024/25 in Council at the end of May 2024.
- Kouga Municipality to implement a functional mSCOA Steering Committee.
- The municipality to furnish the stakeholders with the spreadsheet indicating completion dates to projects that are in progress on the road map.

The Provincial Treasury would like to thank Kouga Local Municipality for an insightful and fruitful Draft Budget 2024/25 engagement held on 18 April 2024.

COMPILED BY: SIPHOKAZI THOMPSON

SIGNATURE: _____ **DATE: 09 MAY 2024**

REVIEWED BY: MONWABISI NGWADLA

SIGNATURE: _____ **DATE: 14 MAY 2024**

APPROVED BY: THEMBA GWIJA

SIGNATURE: _____ **DATE: 14 MAY 2024**

KOUGA MUNICIPALITY (EC 108)
ORDINARY COUNCIL MEETING
FINANCE & ECONOMIC DEVELOPMENT
OPEN
DATE: 31 MAY 2024
ITEM NO: **24/05/FED17**

REQUEST FOR SPONSORSHIP FOR RENOVATIONS AT THE NEW HUMANSDORP MUSEUM BUILDING ON VOORTREKKER STREET

1. **Introduction**

This item requests Council's approval for sponsorship of R200,000.00 for renovations undertaken by the Humansdorp Museum Association at the new museum building located on Voortrekker Street.

2. **Background**

As cited in Council Resolution: 24/02/PD8, the Council approved the relocation of the Humansdorp Museum from Erf 216 to Erf 440, 46 Voortrekker Street, Humansdorp - Municipal House, and subsequent lease of municipal property by way of right-to-use.

As part of this relocation process, the Humansdorp Museum Association identified the urgency of making the new building habitable and suitable for museum operations.

3. **Discussion**

The information below is a summary of the proposal submitted as attached as Annexure A and B -

3.1 **Objectives**

The objectives of funding the renovations at the new Humansdorp Museum building on Voortrekker Street are twofold:

- To make the building functional and meet minimum occupancy requirements: This ensures that the new museum space is habitable and can be safely opened to the public. This could include essential repairs, addressing accessibility issues, and installing basic utilities.

- To ensure the safety and preservation of museum artifacts: Renovations should create a climate-controlled environment and address any issues that could damage valuable artifacts on display or in storage.

3.2 **Outcomes**

- Functional & Accessible Museum
- Preserved Museum Artifacts
- Timely Museum Reopening

3.3 **Deliverables:**

Completed Renovations will be included in the annual Humansdorp Museum Association report.

3.4 **Socio-economic Impact**

- Enhanced cultural experience & education.
- Increased accessibility
- Potential tourism boost & job creation
- Community development & revitalization

3.5 **Overview of Proposed Budget**

The Humansdorp Museum Association has submitted a 3-year proposal outlining a phased budget plan for renovations and improvements. This plan prioritizes essential works in Phase 1, with a proposed budget of R232 550. The proposal also allocates budgets for Phases 2 and 3 (R334 000 and R110 000 respectively), budget breakdown can be found in Annexure B attached.

This phased approach allows the museum to address critical needs in stages while effectively managing resources. Securing funding for Phase 1 will enable the museum to complete essential renovations and potentially reopen by the target date.

3.6 **Departmental Input**

The new building on Voortrekker Street required essential renovations to meet minimum occupancy requirements and ensure the safety and preservation of museum artifacts. Due to the need to reopen the museum by April 12, 2024, the Humansdorp Museum Association could not wait for the allocation of funds through the standard budget process.

Recognizing this urgency, the Economic Development and Tourism Section submitted a request with a proposed business plan to the Budget and Treasury Office (BTO) to request a budget allocation in the 2023/2024 adjustment budget process. The request was successfully approved by Council, and a budget allocation under U-Key: 20230707066098, for an amount of R200 000 (two hundred thousand rand), was secured for the renovations.

However, due to the timeline constraints, the Humansdorp Museum Association used R200 000 from its operational budget to fund these critical renovations and ensure a timely reopening of the museum.

A full report detailing the specific renovations undertaken will be submitted when the annual report is submitted by the Humansdorp Museum Association.

4. **Financial Implications**

Completed by BTO -	
Project Description	Humansdorp Museum
Ukey no.	20230707066098
Budgeted Amount	R400 000
BTO Signature	
DATE	
Amount spent and committed to date	R200 000
Amount Available	R200 000
Comment	

KOUGA MUNICIPALITY
2024-05-20
BUDGET &TREASURY

5. **Applicable Legislation**

Funds transferred to external organisations or bodies must comply with section 67 of the MFMA, Act 56 of 2003:

Funds transferred to organisations and bodies outside government.

(3) Before transferring funds of the municipality to an organisation outside any sphere of government otherwise than in compliance with commercial or other business transaction, the accounting officer must be satisfied that the organisation or body-

(d) has the capacity and has agreed-

(i) to comply with any agreement with the municipality;

(ii) for the period of the agreement to comply with all reporting, financial management and auditing requirements as may be stipulated in the agreement;

(iii) to report at least monthly to the accounting officer on actual expenditure against such transfer; and

(iv) to submit its audited financial statements for its financial year to the accounting officer promptly;

(e) implements effective, efficient, and transparent financial management and 15 internal control systems to guard against fraud. theft and financial mismanagement; and

(f) has in respect of previous similar transfers complied with all the requirements of this section.

(4) If there has been a failure by an organisation or body to comply with the
21 requirements of subsection (1) in respect of a previous transfer, the municipality may
(I)(c) make a further transfer to that organisation or body provided that-

(c) subsection (I)(a) and (b) is complied with, and

(d) the relevant provincial treasury has approved the transfer.

The accounting officer must through contractual and other appropriate mechanisms enforce compliance with subsection (1).

6. **Legal Implications**

The Municipality must ensure that beneficiaries have complied with their contractual duties, as required by the MFMA. Failure to comply with the MFMA may result in the transaction being classified as unauthorized, irregular, or fruitless and wasteful expenditure, and which may pose a risk to the financial audit outcome of the Municipality.

7. **Other Implications**

None

8. **Comments by Directorates:**

8.1 **Chief Financial Officer:**

Recommendations supported.

8.2 **Acting Director: Planning & Development**

Supported

8.3 **Director: Civil & Water Services**

Item is noted.

8.4 **Director: Electro-Mechanical Services**

Item noted.

8.5 **Director: Community Services**

Noted.

8.6 **Deputy Municipal Manager**

Noted.

8.7 **Municipal Manager**

Noted.

9. **Delegated Authority**

Council.

10. **Recommendations**

10.1 That Council approves the sponsorship of R 200 000 (Two Hundred Thousand Rand) only, VAT-inclusive, to support the Humansdorp Museum to cover the renovations undertaken at the new museum building located on Voortrekker Street.

10.2 That Council authorizes the Accounting Officer to conclude a funding Agreement with Humansdorp Museum Association to sponsor them for essential renovations undertaken at the new museum building located on Voortrekker Street, in accordance with the funding allocated in recommendation 10.1 above.

Item prepared by the Acting Manager EDT: A Jonck

Item approved by the: Chief Financial Officer:

Item endorsed by the Municipal Manager:

Item noted by Portfolio Chairperson:

Annexure A: Humansdorp Museum Relocation

Humansdorp Museum: A Treasure Trove of History and Culture

The Humansdorp Museum Association is grateful for the new property in Voortrekker Street made available for the museum. Humansdorp is 175 years old in March 2024 and this new building will enable the museum to showcase the rich history and culture of the area and tell the story of the Humansdorp area from its earliest days to the present.

The new building located in a service road of the main access road, opposite Le Chameleon with lots of parking space is the ideal location for the museum with good exposure.

The museum has outgrown its current building, and the new building has the potential to be a valuable resource for the local community and for visitors. However, the new building needs important maintenance and alterations to make the space suitable for museum purposes. The scope of work includes the following:

- Repairing and painting the interior and exterior of the building.
- Repair roof leaks, paint and replace ceilings where required.
- Brick current windows and widen door openings.
- Removing shower to make accessible to people with disabilities.
- Installing new flooring and lighting.
- Creating new exhibit spaces
- Upgraded security.
- Advertising board

(A detailed scope of work schedule attached together with estimated cost)

The exterior of the museum to be made more inviting as it is currently unattractive.



1



Ideas for the front of the museum

The Humansdorp Museum Association was founded in 1985 and the museum has grown from a small collection of artifacts to a treasure trove of knowledge and information. With, a wide range of artifacts, including archaeological finds, historical documents, and photographs visitors can learn about the first inhabitants, Khoisan people, early European settlers, and even the role that the town played in the Anglo-Boer War.

The vision for the Association is to create a vibrant and engaging museum that tells the story of Humansdorp and its people in a modern and interactive way. The new museum will be more than just a static display of artifacts. It will be a place where people can come to learn about Humansdorp's past, present, and future. The museum will also be a community hub where people can gather for events and celebrations.

A unique and innovative idea that would make the museum stand out from other museums in South Africa is the building of a small, functional church that can be used for small weddings, christenings, and other intimate events. The church will be built on the museum grounds, surrounded by a beautiful garden (big trees on the grounds), providing a unique and picturesque setting for special occasions. The garden will also be available for photo opportunities, such as wedding photos, engagements, and matric farewell photos. (Planned size of church 3.3 x 3.9m).



Fairly similar design envisaged.

It might be a fitting tribute to the Humansdorp to have a plaque with the words:

"This monument is dedicated to the men and women of Humansdorp for their role in the development of the town over the past 175 years."

Note: The smallest church in South Africa is the St. Hubert's Chapel in the town of Heidelberg, Western Cape. It was built in 1864 and measures only 3.7 meters by 2.1 meters. Today, it is a popular tourist destination and is used for occasional religious services.

The museum will also house several other interesting features, including:

1. Converting the current outbuildings will allow for a miniature replica of the waterwheel that was vandalized. If the original wheel can return to the museum this would be a fitting tribute to the town's history and provide visitors with an insight into the workings of a traditional waterwheel.



2. An outside oven where local ladies can bake bread and “roosterkoek” once a month and have a small market. This would be a great way to create some income for locals.
3. A large undercover exhibition space for the ox-wagon from Hankey, farm implements, a "koekepan" and "kapkar," and a replica of an old car This would provide a much-needed space to display these important artifacts and would make them accessible to a wider audience. The display area will be enhanced with plants and the implements brightly painted.



Example of a display



Display of farm implements (Lichtenburg Museum)



The old car available for display at museum if secure space available.

4. A lecture room for research, with access to the museum's impressive collection of books and old newspapers.

5. A genealogy research hub with a vast collection of digital records where people can come to learn about their family history.

6. The museum will also be able to house the Humansdorp Information and Tourism offices in the future, should the municipality make the second house available.

7. Overall, the vision for the Association is to create a museum that is both informative and entertaining, and that serves as a valuable resource for the community.

8. Alignment with school's curriculum can add value as topics covered can include the History of the town, indigenous musical instruments, etc.

9. The museum can become part of a heritage trial that could include Hankey, Patensie and St Francis.

10. Current display cabinets will be reworked to give a uniform appearance to the museum and small artefacts will be placed in locked cabinets to limit the possibility of breakage and damage.



Underneath an example of the above cabinet when elevated and reworked with side information panels to give a gallery impression.



We are confident that the new museum will be a popular and successful attraction and the implementation of these plans would make the Humansdorp Museum a must-visit attraction for tourists and locals alike. The new museum will be more than just a static display of artifacts. It will be a place where people can come to learn

about Humansdorp's past, present, and future, preserving and educating the public about local history and culture The museum will also be a community hub where people can gather for events and celebrations.

A binding contract of 9 years and 11 months will give the museum stability, allow it to plan for the future and work on building relationships with potential donors and supporters. With their help, the museum can become an asset to the Kouga municipality.

- Specific steps that can measure the success of the museum and its impact on the community: Number of visitors: This is a basic but important metric. A steady increase in visitor numbers over time suggests that the museum is becoming more popular and well-known in the community.
- Attendance at events and programs: The museum can also track attendance at its events and programs, such as workshops, lectures, and family days. This is a good way to gauge how engaged the community is with the museum.
- Feedback from visitors: The museum can collect feedback from visitors through surveys, comment books, and social media. This feedback can be used to improve the museum's offerings and make sure that it is meeting the needs of the community.
- Community partnerships: The museum can partner with other local organizations, such as schools, libraries, and community centres, to offer joint programs and events. This is a good way to reach a wider audience and build relationships with other community members.

In addition to these quantitative metrics, the museum can also measure its success in terms of qualitative feedback from the community. For example, the museum can ask community members what they appreciate about the museum, what they would like to see more of, and how the museum has impacted their lives.

It is important to note that building community awareness and involvement takes time. The museum has not been actively marketed for the past couple of years, so it is important to be patient and persistent. The museum should focus on developing strong relationships with community members and organizations, and creating programs and events that are relevant and engaging.

The museum will focus on developing strong relationships with community members and organizations, and creating programs and events that are relevant and engaging.

- Offer free or discounted admission to school groups and community organizations.
- Host regular events and programs that are open to the public, such as lectures, workshops, and family-friendly activities.

- Partner with local schools to develop educational programs that are aligned with the curriculum.
- Create a museum membership program to offer visitors special benefits and discounts.
- **Develop a mobile app or website that provides information about the** museum's collection, programs, and events.
- Promote the museum on social media and through local media outlets.

By taking these steps, the museum can become an integral part of the Kouga community and a source of pride for all residents.

Annexure B: Proposed 3-year Budget Plan

Estimate costs for renovations at Voortrekkerstraat 46, Humansdorp					
No.	Items	Cost	Phase 1	Phase 2	Phase 3
1	**Builder - M.O.R. Projects**	172,550.00			
	cement layer, make door openings larger, repair roof and ceiling where necessary and paint inside and				
	other quote received from A2Z Konstruksie R450,000)				
2	**Changing cabinets**	20,000.00			
	R1980 per box x 6 + Front panels 4 x R2000				
	(Estimate from Aalwyn Kitchen & Tile)				
3	**Paint for cabinets and posters**	20,000.00			
	(Estimate CompuCam 12 Posters (1,180 x ,840) @ R1500 + R2000 paint)				
4	**Lights in cabinets**	20,000.00			
	(Quote H E Services R11,500 + convestion of fluorescent lights to LED estimate R500 x 17)				
	Subtotal		**232,550.00**		
5	**Metal roof store (25 x 5M)**	172,500.00			
	(Estimate G-Force Engineering)				
6	**Porch in front - steel roof**	80,500.00			
	(Quote G-Force Engineering)				
7	**Pavers (25 x 5 + 11 x 3 = 6 x 3 = 180 x 450)**				
	(Estimate from Andrew AM Decking, Brandon DVR)	81,000.00			
	Subtotal			**334,000.00**	
8	**Church**	70,000.00			
	(Estimate only)				
9	**Water wheel building converted**	20,000.00			
	(Estimate only)				
10	**Garden and beautification**	20,000.00			
	(Estimate only)				
	Subtotal				**110,000.00**
	Total Project				**676,550.00**

a The above is based on actual quotes or estimates received from suppliers, amounts rounded and adjusted where necessary for additional costs where it cannot be quantified at this stage.

b Supplier can start on 1 Nov and complete 1st week of Dec

c As early as possible in 2024

d Later in 2024

REPORTS BY THE PORTFOLIO CHAIRPERSON: PLANNING AND DEVELOPMENT

KOUGA
local Municipality
Good Governance through Service Excellence

KOUGA local municipality
Good Governance through Service Excellence

KOUGA MUNICIPALITY (EC 108)
ORDINARY COUNCIL MEETING
PLANNING & DEVELOPMENT
OPEN
DATE: 31 MAY 2024
ITEM NO: **24/05/PD5**

REQUEST FOR COUNCIL'S IN-PRINCIPLE APPROVAL FOR ALIENATION (LEASE) OF A PORTION OF ERF 170, JEFFREYS BAY (DOLPHIN BEACH ENTERTAINMENT)

1. **Introduction**

The purpose of this item is to request Council's in-principle approval for the alienation (lease) of a portion of Erf 170, Jeffreys Bay to Dolphin Beach Entertainment, represented by Mr. Stephanus Ferreira for a period of 9 years and 11 months, with an option to renew.

2. **Background**

On 14 January 2020, an application was received for a long-term lease, with an option to renew, after their short-term agreement expired in 2020, as well as a subsequent extension of the facilities on the portion of Erf 170, Jeffreys Bay. **See Annexure "A".

All the different contracts the applicant received, were sent back with remarks and proposed corrections to be made by the municipal officials, but without any success.

3. **Discussion**

The subject property is already developed and consists of a waterslide, mini golf course and locker facilities for guests. The waterslide was constructed in 1983 and the mini golf course was only added in 1985. The applicant is requesting a renewal of the lease contract for an additional 9 years 11 months. He is also proposing additional facilities on the subject property. The proposed additional activities/facilities will include a swimming pool, a kiddie's splash pool, a second waterslide, locker facilities, vending kiosks, and additional ablution facilities.

Land parcel information the portion of Erf 170, Jeffreys Bay and aerial image indicating the location of the particular property is attached as **Annexure "B"**. The applicant ensured that they paid for all services on the account, and at a meeting on 18 April 2024 whereby the Legal Department was present, it was agreed that all outstanding rentals be paid by the applicant.

According to the applicant's motivation, a total of R11 000 000,00 will be invested in the tourism industry of Jeffreys Bay with the extension to the existing development.

4. **Financial Implications**

Completed by BTO -	
Project Description	Land Valuations & surveyor & planning services
Ukey no.	20210710001552
Budgeted Amount	R203 548.00 KOUGA MUNICIPALITY 2024-04-26 BUDGET &TREASURY
Amount spent and committed to date	R121 666.12
Amount Available	R81 881.88
Comment	
Completed by BTO -	

5. **Applicable Legislation**

The provisions of the Municipal Finance Management Act, Act 56 of 2003, the Municipal Asset Transfer Regulations, as well as the approved Policy and Procedure on the disposal of immovable assets and the Leasing Policy for municipally owned immovable property.

6. **Legal Implications**

Should the Council resolve to approve the recommendations herein, the Administration may proceed with advertising the Council's intention to alienate the immovable property by way of a lease for public comment and/or objections.

7. **Other Implications**

None

8. **Comments by Directorates:**

8.1 **Chief Financial Officer:**

Report noted.

8.2 **Acting Director: Planning & Development**

Recommendation Supported.

8.3 **Director: Civil & Water Services**

Item is noted.

8.4 **Director: Electro-Mechanical Services**

Item noted.

8.5 **Director: Community Services**

Noted.

8.6 **Deputy Municipal Manager**

Noted.

8.7 **Municipal Manager**

Noted

9. **Delegated Authority**

Council

10. **Recommendations**

10.1 That Council **grant in-principle approval** for the alienation (lease) of a portion of Erf 170, Jeffreys Bay to Dolphin Beach Entertainment, represented by Mr. Stephanus Ferreira for a period of 9 years and 11 months, with an option to renew subject to applicable legislation.

10.2 That in terms of Section 14 and 90 of the MFMA and departmental inputs, Council hereby confirms that the property is not needed in future to provide the minimum level of basic municipal services.

10.3 That Council considers the market-related rental valuation per month in line with the use of the approved Asset and Disposal Policy of Council, in line with the intended use of the property.

10.4 That the property be used for the purpose applied for, and for no other purpose whatsoever, unless prior written consent has been obtained from the Lessor.

10.5 That the Environmental Authorisation as well as Town Planning activities and other administrative costs, be for the cost of the applicant.

10.6 That an escalation be included in the lease agreement.

10.7 That Council authorizes the Accounting Officer to advertise the intended alienation of the immovable property.

Item prepared by the: Manager: Land & Property Admin



Item approved by the: Acting Director Planning & Development



Item endorsed by the Municipal Manager:



Item noted by Portfolio Chairperson:



Annexure "A"

Application dated 14 January 2020

Dolphin Beach Entertainment

Tel +27 (0)82 445 4014
Tel +27 (0)82 576 9455

35 Diaz Rd, Jeffreys Bay
6330, EC, South Africa

www.ferreiraleisure.co.za
info@ferreiraleisure.co.za

14/01/2020

The Municipal Manager
Kouga Municipality
Jeffreys Bay
6330

Dear Mr. C. du Plessis

APPLICATION FOR RENEWAL OF LEASE AGREEMENT - PORTION OF ERF 170 - AND PROPOSED EXPANSION OF THE FACILITIES

Firstly we would like to extend our gratitude towards the Kouga Municipal Council for renewing our lease agreement in 2017 for a period of 3 years. Secondly, a big thank you for approving the proposed additional activities to include a swimming pool, a kiddies splash pool, a second waterslide, locker facilities, vending kiosks, and additional ablution facilities.

As you are well aware that the construction of the approved additional amenities and facilities has not commenced yet we would like to bring the following reasons for the delay under your attention:

1. To this date, we have not yet received a new contract without errors from your offices to sign. All the different contracts we received was sent back with remarks and proposed corrections to be made by your officials but without any success. It seems like the departments involved in setting up the lease contract are not capable of doing so.

2. Building plans for the expansion of the facilities were submitted to the Building Department on 10 July 2017. After discussions with Mr. Nico Lappert at the Building Department, we are required to submit an **Environmental Impact Assessment (EIA)** for the proposed additions. This Assessment takes a maximum of 18(eighteen) months to complete at a rough estimate of R200 000,00 (in 2017). **This EIA can only commence once a written lease agreement with the landlord is in place.** As stated in the paragraph above we have not yet received this lease agreement to this date.

3. Construction can only commence after the **building plans have been approved** by the Building Department.

A. APPLICATION

(i) RENEWAL OF LEASE AGREEMENT

We hereby would like to apply for the renewal of the lease agreement for the premises currently used for the Waterslide and Mini-Golf Course on Erf 170, Dolphin Beach.

Period applying for is 9(nine) years and 11(eleven) months with an option to renew thereafter.

Dolphin Beach Entertainment
Tel +27 (0)82 445 4014
Tel +27 (0)82 576 9455
35 Diaz Rd, Jeffreys Bay
6330, EC, South Africa
www.ferreiraleisure.co.za
info@ferreiraleisure.co.za

(ii) NEW ADDITIONAL ACTIVITIES

The Park currently includes, as stated above, one Waterslide and a Mini-Golf Course.

The following was already approved by the Council in 2017:

a) Heated Shallow Kiddies Pool with Water Play Elements,
b) Heated Leisure Swimming Pool,
c) Additional Ablution Facilities for guests (currently the facility only has 2x toilets)
d) A Second Waterslide launching from the existing Tower,
e) Locker Facility for both guests and the public visiting the beach.

We would like to add the following to the application:

a) **A Third Waterslide also launching from the existing Tower.**

(iii) REQUEST COUNCIL'S ASSISTANCE/SUPPORT WITH DEPARTMENT OF ECONOMIC DEVELOPMENT, ENVIRONMENTAL AFFAIRS AND TOURISM (DEDEAT)

As mentioned in paragraph 2 of page 1 we are required to submit an EIA before the building plans can be approved by the Building Department.

This EIA is required because:

a) The project is located within 100m of the high-water mark of the sea.
b) More than 5m³ of the ground will be excavated for the swimming pools.

We request Council to assist or support us to formulate a motivation for a Basic Assessment (duration of max 2 months) instead of a complete Scoping & Impact Assessment (duration of 18 months).

The motivation for our request is that the exciting park is already in operation since 1983 and the ground is already developed or disturbed from its original condition. In layman's language, it does not make sense to conduct a full EIA. That's why we ask Council to assist us in order to speed up the process.

We suggest a meeting with a Council Representative and an official of DEDEAT to discuss the project.

(iv) BOREHOLE ON DOLPHIN BEACH

In light of the drought which the province currently experiences and the fact that water saving is now a permanent reality, we would like to apply to Council for the approval in concept for the drilling of a borehole on Dolphin Beach.

A borehole on Dolphin Beach will make it possible for Council to upkeep and water the grassed areas and vegetation on a more regular basis. Dolphin Beach is a Blue Flag Beach and having green grass and beautiful gardens all year round will be of great benefit to the Blue Flag status.

Dolphin Beach Entertainment

Tel +27 (0)82 445 4014
Tel +27 (0)82 576 9455

35 Diaz Rd, Jeffreys Bay
6330, EC, South Africa

www.ferreiraleisure.co.za
info@ferreiraleisure.co.za

We as Ferreira Leisure is willing to cover the costs involved in drilling and installing a borehole for this purpose. In return, we would like to make use of this borehole water for the waterpark in order to save municipal drinking water.

(v) NEGOTIATIONS TO EXPAND THE CURRENT PREMISES AND ACTIVITIES

We would like to start negotiations with Council about the possibility of expanding the current premises (approx. 2000m²) by approximately another 1500m² to the south of the existing park (see fig. 1 below) which will be used to install permanent amusement park rides.



Figure 1

B. MOTIVATION FOR OUR APPLICATION

The Waterslide was constructed in 1983 and the Mini-Golf was added in 1985. The park has been offering the same activities for the past 35 years. Jeffreys Bay has since expanded enormously and the influx of holidaymakers, both national and international, has grown year on year.

There is a big need for a public swimming pool and more water recreation activities among local residents and holidaymakers. Jeffreys Bay, compared to other coastal towns, is way behind in its offerings of this type of recreation.

After numerous applications made to the Local Council since 1996, the only approval received for additional activities was from the current council in 2017.

We share the Kouga Municipalities' vision to further position Jeffreys Bay as one of South Africa's best holiday destinations by extending the activities the town has to offer. In order to make this vision a reality it is imperative that long-term decisions are taken as soon as possible.

Permanent amusement park attractions/activities will also complement the beachfront tremendously as proven over the past few years during December Holidays, making Jeffreys Bay more attractive for national and local visitors throughout the year.

(i) JOB OPPORTUNITIES

Local building contractors will be used for the construction of this project. This will secure jobs for a period of 16 months for at least 3 contractors.

After the construction phase is completed, this new facility will secure 12 permanent jobs in the tourism (entertainment) industry in Jeffreys Bay. During peak season staff is increased with an additional 45 temporary workers per year. These staff members will receive the necessary training in order to create a safe and family-friendly environment for all guests. Our current safety and service levels, which are on par with international standards, will continue to receive high priority.

Construction Phase	Permanent Jobs	Temporary Holiday Jobs
+/- 40 jobs (3x Contractors)	12 per year	45 per year

(ii) CAPITAL INVESTMENT VALUE

The capital investment value on the existing premises for the additional waterslides and swimming pools will amount to R5 000 000,00. If the premises can be expanded to accommodate permanent amusement rides the capital investment value will increase with another R6 000 000,00.

This is a total of R11 000 000,00 that will be invested in the tourism industry of Jeffreys Bay. It is important to keep in mind that this investment is made by an SMME and proves the trust and confidence we have in the prosperity of Kouga.

(iii) TOURISM VALUE

The value of the indirect spin-off which Jeffreys Bay will receive as a good family holiday destination will be much higher than the capital investment value. The need for this new addition to the current facilities has been in high demand from locals and holiday makers for the past several years.

Jeffreys Bay will, through this project, have more to offer for both locals and visitors to the town. By offering these recreational activities Jeffreys Bay becomes more attractive for families to spend their holidays in town.

In this modern age of technology, the holidaymaker does some research on what a town has to offer before deciding to visit.

Here are some interesting information received from our business listing on Google.

Statistics for the past quarter, Nov. 2019 – Jan. 2020 (3 months):

DESCRIPTION	RESULTS
Customers search for our business:	117 420
Customers viewing our business on Google:	211 000
Customers directed from Google to our website:	706
Photo views of the facility:	598 000 (compared to 308 000 of businesses like ours)

Dolphin Beach Entertainment

Tel +27 (0)82 445 4014
Tel +27 (0)82 576 9455

35 Diaz Rd, Jeffreys Bay
6330, EC, South Africa

www.ferreiraleisure.co.za
info@ferreiraleisure.co.za

From the above statistics, it is clear how popular this type of recreation facility in Jeffreys Bay is amongst holidaymakers. Taking into considerations that the existing park only offers a waterslide and a mini-golf course one can only begin to imagine what the results will be when the park can offer more activities.

(iv) CONSTRUCTION PERIOD

The construction of the approved new additions would take 10(ten) months in total to complete. The initial proposal was to complete it over a 2(two) year period with 5(five) months per year. The construction would have taken place during the quiet winter months.

Our application for renewal of the lease agreement on 2 March 2017 was for a period of 9(nine) years and 11(eleven) months, but Kouga Council has only approved a 3(three) year lease period of the premises, which is 36(thirty-six) months. **Taking into consideration that after construction there would have been only 8(eight) months left to get a return on investment (ROI), it is unfortunately not financially viable to execute the project based on a short term lease agreement.**

Referring to the table below it is clear that this type of investment requires a long term lease in order to be a success.





(v) CAPITAL FUNDING

This size of capital investment will require a long-term business loan from a financial institution. For this long-term loan to be approved one of the first requirements will be a long-term lease contract from Council.

Dolphin Beach Entertainment

Tel +27 (0)82 445 4014
Tel +27 (0)82 576 9455

35 Diaz Rd, Jeffreys Bay
6330, EC, South Africa

www.ferreiraleisure.co.za
info@ferreiraleisure.co.za

It is our passion to see the town succeed in becoming the No. 1 Holiday Destination in the Eastern Cape.

We trust that this project we would like to endeavour upon will be considered good-heartedly.

Best Regards,

Mr JR Ferreira and Sons
o.b.o. Me SF Ferreira
OWNERS

The planned timeframe for the expansion of the Park as described above is:

Updated application dated April 2024

APRIL 2024

PROPOSAL
Renewal of Lease Agreement and Expansion & Upgrading of the Existing Recreational Facility



FERREIRA LEISURE

082 445 4014 www.FerreiraLeisure.co.za

35 Diaz Road, Jeffreys Bay
Eastern Cape, 6330

FERREIRA LEISURE

16 April 2024

The Municipal Manager
Kouga Municipality
P.O. Box 21
33 Da Gama Road,
Jeffreys Bay
6330

Dear Mr. Chart du Plessis

PORTION OF ERF 170 – APPLICATION FOR RENEWAL OF LEASE AGREEMENT AND EXPANSION OF THE PARK

Ferreira Leisure would like to take the opportunity to apply for the following:

1. **Renew** the lease agreement with Kouga Municipality for 9 (nine) years and 11 (eleven) months, with an extension option for the same period after that.
2. **Expand** the existing park to include the area permanently, up to the public ablutions on Dolphin Beach.
3. **Add** more recreational activities and complimentary facilities.

The following proposal serves as a motivation for this application.

Kind Regards,

Stephanus Ferreira
MANAGING DIRECTOR
Duly authorised by the board of directors of Ferreira Leisure (Pty) Ltd.

Table of Contents

Section 1 Executive Summary....4

Section 2 Background....6

2.1 History....7

2.2 Community involvement....8

2.3 Requirements....9

2.3.1 Challenges....9

2.3.1 Opportunity....10

2.4 Solution....10

Section 3 Proposal....11

3.1 Vision & Mission....12

3.2 Scope....13

3.3 Proposed Park Layout....14

3.3 Timeframe....15

3.4 Capital investment....16

3.5 Financial resources....16

3.6 Ownership....16

3.7 Implications....16

3.8 Success Criteria....17

3.9 Conclusion....17

FERREIRA
LEISURE

Section 1
Executive Summary

Section 1

Executive Summary

Our Vision

is to initiate one of the most extensive upgrade projects the park has ever had.

Our Mission

- To enhance the customer experience.
- Create more job opportunities.
- Grow the local economy.
- Increase the town's tourism value and attractiveness.
- Attract more visitors continuously to soften the vast difference between peak and off-peak seasons.
- Boost the surrounding businesses with an increase in visitors to the park.

Company:
Ferreira Leisure (Pty) Ltd

Project:
Renewal of Lease Agreement and Expansion of the Existing Recreational Facility

Prepared by:
Stephanus Ferreira

Contact Details:
stephanus@ferreiraleisure.co.za
+27(0) 82 445 4014

Introduction

- An enormous need for **a new and broader variety of permanent recreational activities** has been identified, not just during peak holiday seasons, specifically on the main beach.
- Kouga Municipality has an **excellent opportunity** on their doorstep to **increase the town's popularity**, provide more for the local community, and **uplift the appeal of its Main Beach** by creating an environment where a local business can expand and invest more in the town.

Company's Strength

- Ferreira Leisure has a significant advantage in terms of **experience, skills and the backing** its Travelling Fun Fair provides.
- A **well-established and stable** company with an **excellent track record.**

Challenges

- It has become extremely **challenging** to operate the park profitably, given the **ever-rising operational costs** and a limited number of existing attractions.
- A delicate balance must be maintained to keep the attraction **prices as low and affordable as possible.**
- The land is **rented** from Kouga Municipality. The tenant owns all the improvements. **If either party does not renew the lease contract, the tenant must return the land to the landlord in its original state as stipulated in all previous lease agreements.**
- Kouga Municipality has **never entered into a long-term lease agreement** with the tenant, hampering any significant additions or upgrades.

Solution

- Allow the company to **expand** the premises to provide a **wider variety** of recreational activities.
- This will enable the company to operate the park more **sustainably.**
- A **long-term lease** is required to ensure a Return on Investment from adding the additional activities.

Timeframe

- This project must be implemented **as soon as possible** to ensure a continuous sustainable operation.

Conclusion

- This project will **enhance** the overall **aesthetics and attractiveness** of Dolphin Beach.
- It will create new excitement in the community, and hope for the future comes with it.

FERREIRA
LEISURE

Section 2
Background



2.1 History

The "Supertube", as it has become known over the years, turns 40 in 2025. The origin of this name comes from the company that supplied the waterslide. It was their most oversized product then, so they called it a "Super Tube" slide. This facility and business is one of the oldest businesses in Jeffreys Bay.

The existing waterslide was constructed in 1985 by the late Mr Terry Terblanche. Today, his son, Stefan Terblanche, owns ST Plumbing, a successful and well-known company in Jeffreys Bay. The Jeffreys Bay Municipality gave Mr Terblanche a lease agreement for a portion of Erf 170 on the Main Beach.

Mr Terblanche provided the capital layout for the development and owned the business and all the improvements on the land. One of the lease agreement terms was, *"If either of the parties terminate the lease agreement, the tenant must return the land to the landlord in its original state."*

Around 1990, Mr Terblanche sold the business to the late Mr Gerrit Potgieter (Snr), who owned Humansdorp Ford, also a very successful and well-known company in Kouga. Today, his son, Gerrit Potgieter (Jnr) owns Kouga Ford. Mr Potgieter (Snr) added the 18-hole mini-golf course.

From 1985 to 1994, the park was operational only over easter weekends and December months, from the 15th to the 31st.

In 1995, Mr Potgieter sold the business to Mr Jan van Heerden, who had come to Jeffreys Bay to retire. Mr van Heerden only had the company for one year and sold it in 1996 to Ferreira Leisure, who still owns it 28 years later.

Ferreira Leisure has started operating the park more regularly. In the early years, it was only weekends and school holidays, but later it changed to daily.

The mini golf course and the waterslide underwent numerous minor upgrades over the years to maintain a high safety standard and joyous experience for residents and holidaymakers.

In the year 2000, Ferreira Leisure also entered the Amusement Ride Industry. They started with only a few small rides, which they took to Church Bazaars and School Functions.

The service of providing family recreation at events grew in popularity very quickly. They added at least one new ride every year for the next 23 years. Today, they have one of the largest and most popular travelling Amusement Parks, called Fun4u Fun Fair, in South Africa.



Jeffreys Bay and the Kouga region have expanded tremendously over the past twenty years. The town's demographics have also changed, with a much larger population of families with younger children who want a better quality of life than what the big cities can provide.

The town's popularity as a holiday destination also still increases yearly, with more visitors flocking to the region's pristine beaches over the holiday periods.

2.2 Community Involvement

Ferreira Leisure has always been actively involved in the local community, participating in various committees and assisting or initiating upliftment projects.

Since their roots are on the Main Beach of Jeffreys Bay, the area has always been very close to their hearts because of its uniqueness and vital role in the town's economy.

Here is a list of some of the projects initiated and funded by Ferreira Leisure over the years:

- Dune Rehabilitation Project from the Lifeguard Tower to Kitchen Windows Restaurant.
- Constructed a retaining wall at the ablution facilities.
- Planted 95 palm trees.
- Maintenance of benches and signage.
- Constructed walkways across the dunes.
- Grass cutting of all the grass on Dolphin Beach 2010-2015.
- Extended the seasonal trader's paving area.
- Covered the salaries of additional beachfront cleaners over the December holidays of 2012 and 2013.
- Provided consumables for the public ablutions over the December holidays of 2012 and 2013.
- Provided the first Tourism Information Kiosk.
- Upgraded the Lifeguard Lookout Tower.
- Provided colourful Beach Kiosks.





2.3 Requirements

2.3.1 Challenges

As the park is known today, Dolphin Beach Entertainment provides only a mini-golf course, one waterslide, and a small pedal car track for locals and holidaymakers as family entertainment.

Over the years, operational costs have increased tremendously in terms of utilities, maintenance, and labour, to mention a few. Operating this top-rated facility profitably with the current mix of activities has become extremely challenging because they already operate at maximum capacity during holiday periods while operating expenses keep rising. This scenario is not sustainable in the long run. A delicate balance must be maintained to keep the prices of the attractions as low and affordable as possible for all clients.

Unfortunately, the local tourism economy still relies heavily on holiday periods to survive.

Since 1985, the park has been situated on an open piece of land in Kouga Municipality, with all improvements belonging to the tenant. If either party does not renew the lease contract, the tenant must return the land to the landlord in its original state.

Kouga Municipality has never entered into a long-term lease agreement with the tenant. The longest period was five years, making expanding the park or adding more permanent activities financially impossible. The return on investment in the entertainment industry and the Eastern Cape economy is not possible in such a short period.









2.3.2. Opportunity

There is an enormous need for a new and broader variety of recreational activities in Jeffreys Bay, specifically on the main beach, on a more permanent basis and not just during peak holiday seasons. Holidaymakers and locals inquire daily about the possibility of more activities and ask why the park has not expanded like other parks along the coast.

Ferreira Leisure has a significant advantage in terms of experience and the ability to keep the attractions operational. The Travelling Fun Fair provides a stable backup to the company in that entertainment is taken to the people, compared to a permanent park where people must come to the entertainment.

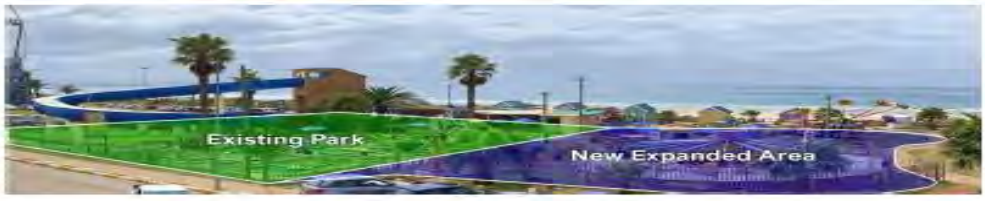
Kouga Municipality has an excellent opportunity on their doorstep to increase the town's popularity, provide more for the local community, and uplift the appeal of its Main Beach by creating an environment where a local business can expand and invest more into the town and region, to the benefit of all its citizens.

2.3.3. Solution

The time has come for Kouga Municipality to consider making long-term decisions and allow local businesses that want to expand and invest in the region the opportunity to do so.

Ferreira Leisure is a well-established business whose record speaks for itself. Considering that the park was upgraded and well-maintained over the years without the security of a long-term lease, imagine what they will achieve when they do have that security.

A long-term lease agreement and expansion of the park will enable the company to operate the park more sustainably.



FERREIRA
LEISURE

Section 3
Proposal

11









3.1 Vision & Mission

Ferreira Leisure's vision is to embark on one of its most extensive upgrade projects ever. This project will provide more recreational activities and create a place where families can relax more often and kids can have even more fun in a safe environment.

The project's vision includes:

- Upgrading the Existing Facilities.
- Installing additional
  - Waterslides,
  - a Recreational Swimming Pool, and
  - a Kiddies Splash Pool.
- Provide more Complimentary Facilities like
  - Changing Rooms,
  - Ablutions,
  - Locker Rentals,
  - Beach Rentals and
  - a Small Eatery & Kiosk.

The project's mission is to:

- *Enhance* the customer experience.
- *Grow* the local economy.
- *Increase* the town's tourism value and attractiveness.
- *Create* more job opportunities.
- *Attract* more visitors continuously to soften the vast difference between peak and off-peak seasons.
- *Boost surrounding businesses, too, with an increase in the number of continuous visitors to the park.*



12

3.2 Scope

These deliverables are vital to Dolphin Beach Entertainment's long-term sustainability and must be addressed urgently for the business to remain feasible.

Project Deliverables	
Task	**Description**
1. Supertube Tower	Upgrade & Modernize: - Outside to be plastered and painted. - Replace the roof with a modern design. - Inside walls to be tiled. - Floor surface to be upgraded. Reason: To prolong the structural integrity of the building.
2. Supertube Slide (Heated Water)	Upgrade - Outside to be repainted. - Sliding area to be resurfaced. Reason: To extend the lifetime of the fibreglass structure.
3. Spiral Slide (Heated water)	Install a 57m long triple loop spiral slide starting at a height of 6m and ending in its swimming pool. - Suitable for all ages.
4. Kiddies Pool and Slides (Heated Water)	Install a 10m x 8m free-form pool with a 500mm water depth and three different kiddie slides starting at 1.8 m in height. - Suitable for children under 1m tall.
5. Recreational Pool (Heated Water)	Install a 12m diameter pool with a 1m water depth. - Suitable for all ages. - Disabled friendly with a hydraulic lift to lower persons into the water.
6. Ablutions & Changing Rooms	The existing facilities only have two toilets, which is insufficient for the current operation. Additional toilets and changing rooms are required.
7. Amusement Rides	Create landscaping and paved walkways between the amusement rides in the newly extended area.
8. Locker Facility	Install a keyless locker facility for visitors to the park and the beach to safeguard personal belongings.
9. Small Eatery	Over the years, visitors have identified the need for a facility to sell light meals and cold drinks in the park.
10. Multi-Lane Racer Slides	Install a double-lane racer slide, starting at an 8m height. - Suitable for persons 1m and taller - Can be used as a body ride or a tube ride.
11. Ticket Office, Entrance and other buildings	Redesign, Upgrade & Modernize - The existing buildings in the park do not provide sufficient space and complicate the daily operations. A more user-friendly design and layout is required.
12. Beach Rentals	Visitors have identified the need over the years to have umbrellas and beach chairs available for rent all year round, not just during peak summer season periods. A building will be erected to accommodate this service.

PROPOSED PARK LAYOUT
INCLUDING THE NEW EXTENSION



3.3 Timeframe

The project will be implemented in phases over the next four years.

	Task No.	1	2	3	4	5	6	7	8	9	10	11	12	
	Task Name	Upgrade Supertube Tower	Refurbish Superbowl	Install Spiral Slide	Construct Kiddies Pool & Install Slides	Construct Recreational Pool	Build Ablutions & Changing Rooms	Amusement Rides Station	Locker Facilities	Small Eatery	Install Multi Lane Racer Slides	Ticket Office & Entrance Upgrade	Beach Rentals	EXPECTED RETURN ON INVESTMENT
Lease Contract Period: 9 years & 11 Months	2024													5%
	2025													7%
	2026													9%
	2027													11%
	2028													15%
	2029													20%
	2030													25%
	2031													30%
	2032													35%
	2033													40%
Extension Option: 9 years & 11 months	2034													45%
	2035													50%
	2036													60%
	2037													70%
	2038													80%
	2039													90%
	2040													100%
	2041													
	2042													
	2043													

3.4 Capital Investment

The total capital value that Ferreira Leisure wants to invest over the next four years is estimated to be **R 12.5 million.**

Initiating a project of this scale, proves Ferreira Leisure's dedication to growing the region's tourism value and attractiveness. It also confirms their trust in the region's economy and growth.

3.5 Financial Resources

Ferreira Leisure will have to partly secure funding from a financial institution to fund a project of this magnitude. Although they have a massive advantage with the travelling Fun Fair as a backup to help cover the costs, external funding will be required to maintain a healthy cash flow.

To secure funding from a financial institution, they must provide security through a long-term lease contract with Kouga Municipality, the landlord.

3.6 Ownership

As in all previous short-term lease contracts with the Kouga Municipality, the ownership of all improvements will remain the tenant's property.

Ferreira Leisure has the necessary skills, experience, and backing to successfully implement this project and operate the park profitably, sustainably, and with high safety standards.

3.7 Implications

Although Ferreira Leisure is very excited and dedicated to initiating this extensive upgrade project, it is also despondent because of the numerous long-term proposals it submitted to Kouga Municipality that have been rejected in the past.

Facilities of the exact nature in other coastal towns are already more significant than what Jeffreys Bay has to offer or are in the process of expanding. Considering the other advancements and growth the Municipality has achieved, Kouga cannot afford to stay behind in its entertainment offering.

Ferreira Leisure will have to consider investing in other towns or provinces should Kouga Municipality not consider this proposal seriously. Unfortunately, they might also have to exercise their option to relocate the existing improvements and infrastructure when investing in a different town.

Losing the facility will severely impact the local economy and tourism sector. The park is an already well-established business that understands and is used to the challenges of a coastal, seasonal economy.

Finding another investor to provide a similar or better product and service will be very challenging for Kouga Municipality, if not impossible. Investors will instead consider other towns or provinces where they will receive a much quicker and higher return on investment.

3.8 Success Criteria

Nevertheless, all is but lost. If Kouga Municipality realises the massive opportunity this proposal provides, it will most certainly be one of the best decisions it could have made for the future of this town.

Ferreira Leisure's record speaks for itself. It has taken the risks of improving and maintaining the facility over the years without the security of a long-term lease. One can only imagine what it will accomplish with that security.

Jeffreys Bay will remain a popular holiday destination in South Africa, but this project will help ensure it becomes the most popular.

More permanent job opportunities will be created, and the tourism sector will continue to grow.

This project will positively impact surrounding businesses.

This project will enhance the overall aesthetics and attractiveness of Dolphin Beach, making it even more popular.

This project will provide new excitement in the community. With this excitement comes hope for the future. Hope for the future creates a sense of belonging and will encourage more businesses to expand and invest locally.

Recreational facilities are not just about having fun; they help build stronger, healthier, happier, and safer communities. Good, clean, and wholesome recreational facilities strengthen communities.

Communities with recreational facilities develop strong social bonds and are safer places, and the people living in them are generally healthier and happier than places without them.

Recreational facilities bring people from different backgrounds together and provide opportunities for social interactions. They empower, inspire, and motivate individuals and keep kids away from the TV and computer screens.

3.9 Conclusion

Ferreira Leisure is passionate about what it does and how it's done. Its motto is "Bringing South African Families Together Through Fun".

We trust that this project we would like to endeavour upon will be considered good-heartedly.

Annexure "B"

Land parcel information the portion of Erf 170, Jeffreys Bay and aerial image:



Erf	170 of Jeffreys Bay	**Zoning: Financials**	PUBOS
Address	33 Diaz Road	**Zoning**	Kouga Municipality Land Use Scheme - Open Space Zone 1
SG Number	C034000600000170000000	**Land Usage: Financials**	
Municipality	Kouga	**Ward: Financials**	Kouga 11
Township/Holding: Title Deed	Jeffreys Bay	**Ward: Demarcation Board**	Kouga 11
Suburb: Financials	Central (40002)	**Sources**	Deeds Office, Surveyor General, Financials
Centroid	34.053051228285765 24.92445512568224E	**Effective**	
Sectional Title	No		
Extent	9866sqm		
Extent (SG)	2.0307Ha		
Extent (Title Deed)	9866.0000SQM		

Display GIS
Print
Export
Documents
Comments
Tasks and Questions
Incidents
Non-Sectional Units
Businesses
Title Deed Search
Google Map View
Google Street View
Mapillary

Linked Documents

Name	Status	Type	Size	Sub Docs	Document Type	Date Modified
Projects/Standard Notifications/2018 General Valuation		Folder	1 item			05 Oct 2020 05:24:29

Document Preview

Comments

Tasks and Questions and eForms

Land Parcels for Incident

Incident
I22-09175 (Refuse) Refuse Not Collected (Refuse)
I22-11425 (Electricity) Exposed Wires
I22-19720 (Electricity) No Supply (Electricity)

Section 14 comments by the Directorates

ERF	AREA	SDF & LAND USE SCHEME	BUILDING CONTROL	MANAGEMENT
Erf 170	Jeffreys Bay	Supported	Applicant to comply with Town Planning and other service department requirements before submission of a building plan to Building Control.	AS: Supported TP: - Supported- IF all townplanning requirements are met and SLA must be clear ito responsibility and ownership after the agreement has lapsed. HS: Supported CS: - No objection. Applicant to be made aware of potential listed activities that will be triggered by the development. If any listed activities are triggered, an EIA (Environmental Impact Assessment) will need to be done. C&W: - Construction work is currently taking place, portion of the erf has been identified for parking. LS: Application is an unsolicited bid for extended exclusive use of public open space and must be advertised for public participation. Public open space is not suitable for lease. POS required by KLM to provide for statutory duties. Public open space must first be closed temporarily or permanently in terms of the Spatial Planning and Land Use Management By-law. POS plays an important

				part in town planning and environmental health and should not be departed with lightly. POS should be accessible to all residents of a neighbourhood.

KOUGA MUNICIPALITY (EC 108)
ORDINARY COUNCIL MEETING
PLANNING & DEVELOPMENT
OPEN
DATE: 31 MAY 2024
ITEM NO: **24/05/PD6**

REQUEST FOR COUNCIL'S IN-PRINCIPLE APPROVAL: ALIENATION LEASE OF LAND FOR A TELECOMMUNICATIONS MAST AND BASE STATION (HEROTEL) – A PORTION OF ERF 406, PARADISE BEACH

1. **Introduction**

The purpose of this item is to request Council's in-principle approval for the lease of Erf 406, Paradise Beach to Herotel to affix telecommunication infrastructure on municipal water tower situated on Erf 406 Paradise Beach.

2. **Background**

The Telecommunications Mast and Base Station is existing on the Paradise Beach Water Tower by means of a verbal agreement as indicated in the application, and would we like to formalize the agreement and ensure revenue generation. ****Application attached as Annexure "A".**

Land Parcel information and Section 14 comments is attached as **Annexure "B"**.

3. **Discussion**

An application was received from Herotel for the installation of free-standing telecommunication mast and base station. After consultation with the Municipality, it was recommended that the proposed tower be affixed on the existing tower as indicated in the image attached to Annexure B.

On 18 January 2024, a site inspection was conducted with Civil & Water Services, the contractor appointed for the repair of the water tower and it was agreed that no towers be erected on the ground, due to the underground services and it be erected on the side pillars of the Water Tower as depicted in the attached sketch plan.

The existing tower is installed on top of the water tower. The infrastructure will be moved from its current location to the side pillars as indicated. Telecommunication towers provide improved connectivity and better coverage for mobile phones, allowing people to stay connected with each other.

4. **Financial Implications**

Completed by BTO -	
Project Description	Land Valuations & surveyor & planning services
Ukey no.	20210710001552
Budgeted Amount	R203 548.00 KOUGA MUNICIPALITY 2024-04-26 BUDGET &TREASURY
Amount spent and committed to date	R121 666.12
Amount Available	R81 881.88
Comment	
Completed by BTO -	

5. **Applicable Legislation**

The provisions of the Municipal Finance Management Act, Act 56 of 2003, the Municipal Asset Transfer Regulations, as well as the approved Policy and Procedure on the disposal of immovable assets and the Leasing Policy for municipally owned immovable property.

6. **Legal Implications**

Should the Council resolve to approve the recommendations herein, the Administration may proceed with advertising the Council's intention to alienate the immovable property by way of a lease for public comment and/or objections.

7. **Other Implications**

None

8. **Comments by Directorates:**

8.1 **Chief Financial Officer:**

Report noted

8.2 **Acting Director: Planning & Development**

Recommendation supported.

8.3 **Director: Civil & Water Services**

The safeguard, use and ownership of municipal assets such as water towers are of critical importance. The lack thereof has brought about serious defects in that the concrete structure had been drilled into for the purpose of attaching telecommunication equipment which led to exposing reinforced steel resulting in serious rust.

All lease agreements to include specific details and controls, limitations and punitive measures.

8.4 **Director: Electro-Mechanical Services**

Item noted

8.5 **Director: Community Services**

Noted.

8.6 **Deputy Municipal Manager**

Noted.

8.7 **Municipal Manager**

Noted.

9. **Delegated Authority**

Council

10. **Recommendations**

10.1 That Council grant **in-principle approval** for the lease of Erf 406, Paradise Beach to Herotel to formalize the already existing Telecommunications Mast and Base Station for 9 years and 11 months.

10.2 That in terms of Section 14 and 90 of the MFMA and departmental inputs, Council hereby confirms that the land is not needed to provide the minimum level of basic municipal services.

10.3 That Council authorizes the Accounting Officer to advertise the intended alienation of the immovable property.

10.4 That Council authorizes the Accounting Officer to obtain the market-related valuation in line with Section 14(2) of the Municipal Finance Management Act.

10.5 That town planning activities and all other administrative processes be finalized at the cost of the applicant.

10.6 That the property be used for the purpose applied for, and for no other purpose whatsoever, unless prior written consent has been obtained from the Lessor.

10.7 That an annual escalation be included in the lease agreement.

Item prepared by the: Manager Land & Property Administration



Item approved by the: Acting Director Planning Development



Item endorsed by the Municipal Manager:



Item noted by Portfolio Chairperson:



Annexure "A"

Thank you for arranging the meeting late last week. I was there representing Herotel

We are there by a historical verbal arrangement and are quite happy to formalize this with a lease agreement. We have no issue with doing it properly and paying for whatever power we use.
Our equipment is on our own stainless steel mast on the lower reservoir. Zirk confirmed that you wanted this moved too, although not in the way of the contractors at the moment.

As indicated at the meeting, getting everyone on the same mast is going to be a challenge, and getting such a mast built in a short space of time will also be a challenge.

The idea being floated with the consultants after the meeting makes the most sense and is a workable solution. There are 8 legs to the existing tower. If "we" are allowed to strap a lattice frame to each leg up to the base of the water tank, or even extended to midway, there will be coverage in all directions and enough space for everyone, and keep separation from the cell guys to the wireless and security guys. Voda, MTN & Cell C could share 3 columns in each of the 3 main directions, NE, SW and NW. Herotel would probably want to use 2 to accommodate our kit and leave 3 to lease to other service providers.
This will not attract any EIA's, will be quick to build and not impair the integrity of the structure or impede the functionality of the water reservoir.
I have asked our graphic designer to do a simple mockup and will forward this as soon as it is completed.

Rgds

PUFFER HARTZENBERG
Team Leader - Infrastructure (RF) - South East

T: +27 41 365 5411
E: puffer.hartzenberg@herotel.com

74A Pickering St, Newton Park, Port Elizabeth
herotel.com | View Our Full Email Disclaimer Here



Annexure "B"

Zoning and property information:

Erf	406 of Paradysstrand	**Zoning: Financials**	PUBOS
Address	Harmonie Crescent	**Zoning**	Kouga Municipality Land Use Scheme - Open Space Zone 1
SG Number	C03400110000040600000	**Land Usage: Financials**	
Municipality	Kouga	**Ward: Financials**	Kouga 14
Township/Holding: Title Deed	Paradysstrand	**Ward: Demarcation Board**	Kouga 12
Suburb: Financials	Paradise Beach (40016)	**Sources**	Deeds Office, Surveyor General, Financials
Centroid	34.08945900902755 24.900792759506142E	**Effective**	
Sectional Title	No		
Extent	44.5046Ha		
Extent (SG)	51.8012Ha		
Extent (Title Deed)	44,5046HA		

Display GIS
Print
Export
Documents
Comments
Tasks and Questions
Incidents
Non-Sectional Units
Businesses
Title Deed Search
Google Map View
Google Street View
Mapillary

Linked Documents

Name	Status	Type	Size	Sub Docs	Document Type	Date Modified
Projects/Standard Notifications/2018 General Valuation		Folder	1 item			05 Oct 2020 05:27:55
SG Images/Paradysstrand		Folder	1 item			05 Oct 2020 05:30:11

Document Preview

Comments

Tasks and Questions and eForms

Land Parcels for Incident

Title Deeds

Owner	Title Deed	Share	Purchased	Registered	Price (Alpha)	New No
Paradise Beach Township Group Pty Ltd (65/0 429/07)	T18833/1968	0.0000		27 Aug 1968	T/T	



Section 14 comments by the Directorates

ERF	AREA	SDF & LAND USE SCHEME	BUILDING CONTROL	MANAGEMENT
A portion of Erf 406	Paradise Beach	Supported	Supported: Building Plans to be submitted.	**AS:** Supported **TP:** Supported subject to all requirements subject to compliance with 10,0m building lines on all sides for possible future services. **HS:** Supported **CS**: EIA might be applicable if the following Activity is triggered. Activity 3 of Listing Notice 3: The development of masts or towers of any material or type used for telecommunication broadcasting or radio transmission purposes where the mast or tower— (a) is to be placed on a site not previously used for this purpose; and (b) will exceed 15 metres in height— but excluding attachments to existing buildings and masts on rooftops. ii. Inside urban areas: (aa) Areas zoned for use as public open space. **C&W:** - In support, water reticulation network available and sewer is available by septic tank construction, upon submitting septic tank details, the Civil and Water to inspect on site construction.

KOUGA MUNICIPALITY (EC 108)
ORDINARY COUNCIL MEETING
PLANNING & DEVELOPMENT
OPEN
DATE: 31 MAY 2024
ITEM NO: **24/05/PD7**

REQUEST FOR COUNCIL'S IN-PRINCIPLE APPROVAL FOR ALIENATION (LEASE) OF A PORTION OF ERF 1, HUMANSDORP – ASPHALT PREMISES (ROADSAVER GROUP (PTY) LTD)

1. **Introduction**

The purpose of this item is to request Council's in-principle approval for the alienation (lease) of a portion of Erf 1, Humansdorp (Asphalt Premises), to Roadsaver Group (Pty) Ltd. (2022/472566/07) represented by Mr. Wilco Bothma for a period of 9 years and 11 months, with an option to renew.

2. **Background**

The subject property is zoned Open Space 1. However, the portion in consideration is already developed and comprises a few municipal buildings. Land parcel information of the portion of Erf 1, Humansdorp and aerial image indicating the location of the particular property is attached as **Annexure "B"**.

3. **Discussion**

An application is received from Roadsaver Group (Pty) Ltd for a long-term lease, with an option to renew. The applicant intends to set up a Roadsaver Pothole Mixing Asphalt Plant to manufacture a unique Roadsaver product which is used for the fixing of potholes. ******See attached proposals as **Annexure "A"**.

The applicant would like to utilize the building on the portion of Erf 1, Humansdorp, as well as a big enough vacant land for trucks to load and offload and assist the municipality to repair the other building for their own team.

The role of the applicant with regards to their responsibilities on the repairs of the buildings can be captured in a Service Level Agreement / Lease Agreement. The service level agreement to be compiled in conjunction with the Directorate Civil and Water as the current depot is located on the land site.

4. **Financial Implications**

Completed by BTO -	
Project Description	Land Valuations & surveyor & planning services
Ukey no.	20210710001552
Budgeted Amount	R203 548.00 KOUGA MUNICIPALITY 2024-04-26 BUDGET &TREASURY
Amount spent and committed to date	R121 666.12
Amount Available	R81 881.88
Comment	
Completed by BTO -	

5. **Applicable Legislation**

The provisions of the Municipal Finance Management Act, Act 56 of 2003, the Municipal Asset Transfer Regulations, as well as the approved Policy and Procedure on the disposal of immovable assets and the Leasing Policy for municipally owned immovable property.

6. **Legal Implications**

Should the Council resolve to approve the recommendations herein, the Administration may proceed with advertising the Council's intention to alienate the immovable property by way of a lease for public comment and/or objections.

7. **Other Implications**

None

8. **Comments by Directorates:**

8.1 **Chief Financial Officer:**

Report noted

8.2 **Acting Director: Planning & Development**

Recommendation Supported.

8.3 **Director: Civil & Water Services**

Item strongly supported.

8.4 **Director: Electro-Mechanical Services**

Item noted.

8.5 **Director: Community Services**

Noted.

8.6 **Deputy Municipal Manager**

Noted.

8.7 **Municipal Manager**

Noted.

9. **Delegated Authority**

Council

10. **Recommendations**

10.1 That Council **grant in-principle approval** for the alienation (lease) of a portion of Erf 1, Humansdorp (Asphalt Premises), to Roadsaver Group (Pty) Ltd. (2022/472566/07) represented by Mr. Wilco Bothma for a period of 9 years and 11 months, with an option to renew.

10.2 That Council authorizes the Accounting Officer to advertise the intended alienation of the immovable property.

10.3 That in terms of Section 14 and 90 of the MFMA and departmental inputs, Council hereby confirms that the property is not needed in future to provide the minimum level of basic municipal services.

10.4 That Council authorizes the Accounting Officer to obtain the market-related valuation in line with Section 14(2) of the Municipal Finance Management Act.

10.5 That the property be used for the purpose applied for, and for no other purpose whatsoever, unless prior written consent has been obtained from the Lessor.

10.6 That the lease be cancelled if purpose applied for is not implemented within 3 years from date of signed lease agreement.

10.7 That all Town Planning activities, as well as other administrative costs including the valuation, be for the cost of the applicant.

10.8 That an escalation be included in the lease agreement.

Item prepared by the: the Manager: Land & Property Administration

Item approved by the: Acting Director Planning & Development

Item endorsed by the Municipal Manager:

Item noted by Portfolio Chairperson:

Annexure "A"

KOUGA

Postal: PO Box 21, Jeffreys Bay, 6330
Tel: 042 200 2200 / 042 200 8300
Fax: 042 200 8606
Email: registry@kouga.gov.za
Website: www.kouga.gov.za

APPLICATION FOR MUNICIPAL LAND

APPLICATION TO PURCHASE/LEASE/CONSENT USE OF VACANT KOUGA MUNICIPAL LAND – INDIVIDUALS/PRIVATE

NAME: ROADSAVER GROUP (Pty) LTD.

ID NUMBER: 2022/472566/07

CONTACT DETAILS: Wilco BOTHMA - 0614963212.

ERF/PROPERTY APPLYING FOR:

AREA: HUMANSDORP.

ERF NUMBER: 1st HUMANSDORP

ADDRESS: T5522/1902

PURPOSE OF APPLICATION:

TO SET UP A ROADSAVER POTHOLE MIXING ASHPALT PLANT THAT WILL MANUFACTURE ROADSAVER PRODUCT AND SELL TO THE MUNICIPALITY

MOTIVATION:

TO SUPPLY ROADSAVER POTHOLE MIX TO ALL MUNICIPALITIES ASWELL AS ANY OTHER PARTIES THAT WANTS TO FIX THEIR INFRASTRUCTURE AND OTHER ROADS AND TO CREATE JOBS IN THE PROCESS. SUSTAINABLE ROAD MAINTENANCE SOLUTION.

NAME: Wilco. L. BOTHMA.

SIGNATURE: [signature]

DATE: 12 APRIL 2024.

Annexure "B"

Land parcel information of the portion of Erf 1, Humansdorp and aerial image:



Properties Incidents Assets Planning Projects Layers General Support My Profile

Land Parcel Information

Bookmark Layout Help Messages

Edit Audit Trail

Prev Next Go To Home Return

Erf	1 of Humansdorp	Zoning: Financials	PUBOS
Address	Unknown	Zoning	Kouga Municipality Land Use Scheme - Open Space Zone 1
SG Number	C0340005000000100000	Land Usage: Financials	
Municipality	Kouga	Ward: Financials	Kouga 4
Township/Holding: Title Deed	Humansdorp	Ward: Demarcation Board	Kouga 15
Suburb: Financials	Kwanomzano (30002)	Sources	Deeds Office, Surveyor General, Financials
Centroid	34.029127198892615 24.77060953530634SE	Effective	
Sectional Title	No		
Extent			
Extent (SG)			
Extent (Title Deed)	800 DUM		
Warning:	The spatial data is invalid.		

Display GIS
Print
Export
Documents
Comments
Tasks and Questions
Incidents
Non-Sectional Units
Businesses
Title Deed Search
Google Map View
Google Street View
Mapillary

Linked Documents

Name	Status	Type	Size	Sub Docs	Document Type	Date Modified
Old Attachments/* root		Folder	1 item			05 Oct 2020 06:10:51
Projects/Standard Notifications/2018 General Valuation		Folder	1 item			05 Oct 2020 05:23:17

Document Preview

Comments

Tasks and Questions and eForms

Land Parcels for Incident

Incident
I23-13166 (Water) No Supply (Water)

Title Deeds

Owner	Title Deed	Share	Purchased	Registered	Price (Alpha)	New No
Mun Kouga	T5522/1902	0.0000		6 Jun 1902	R	
Oorgangsraad-Humansdorp	T5522/1902	0.0000		6 Jun 1902	SECT 16	T74868/2008
Mun Humansdorp	T5522/1902	0.0000		6 Jun 1902		T3687-/1995

LEC COMMENTS

ERF	AREA	SDF & LAND USE SCHEME	BUILDING CONTROL	MANAGEMENT
A portion of Erf 1	Humansdorp	Supported	Applicant to comply with Town Planning and other service department requirements before submission of a building plan to Building Control.	**AS:** Supported **TP:** Supported **HS:** Supported **CS**: - No objection. Applicant to ensure sound environmental practices to avoid environmental pollution associated with activity. Applicant to be made aware of potential listed actvities being triggered by the Asphalt plant. **Activity 14 of Listing Notice 1:** The development and related operation of facilities or infrastructure, for the storage, or for the storage and handling, of a dangerous good, where such storage occurs in containers with a combined capacity of 80 cubic metres or more but not exceeding 500 cubic metres. **Activity 5 and 6 of Listing Notice 2: Activity 5**:The development and related operation of facilities or infrastructure for the [refining, extraction or] processing of a petroleum resource, including the beneficiation or refining of gas, oil or petroleum products with an installed capacity of 50 cubic metres or more per day, excluding[— (i) facilities for the refining, extraction or processing of gas from landfill sites; or (ii) the primary processing of a petroleum resource in which case activity 22 in this Notice

				applies.] activities which are included in the list of waste management activities published in terms of section 19 of the National Environmental Management: Waste Act, 2008 (Act No. 59 of 2008) in which case the National Environmental Management: Waste Act, 2008 applies. **Activity 6:** The development of facilities or infrastructure for any process or activity which requires a permit or licence or an amended permit or licence in terms of national or provincial legislation governing the generation or release of emissions, pollution or effluent, excluding— (i) activities which are identified and included in Listing Notice 1 of 2014; (ii) activities which are included in the list of waste management activities published in terms of section 19 of the National Environmental Management: Waste Act, 2008 (Act No. 59 of 2008) in which case the National Environmental Management: Waste Act, 2008 applies; (iii) the development of facilities or infrastructure for the treatment of effluent, polluted water, wastewater or sewage where such facilities have a daily throughput capacity of 2 000 cubic metres or less; or (iv) where the development is directly related to aquaculture facilities or infrastructure where the wastewater discharge

				capacity will not exceed 50 cubic metres per day. **Activity 22 of Listing Notice 2:** Any activity including the operation of that activity associated with the primary processing of a petroleum resource including winning, extraction, classifying, concentrating, water removal, but excluding the refining of gas, oil or petroleum products in which case activity 5 in this Notice applies.] **an Atmospheric Emissions Liscense is required for the proposed asphalt plant.** **C&W:** - In support. Kindly contact the Civil and Water department if extended length of water connection required. **LS**: Application is an unsolicited bid for extended exclusive use of public open space and must be advertised for public participation. Public open space is not suitable for lease. POS required by KLM to provide for statutory duties. Public open space must first be closed temporarily or permanently in terms of the Spatial Planning and Land Use Management By-law. POS plays an important part in town planning and environmental health and should not be departed with lightly. POS should be accessible to all residents of a neighbourhood.

KOUGA local municipality
Good Governance through Service Excellence

KOUGA MUNICIPALITY (EC 108)
ORDINARY COUNCIL MEETING
PLANNING & DEVELOPMENT
OPEN
DATE: 31 MAY 2024
ITEM NO: **24/05/PD8**

REQUEST FOR COUNCIL'S IN-PRINCIPLE APPROVAL: LEASE OF LAND FOR A TELECOMMUNICATIONS MAST AND BASE STATION – A PORTION OF ERF 406, PARADISE BEACH

1. **Introduction**

The purpose of this item is to request Council's in-principle approval for the lease of Erf 406, Paradise Beach to Orion Trust to affix telecommunication infrastructure on municipal water tower situated on Erf 406 Paradise Beach.

2. **Background**

The Telecommunications Mast and Base Station is existing on the Paradise Beach Water Tower by means of a verbal agreement as indicated in the application, and would we like to formalize the agreement and ensure revenue generation. ****Application attached as Annexure "A".**

Land Parcel information and Section 14 comments is attached as **Annexure "B"**.

3. **Discussion**

An application dated October 2021 was received from Orion Trust for the installation of free-standing telecommunication mast and base station. The application is for a lease of an area measuring approximately 144m² in extent. After consultation with the Municipality, it was recommended that the proposed tower be affixed on the existing tower as indicated on the image attached on Annexure B.

On 18 January 2024, a site inspection was conducted with Civil & Water Services, the contractor appointed for the repair of the water tower and it was agreed that no towers be erected on the ground, due to the underground services and it be erected on the side pillars of the Water Tower as depicted in the attached sketch plan.

The existing tower is installed on top of the water tower. The infrastructure will be moved from its current location to the side pillars as indicated. Telecommunication towers provide improved connectivity and better coverage for mobile phones, allowing people to stay connected with each other.

4. **Financial Implications**

Completed by BTO -	
Project Description	Land Valuations & surveyor & planning services
Ukey no.	20210710001552
Budgeted Amount	R203 548.00 KOUGA MUNICIPALITY 2024-04-26 BUDGET &TREASURY
Amount spent and committed to date	R121 666.12
Amount Available	R81 881.88
Comment	
Completed by BTO -	

5. **Applicable Legislation**

The provisions of the Municipal Finance Management Act, Act 56 of 2003, the Municipal Asset Transfer Regulations, as well as the approved Policy and Procedure on the disposal of immovable assets and the Leasing Policy for municipally owned immovable property.

6. **Legal Implications**

Should the Council resolve to approve the recommendations herein, the Administration may proceed with advertising the Council's intention to alienate the immovable property by way of a lease for public comment and/or objections.

7. **Other Implications**

None

8. **Comments by Directorates:**

8.1 **Chief Financial Officer:**

Report noted.

8.2 **Acting Director: Planning & Development**

Recommendation supported.

8.3 **Director: Civil & Water Services**

The safeguard, use and ownership of municipal assets such as water towers are of critical importance. The lack thereof has brought about serious defects in that the concrete structure had been drilled into for the purpose of attaching

telecommunication equipment which led to exposing reinforced steel resulting in serious rust.
All lease agreements to include specific details and controls, limitations and punitive measures.

8.4 **Director: Electro-Mechanical Services**

Item noted.

8.5 **Director: Community Services**

Noted.

8.6 **Deputy Municipal Manager**

Noted.

8.7 **Municipal Manager**

Noted.

9. **Delegated Authority**

Council

10. **Recommendations**

10.1 That Council grant **in-principle approval** for the lease of Erf 406, Paradise Beach to Orion Trust, to formalize the existing Telecommunications Mast and Base Station for 9 years and 11 months.

10.2 That in terms of Section 14 and 90 of the MFMA and departmental inputs, Council hereby confirms that the land is not needed to provide the minimum level of basic municipal services.

10.3 That town planning activities and all other administrative processes be finalized at the cost of the applicant.

10.4 That the property be used for the purpose applied for, and for no other purpose whatsoever, unless prior written consent has been obtained from the Lessor.

10.5 That the lease be cancelled if purpose applied for is not implemented within 3 years from date of signed lease agreement.

10.6 That an annual escalation be included in the lease agreement.

10.7 That Council authorizes the Accounting Officer to advertise the intended alienation of the immovable property.

Item prepared by the: Manager Land & Property Administration



Item approved by the: Acting Director Planning & Development



Item endorsed by the Municipal Manager:



Item noted by Portfolio Chairperson:



Annexure "A"

KOUGA local municipality
Good Governance through Service Excellence

Jeffreys Bay
Joubertina
Kareedouw
Kruisfontein
St Francis Bay
Thornhill

Tel: 042 200 2200 / 042 200 8300
Fax: 042 200 8606
Email: registry@kouga.gov.za
Website: www.kouga.gov.za

APPLICATION FOR MUNICIPAL LAND

APPLICATION TO PURCHASE/LEASE/CONSENT USE OF VACANT KOUGA MUNICIPAL LAND – INDIVIDUALS/PRIVATE

NAME: ORION TRUST

ID NUMBER: IT869/2021 (C)

CONTACT DETAILS: AJ PELSER 084020 0076, ALEX@OFFSHORETEL.COM

ERF/PROPERTY APPLYING FOR:

AREA: 144sqm

ERF NUMBER: Erf 406 Paradise Beach

ADDRESS: Harmonie Crescent Paradise beach Water tower premises.

PURPOSE OF APPLICATION:

Main Purpose of this lease is to move telecommunication infrastructure from water tower to this lease area where new tower will be constructed for telecommunication infrastructure only.

Short term LEASE THE PORTION OF 144 sqm FOR A TELECOMMUNICATION MAST AND BASE STATION

MOTIVATION:

If the telecommunication infrastructure is moved from the water tower to its own dedicated tower, the Municipality as well as the network providers will be able to manage and operate the infrastructure better.

As in the Kouga LM SDF of 2020 p134:"Telecommunication towers must be encouraged to establish on municipal properties. It is proposed that suitable municipal properties be identified for the installation of telecommunication masts. This will reduce the number of towers in residential neighborhoods and further generate income for the municipality."

NAME: AJ PELSER

SIGNATURE: 

DATE: 11 OCT 2021

Annexure "B"

Zoning and property information:

Erf	406 of Paradysstrand	Zoning: Financials	PUBOS
Address	Harmonie Crescent	Zoning	Kouga Municipality Land Use Scheme - Open Space Zone 1
SG Number	C03400110000040600000	Land Usage: Financials	
Municipality	Kouga	Ward: Financials	Kouga 14
Township/Holding: Title Deed	Paradysstrand	Ward: Demarcation Board	Kouga 12
Suburb: Financials	Paradise Beach (40016)	Sources	Deeds Office, Surveyor General, Financials
Centroid	34.08945900902755 24.900792759506142E	Effective	
Sectional Title	No		
Extent	44.5046Ha		
Extent (SG)	51.8012Ha		
Extent (Title Deed)	44,5046HA		

Display GIS
Print
Export
Documents
Comments
Tasks and Questions
Incidents
Non-Sectional Units
Businesses
Title Deed Search
Google Map View
Google Street View
Mapillary

Linked Documents

Name	Status	Type	Size	Sub Docs	Document Type	Date Modified
Projects/Standard Notifications/2018 General Valuation		Folder	1 item			05 Oct 2020 05:27:55
SG Images/Paradysstrand		Folder	1 item			05 Oct 2020 05:30:11

Document Preview

Comments

Tasks and Questions and eForms

Land Parcels for Incident

Title Deeds

Owner	Title Deed	Share	Purchased	Registered	Price (Alpha)	New No
Paradise Beach Township Group Pty Ltd (65/0 429/07)	T18833/1968	0.0000		27 Aug 1968	T/T	



Section 14 comments by the Directorates

ERF	AREA	SDF & LAND USE SCHEME	BUILDING CONTROL	MANAGEMENT

A portion of Erf 406	Paradise Beach	Supported	Supported: Building Plans to be submitted.	**AS:** Supported **TP:** Supported subject to all requirements subject to compliance with 10,0m building lines on all sides for possible future services. **HS:** Supported **CS**: EIA might be applicable if the following Activity is triggered. Activity 3 of Listing Notice 3: The development of masts or towers of any material or type used for telecommunication broadcasting or radio transmission purposes where the mast or tower— (a) is to be placed on a site not previously used for this purpose; and (b) will exceed 15 metres in height— but excluding attachments to existing buildings and masts on rooftops. li. Inside urban areas: (aa) Areas zoned for use as public open space. **C&W:** - In support, water reticulation network available and sewer is available by septic tank construction, upon submitting septic tank details, the Civil and Water to inspect on site construction.

KOUGA local municipality
Good Governance through Service Excellence

KOUGA MUNICIPALITY (EC 108)
ORDINARY COUNCIL MEETING
PLANNING & DEVELOPMENT OPEN
DATE: 31 MAY 2024
ITEM NO: **24/05/PD9**

REQUEST FOR COUNCIL'S FINAL APPROVAL: ALIENATION (LEASE) OF A PORTION OF ERF 164, JEFFREYS BAY FOR A HIGH TELECOMMUNICATIONS MAST – (MTN TOWER/NSRI BASE STATION)

1. **Introduction**

The purpose of this item is to request Council's final approval for the alienation (lease) of a portion of Erf 164, Jeffreys Bay (MTN Tower/NSRI Base Station) to HIS Towers South Africa for a High Telecommunications Mast.

2. **Background**

The Telecommunications Mast is erected on a pole and does not require extensive land for the mast. The norm is for an extent of 10x10 meters.

The lease agreement was signed 1 August 2000 for 9 years and 11 months and expired after the second term.

The Cessionary, HIS Towers South Africa took over all MTN's Towers with copy of the draft agreement is attached as **Annexure "A"**.

Application and previous Lease Agreement attached as **Annexure "B"** below.

Land Parcel information and Section 14 comments is attached as **Annexure "C"**.

3. **Discussion**

The advertisement Notice 8/2024 for comments/input for the for the alienation (lease) of a portion of Erf 164, Jeffreys Bay, was placed on 11 January 2024 until 9 February 2024 and no objections were received. ****Attached as Annexure "D"**.

Market-related valuation report is attached as **Annexure "E"**.

4. **Financial Implications**

Completed by BTO -	
Project Description	Land Valuations & surveyor & planning services
Ukey no.	20210710001552

Budgeted Amount	R203 548
Amount spent and committed to date	R115 164.18
Amount Available	R88 383.82 KOUGA MUNICIPALITY 2024-03-11 BUDGET &TREASURY
Comment	

5. **Applicable Legislation**

The provisions of the Municipal Finance Management Act, Act 56 of 2003, the Municipal Asset Transfer Regulations, as well as the approved Policy and Procedure on the disposal of immovable assets and the Leasing Policy for municipally owned immovable property.

6. **Legal Implications**

Should the Council approve the recommendations herein, the Accounting Officer will be authorized to enter into a long-term lease agreement with the applicant herein, and once said agreement is concluded both parties thereto will be subject to the terms and conditions stipulated therein.

7. **Other Implications**

None

8. **Comments by Directorates:**

8.1 **Chief Financial Officer:**

Report noted

8.2 **Acting Director: Planning & Development**

Recommendation supported.

8.3 **Director: Civil & Water Services**

Item is noted.

8.4 **Director: Electro-Mechanical Services**

Item noted.

8.5 **Director: Community Services**

Noted.

8.6 **Deputy Municipal Manager**

Noted.

8.7 **Municipal Manager**

Noted.

9. **Delegated Authority**

Council

10. **Recommendations**

10.1 That Council **grant final approval** for the alienation (lease) of a portion (100m²) of Erf 164 (MTN/NSRI Station), Jeffreys Bay for a 15m high Telecommunication Mast to IHS for 9 years and 11 months.

10.2 That in terms of Section 14 and 90 of the MFMA and departmental inputs, Council hereby confirms that the land is not needed to provide the minimum level of basic municipal services.

10.3 That Council considers the market-related valuation of R5,000.00 per month for the lease of immovable property.

10.4 That town planning processes be finalised, and all other administrative costs be for the account of the applicant.

10.5 That the position of the towers be as such where it can be disguised if possible.

10.6 That the property be used for the purpose applied for, and for no other purpose whatsoever, unless prior written consent has been obtained from the Lessor.

10.7 That the lease be cancelled if purpose applied for is not implemented within 3 years from date of signed lease agreement.

10.8 That an annual escalation be included in the lease agreement.

Item prepared by the: Manager Land & Property Administration

Item approved by the: Acting Director Planning & Development

Item endorsed by the Municipal Manager:

Item noted by Portfolio Chairperson:

Annexure "A"

CESSION AND ASSIGNMENT OF LEASE

Between

("THE LESSOR")

AND

MOBILE TELEPHONE NETWORKS (PTY) LTD
(REGISTRATION NO: 1993/01436/07)
("THE CEDENT")

AND

IHS TOWERS SOUTH AFRICA (PTY) LTD
(REGISTRATION NO: 2021/155147/07)
("THE CESSIONARY")

WHEREAS:

The Lessor and the Cedent entered into an Agreement of lease which was duly signed by the Lessor and the Cedent on in terms where the Lessor let to the Cedent certain premises described therein as Site Number: T 5020 – Boerboon Str J-Bay ("The Premises").

AND WHEREAS:

The Cedent wishes to cede and assign to the Cessionary who wishes to acquire from the Cedent all the Cedent's rights, title and obligation in terms of the lease Agreement;

AND WHEREAS:

The Lessor has consented to this Cession and Assignment of the rights and obligations of the lease Agreement.

NOW THEREFORE IT IS AGREED AS FOLLOWS:

1. The Cedent hereby cedes to the Cessionary all its rights and title in and to the lease Agreement and assigns to the Cessionary all its obligations in terms of the Lease with effect from 01 MAY 2023 (the "effective date").

2. The Cessionary hereby accepts the Cession and Assignment of the lease Agreement.

3. The Cessionary undertakes to be duly bound by all the terms and conditions of the lease Agreement with effect from the effective date.

4. All other terms and conditions of the Lease shall *mutatis mutandis* apply.

5. The Lessor, by its signature hereto, consents to the Cession and Assignment of lease Agreement and interposes the Cessionary as the Lessee in terms of the lease Agreement with effect from the effective date.

6. The *domicilium citandi et executandi* for the Cessionary shall be as follow:

saproperty@ihstowers.com
6 Parks Boulevard, Oxford Parks
199 Oxford Road
Dunkeld
Johannesburg, Gauteng

EXECUTION

Signed at ..... this ..... day of..... 2023

_____

For: Cedent

Warranting his/her authority hereto

Full Name: _____

Capacity: _____

AS WITNESSES:

1. _____

2. _____

Signed at ..... this ..... day of 2023

_____

for Cessionary

Warranting his authority hereto

Full Name: _____

Capacity: _____

AS WITNESSES:

1. _____

2. _____

Signed at .....this ..... day of.....2023

_____

For: Lessor

Warranting his/her authority hereto

Full Name: _____

Capacity: _____

AS WITNESSES:

1. _____

2. _____

Annexure "B"

KOUGA local municipality
Good Governance through Service Excellence

Cape St Francis
Hankey
Humansdorp
Jeffreys Bay
Loerie
Oyster Bay
Patensie
St Francis Bay
Thornhill

Postal: PO Box 21, Jeffreys Bay, 6330
Tel: 042 200 2200 / 042 200 8300
Fax: 042 200 8606
Email: registry@kouga.gov.za
Website: www.kouga.gov.za

APPLICATION FOR MUNICIPAL LAND

APPLICATION TO PURCHASE/LEASE/CONSENT USE OF VACANT KOUGA MUNICIPAL LAND – INDIVIDUALS/PRIVATE

NAME: Sherika Sheobalak from Sheobalak Engineering

ID NUMBER: 880227 0043 087

CONTACT DETAILS: 082 663 8787 - Sherika@Sheoeng.com

ERF/PROPERTY APPLYING FOR:

AREA: As per existing agreement, Antennas onto building

ERF NUMBER: Erf 164 , Jeffreys Bay

ADDRESS: 41 Diaz Rd with co-ords - 34°03'26.2"S 24°55'26.6"E

PURPOSE OF APPLICATION:

Lease agreement title T3460-Jefferys Bay Beach is for a antennas on Kouga Municipal infrastructure, leased to MTN for telecommunication purposes. Please be advised that MTN has sold the telecommunication equipment at this location to IHS Towers SA and we (Sheobalak Engineering, Authorized by IHS) kindly request acknowledgment of the change of ownership and agreement to renew the lease agreement with IHS Towers SA as the new Lessee.

We are aware that the original term on the lease has most likely expired as we have no records of a requested/ approved second renewal period for the contract.

MOTIVATION:

From our meeting dated 11th May at your office, we understand a LU application may be required prior to lease renewal.

The contract is probably no longer active according the documents we have and IHS would like the opportunity to complete a lease renewal for 9y11m.

The telecommuication infrastructure on site is still active and we need to ensure the lease for the land/ infrastructure is is fixed too also remains active.

Lastly, we also need to ensure the municipality is aware that the contract has been ceded.

NAME: Sherika Sheobalak

SIGNATURE: [signature] **DATE:** 19-06-2023

PREVIOUS RENTAL AGREEMENT

LEASE AGREEMENT

Mobile Telephone Networks (Pty) Ltd. (Reg. No.93101436107) ("the Lessee")

HEREIN REPRESENTED BY:

IN HIS CAPACITY AS: **Authorised Representative**

do hereby lease from

THE KOUGA MUNICIPALITY

HEREIN REPRESENTED BY: NICHOLAAS STEPHANUS BOTHA

IN HIS CAPACITY AS: MUNICIPAL MANAGER

("the Lessor")

being the registered owner / authorised representative

certain Premises, namely a portion of Erf 164
in extent approximately 100 square metres

as duly shown to the Lessee and as
indicated in Annexure A attached hereto

(hereinafter referred to as "the Premises")

SUBJECT- to the following terms and conditions:

1. **DURATION**

The lease shall be for a period of nine (9) years and eleven (11) months (the "initial period") commencing on 1 April 2008 with a further period of nine (9) years and eleven (11) months (the "option period") which option shall be exercised in writing by the Lessee no less than three (3) months prior to the expiry of the initial period.

2. **RENTAL**

2.1. The monthly rental shall be **R 400.00 (FOUR HUNDRED RAND)** (excluding VAT) payable monthly in advance not later than the seventh day of the month. The rental shall increase on each anniversary of the commencement date by the Consumer Price Index (CPI) published in the central statistics released PO141.1. The CPI published three months prior to the lease anniversary date shall be the applied rate of escalation.

2.2 VAT is payable at the standard rate of tax as the Lessor is registered for VAT purposes. The VAT registration number of the Lessor is 4070193497.

2.3 Invoices in respect of rental must please be addressed to:

MTN, FINANCIAL DEPARTMENT (BTS), PRIVATE BAG X30, BENMORE, 2010.

3. **ELECTRICITY SUPPLY**

3.1 The Lessor shall supply electricity from the existing power supply available at the Lessor's property to operate the Lessee's equipment. The Lessee shall pay the Lessor for the electricity consumed to operate the Lessee's equipment on the Premises, which consumption shall be separately metered and calculated at supply authority rates. The standard electrical fees and real cost connection fees shall apply and the Lessee shall bear all costs in connection with such services and connections.

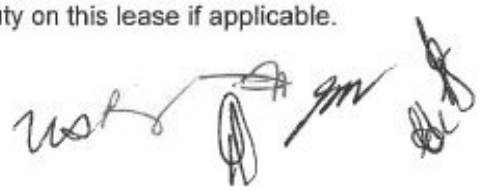
3.2 The cost of the installation of any necessary meters will be for the Lessee's account.

4. **USE OF PREMISES**

The Premises shall be used by the Lessee as a base station site which will involve the installation, housing, operation and maintenance of equipment owned by the Lessee and activities incidental thereto, which equipment will form an integral part of a telecommunications system to be installed and operated on a nation-wide basis by the Lessee, throughout the Republic of South Africa. The premises shall be used for no other purpose without the written permission of the Lessor.

5. **COSTS**

The Lessee shall be liable for the Stamp Duty on this lease if applicable.



6. **LESSEE'S FURTHER RIGHTS**

The Lessee shall be entitled to and the Lessor hereby grants to the Lessee the rights to:

6.1 take whatever steps are necessary, at its own cost and expense, to erect and install, in or on the Premises, equipment necessary to use the Premises for the purposes contemplated in clause 4 ("the equipment");

6.2 use, install or connect as the case may be, such electrical facilities as may be necessary to operate the equipment, including affixing feeder and other cables to buildings on the Lessor's property of which the Premises form part ("the Property"}, and laying cables on the Property.

6.3 apply for and install at its own cost and expense such telecommunication lines as may be necessary for the attainment by the Lessee of its objectives in terms of clause 4 above;

6.4 erect and install in or on the Premises, at its own cost and expense, at any time during this lease, such fixtures, fittings or equipment, or upgrade an omni antenna system to a sectorised system if necessary for the attainment by the Lessee of its objectives, provided that:

6.4.1 all such fixtures, fittings and equipment shall be removed by the Lessee on the expiration or earlier termination of the lease;

6.4.2 any damage caused to the Premises as a result of such installation, erection or removal shall be made good by the Lessee at its expense and the Lessee shall leave the premises in an orderly and neat condition.

6.5 use, for purposes of gaining access to the Premises, the access facilities or roads leading to the Premises, or if necessary to construct and to use same for access purposes to the premises at any time subject to the conditions of this lease agreement.

6.6 allow Vodacom to make use of the Premises and*/or* the infrastructure thereon for the purpose of a base station which will involve the installation, housing, operation and maintenance of equipment owned by the said Vodacom, on conditions which are not in conflict with the conditions contained in this agreement.

7. **NON-ACCESSION OF MOVABLES**

The Lessor acknowledges that all equipment installed on the premises by the Lessee, whether a mast, antenna, electronic equipment or other, shall be deemed to be movable property, and shall remain as the property of the Lessee, and that all such property does not and shall not accede to the immovable property of the Lessor.

8. **REGISTRATION OF THE LEASE**

The parties may by mutual consent, cause this lease to be registered against the Title Deeds of the Property. The lessee shall bear the costs and expenses of such registration as well as survey costs should it become necessary to register a simultaneous surveyor diagram in respect of the property hereby leased.

9. **CHANGE OF OWNERSHIP**

9.1 The Lessor shall notify any prospective purchaser of the property or Premises of the existence of this lease agreement.

9.2 In the event of the sale of the property of which the Premises forms a portion, the Lessor shall furnish the Lessee with the full name/s, address, telephone and fax number of the purchaser of the property.

9.3 Notwithstanding any provision of this lease it is agreed hereby that in the event of the sale by the lessor of the Property, the lease will continue uninterrupted until the expiration thereof at the end of the initial period or at the end of the option period, as the case may be, and the Lessee hereby agrees to accept the purchaser as the Lessor of the Premises upon the same terms and conditions as set out in this lease.

9.4 The Lessee shall continue to effect payment to the Lessor in terms of clause 17 until advised otherwise in writing by the Lessor and purchaser.

9.5 The Lessor hereby indemnifies the Lessee against any claim by the purchaser or purchaser's agent for rental amounts paid in advance by the Lessee to the Lessor or any third party nominated by the Lessor and for any legal costs on an attorney and own client scale incurred by the Lessee in defending any such claim.

10. **ACCESS TO THE PREMISES**

10.1 The rental mentioned in clause 2.1 of the Lease Agreement includes compensation for the use and maintenance of an access road SUBJECT to the conditions contained in Annexure B attached hereto.

THE LESSOR:-

10.2 undertakes to ensure that the employees of the Lessee are afforded access on a 24-hour basis to the Premises throughout the term of this lease;

10.3 shall be entitled to require positive identification from the employees of the Lessee before affording them access to the Premises. In the event of a dispute as to the authenticity of any such identification, MTN's National Control Centre ("NCC") shall confirm or deny such identification.

11. **LESSOR'S WARRANTIES**

The Lessor warrants that:

11.1 it is aware of and understands the requirements and objectives of the Lessee in relation to its use of the Premises;

11.2 to the best of its knowledge and belief, the exercise by the Lessee of its rights in terms of this lease and occupation of the Premises for the purposes contemplated in this lease will not contravene any title deeds, town planning scheme, township conditions or any law, by-law or statutory regulation or the provisions of any license or consent relating to or affecting the Premises or the occupation and use thereof;

11.3 it has the authority and powers necessary to enter into this lease and to grant to the Lessee the rights provided for in this Agreement;

11.4 in the event of a dispute between the parties the Lessor shall not for any reason prohibit or prevent access to the Premises by the Lessee or its employees or agents.

11.5 it shall comply with the provisions of the Occupational Health and Safety Act (85 of 1993) or any replacement thereof and specifically with clause 9 thereof as set out in Annexure "C" hereto.

12. **INSURANCE OF EQUIPMENT**

The Lessee shall insure all equipment installed on the Premises, and undertakes to obtain such public liability insurance as may be necessary in the circumstances.

13. **INDEMNITY**

13.1 The Lessee shall indemnify and hold the Lessor harmless against any claim of liability or loss for personal injury or property damage resulting from or arising out of the use and occupancy of the Premises by the Lessee, its employees or agents, excepting, however, such claims or damages as may be due to or caused by the intentional misconduct or negligent acts of the Lessor or its employees or agents.

13.2 The Lessee and the Lessor agree that all of the Lessee's equipment or property which may be on the Premises during the term of this lease is there at the sole risk and hazard of the Lessee and if damaged in any manner no part of said damage may be charged to or borne by the Lessor in any case whatsoever regardless of cause, unless caused by the negligence or intentional misconduct of the Lessor .

14. **BREACH**

Should either party ("the defaulting party") commit a breach of any of 1he provisions hereof, then the other party ("the aggrieved party") may give the defaulting party 14 days written notice to remedy their breach. If the defaulting party fails to comply with such notice, the aggrieved party shall be entitled to cancel this agreement against the defaulting party or to claim immediate payment and/or performance by the defaulting party of all of the defaulting party's obligations whether or not the due date for payment and/or performance shall have arrived, in either event without prejudice to the aggrieved party's rights to claim damages. The aforegoing is without prejudice to such other rights as the aggrieved party may have at law; provided always that, notwithstanding anything to the contrary contained in this lease, the aggrieved party shall not be entitled to cancel this lease for any breach by the defaulting party unless such breach is a material breach going to the root of this lease and is incapable of being remedied by a payment in money, or if it is capable of being remedied by a payment in money, the defaulting party fails to pay the amount concerned within 14 days after such amount has been determined.

15. **TERMINATION**

Notwithstanding anything contained in this agreement, the Lessee shall be entitled to terminate this agreement on 30 days written notice to the Lessor upon the occurrence of any of the following events:

15.1 The license in terms of which the lessee is entitled to provide national cellular telecommunication services is withdrawn, canceled or suspended.

15.2 The premises becoming unfit for the purposes contemplated in clause 4.

15.3 The technology for which the Premises is required being replaced by new technology or otherwise becoming obsolete.

15.4 The relevant positioning of the Lessee's base station/s being modified in accordance with the requirements of effective network coverage.

15.5 Any other cause whatsoever outside the control of the Lessee, requiring the Lessee to cease using the Premises.

16 **WHOLE AGREEMENT**

16.1 This Agreement contains all the express provisions agreed on by the parties with regard to the subject matter of the Agreement and the parties waive the right to rely on any alleged express provision not contained in the Agreement.

16.2 No party may rely on any representation which allegedly induced that party to enter into this Agreement, unless the representation is recorded in this Agreement.

16.3 No contract varying, adding to, deleting from or canceling this Agreement, and no waiver of any right under this Agreement, shall be effective unless reduced to writing and signed by or on behalf of the parties.

17. **DOMICILE ADDRESS**

The parties choose the following addresses for all purposes under this lease (Domicilia citandi et Executandi):

LESSEE:

15 Alice Lane,
Sandown Ext. 38
SANDTON 2196

Tel: (011)301-6579
Fax: (011) 301-6151
Private Bag 9955,
Sandton, 2146

LESSOR:

33 Da Gama Road
JEFFREYS BAY
6330

Tel: (042) 2931111
Fax: (O42)2931114
P.O.Box 21
Jeffreys Bay, 6330

17.1 Unless otherwise arranged by the parties in writing, the Lessee shall deposit any amount payable in terms of this lease in the lessors chosen account:

First National Bank Jeffreys Bay
Branch code: 210515
Account no : 52540033504
(Lessee's ref. 7700 347 006 MTN)

17.2 The parties agree that in the event of any queries regarding rental or correspondence concerning this lease, the Lessor shall quote the following reference details:

Site Name JEFFREYS BAY BEACH

Cell No. T3460

RSA No. SS60

17.3 Save as otherwise provided in this clause 17. any notice to any party shall be addressed to it at its domicilium aforesaid and be sent either by prepaid registered post or be delivered by hand. In the case of any notice:-

17.3.1 sent by prepaid registered post, such notice shall be deemed to have been received seven (7) days after the posting thereof;

17.3.2 sent by facsimile, it shall be deemed to have been received, unless the contrary has been proved, upon the recipient thereof acknowledging such receipt in writing or by telephone;

17.3.3 delivered by hand it shall be deemed to have been received, unless the contrary is proved, on the date of delivery.

17.4 Any party shall be entitled by notice domicilium to any other address within Lessor its banking details as stated in 17. 1 above, provided that the said changes shall become effective only 14 days after in writing to the other, to change its the Republic of South Africa, and the 1 above, provided that the said changes service of the notice in question .

18. The Lessee hereby consents to the jurisdiction of the Magistrate Court for the purpose of any proceedings in terms of or incidental to this lease. Provided, however, that the Lessor at his option, shall be entitled to institute proceedings in any division of the Supreme Court having jurisdiction and, in the event of the Lessor electing to institute proceedings in the Supreme Court, the costs shall be determined on the scale applicable to the Supreme Court.

19. Neither party hereto shall incur any liability by reason of any failure to fulfill any obligation in terms of this agreement if such failure is occasioned by a Force Majeure consisting of acts of God, fire, accident, governmental acts, explosion, industrial dispute or any other act, omission or Event beyond the reasonable control of such party. The onus of proving that such failure was occasioned by a force majeure shall rest on the party alleging same.

20. The parties shall not disclose to any third party, other than their respective employees or professional advisors, in their capacity as such, any information relating to the terms and conditions of this Agreement except :-

20.1 to the extent necessary to comply with any law, valid court order or the requirements of any recognised stock exchange; or

20.2 as part of its normal reporting or review procedures to its auditors and its attorneys; or

20.3 to the extent required by any regulatory authority; or

20.4 to the extent necessary for purposes of instituting legal proceedings by the one party against the other.

21. **SPECIAL CONDITIONS**

Notwithstanding anything to the contrary contained herein the parties agree that the following special conditions will apply to the lease:-

21.1 Approval from the Department of Civil Aviation;

21.2 Successful application for authorizations i.t.o. the EIA regulations;

21.3 Submission and approval of building plans prior to commencement of any building work;

21.4 Compliance with the provisions of Section 124 of Ordinance 20 of 1974 and other legal requirements;

21.5 That a departure from the applicable land usage rights for the erection of the base station and Community facilities be approved in terms of Section 15 of Ordinance 15 of 1985;

21.6 That a departure from the height restriction be approved in terms of Section 15 of Ordinance 15 of 1985;

21.7 The Lessee undertakes to provide free use of a specially demarcated area, as indicated on annexure A, of the premises for life-saving facilities by the community at the discretion of the Lessor liaising with the Lessee;

21.8 In the event of the Lessee constructing a building or such like immovable structure it shall do so only after having obtained the permission of the Lessor which building or structure shall on expiration or termination of the lease became the property of the Lessor without compensation being payable to the Lessee.

Signed at JEFFREYS BAY on 25 SEPTEMBER 2001.

AS WITNESSES:

1. .....

2. .....

For and on behalf of the Lessor by

who warrants his authority hereto.

Signed at JEFFREYS BAY on 25 SEPTEMBER 2001.

AS WITNESSES:

1. .....

2. .....

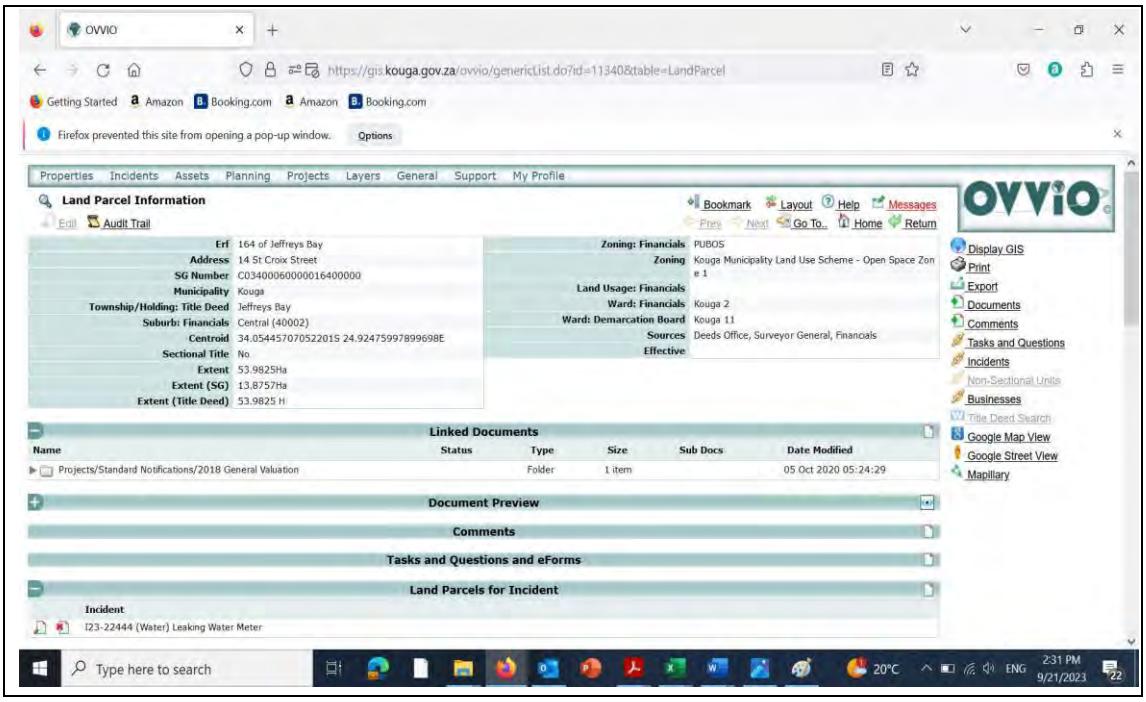
For and on behalf of the Lessee by

S. HITCHINS

who warrants his authority hereto.

Annexure "C"

Zoning and property information:





Comments by the Directorates (Sect. 14)

ERF	AREA	LAND USE SCHEME	BUILDING CONTROL	MANAGEMENT
Erf 164	Jeffreys Bay	Proposed lease renewal supported on condition that developer/operator obtain the appropriate land use rights in terms of Kouga SPLUM By-law.	Supported.	In general application is supported. **Legal**: Must be a new lease agreement: Before entering into the lease agreement that payment is up to date. Department doing the invoicing at this stage as lease has expired. **Assets**: Supported. Have upfront criteria and conditions that must be met.

Annexure "D"

KOUGA MUNICIPALITY (EC108)

NOTICE NO: 8/2024

PUBLIC PARTICIPATION NOTICE

PUBLIC INVITATION FOR COMMENTS AND OBJECTIONS TO THE COUNCIL'S INTENDED DISPOSAL BY WAY OF A LEASE AND SALE AGREEMENT OF MUNICIPAL PROPERTIES.

Notice is hereby given that at an Ordinary Council Meeting held on 14 December 2023, the Council resolved to call for public comments and objections on the intended disposal, by way of a lease and sale agreement of immovable assets, in accordance with all applicable Legislation and the Municipal Policy and Procedures of Immovable Assets:

Land earmarked for lease:

Erf 512, Hankey for 9 years and 11 months – 23/12/PD2
A portion of Erf 835, Paradise Beach (Telecommunication Mast) for 9 years and 11 months – 23/12/PD3
A portion of Erf 1244, Pellsrus for 9 years and 11 months – 23/12/PD4
Erf 1567, Pellsrus for 9 years and 11 months – 23/12/PD6
A portion of Erf 1996, Sea Vista (Telecommunication Mast) for 9 years and 11 months – 23/12/PD7
Erf 3087, Sea Vista for 9 years and 11 months – 23/12/PD10
Erf 130, Pellsrus for 9 years and 11 months – 23/12/PD12
A portion of Erf 164, Jeffreys Bay for 9 years and 11 months – 23/12/PD16 A portion of Erf 164, Jeffreys Bay (Telecommunication Mast) for 9 years and 11 months – 23/12/PD17
A portion of Erf 164, Jeffreys Bay (Sea Rescue) for 9 years and 11 months – 23/12/PD18
Erf 843, Jeffreys Bay for 9 years and 11 months – 23/12/PD21
Erf 1160, Humansdorp for 9 years and 11 months – 23/12/PD22
Erf 7263, Jeffreys Bay (Oceanview) for 9 years and 11 months – 23/12/PD23
A portion of Erf 1, Erf 2084, 2085 and a portion of Erf 2077 (Road), Humansdorp for 9 years and 11 months – 23/12/PD25
A portion of Erf 2, Kruisfontein for 9 years and 11 months – 23/12/PD26
Erf 7292, Jeffreys Bay (Oceanview) for 9 years and 11 months – 23/12/PD29

Land earmarked for disposal:

Erf 2593, Sea Vista – 23/12/PD9
Erf 137, Pellsrus – 23/12/PD13
A portion of Erf 873, Jeffreys Bay (Jeffreys Bay Bowling Club) – 23/12/PD20
Erf 1044, Sea Vista – 23/12/PD27
A portion of Erf 164, Jeffreys Bay (A portion of Road Reserve Verge in Drommedaris Street – to consolidate with Erf 269, Jeffreys Bay) – 23/12/PD30

Members of the public or interested parties are hereby invited to submit comments and objections, on the intention of the municipality to lease and dispose of municipal land in writing to the Municipal Manager, 33 Da Gama Road, Jeffreys Bay, jreed@kouga.gov.za on or before Friday, 9 February 2024.

Further particulars are available for inspection at the office of the Directorate Planning and Development: Municipal Offices, 16 Woltemade Street, Jeffreys Bay. Contact: Mr. S. Grootboom: 0422002168

MR. D DE JAGER
DEPUTY MUNICIPAL MANAGER

P.O. Box 21
Jeffreys Bay
6330

2024 009

Annexure "E"

Valuation report:

RENTAL VALUATION CERTIFICATE

Instruction and Purpose:

The client has instructed the valuer to provide an open market related rental value for the subject property being an area of 48m² leased / used as a Vodacom Communications Tower, located on the Jeffreys Bay Bowling Club's parking area, on Erf 873 Jeffreys Bay.

Clients Name: Kouga Local Municipality

Date of Physical Inspection:

15 March 2023

Registered Property Description:

Erf 873 Jeffreys Bay

Rental Information as per Valuation Report:

Base/ Land Rentals

Province	Location	Description/ Name	Tenant	Monthly Rental	Escalation
KwaZulu Natal	Durban CBD	Rooftop Mast	MTN	R6,727.00	10.00%
KwaZulu Natal	Pietermaritzburg	Rooftop Mast	MTN	R9,255.00	8.00%
Gauteng	Rivonia	Ground Level	Telkom	R6,802.00	7.00%
KwaZulu Natal	Mkondeni	Ground Level	Vodacom	R7,731.00	7.00%
KwaZulu Natal	Everton	Ground Level	Vodacom	R7,000.00	3.20%
Eastern Cape	Gqeberha	Ground Level	Vodacom	R6,996.53	8.00%
Eastern Cape	Gqeberha	Ground Level	Cell C (Pty) Ltd	R8,813.62	8.00%
Eastern Cape	East London	Rooftop Mast	ATC	R8,285.00	6.00%
Eastern Cape	East London	Rooftop Mast	Telkom	R7,781.00	7.00%
Eastern Cape	East London	Rooftop Mast	Wispa	R554.00	5.00%
Eastern Cape	East London	Rooftop Mast	Vodacom	R5,611.00	6.00%
Eastern Cape	East London CBD	Rooftop Mast	EL Communication	R4,831.00	10.00%
Eastern Cape	East London CBD	Rooftop Mast	Crimson Moon	R5,940.00	9.00%
Eastern Cape	Port Elizabeth	Rooftop Mast	MTN	R6,887.00	7.00%

Type	Monthly Rental	Escalation
Average:	R6,658.15	7.23%
Standard Deviation Upper Parameter:	R8,787.96	9.08%
Standard Deviation Lower Parameter:	R4,528.35	5.37%

Executive Summary:

As noted in the market information above, rentals for land space / roof top space for communication towers range anything from R554 per month to R9,255 per month, depending on the locality / demand. In general these areas are generally let for around R3,800 per month to R6,000 on average. Taking the locality / exposure of the subject site into account as well as current market figures, a final rental of R5,000 excluding VAT is deemed a market related rental in current market conditions. Current escalation rates for leases of land / building space for telecommunication towers range between 5% - 10%, in general an escalation rate of 6% is deemed market related for the subject area.

Declaration

I/We declare that I/We have identified the property mentioned and have verified the particulars set out herein and have no personal interest in the property and/ or current ownership of the property.

We are of the opinion that the Open Market Rental of the subject property being The Vodacom Tower site in Jeffreys Bay, located on the Bowling Club's parking area, off Tulip Avenue, as at 15 March 2023, is as follows:

Area / Site	Rentable Area	Market Related Monthly Rental Excl VAT
Vodacom Tower Jeffreys Bay	48 m²	R5,000
Market Related Escalation Rate	6.00%	

All quoted rentals are per month and excludes VAT.

Effective Date: 15 March 2023

Jason Stow
Professional Valuer
SACPVP REG NO: 6651/0

Executive Summary is based on rental of any communications tower

18. **EXECUTIVE SUMMARY**

The asset being valued is a 45m² site which is leased to a telecommunications company, where a communications tower has been erected. The subject tower / area has been occupied / used for these purposes for many years. In general demand for space for communications towers are fairly good, with rentals for these areas ranging anything from R2,500 per month to around R10,000 per month. The current lease in place for the lease area comes to an end on 31 July 2023, we have therefore ignored the current rental received and worked on a market related rental for the area of R5,000 per month, and used this figure in the valuation calculations. Taking all the factors as set out in this valuation report into consideration, the value of R400,000 is considered to be market related for the leased area in current market conditions.

Property / Building Rating

Scale	Rating	Lettability	Saleability	Condition
9	Excellent			
8	Very Good			
7	Good	X		
6	Above average		X	X
5	Average			
4	Below average			
3	Poor			
2	Very poor			
1	Derelict			

KOUGA local municipality
Good Governance through Service Excellence

KOUGA MUNICIPALITY (EC 108)
ORDINARY COUNCIL MEETING
PLANNING & DEVELOPMENT
OPEN
DATE: 31 MAY 2024
ITEM NO: **24/05/PD11**

REQUEST FOR COUNCIL'S FINAL APPROVAL FOR THE DISPOSAL OF ERF 2331, HUMANSDORP TO NEW GOSPEL CHURCH

1. **Introduction**

The purpose of this item is to request Council's permission on the application received from New Gospel Church for the transfer of Erf 2331, Humansdorp.

2. **Background**

Erf 2330 Humansdorp was subdivided to create Erf 2331 Humansdorp. However, the created portion (Erf 2331 Humansdorp) was never registered. Land parcel information of Erf 2331, Humansdorp and aerial image indicating the location of the particular property is attached as **Annexure "A"**.

3. **Discussion**

New Gospel Church erected their temporary structure in the early 1990's and paid the full purchase amount. On 7 July 2005, the Municipality instructed CW Malan to transfer of Erf 2331, Humansdorp to New Gospel Church. The letter further confirms that full payment was received for the sale of the subject property. ******Attached as **Annexure "B"**.

However, the property was never transferred. It also be noted that the property is still unregistered and as a result, the subdivision has lapsed. Therefore, it is required that the subdivision be reinstated before the property is transferred.

4. **Financial Implications**

Completed by BTO -	
Project Description	Land Valuations & surveyor & planning services
Ukey no.	20210710001552
Budgeted Amount	R203 548.00 KOUGA MUNICIPALITY 2024-04-26 BUDGET &TREASURY
Amount spent and committed to date	R121 666.12
Amount Available	R81 881.88
Comment	
Completed by BTO -	

5. **Applicable Legislation**

The provisions of the Municipal Finance Management Act, Act 56 of 2003, the Municipal Asset Transfer Regulations, as well as the approved Policy and Procedure on the disposal of immovable assets and the Leasing Policy for municipally owned immovable property.

6. **Legal Implications**

Should the Council approve the recommendations herein, the Accounting Officer will be authorized to enter into a long-term lease agreement with the applicant herein, and once said agreement is concluded both parties thereto will be subject to the terms and conditions stipulated therein.

7. **Other Implications**

None

8. **Comments by Directorates:**

8.1 **Chief Financial Officer:**

Report noted

8.2 **Acting Director: Planning & Development**

Recommendation Supported

8.3 **Director: Civil & Water Services**

Item is noted.

8.4 **Director: Electro-Mechanical Services**

Item noted.

8.5 **Director: Community Services**

Noted.

8.6 **Deputy Municipal Manager**

Noted.

8.7 **Municipal Manager**

Noted.

9. **Delegated Authority**

Council

10. **Recommendations**

10.1 That the Council **grant final approval** for the out-of-hand disposal of Erf 2331, Humansdorp to New Gospel Church.

10.2 That Council confirms that the following immovable property is not needed for the provision of the minimum level of basic municipal services.

10.3 That the subdivision be reinstated, and all administrative processes be finalised at the cost of the applicant.

10.4 That Council authorizes the Accounting Officer to enter into a Deed of Sale for the purposes of transferring the said property.

Item prepared by the: Manager Land & Property Administration

Item approved by the: Acting Director Planning & Development

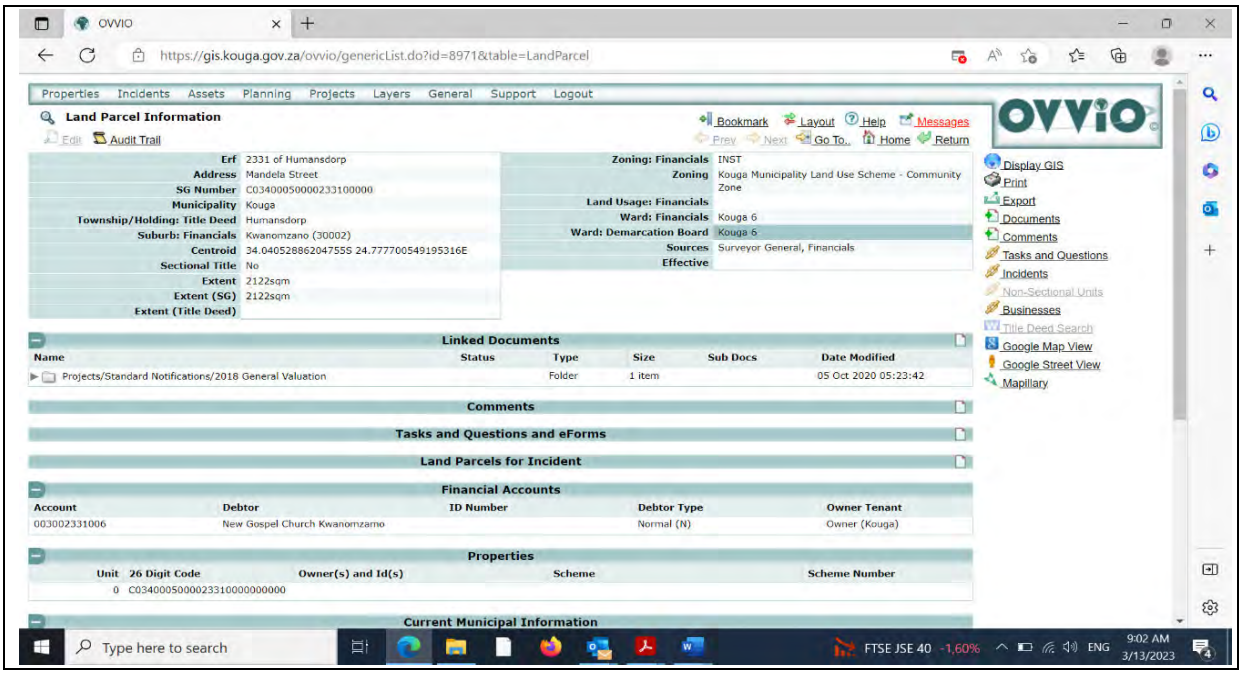
Item endorsed by the Municipal Manager:

Item noted by Portfolio Chairperson:

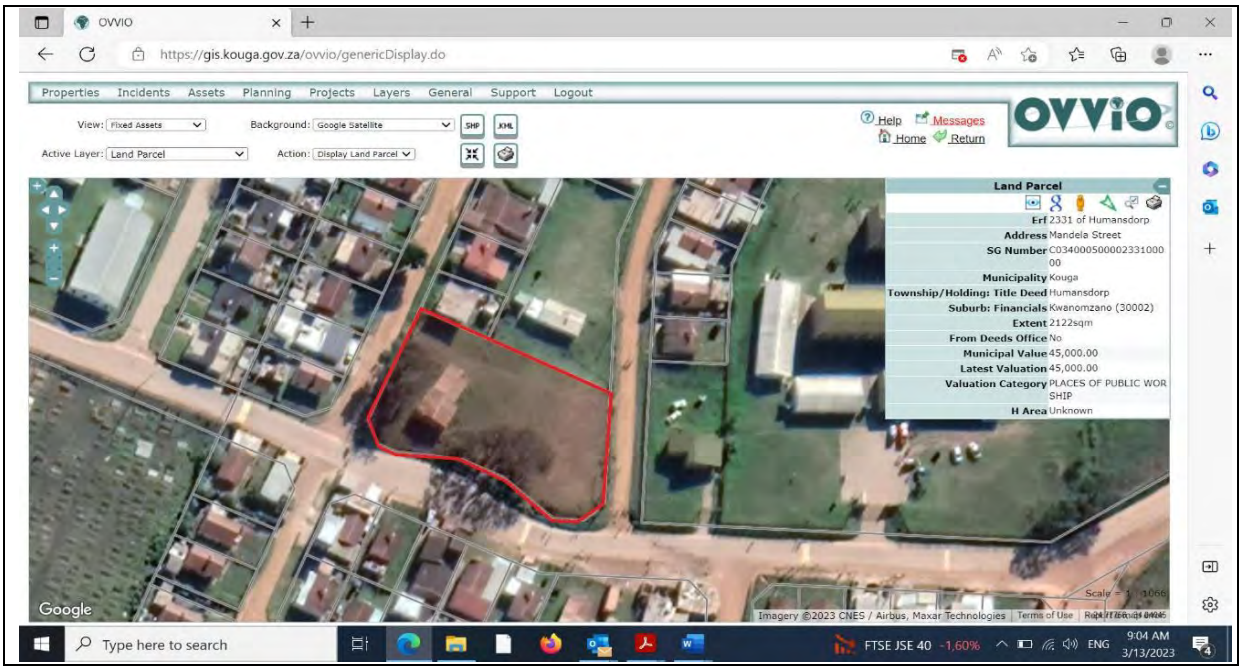
Annexure "A"

Land parcel information of Erf 2331, Humansdorp and aerial image indicating the location of the particular property.

ZONING INFO



LOCALITY MAP



Section 14 comments by the Directorates

ERF	AREA	LAND USE SCHEME	BUILDING CONTROL	MANAGEMENT
Erf 2331	Humansdorp	No objection on condition that use of property is in line with the zoning.	As-built drawings will need to be formally submitted for approval, all required documentation / certificates submitted for Occupation purpose and final inspection called in order for an Occupation certificate to be issued.	**TS:** There is no objection wrt Erf 2331, although it must be noted that there is an existing structure on the property. **AS:** No objection **CS:** No objection **HS:** Supported

ANNEXURE "B"

Kouga Municipality

(Jeffreys Bay, Humansdorp, St Francis Bay, Patensie, Hankey)

The jewel of the Eastern Cape, strives to ensure equity, harmony and prosperity for all it's people, through people centered service delivery and sustainable development.

Tel: (042) 293 1111
Fax: (042) 293 1114

P O Box 21
JEFFREYS BAY
6330

Ref. No: GO/evdm/15/3/4/3

Date: 7 July 2005

CW Malan Inc.
37 Church Street
HUMANSDORP
6300

Sir

TRANSFER OF ERF 2331 : KWANOMZAMO : NEW GOSPEL CHURCH : HUMANSDORP

Permission is herewith granted to proceed with the transfer of the above-mentioned property into the name of the New Gospel Church.

Attached please find the following supplementary documentation:

a) Copy of Deed of Sale
b) Power of Attorney
c) Receipt of settlement payment

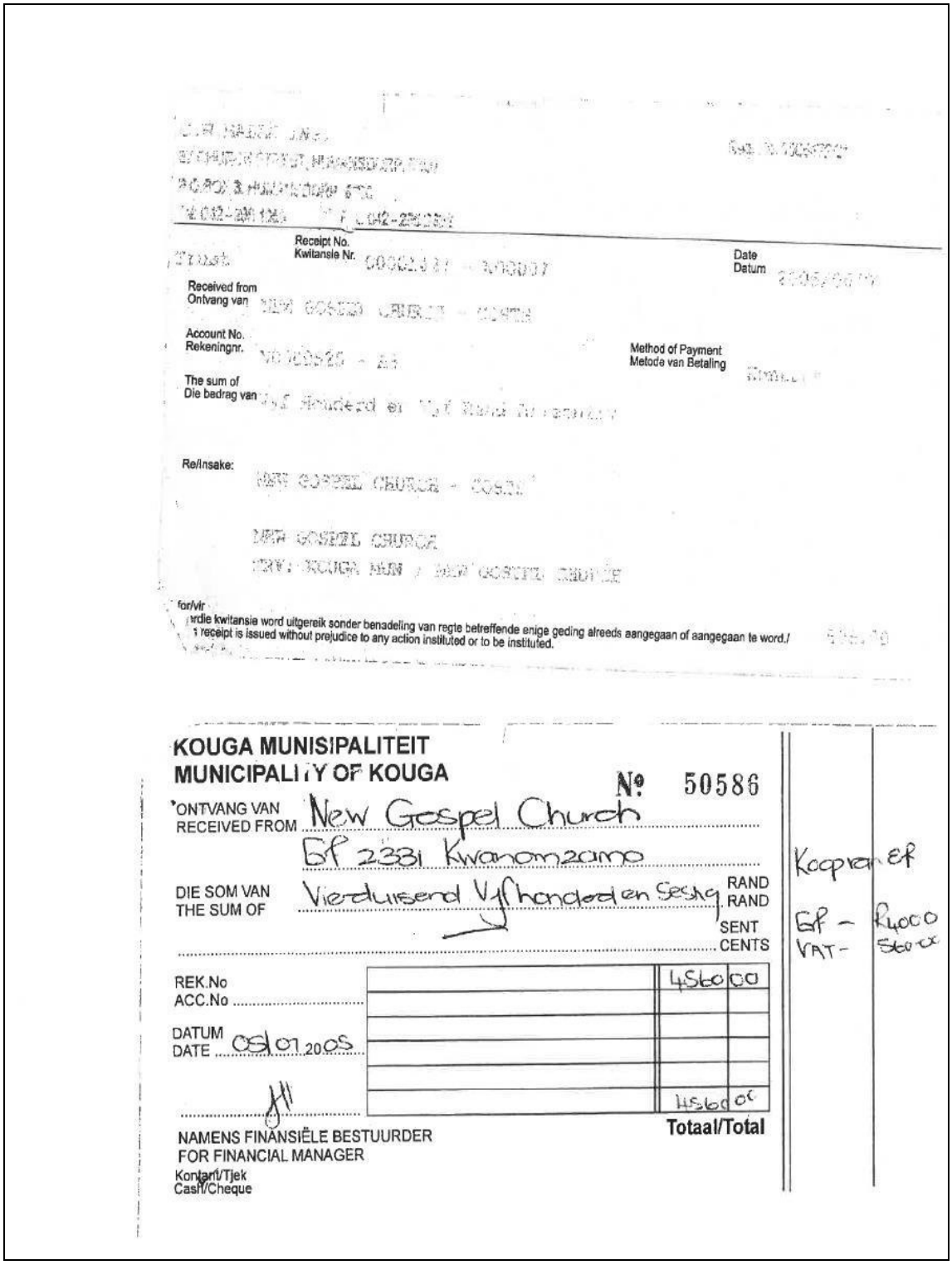
Kindly direct any further inquiries to Ms L Bothma : Tel. 042-2951111, Humansdorp.

Yours faithfully

G. OLIVIER
MANAGER : HOUSING

Rig asb. alle korrespondensie Aan: Die Munisipale Bestuurder	Please address all correspondence to: The Municipal Manager	Nceda uthumele yonke imbalelwano Kumphathi KaMasipale

Final Payment Receipt



Receipt No.
Kwitansie Nr.

Date
Datum

Received from
Ontvang van

Account No.
Rekeningnr.

Method of Payment
Metode van Betaling

The sum of
Die bedrag van

Re/insake:

for/vir
'n die kwitansie word uitgereik sonder benadeling van regte betreffende enige geding alreeds aangegaan of aangegaan te word./
A receipt is issued without prejudice to any action instituted or to be instituted.

KOUGA MUNISIPALITEIT
MUNICIPALITY OF KOUGA

№ 50586

ONTVANG VAN / RECEIVED FROM New Gospel Church

Erf 2331 Kwanomzamo

DIE SOM VAN / THE SUM OF Vierduisend Vyfhonderd en Sestig RAND
RAND
SENT
CENTS

Koopprys erf
Erf – R4000
VAT – 560-00

REK.No
ACC.No

DATUM
DATE 05/07/2005

4560	00
4560	00

Totaal/Total

NAMENS FINANSIËLE BESTUURDER
FOR FINANCIAL MANAGER

Kontant/Tjek
Cash/Cheque

BS-Q003I 1:01:01 22/04/26 14:44:46

Erf Valuation Inquiry

Local Authority : KOUGA KOUGA MUNICIPALITY
Account Number : 3002331006 NEW GOSPEL CHURCH KWANOMZAMO
Suburb : 30002 Erf No. : 2331 Sub Division :

Street Address : MANDELA STREET (
Alt. Site Address :

Zoned For : INST 1A Zoned Usage : INST 1A Last Roll No.:
Area : 0.2122 No. Of Dwellings : Flats : 0 Rates Tariff : POW

VALUATIONS

	RATEABLE	EXEMPT
Land		
Buildings	45000	
Extra	0	0
Improvements		
Building Clause		
Land&Buildings		

BUILDING CLAUSE NOT YET DUE

Total Value :
Trigger :
Period :
Due Date : 00/00/000

* End of Report: Kouga Municipality *

KOUGA local municipality
Good Governance through Service Excellence

KOUGA MUNICIPALITY (EC 108)
ORDINARY COUNCIL MEETING
PLANNING & DEVELOPMENT
OPEN
DATE: 31 MAY 2024
ITEM NO: **24/05/PD15**

REQUEST FOR COUNCIL TO WAIVER PENALTIES IMPOSED ON BUILDING PLAN SUBMISSIONS TO THE DEPARTMENT PLANNING & DEVELOPMENT: UNAUTHORISED BUILDING WORK IN TERMS OF THE NATIONAL BUILDING REGULATIONS AND STANDARDS ACT, ACT 103 OF 1977

1. **Introduction**

The purpose of this item is to request Council's permission to waiver penalties imposed on building plan submissions containing existing unauthorized building works in terms of the National Building Regulations and Standards Act, Act 103 of 1977 prior to 2018.

2. **Background**

In terms of the approved tariffs, property owners are required to pay a penalty (4 times the building plan fee amount) for all existing unauthorised structures. The Department Planning & Development received numerous requests from property owners in the Kouga Municipal area for exemption of fines and penalties imposed on them for not complying with the National Building Regulations.

3. **Discussion**

The Department continuously entertains complaints from property owners alleging that they recently bought properties with unauthorised structures and did not know there are no approved plans. The problem emanated from historical reasons such as:

- previous owners build or extent their buildings without approved plans.
- Did revisions/Alterations without approved plans.
- Inspections by the municipal officials in the past not done properly and final inspections were not done, and occupation certificates not issued.
- Building plans never returned by architects or draught person to the Municipality for final approval.
- Building Plans got lost during removal from Jeffreys Bay offices to Humansdorp.

It is hereby proposed that amnesty exempting property owners from paying penalties for unauthorised buildings be considered for a period of 6 months. The intended date of commencement being 1 July 2024 until 31 December 2024. This will ensure that occupation certificates are issued for properties with old unauthorised buildings.

It will further encourage property owners to submit building plans to ensure compliance with the National Building Regulations and Standards Act, Act 103 of 1977.

4. **Financial Implications**

Completed by BTO -	Not applicable
Project Description	
Ukey no.	
Budgeted Amount	
Amount spent and committed to date	
Amount Available	
Comment	

5. **Applicable Legislation**

Municipal Finance Management Act, Act 56 of 2003

6. **Legal Implications**

Should the Council approve the recommendations herein, the Administration will be authorized to implement an amnesty in respect of historic unauthorized structures. It should be determined what 'historic' represents in this instance in order to determine a clear understanding of which existing unauthorized structures will be subject to this decision.

7. **Other Implications**

None

8. **Comments by Directorates:**

8.1 **Chief Financial Officer:**

Report noted.

8.2 **Acting Director: Planning & Development**

Recommendation supported.

8.3 **Director: Civil & Water Services**

Item is noted.

8.4 **Director: Electro-Mechanical Services**

Item supported.

8.5 **Director: Community Services**

Noted.

8.6 **Deputy Municipal Manager**

Noted.

8.7 **Municipal Manager**

Noted.

9. **Delegated Authority**

Council

10. **Recommendations**

10.1 That Council approves an amnesty exempting penalties on building plans containing historic unauthorized structures for a period of 6 months, from 1 July 2024 until 31 December 2024.

10.2 That all amnesty applications be submitted together with building plans.

10.3 That the normal building plan application fees be applicable and be paid before any approval.

10.4 The proposed period for exemption determined by the Council be published in the local newspaper and all platforms available to the Municipality, including the monthly bills, to inform all residents of the waiver period for penalties.

Item prepared by the: Chief Control Officer:

Item approved by the: Acting Director: Planning & Development

Item endorsed by the: Municipal Manager:

Item noted by Portfolio Chairperson:

KOUGA local municipality
Good Governance through Service Excellence

KOUGA MUNICIPALITY (EC 108)
ORDINARY COUNCIL MEETING
PLANNING & DEVELOPMENT
OPEN
DATE: 31 MAY 2024
ITEM NO: **24/05/PD16**

REQUEST FOR AUTHORIZATION TO UNDERTAKE A PUBLIC PARTICIPATION PROCESSES OF THE DRAFT ST FRACIS BAY & HANKEY CBD PRECINCT PLANS

1. **Introduction**

The purpose of the item is to obtain Council's approval to advertise and commence with a public participation process to obtain comments on the draft St Francis Bay and Hankey CBD Precinct Plan (See **Annexure 1**). The request for authorization to undertake the public participation will allow the project steering committee and the service provider to solicit comments and inputs from any person or a body wishing to comment on the draft documents.

2. **Background**

Urban Dynamics EC was appointed as the service provider for the development of the precinct plans for St Francis Bay CBD and Hankey CBD. The main purpose of the precinct plans is to set a vision for the future development of the area and an Urban Regeneration Strategy.

3. **Discussion**

The project is divided into 5 Phases.

Phase 1: Inception- this phase is 100% complete. The Project Inception Meeting was held virtually on 26 May 2022, Project Inception Report was presented to the Working Group/ Project Technical Steering Committee.

A letter was sent to the MEC and a notice placed in the Newspaper indicating Kouga Municipality's intention to develop Precinct Plans for Both Hankey and St Francis Bay CBD's and calling for registration of I & AP.

Phase 2: Status Quo Analysis- This phase is 100% complete. Status Quo Report for both Hankey CBD and St Francis Bay CBD precinct plans was presented to the Project Technical Steering Committee on 5 September 2022. All comments and inputs were considered.

Phase 3: First Draft CBD Precinct Plan- On 10 August 2023, a meeting was held with the Ward Councilors and Project Technical Steering Committee. It was proposed that amendments be made to the draft document. On 02 May 2024, a workshop was held with ward councilors to present the lates draft. Inputs and comments were incorporated into the final draft report for the St Francis CBD Precinct Plan. This phase is 100% complete. The First Draft for both Hankey CBD and St Francis Bay CBD precinct plan is complete.

Phase 4: Public Participation- The Council's permission to commence with public participation process will ensure that the project gets finalised, the intention was to have the project finalised by July 2023.

Phase 5: Final Submission & Approval of the CBD Precinct Plan

4. **Financial Implications**

Bid Adjudication Committee Meeting held 16 February 2022 resolved that Tender Notice 153/2021 for the Development of Precinct Plans for St Francis Bay CBD and Hankey CBD for Kouga Municipality be awarded to highest scoring bidder Urban Dynamics EC in the amount of **R391 000.00** inclusive of VAT (Contract 158 of 2021- Hankey CBD Precinct Plan) and the amount of **R391 000.00** inclusive of VAT (Contract 159 of 2021- St Francis Bay CBD Precinct Plan).

Budget Breakdown:
Project Budget: **R782 000.00** inclusive of VAT
Amount Paid to Service Provider: **R547 400** inclusive of VAT
Remaining amount (to be made available): **R234 600** inclusive of VAT

Completed by BTO -	Not applicable
Project Description	
Ukey no.	KOUGA MUNICIPALITY 2024/03-20 BUDGET &TREASURY
Budgeted Amount	**R782 000.00** inclusive of VAT
Amount spent and committed to date	**R547 400** inclusive of VAT
Amount Available	**R234 600** inclusive of VAT
Comment	

5. **Applicable Legislation**

Kouga Spatial Planning and Land Use Management By-Law, 2016.
Spatial Planning & Land Use Management Act (Act No. 16 of 2013)

6. **Legal Implications**

The St Francis Bay CBD and Hankey CBD Precinct Plans are prepared in compliance with the requirements of the Spatial Planning & Land Use Management Act (Act No. 16 of 2013) and Section 11 of the Kouga Municipality: Spatial Planning and Land Use Management By-Law, 2016.

7. **Other Implications**

None.

8. **Comments by Directorates:**

8.1 **Chief Financial Officer:**

Report noted.

8.2 **Acting Director: Planning & Development**

The recommendations are supported.

8.3 **Director: Civil & Water Services**

The item is noted.

8.4 **Director: Electro-Mechanical Services**

Item noted.

8.5 **Director: Community Services**

Noted.

8.6 **Deputy Municipal Manager**

Noted.

8.7 **Municipal Manager**

Noted.

9. **Delegated Authority**

Council.

10. **Recommendations**

10.1 That Council take notice of the draft Hankey and St Francis Bay CBD Precinct Plans.

10.2 That Council authorizes the commencement of a public participation process as contemplated in Section 21 of the Local Government: Municipal Systems Act for the draft St Francis Bay and Hankey CBD Precinct Plan.

Item approved by the: Acting Director Planning & Development



Item endorsed by the: Municipal Manager:



Item noted by Portfolio Chairperson:



KOUGA LOCAL MUNICIPALITY

KOUGA
local municipality
Good Governance through Service Excellence



Hankey Central Business District (CBD) Local Spatial Development Framework (LSDF)

Prepared in terms of the Spatial Planning & Land Use Management Act, 2013 (Act 16 of 2013)

2nd Draft

(Draft for Discussion & Public Participation Purposes)

Report 1798E/04

May 2024

Report Title :	Hankey Central Business District (CBD) Local Spatial Development Framework (LSDF)
Report Number :	1798E/04
Report Date :	05.2024
Report Status :	Draft
Project Number	1798E
Prepared By :	Johan van der Westhuysen (Pr. Plan A/923/1996)
Contact Number :	083 321 2299
Email Address :	info@udec.co.za johan@udec.co.za

Note : *The data and content contained in this report, annexures and maps are based on information as received and interpreted by Urban Dynamics Eastern Cape from secondary sources, including the Client, Land Owner and Specialist Studies. Although Urban Dynamics Eastern Cape attempts, at all times, to present accurate and reliable information, we make no warranty of any kind, expressed or implied, to the accuracy and reliability of information sourced and obtained from secondary sources.*

The data and contents of this report remains the sole propriety and intellectual property of Urban Dynamics Eastern Cape and can only be used for the purposes of the project and evaluation of the application as determined by the relevant legislation.

Assisted by :

URBAN DYNAMICS
TOWN & REGIONAL PLANNERS
EASTERN CAPE

ENGINEERING ADVICE & SERVICES

Urban Design
HEDWIG CROOIJMANS-LEMMER

Contents

Chapter 1 : Background & Context 1

1.0 Background to the Hankey Precinct Plan (Local Spatial Development Framework) 1
2.0 Objective of the CBD LSDF 1
3.0 Legal Status of the Precinct Plan 2
3.1 Legislation 2
3.2 Superseded Strategic Plans 2
3.3 Land Use Rights, Conflicts & Decision Making 2
3.4 Spatial Plan Alignment 3
4.0 Study Area Overview 4
4.1 LSDF Objectives 7
5.0 Precinct Plan Components & Report Structure 7

Chapter 2 : Policy Context & Vision Directives 9

1.0 National, Provincial & District Policy Directives 9
1.1 Spatial Planning & Land Use Management Act (SPLUMA) 9
1.2 Integrated Urban Development Framework (IUDF) 10
1.3 National Spatial Development Framework (NSDF) 12
1.4 Provincial Spatial Development Framework (PSDF) (Draft 2019) 13
1.5 District Spatial Policy Directives 15
1.6 Kouga IDP 15
1.7 Kouga SDF (2021) 17
1.8 Kouga SDF Land Use Management Guidelines 22

Chapter 3 : Analysis & Synthesis 24

1.0 Introduction 24
2.0 Biophysical Environment 24
2.1 Climate & Climate Change 24
2.2 Geology & Soils 25
2.3 Drainage & Gradient 26
2.4 Environmental & Biodiversity 27
2.4.1 National Environmental Management Act (NEMA) 27
2.4.2 Eastern Cape Biodiversity Conservation Plan (ECBCP) 28
3.0 Built Environment 29
3.1 Renewal in Context 29
3.2 Historic Background 29
3.3 Macro Context & Linkages 30
3.4 Spatial Structure & Land Use 33
3.5 Land Use Rights & Land Use Management 37
3.5.1 Zoning 37
3.5.2 Land Use Management System 38
3.6 Ownership 39
3.7 Heritage 39

4.0 Infrastructure 40
4.1 Water Services *40*
4.2 Sanitation *42*
4.3 Stormwater *44*
4.4 Solid Waste *45*
4.5 Electricity *46*
5.0 Transport & Movement 46
5.1 Road Networks *46*
5.1.1 Existing Road Network 46
5.1.2 Road Condition 48
5.2 Existing Traffic Flow & Movement *51*
5.3 Traffic Flow *51*
5.4 Traffic Composition & Distribution *52*
5.5 Traffic Flow Variation *53*
5.6 Conclusion *53*
6.0 Socio Economic Profile 53
6.1 Kouga Socio Economic Indicators *53*
7.0 Synthesis & Key Development Issues 55

Chapter 4 : Spatial Development Framework 57

1.0 Background 57
2.0 Spatial Vision 57
2.1 Vision Directives *57*
2.2 Settlement Planning Principles *58*
2.3 CBD Spatial Vision *61*
3.0 LSDF Drivers & Spatial Strategies 62
3.1 Drivers *62*
3.2 Spatial Strategy *63*
3.3 Gateways to Hankey CBD & High Street as a Central Spine *64*
3.4 Mixed Use Business Zone & Institutional Corridor *66*
3.5 Heritage & Tourism *67*
3.6 Strengthening the Residential Function *68*
3.7 Public Space & Green Structure to Connect & Integrate the Hankey CBD with Surrounding Areas *69*
3.8 Access & Movement *70*
3.9 Transportation & Movement Strategies *71*
3.10 Parking *73*
4.0 Catalytic Interventions 74
4.1 Hankey High Street *74*
4.2 Gateways *79*
4.3 Central Park *81*
4.4 Tourism Route *83*

Chapter 5 : Implementation Framework 85

1.0 Legal Framework & Alignment 85
1.1 Package of Plans & Land Use Management System *85*
1.2 Municipal Land Use Scheme Alignment *86*
1.3 Sector Plan Alignment *87*
2.0 Policies & Guidelines for Decision Making 87
2.1 Objectives of Land Use Management *87*
2.2 Guiding Principles for Decision Making *88*
2.3 Legislative Requirements *89*

3.0 Capital Expenditure Framework (CEF) 91
3.1 Project Focus & Prioritisation 91
3.2 Catalytic Projects (IDP Alignment) 92
3.3 Strategic Projects 93

Chapter 6 : Monitoring & Review 97

1.0 Monitoring 97
2.0 Review 98

Plans

Plan 1 : Locality 4
Plan 2 : Study Area (Aerial View) 6
Plan 3 : Provincial Spatial Development Framework 14
Plan 4 : Consolidated Spatial Concept 17
Plan 5 : Municipal Spatial Plan 18
Plan 6 : Hankey Framework Plan 20
Plan 7 : Hankey CBD Framework Plan 21
Plan 8 : Annual Rainfall 25
Plan 9 : Gradient & Drainage 26
Plan 10 : Terrestrial Eastern Cape Biodiversity Conservation Plan 28
Plan 11 : Land Uses 34
Plan 12 : Zoning 37
Plan 13 : Ownership 39
Plan 14 : Road Layout & RCAM 48
Plan 15 : Road Condition 50
Plan 16 : Traffic Count Locations & Link Volumes 52

Figures

Figure 1 : DRDLR Spatial Development Guidelines Final Draft as a Guiding Document 8
Figure 2 : Kouga Access to Water 40
Figure 3 : Kouga Toilet Facilities 42
Figure 4 : Kouga Refuse Disposal 45
Figure 5 : Kouga Electricity 46

Abbreviations

AO	Authorised Official
CB	Central Business
CBD	Central Business District
CBP	Community Based Planning
CMPr	Coastal Management Programme
DM	District Municipality
EAS	Engineering Advice and Services
ECSDF	Eastern Cape Spatial Development Framework
FLISP	Finance Linked Individual Subsidy Programme
ICMA	Integrated Coastal Management Act
IDP	Integrated Development Plan
IGR	Inter-Governmental Relations
ILUS	Integrated Land Use Scheme
KFC	Kentucky Fried Chicken
KLM	Kouga Local Municipality
KPA	Key Performance Area
LED	Local Economic Development
LM	Local Municipality
LOS	Level of Services
LSDF	Local Spatial Development Framework
MPT	Municipal Planning Tribunal
MSDF	Municipal Spatial Development Framework
NDP	National Development Plan
NEM	National Environmental Management
NMBM	Nelson Mandela Bay Municipality
NSDF	National Spatial Development Framework
NSDP	National Spatial District Municipality
PCS	Project Steering Committee
PGDP	Provincial Growth and Development Plan
PSDF	Provincial Spatial Development Framework
RCAM	Road Classification and Access Management
SANRAL	South African National Roads Agency Limited
SBDM	Sarah Baartman District Municipality
SDF	Spatial Development Framework
SMME	Small, Medium and Micro Enterprise
SPLUM	Spatial Planning and Land Use Management
SPLUMA	Spatial Planning and Land Use Management Act
WTW	Water Treatment Works
WWTW	Waste Water Treatment Works

1 Chapter 1 : Background & Context

1.0 Background to the Hankey Precinct Plan (Local Spatial Development Framework)

This document represents the Local Spatial Development Framework (LSDF) for the Hankey Central Business District (CBD) Precinct in the Kouga Local Municipality (KLM).

A Local Spatial Development Framework (LSDF) is an important Municipal Policy instrument provided for in legislation. Spatial development planning is a process to co-ordinate and optimise human activities, which require physical space or have an impact on physical space. Physical planning is therefore a public sector function that aims to promote public investment and regulatory frameworks within which private sector and public sector decision making and investment can take place.

The LSDF further aims to formulate spatially based policy guidelines whereby changes, needs and growth in the region can be managed to the benefit of the community. The LSDF should further guide and inform all decisions of the Municipality relating to use, development and planning of land, within a balanced assessment of need and to provide adequately for social and economic demands within a growing economy and population.

2.0 Objective of the CBD LSDF

The broad objectives of the CBD LSDF are outlined in the various policy mechanisms and guiding legislation, specifically the Spatial Planning and Land Use Management Act, 2013 (Act 16 of 2013) (SPLUMA) and the Kouga Spatial Planning and Land Use Management (SPLUM) By-laws.

Section 10 of the Kouga SPLUM By-laws confirms the objective of the LSDF :

(1) The Municipality may adopt a local spatial development framework for a specific geographical area of a portion of the municipal area.

(2) The purpose of a local spatial development framework is to:

- *(a) provide detailed spatial planning guidelines or further plans for a specific geographic area or parts of specific geographical areas and may include precinct plans;*
- *(b) provide more detail in respect of a proposal provided for in the municipal spatial development framework or where considered necessary to give effect to the municipal spatial development framework and or its integrated development plan and other relevant sector plans;*
- *(c) address specific land use planning needs of a specified geographic area;*
- *(d) provide detailed policy and development parameters for land use planning;*
- *(e) provide detailed priorities in relation to land use planning and, in so far as they are linked to land use planning, biodiversity and environmental issues; or*
- *(f) guide decision making on applications;*
- (g) *comply with any other relevant provision that will give effect to its duty to manage municipal planning in the context of its constitutional obligations.*

3.0 Legal Status of the Precinct Plan

3.1 Legislation

LSDF's are statutory plans, which by their very nature reflect the agreed spatial values, principles and proposals according to the future development visions and policies of the communities residing within each municipality. This spatial reflection of the IDP represents an important social compact that should be paramount in assessing where development should be permitted, or not permitted, in any area of the municipality.

- **Spatial Planning & Land Use Management Act (SPLUMA)**

  Section 22(1) and (2) of SPLUMA confirms the status of Municipal Spatial Development Frameworks and procedures for decision making and requires

  "a Municipal Planning Tribunal or any other Authority required or mandated to make a land development decision in terms of this Act or any other law relating to land development may not make a decision which is inconsistent with the Municipal Spatial Development Framework".

3.2 Superseded Strategic Plans

The Hankey CBD LSDF supersedes the following strategic plans and policies applicable to the area (insofar as they affect the study area) :

- Kouga Spatial Development Framework (2021)

3.3 Land Use Rights, Conflicts & Decision Making

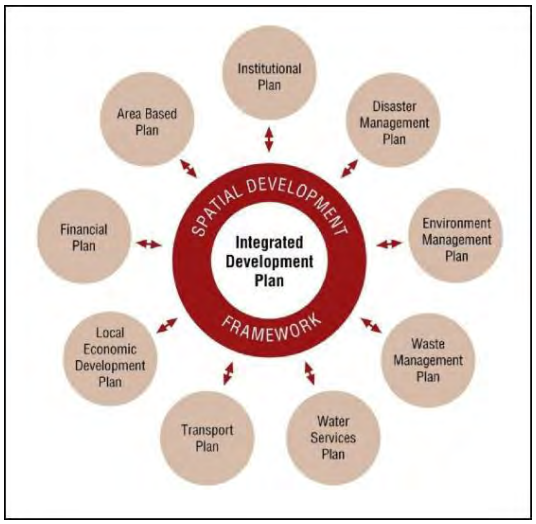
- The Hankey CBD LSDF has the same status as the IDP and should be implemented in the same manner.
- The LSDF is an extension of the Municipal Spatial Development Framework (MSDF).
- The LSDF will not infringe upon existing land use rights.
- No guideline containing in this LSDF or any proposal regarding land use that may arise from it creates any rights or exempts it from the obligation under any other law.
- Specific reference is made to the procedure for a change in land use, Rezonings, Subdivision, Departure and/or Council's Consent for land development.
- The normal procedure with respect to Land Use Management as outlined in the relevant land use management legislation still applies, including the requirements of the National Environmental Management Act, 1997 (Act 107 of 1997) and others.
- The status of the Local Spatial Development Framework (LSDF) is confirmed in Section 22 (1) of SPLUMA, and it clearly notes that a Municipal Planning Tribunal may not make a decision that is inconsistent with the LSDF.
- Section 22 (2) of SPLUMA further notes that the Municipal Planning Tribunal may depart from the provisions of a Municipal SDF only if site-specific circumstances justify a departure from the provision of the LSDF.

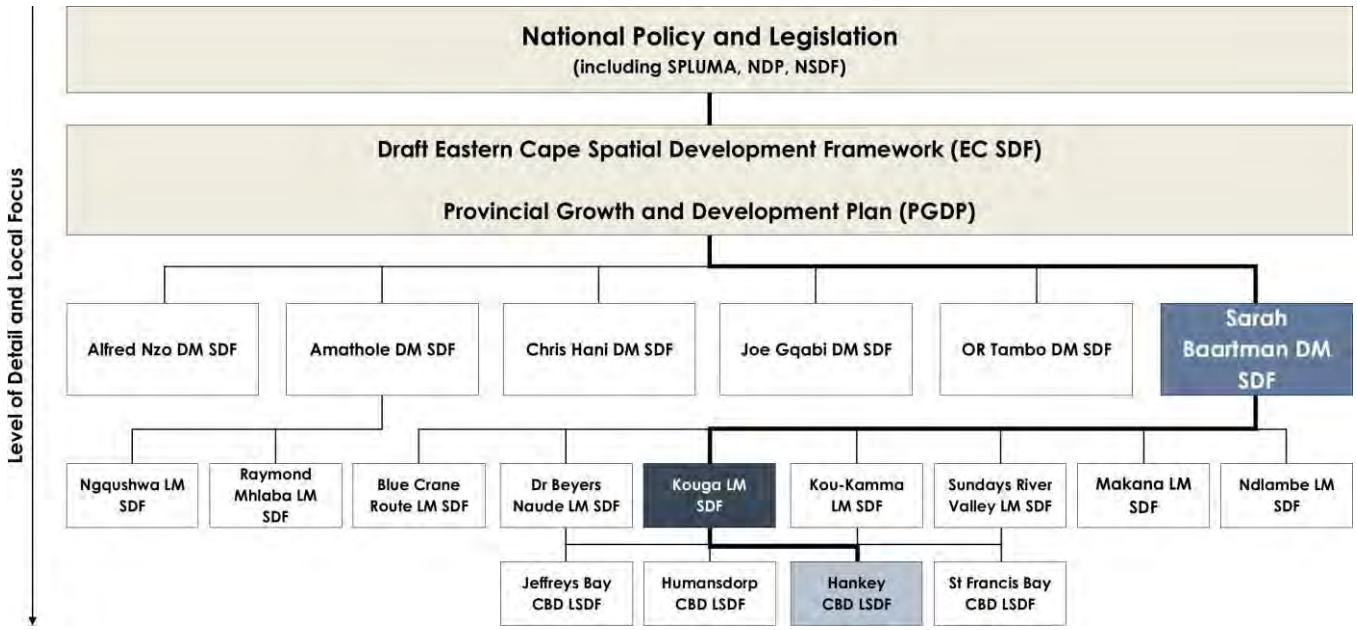
- Section 42 (1) of SPLUMA and Section 53 of the KLM Spatial Planning and Land Use Management By-laws further provide guidelines for decision making.
- Section 13 of the KLM By-laws provides guidelines for departure from the LSDF. These can be implemented subject to Section 13(1)(a) of the By-laws.
- The overall spatial vision, principles and development objectives of the LSDF should be consulted as part of a holistic approach to decision making and ensuring applications are consistent with the LSDF and MSDF Objectives.

3.4 Spatial Plan Alignment

The alignment of the LSDF and SDF to the Draft National Spatial Development Framework (NSDF) and the Draft Provincial Spatial Development Framework (PSDF) is essential to create alignment with National, Provincial and Local programmes and projects and the initiatives of parastatals, entities and agencies.

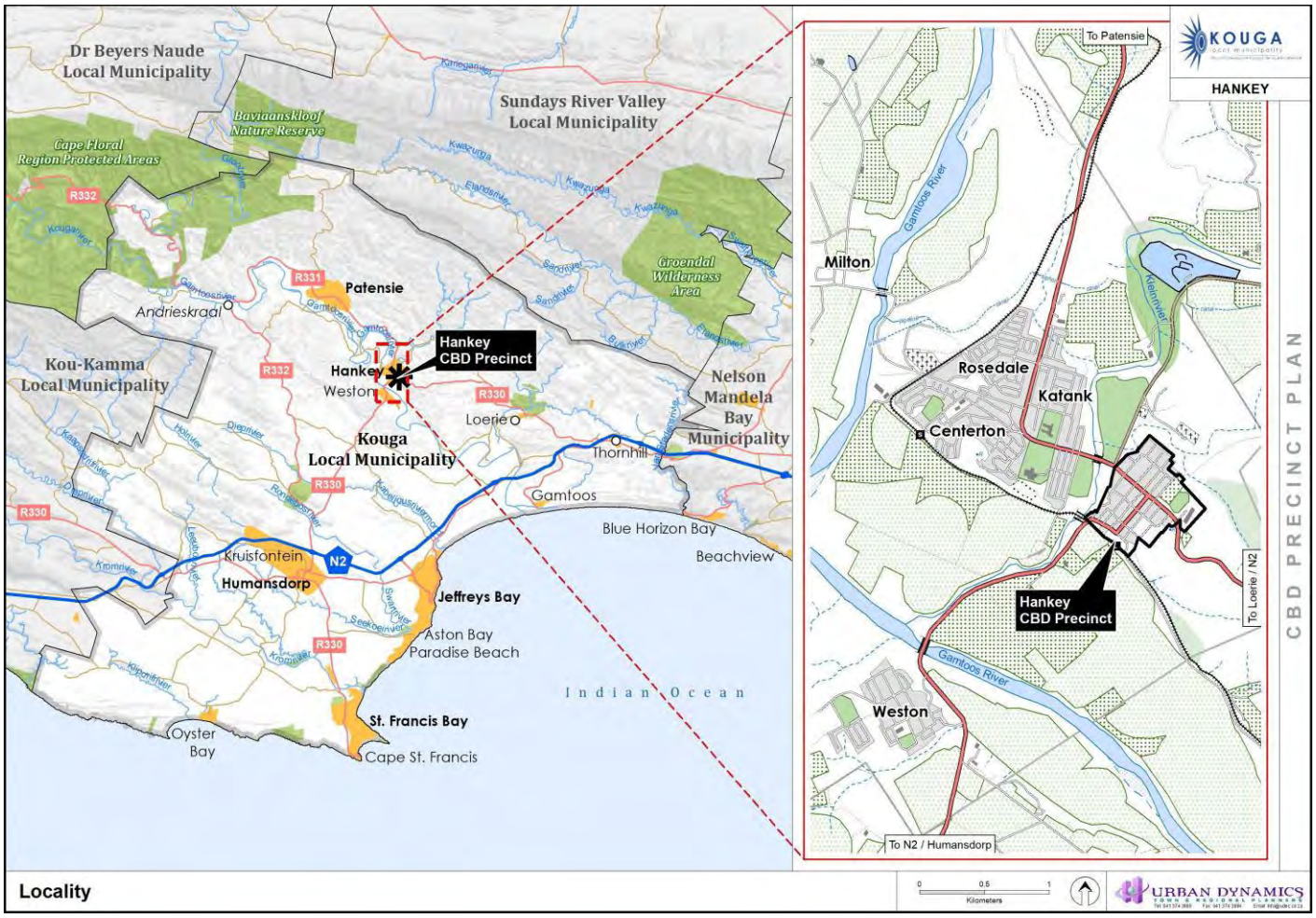
The District SDF needs to be of a strategic and regional co-ordinating nature referring to local SDFs, which are more detailed and reflect the situation on the ground according to community needs, community development codes, livelihood zones and development requirements.





4.0 Study Area Overview

The KLM is situated in the Eastern Province and is one of 9 Local Municipalities located within the Sarah Baartman District Municipal area. It is approximately 80 km west of Port Elizabeth and includes the coastal zone between the Van Stadens River in the east and the Tsitsikamma River in the west and inland stretches towards the Baviaanskloof Mountains and Gamtoos Valley in the north. The Municipality is characterised by 3 topographical regions, i.e. the coastal region (including the towns of Jeffreys Bay, St Francis, Cape St Francis and Oyster Bay), the Gamtoos River Valley (including the towns of Hankey, Patensie, Loerie and Thornhill) and Humansdorp and surrounding commercial farming area.



Plan 1 : Locality

Hankey is a small town located in the Kouga Municipality. The town is situated approximately 105km southwest of Gqeberha (Port Elizabeth). According to 2011 census, the population of Hankey was estimated at 11 000. The CBD of Hankey is well defined and situated along the R330. It is however separated from the residential components of Weston and Centerton. The CBD has a strong administrative function. The area has limited commercial and industrial component and largely depends on the bigger towns like Humansdorp and Jeffreys Bay for this purpose.

Due to population growth, there has been pressure to expand the CBD of Hankey to accommodate a mix of land uses and further address challenges related to :

- Stagnant economic activity
- High levels of unemployment
- Basic infrastructure that is not maintained properly
- Lack of space for community facilities
- Road layout and transport linkages that predispose the town to act as conduit for goods and services rather than as regional service point only.

The area is bounded by the railway line (south), the Kleinrivier drainage area (west), north end of Main and Philip Streets and the Sarah Baartman Memorial (east). Large residential areas of Centerton, Rosedale and Katank to the west of the study area along the R331, towards Patensie.



Plan 2 : Study Area (Aerial View)

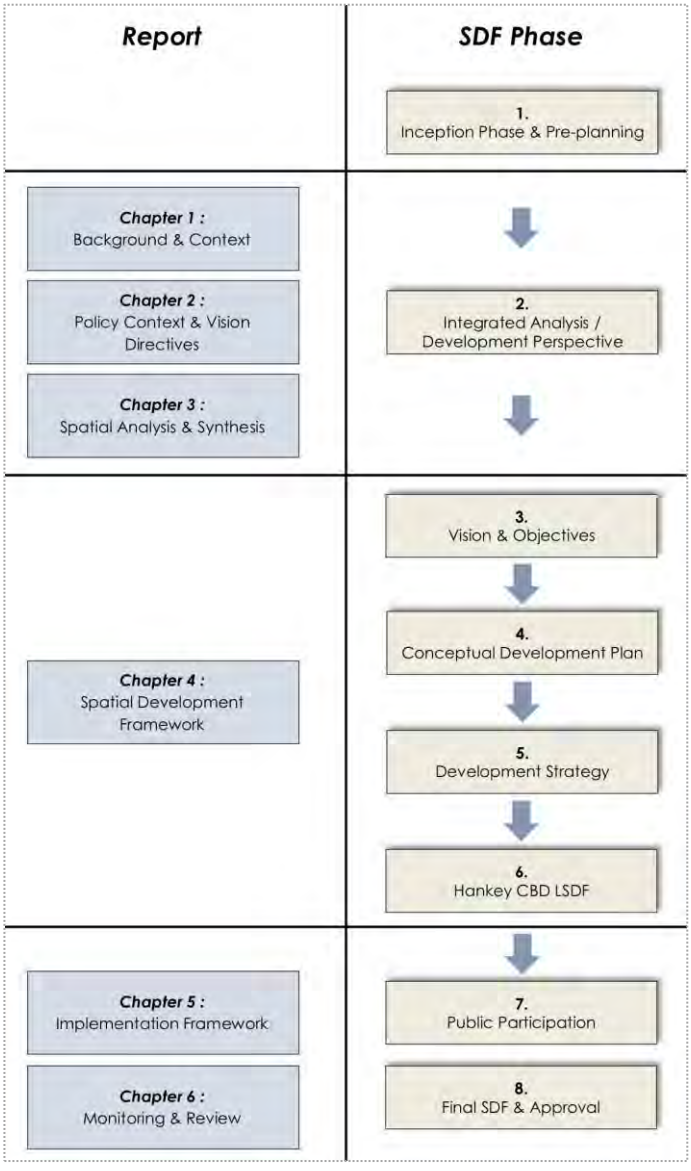
4.1 LSDF Objectives

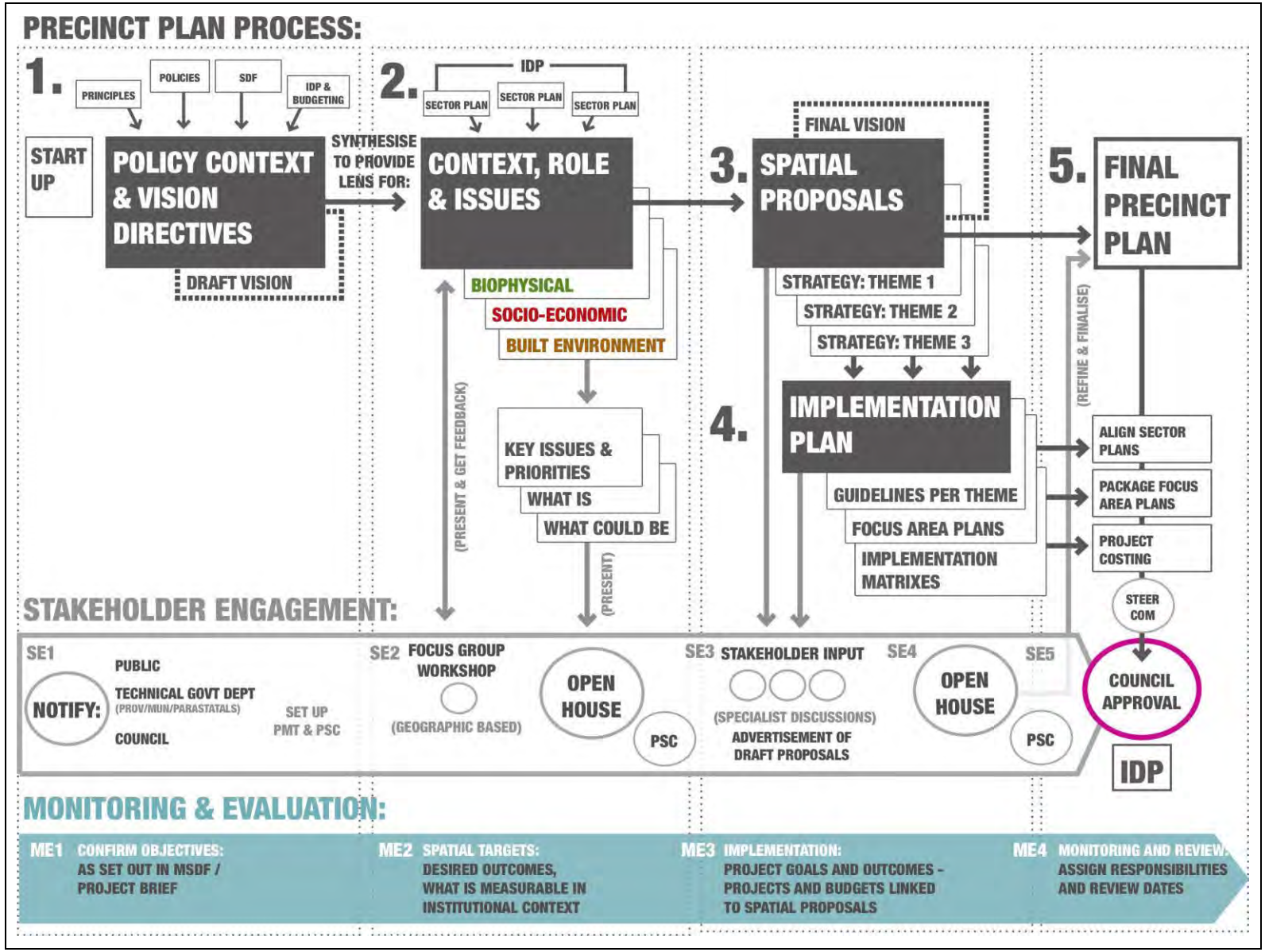
The main objective in developing a Precinct Plan for the Hankey CBD is :

- *To develop a spatial vision for the Hankey CBD.*
- *To leverage private and community/ public investment within Hankey.*
- *To enhance the collateral value of properties within the CBD.*
- *To create conditions for broadening of capital formation and business development.*
- *To achieve efficiency in the movement of goods and people by restructuring the spatial form of the CBD by introducing proper land use zones and supporting the introduction of activity nodes and movement corridors.*
- *To create vibrant public and economic spaces.*
- *To build institutional and development capacity that will contribute to social and economic cohesion.*

5.0 Precinct Plan Components & Report Structure

The LSDF methodology is based on an incremental approach and is strongly guided and directed through the National Guidelines for the Development of Local Spatial Development Framework (2021).

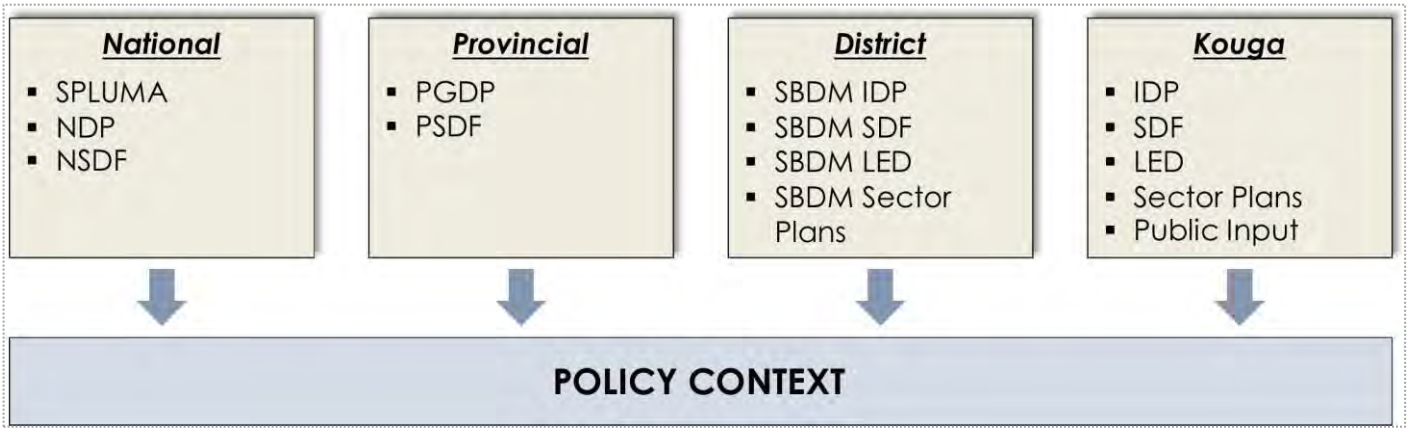




DRDLR Spatial Development Guidelines Final Draft as a Guiding Document

2 Chapter 2 : Policy Context & Vision Directives

The spatial vision, principles and goals are guided by and should be aligned with various National, Provincial and Local informants. Specific reference is made to national guidelines and legislation for spatial development, i.e. Spatial Planning and Land Use Management Act (SPLUMA), National Development Plan (NDP), National Spatial Development Framework (NSDF), Provincial Growth and Development Plan (PGDP), Provincial Spatial Development Framework (PSDF), Kouga Integrated Development Plan (IDP), Kouga Spatial Development Framework (SDF), Kouga Local Economic Development (LED) Strategy and various sector plans.



The principles for strategic planning and urban restructuring are captured and well-documented in a range of National, Provincial and Local Policies and legislative directives. Although it is not the objective of the Hankey CBD LSDF to unpack these in detail, the key issues are emphasised to provide planning and strategic decision making direction.

1.0 National, Provincial & District Policy Directives

The following are key principles to consider.

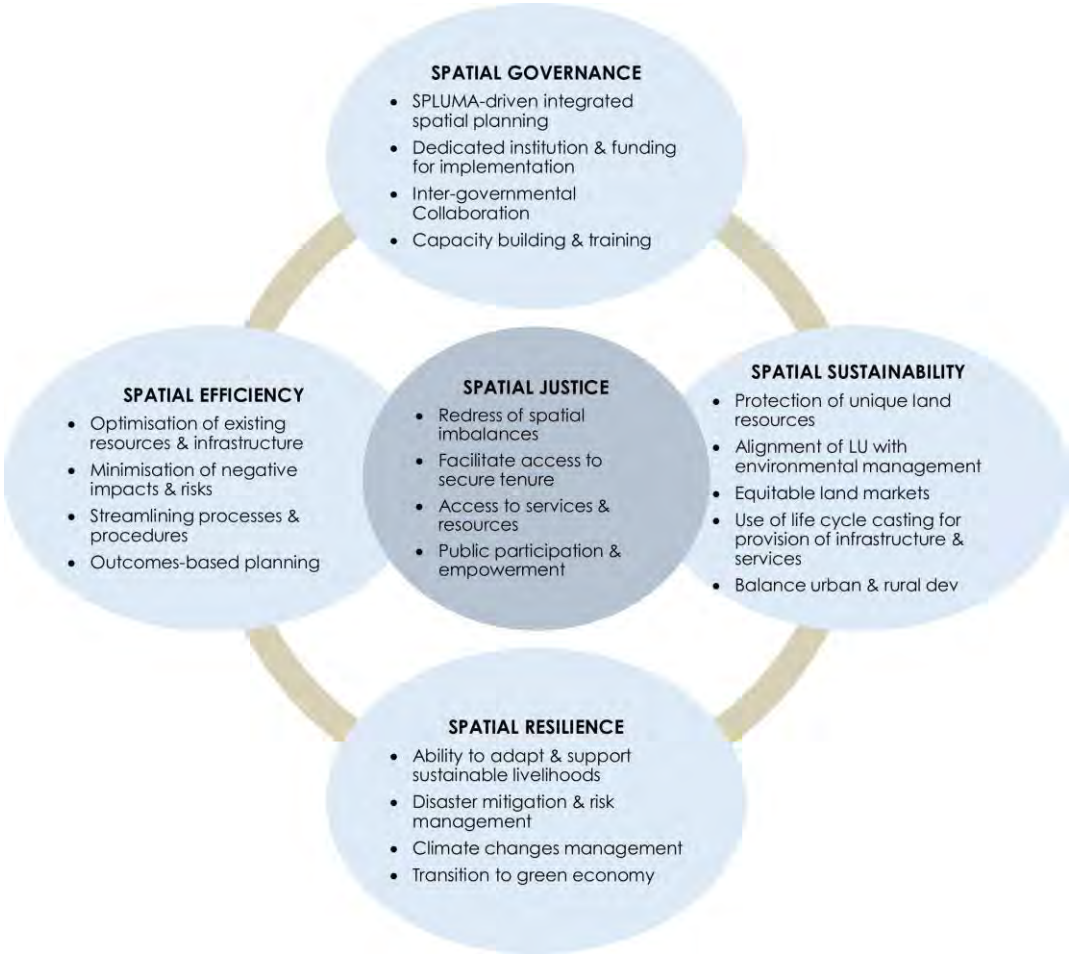
1.1 Spatial Planning & Land Use Management Act (SPLUMA)

SPLUMA provides an important set of overarching guidelines through the development principles contained in Chapter 2 of the Act.

The objectives of SPLUMA :

- Provide for a uniform, effective and comprehensive system of spatial planning.
- Ensure that the system of spatial planning and land use management promotes social and economic inclusion.
- Provide for development principles and norms and standards.
- Provide for the sustainable and efficient use of land.
- Provide for cooperative government and intergovernment relations.
- Redress the imbalances of the past and to ensure that there is equity in the application of spatial development planning and land use management systems.

Development Principles of SPLUMA :



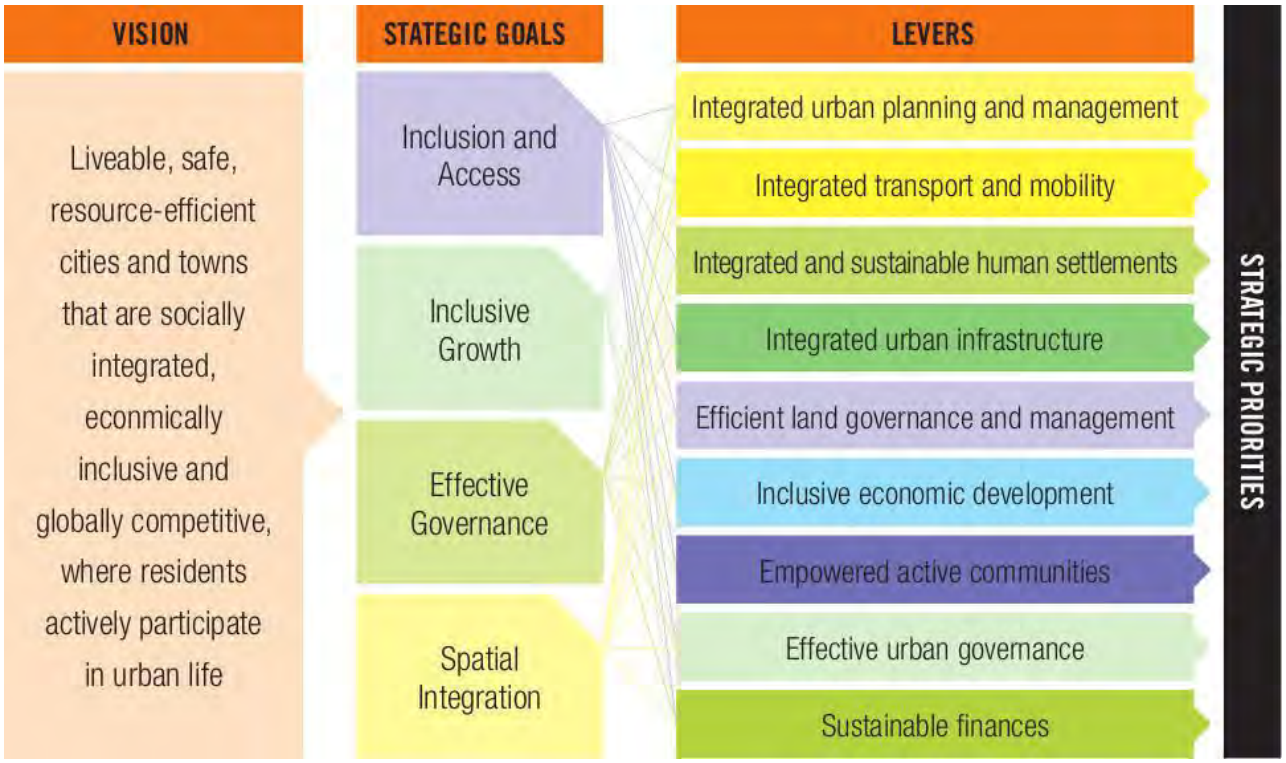
1.2 Integrated Urban Development Framework (IUDF)

The National Development Plan (NPD) indicated that by 2030 South Africa should observe meaningful and measurable progress in creating more functionally integrated, balanced and vibrant urban settlements. To attain this goal, the Department of Cooperative Governance developed the IUDF to transform and restructure South Africa's urban spaces.

The IUDF seeks to foster a shared understanding across government and society about how best to manage urbanisation and achieve the goals of economic development, job creation and improved living conditions by addressing current urban inefficiencies as outlined in the NDP. The IUDF responds to, and also builds on various chapters of the NDP, particularly chapter 8 'Transforming human settlements and the national space economy'.

It provides a framework for reorganising the urban system so that cities and towns can become more inclusive, safe, productive and resource efficient, thus becoming good places to work and live in.

▣ **IUDF Vision**



⇨ *Lever 1 – Objective*

To create cities and towns that are well planned and efficient, and so capture the benefit of productivity and growth, invest in integrated social and economic development, and reduce pollution and carbon emissions, resulting in a sustainable quality of life for all citizens.

⇨ *Lever 2 – Objective*

To create cities and towns where goods and services are transported efficiently, and people can walk, cycle and use different transport modes to access economic opportunities, education institutions, health facilities and places of recreation.

⇨ *Lever 3 – Objective*

To create cities and towns that are liveable, integrated and multi-functional, in which all settlements are well connected to essential and social services, as well as to areas of work opportunities.

⇨ *Lever 4 – Objective*

To create cities and towns that have transitioned from traditional approaches to resource-efficient infrastructure systems, which provide for both universal access and more inclusive economic growth.

⇨ *Lever 5 – Objective*

To create cities and towns that grow through investments in land and property, providing income for municipalities, which allows further investments in infrastructure and services, resulting in inclusive, multi-functional urban spaces.

⇨ *Lever 6 – Objective*

To create cities and towns that are dynamic and efficient, foster entrepreneurialism and innovation, sustain livelihoods, enable inclusive economic growth, and generate the tax base needed to sustain and expand public services and amenities.

⇨ *Lever 7 – Objective*

To create cities and towns that are stable, safe, just and tolerant, and respect and embrace diversity, equality of opportunity and participation of all people, including disadvantaged and vulnerable groups and persons.

⇨ *Lever 8 – Objective*

To create cities and towns that have the necessary institutional, fiscal and planning capabilities to manage multiple urban stakeholders and intergovernmental relations, in order to build inclusive, resilient and liveable urban spaces.

⇨ *Lever 9 – Objective*

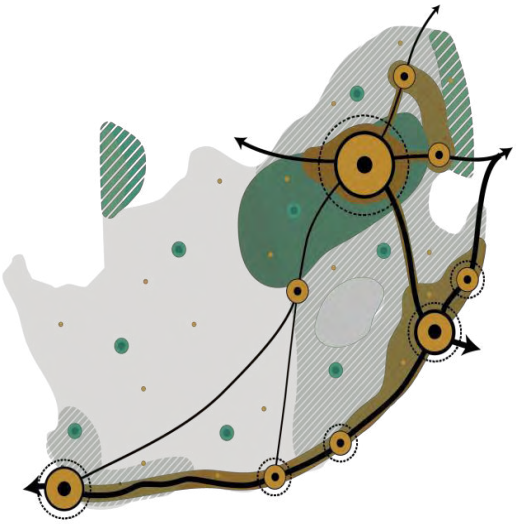
To create cities and towns that are supported by a fiscal framework that acknowledges the development potential and pressures of urban spaces manage their finances effectively and efficiently, and are able to access the necessary resources and partnerships for inclusive urban growth.

1.3 National Spatial Development Framework (NSDF)

The National Spatial Development Framework further provides spatial vision guidance for future planning and development.

The NSDF is further founded on 6 National spatial development concepts.





URBAN AREAS AND REGIONS AS ENGINES OF NATIONAL TRANSFORMATION, INNOVATION AND INCLUSIVE ECONOMIC GROWTH

NATIONAL SPATIAL DEVELOPMENT CORRIDORS AS INCUBATORS AND DRIVERS OF NEW ECONOMIES AND QUALITY HUMAN SETTLEMENTS

PRODUCTIVE RURAL REGIONS AS DRIVERS OF NATIONAL RURAL TRANSITIONS AND CORNERSTONES OF OUR NATIONAL RESOURCE FOUNDATION

A NATIONAL SPATIAL SOCIAL SERVICE PROVISIONING MODEL TO ENSURE EFFECTIVE, AFFORDABLE AND EQUITABLE SOCIAL SERVICE DELIVERY

A NATIONAL ECOLOGICAL INFRASTRUCTURE SYSTEM TO ENSURE A SHARED, RESILIENT AND SUSTAINABLE NATIONAL NATURAL RESOURCE FOUNDATION

A NATIONAL TRANSPORT, COMMUNICATIONS AND ENERGY INFRASTRUCTURE NETWORKS TO ENSURE A SHARED, INCLUSIVE AND SUSTAINABLE ECONOMY

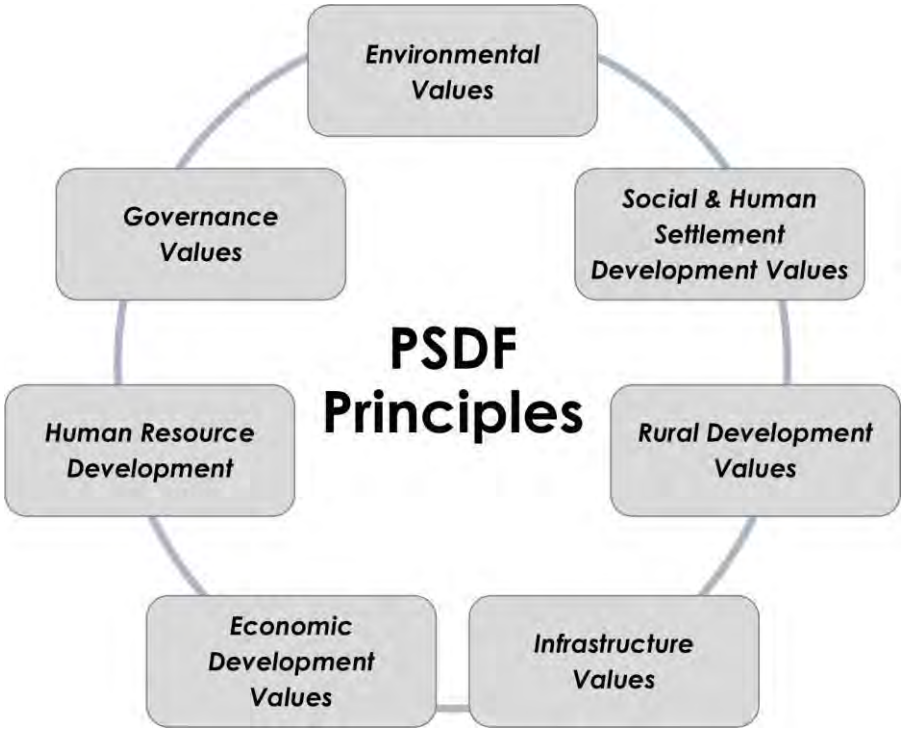
1.4 Provincial Spatial Development Framework (PSDF) (Draft 2019)

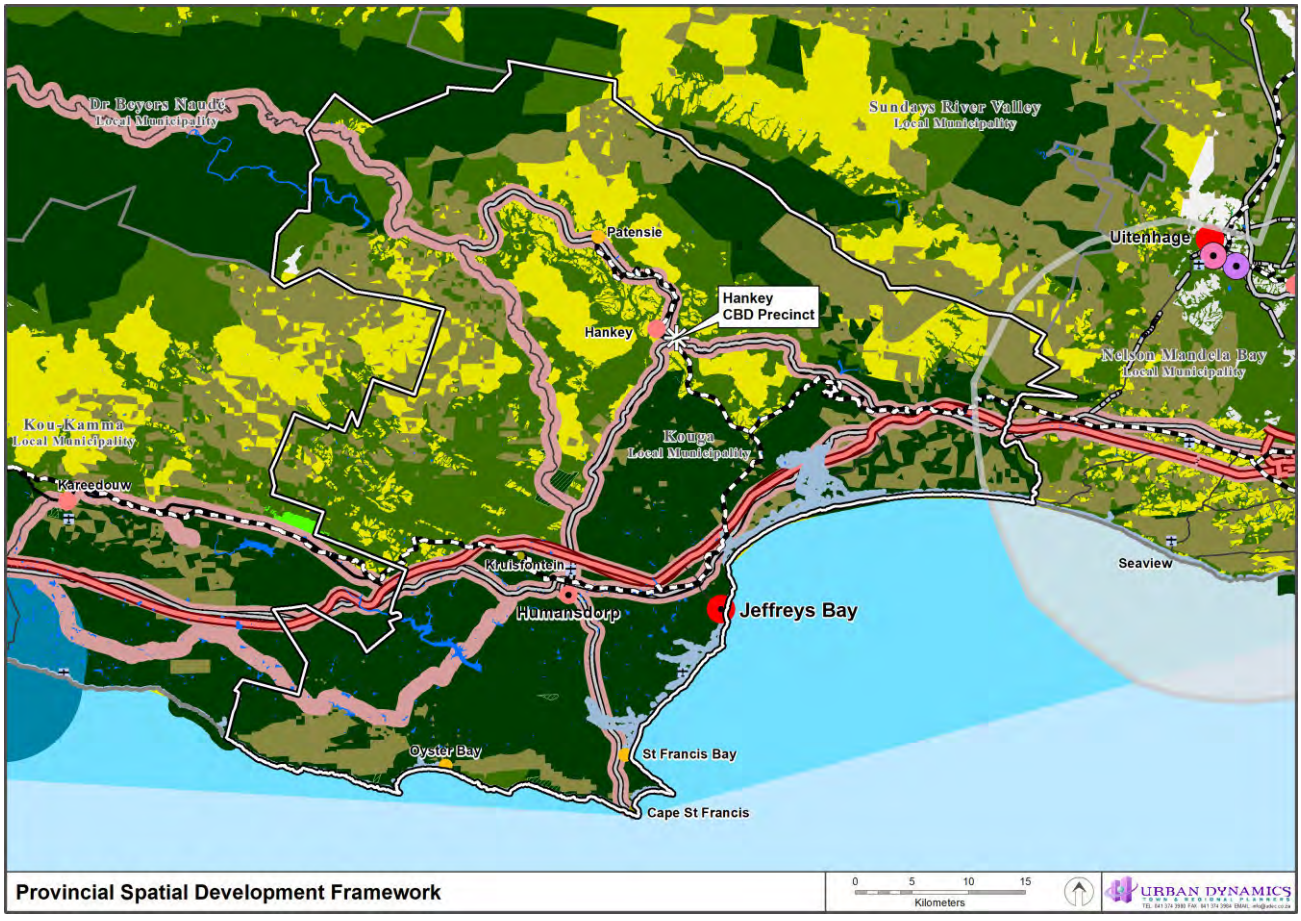
The Eastern Cape Province recently embarked on the revision of the Provincial Spatial Development Framework in terms of SPLUMA. The philosophy and approach of the Draft PSDF, for the purposes of the Hankey Precinct Plan, is adopted.

The PSDF provides a spatial development vision for the Province :

> The future spatial perspective of the province over the next 15 to 20 years could be conceptualised in the context of the Provincial Growth and Development Plan vision of a "*poverty free Eastern Cape*". Understanding that such a vision would be founded upon a concept of a "*modern, ecologically sustainable economy based in agriculture, tourism and industry*", it is believed the future spatial perspective would comprise a *spatial development framework of managed urban and rural human settlements clustered in urban (settlement) regions and corridors, alongside productive agricultural precincts, managed ecological natural resource areas and connected to a network of strategic transportation corridors, open to the global, national and provincial economy*.

The PSDF is founded on 7 principles or spatial framework values.





Plan 3 : Provincial Spatial Development Framework

1.5 District Spatial Policy Directives

The following documents and strategies are specifically relevant and have been reviewed :

- Sarah Baartman District SDF (2013)
- Eastern Cape Biodiversity Plan
- Kouga IDP (2022/2027)
- Kouga SDF (2021)
- Kouga Land Use Scheme (2021)
- Kouga Spatial Planning and Land Use Management By-laws (2016)

1.6 Kouga IDP

▣ Municipal Vision

Good Governance through Service Excellence

▣ Municipal Mission

- To create a government that addresses the needs and respects the values of Ubuntu in our communities.
- To create a better life for all through delivering inclusive and affordable services to residents.
- To create a safe environment with diverse opportunities for economic growth and development.
- To create a responsive, accountable and caring government for all its people.
- To create an efficient, well-managed, corruption free and legally compliant municipality.
- To create and maintain an effectively governed administration that is committed to financial sustainability.

▣ Strategic Narratives



▣ Development Priorities

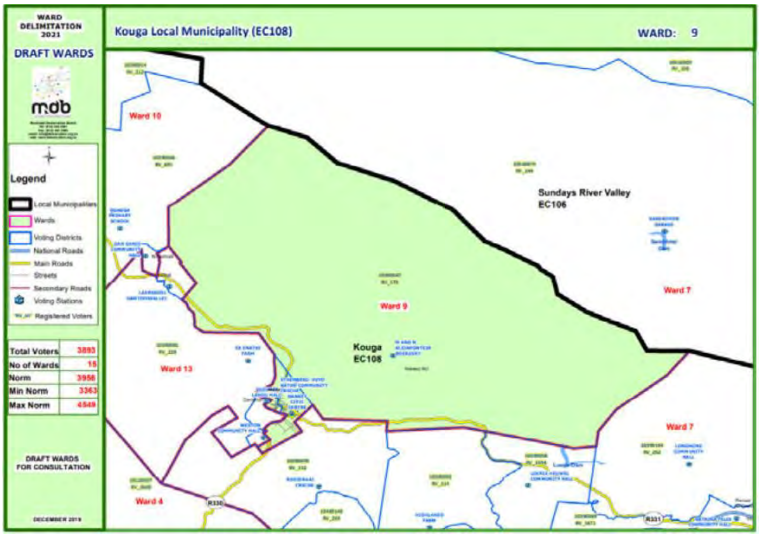
In support of the Municipal vision, the Municipality identified the following key focus areas.

KPA	Strategic Objective
1. Basic Services & Infrastructure	To manage and ensure the provision of basic municipal services and the reduction of infrastructure backlogs
2. Local Economic Development	To manage and provide town planning services and ensure the economic upliftment and development in the municipal area
3. Municipal Financial Viability & Transformation	To manage and provide financial services to ensure financial viability, compliance and reporting
4. Good Governance & Public Participation	To render integrated community services to enhance community development in general and promote a clean and safe environment
5. Institutional Transformation	To transform the institution into a high-performance organization with a skilled and diverse work force
6. Spatial Planning	To manage and provide town planning services and ensure the economic upliftment and development in the municipal area

▣ Ward 9 Priorities

The study area falls within Ward 9 and the IDP process identified the following broad priorities for the Ward.

- Streetlights
- Skills entrepreneurial
- Youth development
- Storm water drainage
- Water security
- Upgrading of gravel roads (paving or tarr)
- Impounding of animals
- Land for stock farming



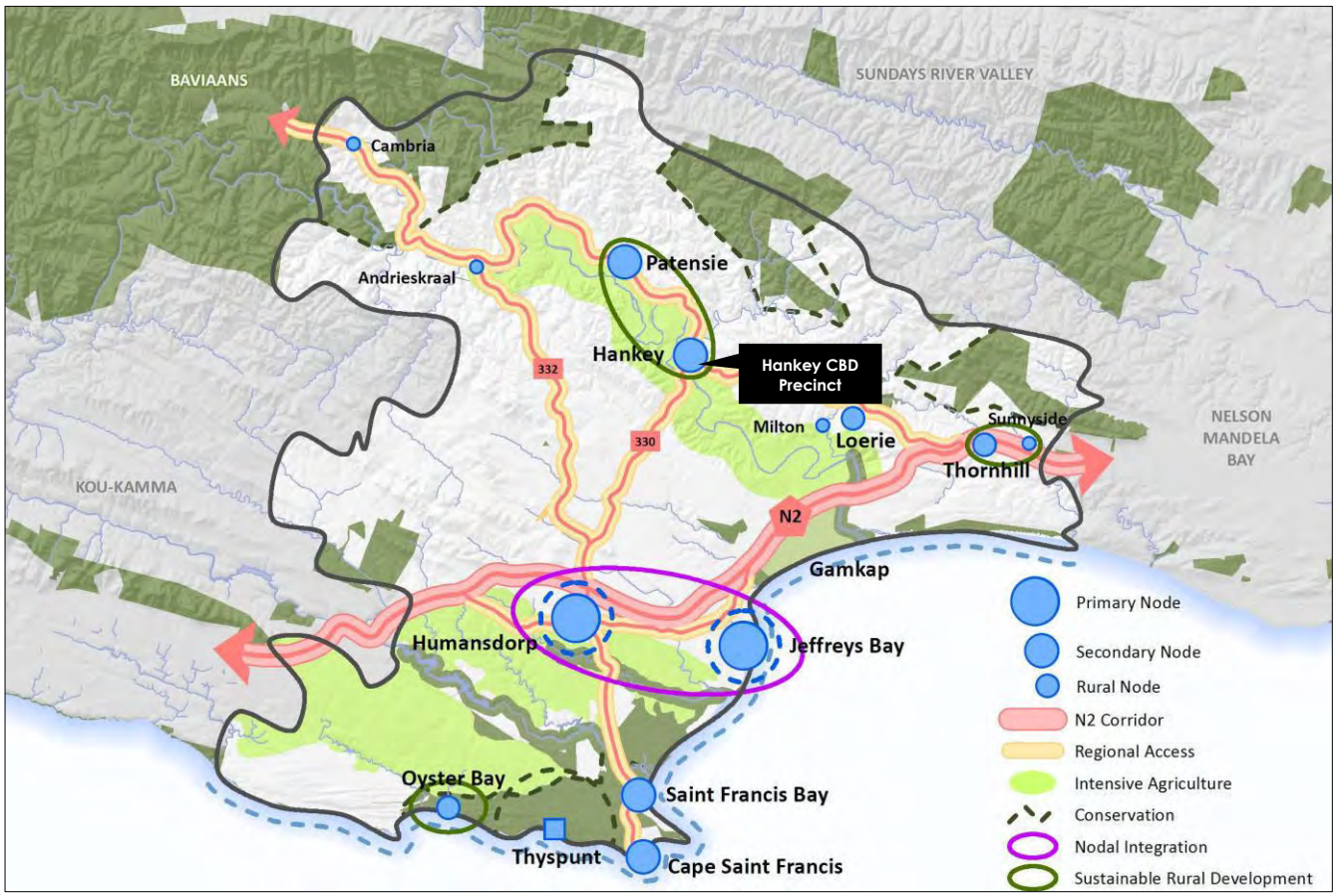
1.7 Kouga SDF (2021)

Spatial Vision :

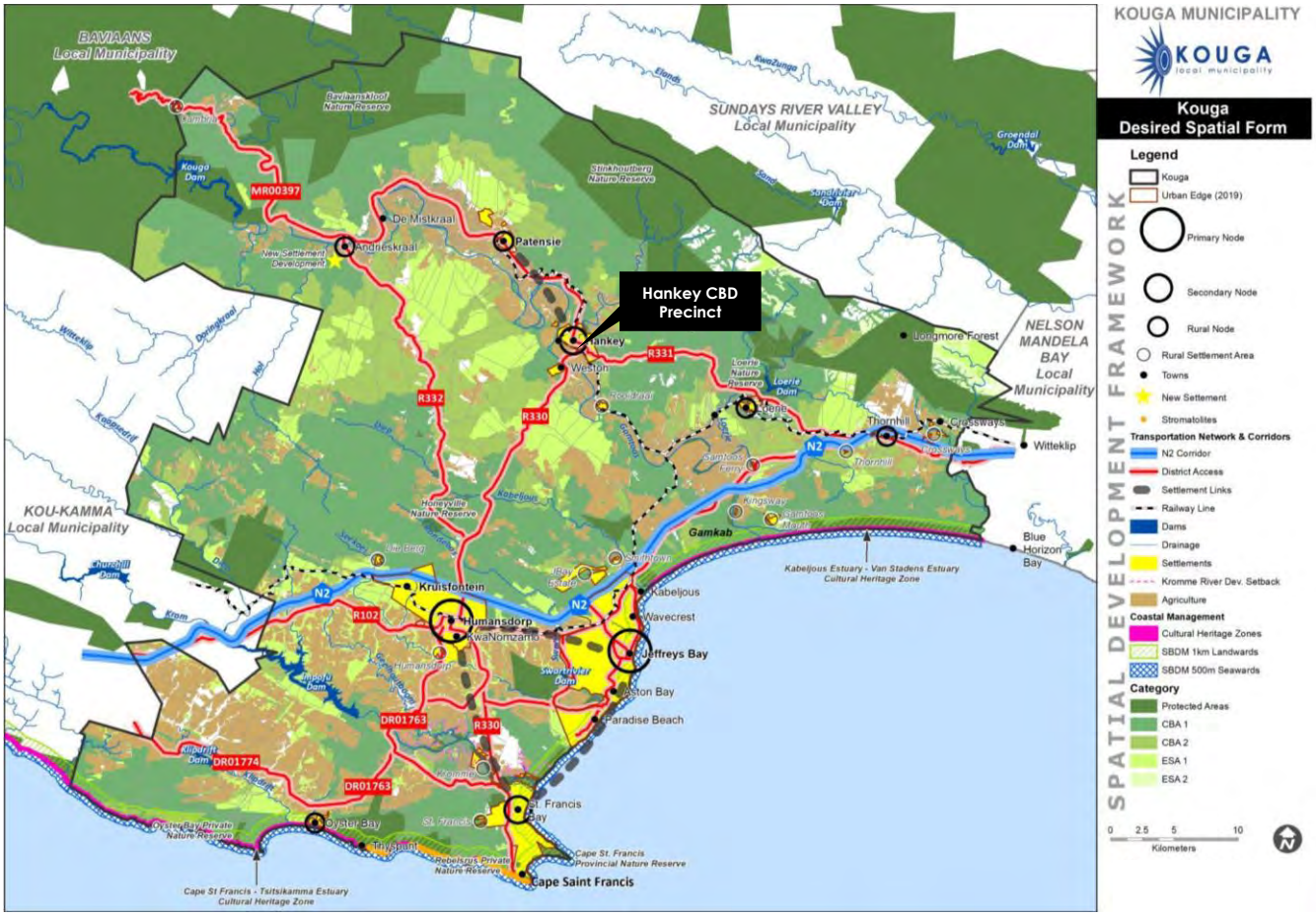
> "*Kouga is a municipal area where well protected natural resources provide economic opportunities and a framework within which a network of well-connected SMART settlements, with a small town feel, provides social and economic opportunities for all residents*."

This Vision is built on the following components :

- A hierarchy of settlements
- Networks – Mobility and Logistics
- Protect natural resources/Integrated Environmental Management
- Promoting Agriculture and Rural Development
- Efficient functioning of settlements / Resilient, Inclusive, Smart and Sustainable Settlements



Consolidated Spatial Concept



Municipal Spatial Plan

▣ Hankey Nodal Framework

Nodal Status : Secondary Node	
Description	**Priorities**
Context	• Hankey has a strong administrative and commercial central place function. These commercial and administrative functions are complimented by a residential component and strong surrounding farming community. Industries and warehousing are more limited than in Patensie but the services sector is strongly defined. The central business district is well defined and situated along the main road in Hankey town, this is however separated from the residential components of Phillipsville and Centerton. • The residential area of Weston is situated approximately 3km west of Hankey on the Humansdorp road. • Hankey is surrounded by high potential agricultural land which is intensively developed and farmed.
Opportunities	• Strong administrative and commercial function with opportunities for future expansion and intensification of the Central Business District. • Redevelopment of the Sarah Baartman Heritage Site and other tourist attractions (Dr Phillips Grave, tunnel, etc.). • Opportunities for residential expansion west of Rosedale, north of Hankey Town and around Weston.
Constraints	• Difficult terrain characteristics limit future large scale expansion. • High demand for subsidised housing for lower income groups, drainage patterns and associated flood line restrict residential integration and areas for expansion. • Limited services availability to accommodate the human settlement demand. • Limited greenfields land available for the human settlement development.

Nodal Status : Secondary Node	
Description	**Priorities**
Urban Edge	• Alignment of urban edge to include the Sarah Baartman strategic land and approximately 100ha for future expansion north of the Hankey town CBD and west of Rosedale and Centerton. • Urban edge to take cognisance of high potential agriculture land, critical biodiversity areas and undevelopable steep slopes. • Further expansion of Milton to be limited to existing surveyed footprint. • The urban edge for Weston to include future rectification and expansion of Weston on municipal owned land to the west.
Nodes, Corridors & Access	• R331 access through Hankey and Rosedale remain primary rural access. • Expand mixed use opportunities in the greater Hankey town to existing surveyed footprint, to enable investment and local economic development. • Strengthen existing commercial nodes along R331 to provide services to the residential areas of Phillipsville, Rosedale and Centerton. • Mixed use nodes in Weston along main access road to ensure service delivery and sustainability.
Infill & Densification	• Permit expansion of Hankey town CBD to ensure intensified land uses and economic development. • Upgrade informal areas in old Hankey area with urban densification along the R331, west of the existing sports field. • Promote future integration and expansion of the Hankey town area north towards Yellow Woods Nature Reserve, east of the golf course. • Expansion of Centerton Cemetery and infill development west of Centerton and Rosedale.
Human Settlement	• Human Settlement :Land Demand by 2030 – 99ha • Human Settlement :Land Demand by 2050 – 214ha • SDF 2019 Provision – 68ha • 19.48 hectares identified for Densification
Conservation	• Retain drainage and open space systems along the golf course, including Yellow Woods Nature Reserve and area west of Yellow Woods Nature Reserve, north of Phillipsville. • Conserve high potential agricultural land and critical biodiversity through enforcement of the urban edge.

▣ Kouga SDF : Hankey Actions (Strategies)

The spatial planning actions required to achieve the Framework are reflected below :

1	Prepare a densification policy for the Hankey
2	Upgrade the Water Supply Capacity in Hankey
3	Upgrade the conservancy tank system in the "Old Hankey" and the CBD/town areas if these are to be used for densification to accommodate housing
4	Connect the newly constructed Weston WWTW to eradicate the 'bucket system' – Dept Human Settlements
5	Prepare a storm water management plan for Hankey – Particularly to address flooding around Vukani High School
6	Upgrade the Hankey to Loerie (R400) route
7	Upgrade the gravel roads
8	Prepare the Hankey and Western LSDF – (Focused on the identification of additional land for human settlement)
9	Prepare the Hankey and Weston Main Road Corridor Precinct Plan
10	Prepare a Hankey Commonage Management Plan



Hankey Framework Plan



Hankey CBD Framework Plan

1.8 Kouga SDF Land Use Management Guidelines

▣ Central Business Focus Area

Background	Policy Statement
The designation of a CB Focus Area boundary enables the creation of tailored development proposals that meet the specific needs of the core of each settlement.	• These areas would be characterised by mixed uses, including higher density residential as well as the conversion of low intensity old housing stock to more intensive and efficient uses. • The Hankey CBD specifically has the potential to take advantage of the tourism sector to create an attractive and high intensity beachfront, which still maintains a 'small-town' feel. • The specific development proposals and parameters will be set out in precinct plans and LSDF's for each area and settlement. • CBD Development should take account of the following: - The existing environment should be enhanced rather than eliminated. - Incorporate 'good' existing natural features into the proposals to ensure legibility and ensure that the current open space network is respected and integrated. - Existing structures should be repurposed where possible and appropriate. - Ensure walkability and access to public transport (Create high quality commuter facilities and infrastructure. - Public transport promoted as key mode of mobility and commuters should be designed for. - Incorporate mixed use development principles. - Higher residential need to be promoted (Refer to Residential Densification guidelines) and a broad spectrum of income groups and ownership patterns need to be included. - Support both the formal and the informal sector, and enhancing existing areas of activity.

▣ Settlement Upgrading

Background	Policy Statement
The provision of adequate housing facilities for the population of the study area is one of the key principles and priorities embedded in the constitution. The development of residential areas and creation of liveable environments is of critical importance for social sustainability and upliftment of the people residing within the study area.	• The focus is to upgrade and formalise existing informal areas. • Strive to eradicate informal housing and/or shacks. • Residential densities and non-residential land uses to be guided by detailed planning and accommodation of existing structures on-site. • Detailed planning to include feasibility, no-go areas and development options. • Residential densities up to 50 units per ha and above are encouraged. • Settlement upgrading should only be undertaken where the site is suitable for the intended settlement development and the residents can be effectively integrated into the existing urban fabric.
Settlement Projects	• Approved housing projects indicate sites where housing projects are in the planning phase or implementation phase. • Proposed future housing projects indicate sites that have been identified as potential sites for housing development.

▣ Mixed-Use

Background	Policy Statement
To create a specific urban environment of mixed use through the redevelopment, infill and expansion or conversion of existing buildings or vacant land. *Mixed use is focussed on combining compatible land uses in a manner which will enable higher intensity and diverse development.*	• The intention of the Mixed Use categorisation is to increase development intensity within the demarcated mixed use area. Permit multiple uses to support commercial, high density residential, office, entertainment and support facilities without negatively impacting on the surrounding development. • Departures from the ILUS development parameters can be considered in specific cases to improve development, density and footprint. • Manufacturing and light industrial activities not permitted. • Residential densities in excess of 50 units per ha to be promoted. • Site development plans for all developments to be submitted for consideration prior to submission of a land use or building plan application.

▣ Settlements : Business

Background	Policy Statement
Business districts, secondary business nodes and informal business activity are one of the most important formative agents within the urban structure given the past segregated planning policies. The placing, development and expansion of future business areas can play a major role in assisting the restructuring of the urban form. *This component refers to the current and proposed sites for Business / Commercial use and include any land uses where enterprise for commercial and/or professional services and/or retail uses are to take place.*	• Business/commercial related land use should be confined to the core urban areas (central business district) and secondary/lower order nodes. • The infiltration of business/commercial uses into a residential area or the periphery of the CBD should not be permitted (this excludes small house/spaza shops). • Spaza/House shops are encouraged along main roads in all informal or previously disadvantaged areas. This must be aligned with the policy of informal trading. • House shops should not be encouraged on Single Residential zoning except on properties that are currently zoned informal (It must be limited to all government low income housing schemes). • In order to attract investment, the provision of land for business purposes with the associated infrastructure should be provided on a pro-active basis. • The development of SMME should be encouraged in selected locations in or near business nodes and the CBD. • House enterprises and house shops should be permitted in residential areas. • The central business district should be demarcated. • Close linkages between business development and the local economic development plan and strategies should be implemented and co-ordinated on a sub-regional and district level. • Business proposals within residential neighbourhoods may be considered if the adjoining property is zoned for business. This is provided also that access is obtained from the same street. The proposed business must be compatible with the existing business and character of the area.

3 Chapter 3 : Analysis & Synthesis

1.0 Introduction

The analysis of the study area represents an overall spatial picture of the Hankey CBD, the current situation, patterns and trends within the area and quantify specific needs and capacities. The information is focussed on key developmental sectors and based on the key issues identified.

2.0 Biophysical Environment

The bio-physical status quo for the CBD is outlined in the following sections, including :

- Climate and Climate Change
- Topography and Drainage
- Environment Management

2.1 Climate & Climate Change

The climate within Kouga differs between the 3 main geographical features, i.e. Coastal Region, Humansdorp and the Gamtoos River Valley. The area is classified as subtropical and is situated in an intermediate zone between the summer and winter rainfall zones of the country, with annual precipitation between 400 and 650mm along the coast and in the Humansdorp area with slightly lower rainfalls in the Gamtoos River Valley.

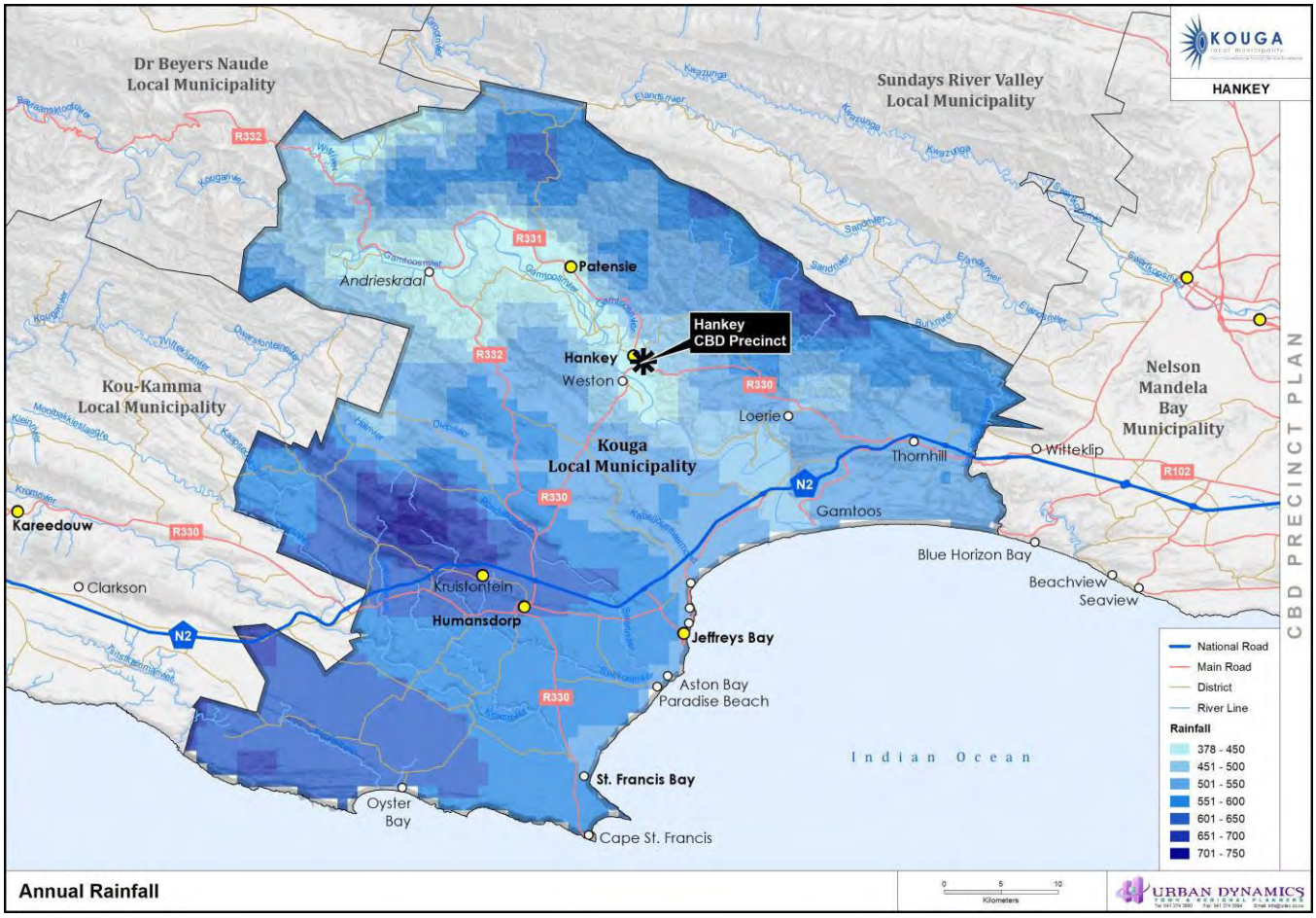
The prevailing wind direction is generally westerly to south-westerly with equally dominantly easterly winds during the summer month.

The impact of Climate Change on the Local Authority and its management of land use and scarce resources can be significant. These are :

- Change in rainfall patterns and average rainfall.
- Change in level of fluctuation of general climate patterns and tendencies.
- Increase in flood severity and draught occurrence.
- Change in ecosystems and desertification.
- Impact on bulk water supply resources and agricultural industry

Although the LSDF cannot directly mitigate against these issues, sector planning and general strategy formulation can indirectly mitigate against the impact of Climate Change. This includes strategies relating to Renewable Energy, Green Management Practices, Coastal Management and Environmental Sustainability.

In the Eastern Cape, predictions suggest higher temperatures, increased unpredictability of rainfall regimes, more intense rainfall (flooding), longer dry spells (drought periods), increased storm events and sea-level rise.



Plan 4 : Annual Rainfall

2.2 Geology & Soils

The geology and soil types within the study provide a basic indication of soil stability and possible construction constraints.

The geology in the Hankey CBD is described as :

- Conglomerate, subordinate lenticular sandstones and claystones
- Variegated (reddish-brown and greenish) silty mudstone and sandstone, subordinate grey shale and sandstone

Of greater importance is the soil classes.

Soil Class		Favourable Properties	Limitations
2	***Freely drained, structureless soils***	*Favourable physical properties*	May have restricted soil depth, excessive drainage, high erodibility, low natural fertility
8	***Imperfectly drained soils, often shallow and often with a plinthis horizon***	*Relative wetness favourable in dry areas*	May be seasonally wet

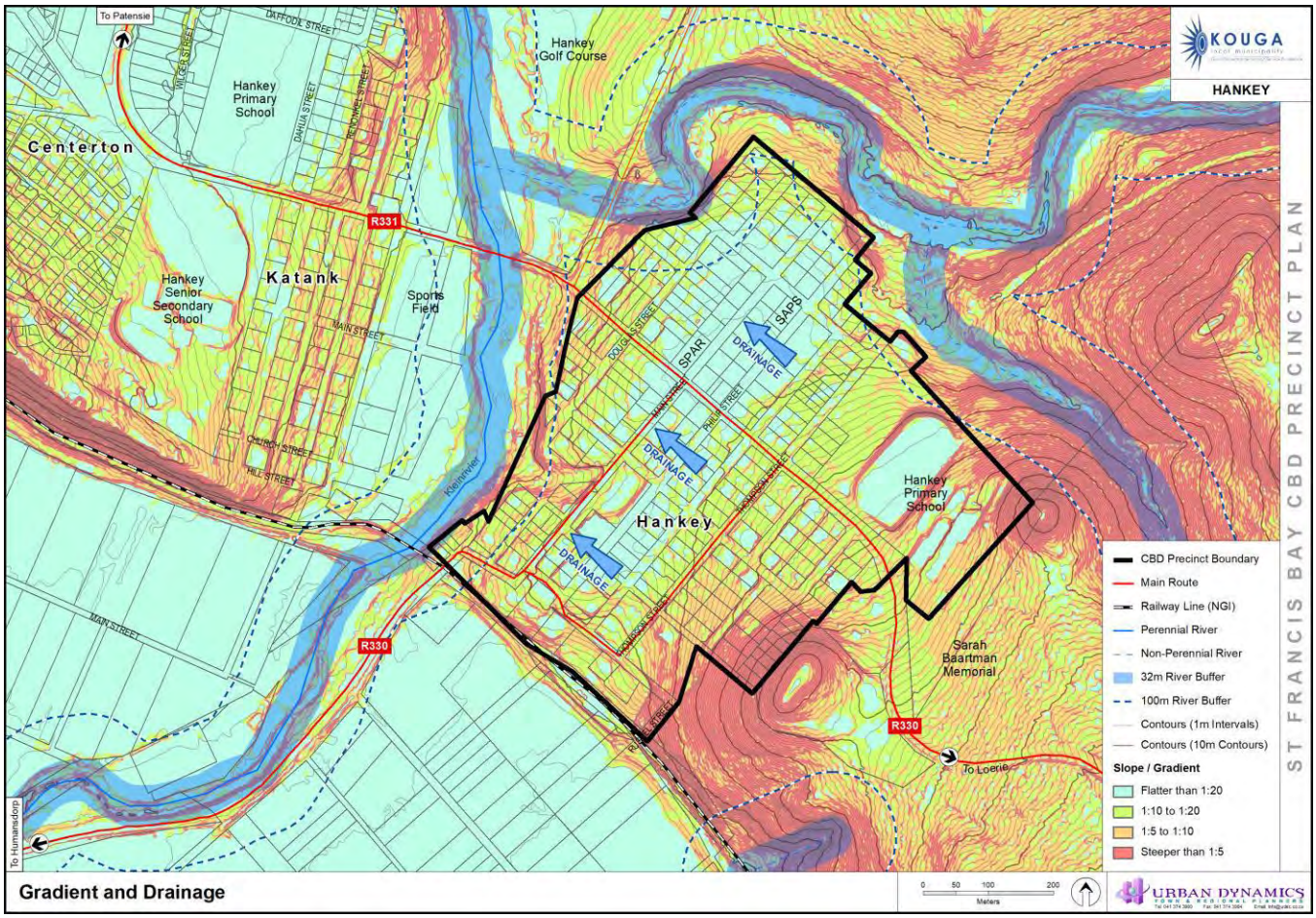
2.3 Drainage & Gradient

▣ Drainage

The greater Hankey generally drains towards the Kleinrivier, between Katank, Centerton and Hankey CBD. The Kleinrivier forms a major drainage channel in the district and drainage in the CBD through the installed storm water management system drains in an east-west direction, along existing open channels towards the Kleinrivier.

▣ Gradient

Gradients are generally flat with steeper areas along the eastern entrance to the CBD with steeper gradients along the east bank of the Kleinrivier. Future expansion of the CBD is generally restricted through surrounding drainage and gradient restrictions.



Plan 5 : Gradient & Drainage

2.4 Environmental & Biodiversity

Environmental management must be implemented as a key element of the Hankey LSDF land use management strategy. The following legislative guidelines should be consulted and implemented for all development proposals and activities :

- National Environmental Management Act and Listing Activities
- Eastern Cape Biodiversity Conservation Plan

2.4.1 National Environmental Management Act (NEMA)

The National Environmental Management Act (NEMA) was passed in November 1998 and came into effect in January 1999. It is a framework Act underpinned by the concept of sustainable development, and covers the 3 primary areas of environmental concern – i.e. resource conservation and exploitation, pollution control and waste management, and land-use planning and development.

▣ **Purpose & Objectives**

In essence, NEMA does the following :

- translates environmental rights identified in the Constitution into a more tangible form
- promotes co-operative governance in environmental management
- provides a framework for developing environmental norms and standards
- provides a basis for alternate dispute resolution procedures
- emphasizes public interest in the environment

A number of mechanisms are provided to achieve these ideals, however the foundation of the Act is a set of environmental management principles which are based on the concept of sustainable development.

▣ **Integrated Environmental Management & the Environmental Assessment Process**

Chapter 5 of NEMA deals with environmental assessment (EA) and describes how the integrated environmental management (IEM) philosophy should be applied in the EA process with the intention of promoting the application of appropriate environmental management tools to ensure the integrated environmental management of activities. Section 23 of NEMA sets out the general objectives of EA, and Section 24 the procedures for the investigation, assessment and communication of the potential consequences or impacts of activities on the environment.

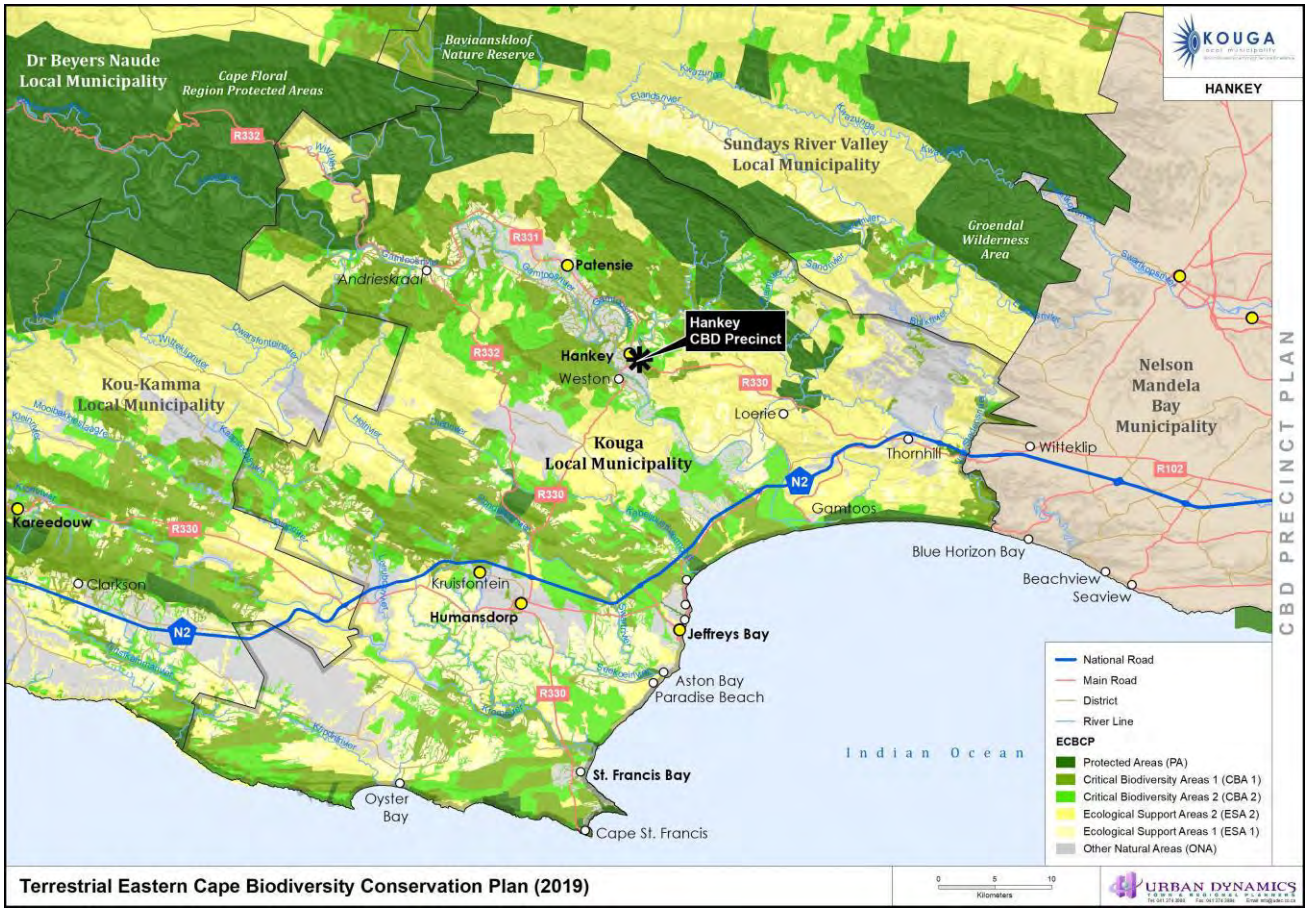
There are a number of tools that can be applied depending on the activity, including Strategic Environmental Assessments, Environmental Impact Assessments, Environmental Management Plans, Environmental Management Systems, Environmental Auditing etc.

There are 3 Listing Notices that identify different types of activities on a threshold-basis in different areas that would need authorisation prior to commencement (and would therefore need an environmental impact assessment) from the relevant competent authority.

2.4.2 Eastern Cape Biodiversity Conservation Plan (ECBCP)

The objectives of a BCP are to :

- Identify the minimum spatial requirements needed to maintain a living landscape that continues to support all aspects of biodiversity, and retain/maintain essential ecological infrastructure. This is achieved through the selection of areas, based on achieving targets which represent important biodiversity pattern AND ecological processes.
- Serve as the primary source of biodiversity information for land use planning and decision making.
- Inform conservation and restoration action in key biodiversity areas.



Plan 6 : Terrestrial Eastern Cape Biodiversity Conservation Plan

3.0 Built Environment

3.1 Renewal in Context

Rural town renewal (like urban renewal) is a process of change to towns and especially their centres.

Typically, the levels of desirability or degradation of space, infrastructure and structures in town centres are not static but vary across a town's life cycle. Historical centres are often outgrown, become technologically outdated and are no longer centrally located as a town naturally expands.

Typically, with the historical town centre, as described above, new development centres are then proposed and developed that better cater to contemporary conditions on more available and opportune land. This can be seen in the form of a distinct second centre.

The next period of the cycle can see the moving of several key activities and tenants to the more dispersed development centres and the possible regeneration and upgrading of the historical centre. This can be in the format of smaller businesses, socialising, tourism and niche retail activities.

A best-case scenario in this respect is that the new development centres are recognised within the context of a larger development plan for the town that allows these new centres and the historical town centre to develop.

3.2 Historic Background

Hankey was established in 1826 and is the Gamtoos Valley's oldest town. It was named after the Rev. William Alers Hankey, an ex-banker and the secretary of the London Missionary Society (LMS).

The purpose of the establishment of the village was to grow mielies and corn for the LMS main station at Bethelsdorp and also to carry out evangelistic work. The first property was "Wagondrift" owned by the Damant Bros. And although the town was planned for 250 families it started with 25 families.

The first irrigation scheme on the Klein Rivier was started by James Wait in 1827 and completed in 1830. It extended for 3.5 miles and he was awarded 50 cattle and the use of 50 workers.

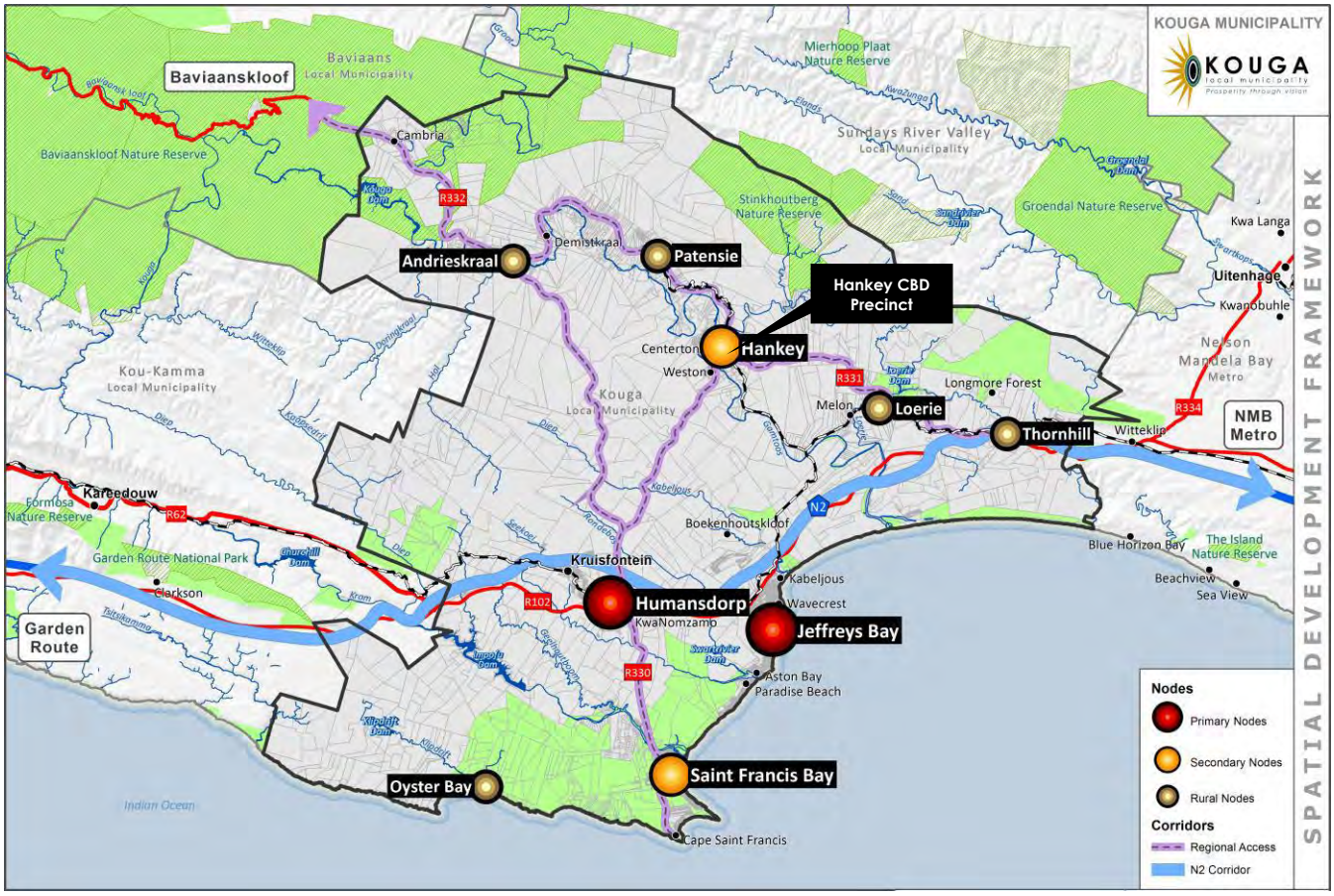
The second irrigation scheme on the Gamtoos River, a provincial heritage site in Hankey today, was carried out by William Enowy Philip. His inspiration was the window in the hill between Backhousehoek and Vensterhoek and was dug using pick and shovel and wheelbarrows. The length of the tunnel is 228 meters. It was started in April 1843 and completed in August 1844. This was the first ever tunnel scheme in South Africa.

William Enowy Philip was the son of Dr. John Philip. John Philip came to South Africa in 1818 as a Missionary and was instrumental in lobbying for equal civil rights for indigenous and coloured people in the Cape. Much to his doing an ordinance was passed in 1828 granting all free coloured people at the Cape every right to which any other British subjects were entitled. He retired in Hankey and both father and son's grave are behind the old "Philip Manse" beside the railway line.

On 19 August 2002, the remains of Saartjie Baartman were laid to rest on Vergaderingskop, a hill on the edge of town.

As is the case with most South African towns, there are residential areas previously reserved for non-white residents set up on the outskirts of the town. In the case of Hankey these are Centerton on the western edge of the town (on the opposite bank of the Klein River) and Weston, located about 1.5 kilometres to the south-west (on the opposite bank of the Gamtoos River).

3.3 Macro Context & Linkages



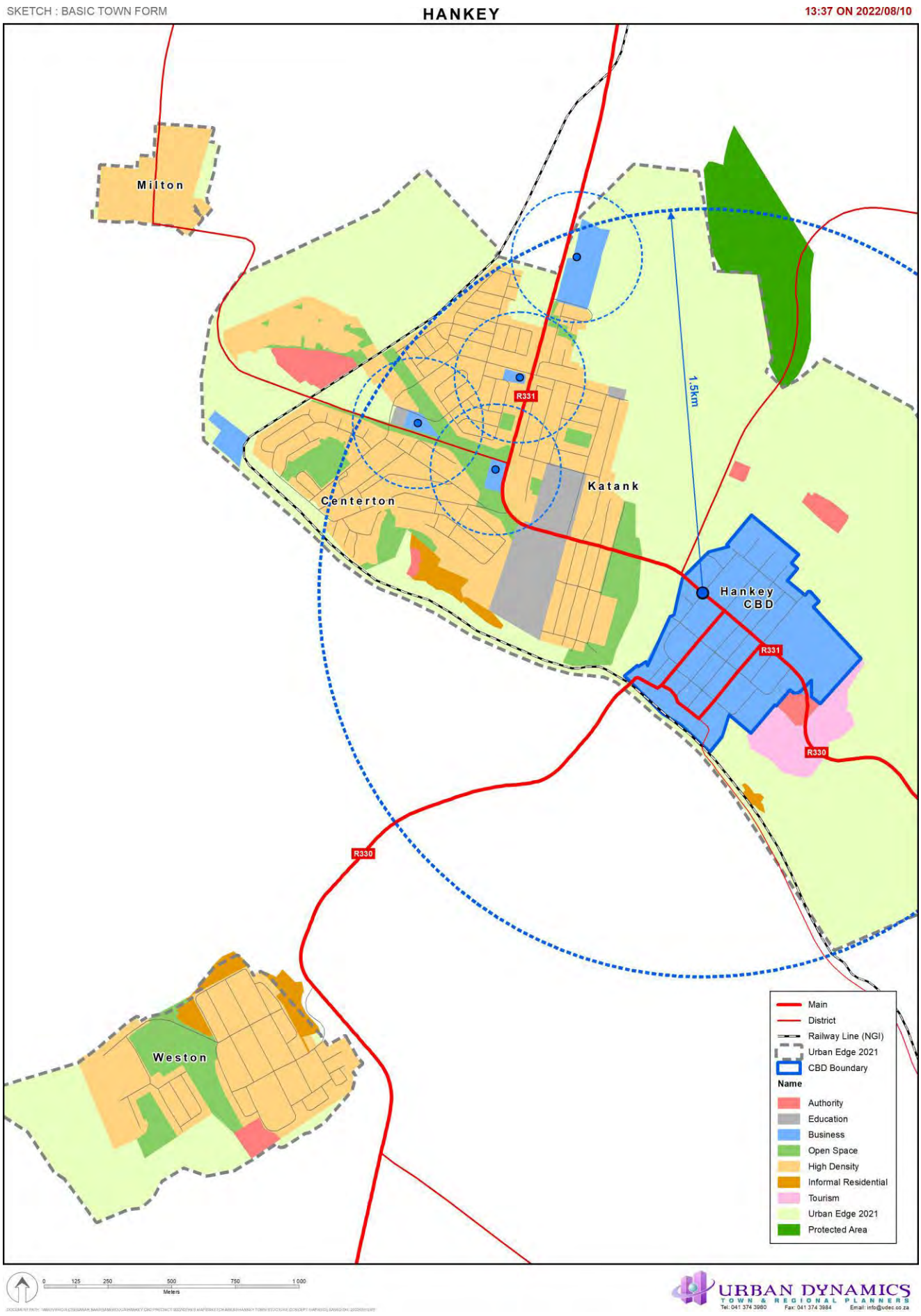
In order to understand the spatial connotation and role of the study area within the broader development context, the following key issues with respect to macro context of the Hankey CBD are noted.

- The town of Hankey is situated in the Gamtoos Valley and classified as a secondary node in the greater Kouga region.
- Hankey fulfils a strong administrative and business support function, especially in the dominant agriculture and services trade sectors.
- The town is administratively supported by smaller settlements, i.e. Loerie and Patensie, with major access through the R331, servicing the greater Gamtoos Valley.
- The Hankey CBD area fulfils a strong central place function in the greater Hankey town, including residential areas of Centerton, Katank, Rosedale and Weston.
- The town is situated as an eastern gateway to the valley and significant tourist attractions, i.e. Baviaans.
- As indicated, access to the Hankey CBD is generally limited to the R330 (east-west corridor) and the R330 western access.

- The CBD area comprises of the historic and traditional town of Hankey and is generally limited by drainage patterns and undevelopable gradients to the east.
- The current development of the Sarah Baartman Memorial as a major Gamtoos Valley gateway node, significantly supports the tourism industry and activities in the town and area.
- Overall land uses typically reflect small town service centres, with limited industrial, fitment, manufacturing and smaller business activity along Main Street, with the Spar as the key anchor.
- Residential areas in the CBD have changed character in recent years with the introduction of non-residential activity and conversion of existing houses in service related trades and industries.
- Tourism accommodation within the CBD area is relatively limited and a number of streets are experiencing urban decay and dilapidated buildings.
- Previous efforts to identify and demarcate the CBD area (in terms of the Kouga SDF) for mixed use purposes have attracted some investment.
- Support business activities on the smaller scale is situated along main access roads in Centerton and Rosedale.
- Social facilities in the CBD are limited to the school, SAPS, municipal offices and limited Government support facilities.
- The majority of residents reside in the Rosedale / Centerton / Weston residential areas which are physically segregated from the CBD.
- The Kleinrivier drainage provides a physical barrier between existing residential areas and the CBD.
- The town is surrounded by high potential irrigation and agricultural land, steep gradients and drainage features, which limits future CBD expansion.
- Limited expansion potential for Centerton / Rosedale / Weston residential areas to accommodate population growth demand.



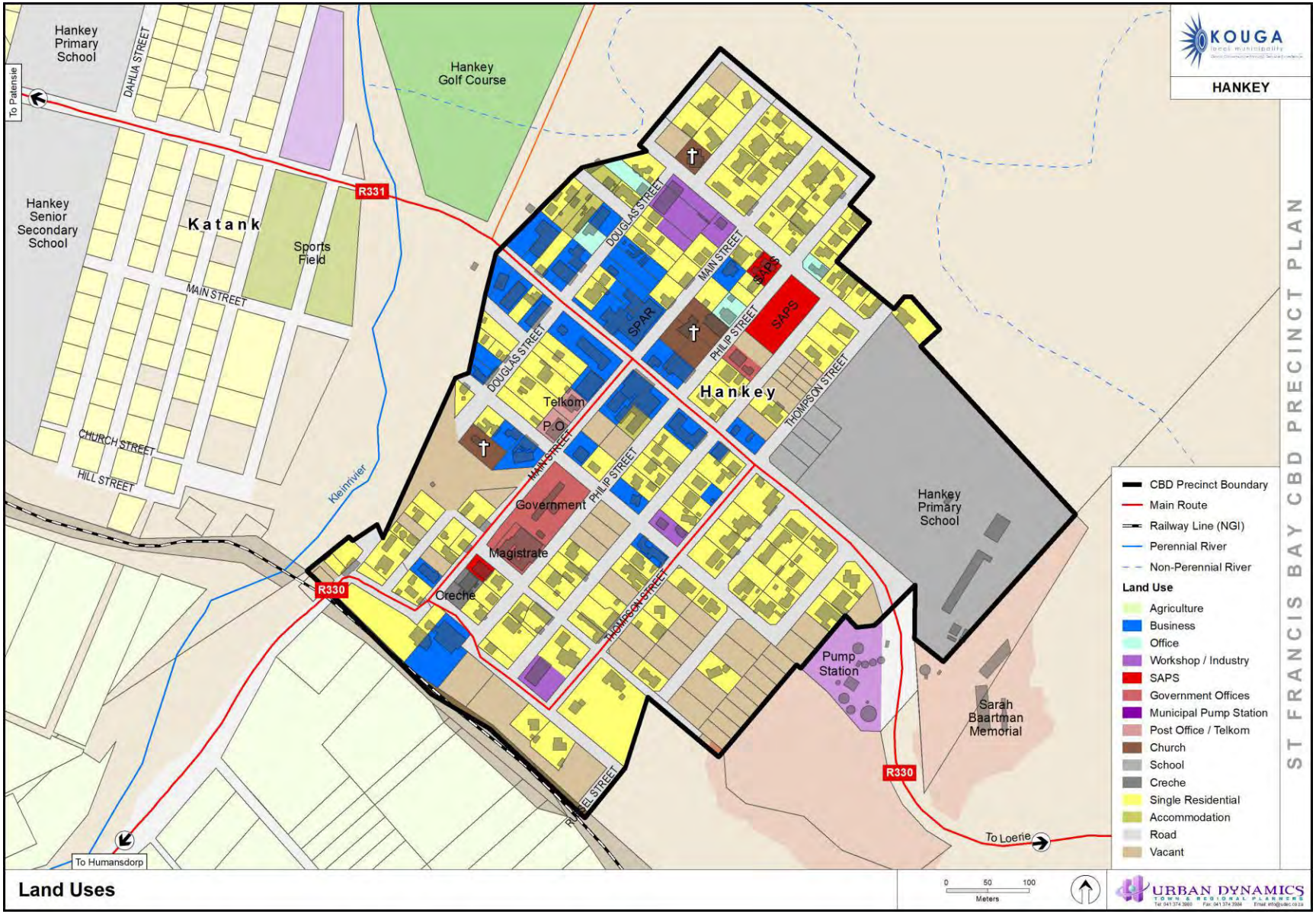



SKETCH : BASIC TOWN FORM
HANKEY
13:37 ON 2022/08/10
Milton
Centerton
Katank
Hankey CBD
Weston
R331
R330
1.5km
Main
District
Railway Line (NGI)
Urban Edge 2021
CBD Boundary
Name
Authority
Education
Business
Open Space
High Density
Informal Residential
Tourism
Urban Edge 2021
Protected Area
0 125 250 500 750 1 000
Meters
URBAN DYNAMICS
TOWN & REGIONAL PLANNERS

3.4 Spatial Structure & Land Use

The land use profile of the Hankey CBD is indicated in the table and diagram below. The current spatial structure is indicative structuring element reflecting demand for specific land uses and growth options.

Land Use	No. of Units	Area (ha)
Accommodation	4	0.35
Business	38	3.82
Church	6	0.62
Crèche	2	0.12
Government Offices	3	0.84
Monument	2	0.02
Municipal Pump Station	1	0.002
Office	4	0.35
Post Office / Telkom	2	0.18
Railway	2	0.24
Road	4	10.02
SAPS	3	0.55
School	5	7.16
Single Residential	127	12.92
Vacant	51	5.30
Workshop / Industry	6	0.77



Plan 7 : Land Uses













The layout of Hankey CBD is according to a grid structure of blocks measuring 50m by 130m. This creates a very walkable environment in terms of distances. Not all streets are tarred and stormwater creates problems on rainy days especially on the gravel roads. Most streets function as "shared streets" accommodating cars and pedestrians in the same space. This system works well since the car movements are limited in these streets. The town is defined by low density, mostly freestanding single storey and older buildings on large plots. There are lots of trees and gardens which soften the urban environment. The main road (R300) runs through the centre of Hankey and is both an important mobility route as well as a "High Street" accommodating most business and retail functions. The street is however currently unattractive, edges are not well defined and there a no pedestrian sidewalks.

Most of the public (regional) facilities are located in a strip along Main Street and Philips Street which runs perpendicular to the R300. This includes the Magistrates Court, Municipal Offices and the newly constructed SAPS building. The town does not have a central square or civic public space.

The edges of the Hankey CBD are defined by the old Apple Express Railway line in the west, de Klein Rivier valley and golf course separating the town area from the rest of Hankey and steep slopes on the eastern side. The river valley with adjacent sports fields currently acts as a barrier between the two parts of the town but this area has the opportunity to be developed as a recreation area linking both sides of the town.

The Sarah Baartman Memorial Museum, currently under construction on the hill when entering the town, will create a new gateway into the town and potentially can have a significant effect on both the economy as well as the spatial form of the town. The facility which includes exhibition areas, restaurant, lecture rooms and accommodation has the potential to attract visitors and create a tourism market for Hankey and the greater valley. Once the Museum is open and is attracting tourists, it can become the catalyst for tourism development in Hankey in terms of shops, restaurants, accommodation and linkages to points of interest in Hankey including the legacy of farther and son Philips.

An interesting local feature in various part of the town is the use of the locally found "spoelklip" for stormwater dishes, retaining walls and other features. This creates the opportunity to further use the material to create and strengthen a local identity and spatial language.



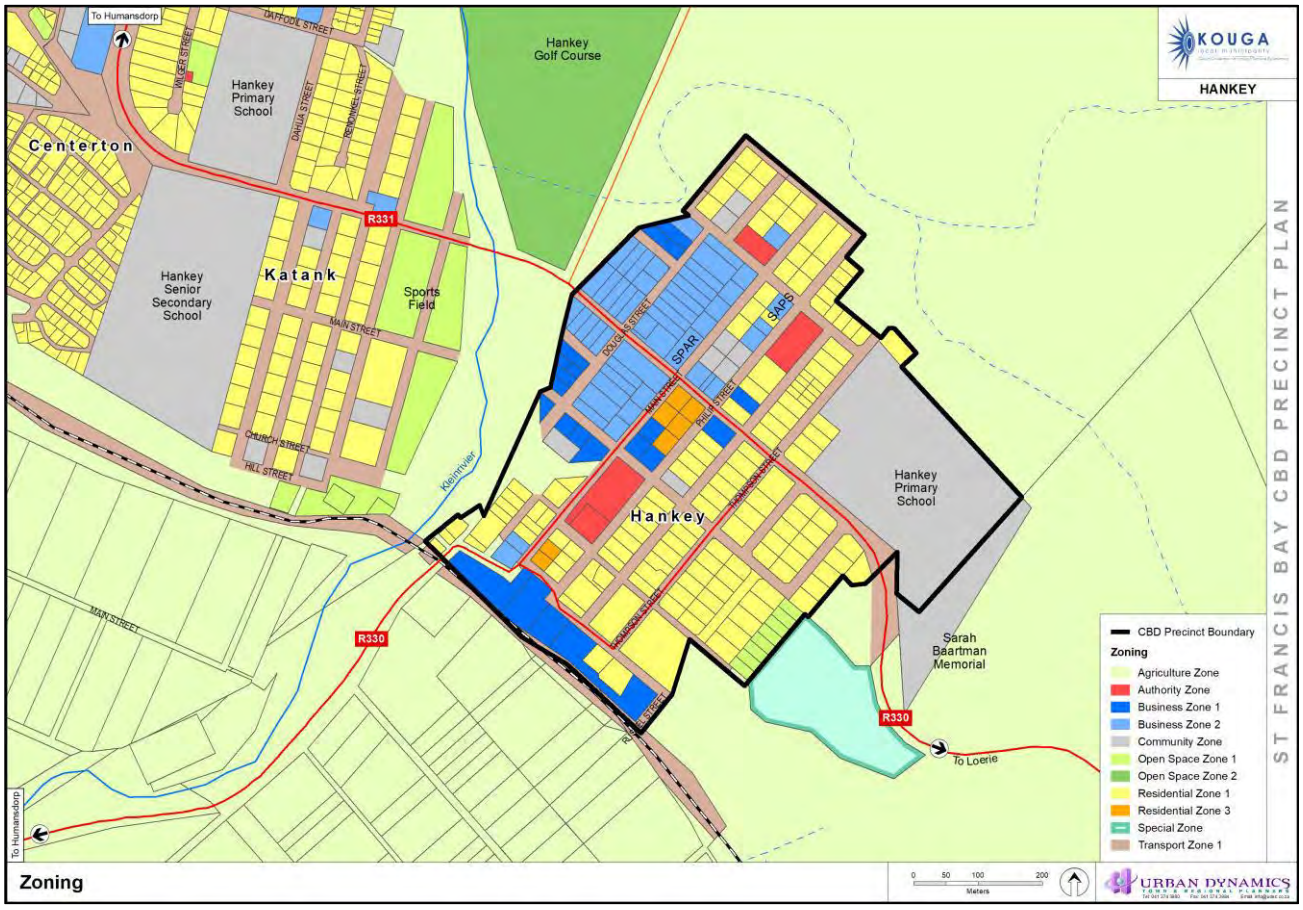




3.5 Land Use Rights & Land Use Management

Land use rights and zoning within the study area are controlled and managed by Kouga Land Use Scheme (2021). The Kouga Land Use Scheme applies to the CBD and study area and manages land use rights throughout the Kouga municipal area.

3.5.1 Zoning



Plan 8 : Zoning

Zoning	Primary Use	No. of Units	Area (ha)
Agriculture Zone	• Agriculture • Agriculture Worker Accommodation	6	1.3
Authority Zone	• Authority Use	4	1.3
Business Zone 1	• Shop • Office • Shopping Centre	21	3.1
Business Zone 2	• Business & Mixed Uses • General Residential Building	53	5.3
Community Zone	• Place of Worship • Place of Assembly • Place of Instruction	9	7.6
Open Space Zone 1	• Public Open Space	8	0.5

Zoning	Primary Use	No. of Units	Area (ha)
Residential Zone 1	• Dwelling Unit	146	13.9
Residential Zone 3	• General Residential Building	7	0.6
Special Zone	• Special use	1	0.00002
Transport Zone 1	• Public Streets & Parking • Transport Use	5	9.7

A large percentage of the properties are zoned for Residential and Business purposes. Several opportunities exist for conversation of single residential rights to higher intensity uses. This needs to be understood with consideration for other important aspects of the precinct such as issues of character and heritage, as well as infrastructure availability and traffic and transportation.

3.5.2 Land Use Management System

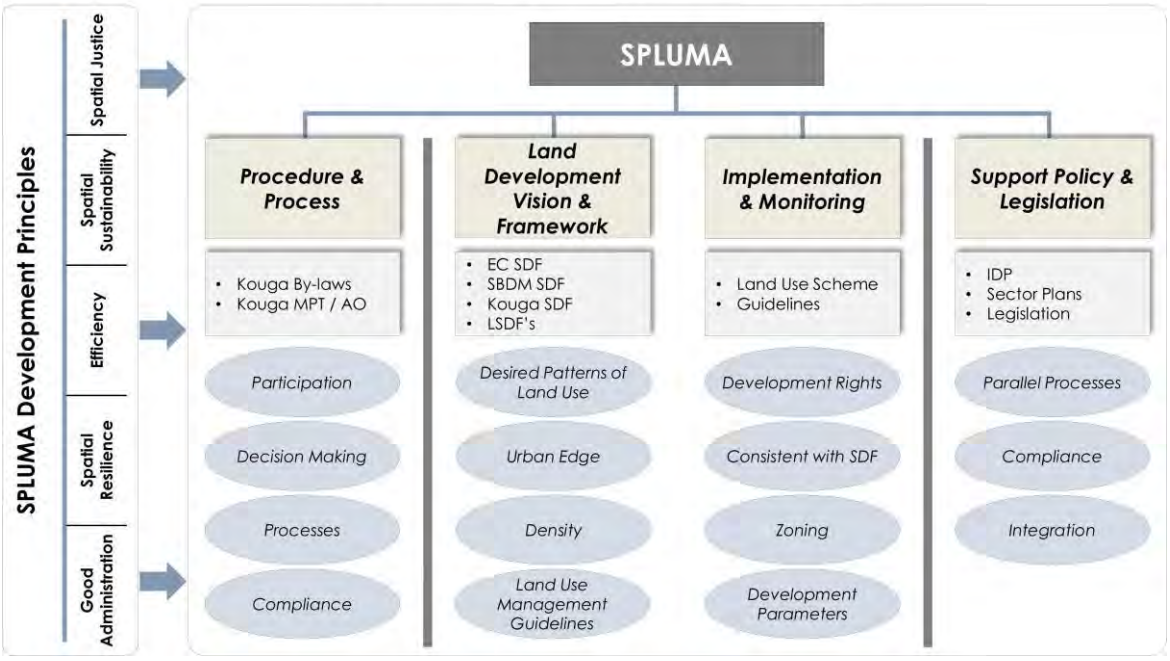
The Implementation Framework for the Hankey Precinct Plan provides the vehicle for Precinct Plan implementation through projects, budgets, priorities and institutional arrangements to ensure implementation, monitoring and review.

Land use management as contemplated in SPLUMA comprises of various components and ideally should represent a hierarchy of plans and regulatory mechanisms within the Municipal Land Use Management System.

The Spatial Development Framework and Land Use Scheme should function as a unit and form the key pillars of the Municipal Land Use Management System.

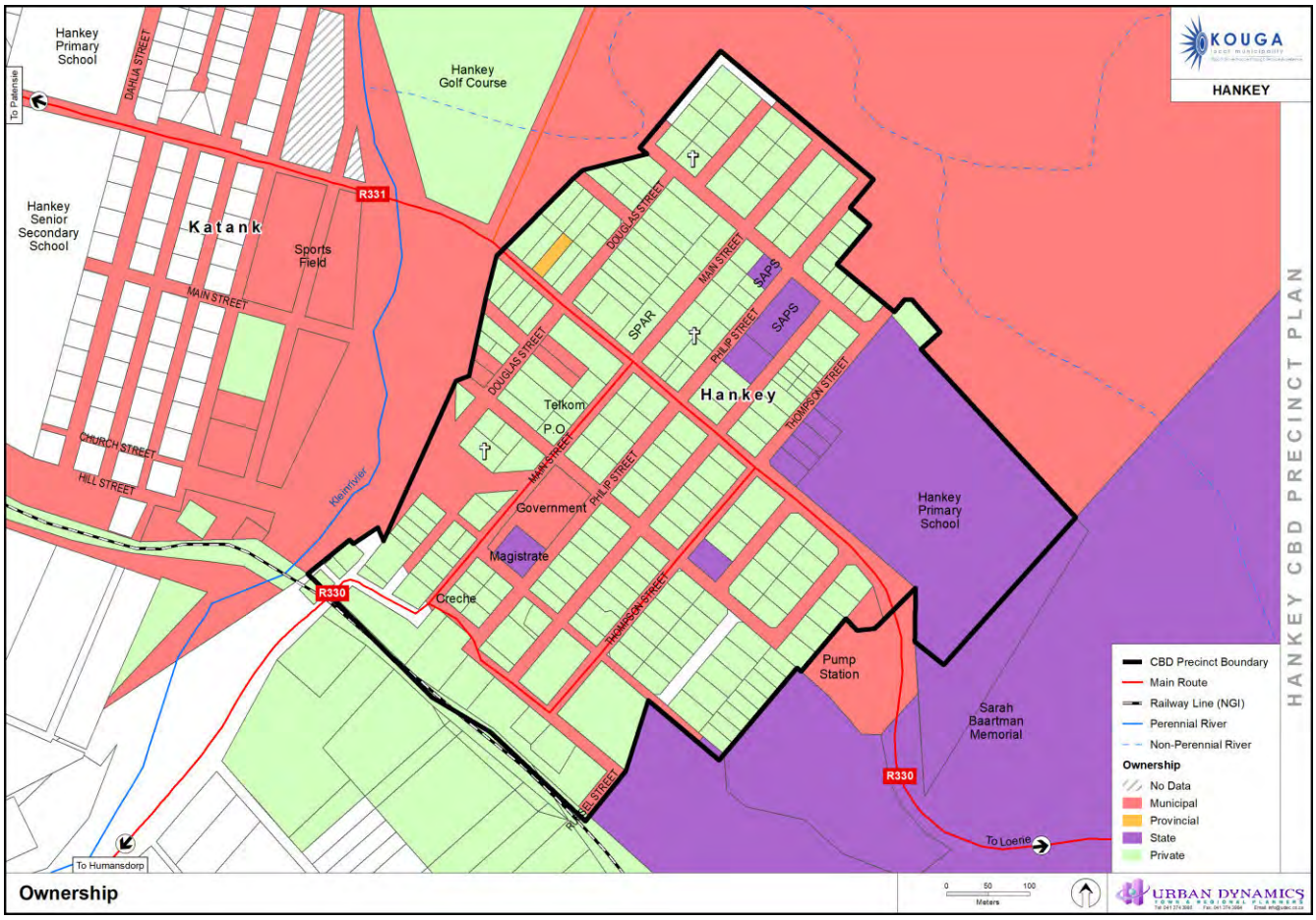
The graphic illustrates the package of plans and the land use management system for Kouga that is entrenched through the Municipal Spatial Development Framework.

Land Use Management System & Alignment



3.6 Ownership

Individual erven in the study area are privately owned. A number of properties are Municipal and State owned, i.e. SAPS, Primary School and Municipal Services.



Plan 9 : Ownership

3.7 Heritage

The heritage resource of the municipality is significant and contributes to the economy of the municipality and needs to be conserved in terms of the provisions of the National Heritage Resources Act, 1999 (Act 25 of 1999) (NHRA).

The NHRA introduced an integrated system for the identification, protection and management of heritage resources nationally, provincially and at municipal level.

The NHRA prescribes that land use planning and management to give attention to, and respond to, heritage considerations both at site and landscape levels.

Of particular significance is the obligation placed on the municipality to undertake the preparation of a comprehensive heritage inventory in terms of Section 30(5) of the NHRA.

The Kouga Municipality has not prepared such an inventory.

It is also important to note that the heritage resource of the municipality does not only comprise of conservation worthy buildings and urban precincts, but also includes physical and cultural landscapes.

The following sections from the NHRA are of specific importance for heritage management:

- **Section 30 (5)**
  - Applies to the compilation of an inventory of heritage resources, including heritage objects and the submission of such an inventory to the relevant heritage authority.

- **Section 32 (7)**
  - Authorises SAHRA to the maintenance and management of a register of heritage objects, which have been declared heritage objects under the relevant sections of the NHRA.

- **Section 34 (1)**
  - "*No person may alter or demolish any structure or part thereof which is older than 60 years without a permit issued by the relevant Provincial Heritage Resource Authority*".

- **Section 38**
  - Spatial planning actions which will result in development listed in Section 38 need to be considered by the Heritage Resource Authority.

- **Section 47**
  - Requires that the Heritage Resource Authority adopts a plan for the management of heritage resources and that all actions of authorities must be consistent with general policies.

4.0 Infrastructure

A high-level desktop study, based on the available GIS data, has been conducted to determine the availability of Water, Sewer and Stormwater services within the study area of the Hankey Local Spatial Development Framework (LSDF).

4.1 Water Services

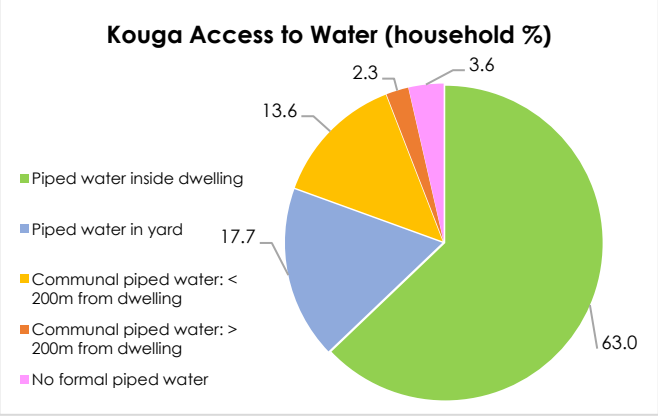


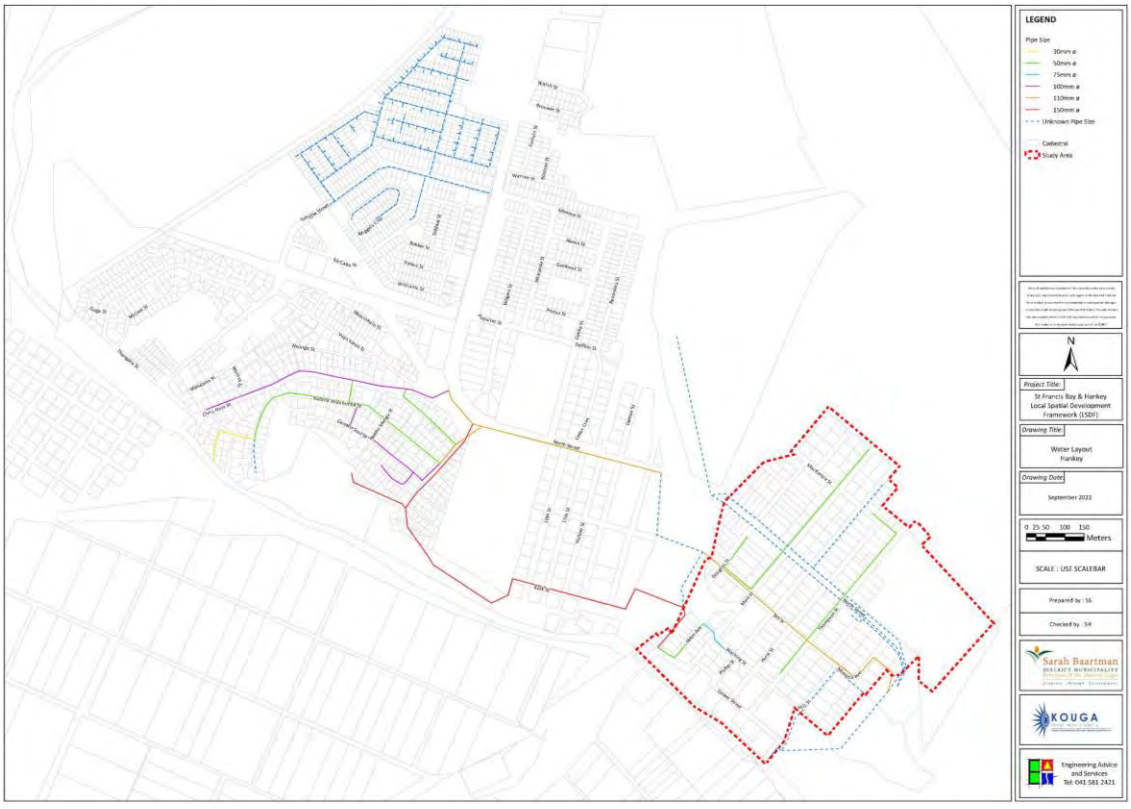
Figure 1 : Kouga Access to Water

The town of Hankey receives is allocated a quota of water from the Kouga dam and canal system by the Gamtoos Irrigation Board. The below points were extracted from the Kouga SDF, and highlight the key points within the Hankey water supply system, as well as the constraints.

- Gamtoos Irrigation board quota.
- Water is pump from a connection on the irrigation canal to the water purification plant, where the water is treated
- Treated water is also distributed by means of a pump network to the 1.5Ml concrete reservoir located above Centerton and a 0.5Ml concrete reservoir in Weston
- Due to the drought the Irrigation Board quota has been reduced and water shedding has been implemented since 2018
- The open irrigation canal to the north of Hankey is a safety hazard – particularly as the settlement growth is in that direction
- Boreholes have been drilled to address the quota reduction component. Water from these boreholes have high salinity and requires treatment – This upgrade project is on the IDP
- Three additional boreholes are situated on private land – The costs and processes required to bring these on stream need to be added to the IDP
- There is no water capacity to accommodate any additional dwellings.

▣ Existing Infrastructure

Based on the data which is available, the Hankey study area is serviced by a water reticulation network, as depicted in the plan below. Based on the information available, the pipe sizes within the study area range from 30mm Ø to 150 mm Ø, with a large number of unknown pipe sizes.



Existing Water Reticulation Network (Hankey)

▣ Firefighting Requirements

The Red Book stipulates various firefighting requirements, dependent on the land use, as illustrated below in the table.

Risk classification	Total fire flow (L/s)	Minimum flow at one hydrant (L/s)	Minimum pressure at fire node (m)	Minimum pressure at rest of system (m)
High risk: CBD and high-risk industrial	100	25	15	5
Moderate risk 1: Industrial, business, high-rise flats ≥ four storeys	50	25	15	5
Moderate risk 2: Cluster & low-income housing, high rise flats ≤ three storeys	25	25	10	5
Low risk: Single residential housing	15	15	10	5

Design Criteria for the Provision of Fire Flow (Red Book 2019)

Based on the figures in the table above, and dependent on the proposed land use, the required pressure and flow rate will vary. Should a site have insufficient capacity for firefighting, a booster pump system will be required.

▣ Existing & Proposed Water Related Projects

The Kouga Integrated Development Plan 2022/27 and the Kouga Spatial Development Framework were consulted to identify any future potable water projects within Hankey. Where available, the project number as per the IDP has been provided. The following projects were identified:

- Upgrade and expand water treatment plant to treat saline borehole water and increase treatment capacity – Project Number IE_30;
- Groundwater Development (it is assumed this includes the sinking of three boreholes mentioned in the IDP)

The above projects are expected to improve the water security of Hankey as a whole, and therefore the CBD area will benefit from them.

4.2 Sanitation

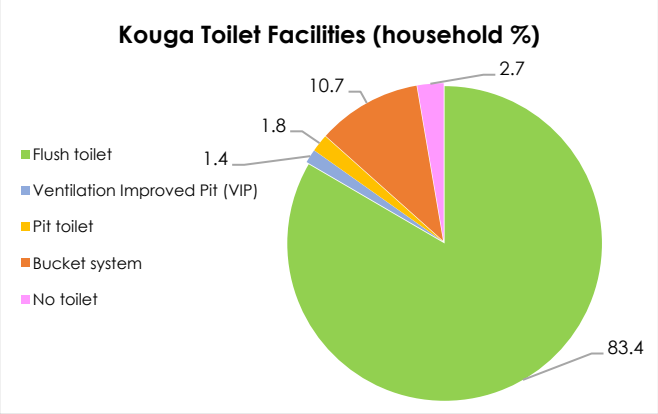


Figure 2 : Kouga Toilet Facilities

- The Hankey Waste Water Treatment Works has a design capacity of 1000 Kl/day (A conventional activated sludge process with maturation ponds)
- The Hankey WWTW also receives effluent from Patensie, which is transported to the plant by road
- Most of Hankey is serviced by water borne sewer reticulation, with the exception of "Old Hankey" and the CBD/town areas – This is a current MIG project
- A component of Weston is serviced by 'buckets'and conservancy tanks. The Department of Human Settlements have not provided the necessary funding to connect the newly constructed Weston Treatment Works

▣ Existing Infrastructure

Based on the data which is available, the Hankey study area is serviced by a sewer reticulation network, as depicted in the plan below. The pipe sizes within the study area, based on the information available, are unknown, and therefore updated information will be required. The Kouga SDF states that "Old Hankey" and the CBD areas are serviced by conservancy tanks. The upgrading of these areas to waterborne sewer system is due to be completed in the 2022/2023 financial year, and is currently underway.

The plan below currently shows no infrastructure within the study area, however, as stated above the area is serviced by conservancy tanks and currently the installation of a waterborne system is underway.



Existing Sewer Reticulation Network (Hankey)

▣ **Existing & Proposed Sewer Related Projects**

The Kouga Integrated Development Plan 2022/27 and the Kouga Spatial Development Framework were consulted to identify any future sewer/sanitation projects within Hankey. Where available, the project number as per the IDP has been provided. The following projects were identified:

- Upgrade the conservancy tank system in the "Old Hankey" and the CBD/town areas if these are to be used for densification to accommodate housing;
- Connect the newly constructed Weston WWTW to eradicate the 'bucket system';
- Hankey Wastewater Pump Station Phase 3;
- Hankey Wastewater Treatment Works Phase 2;
- Completion of Weston WWTW in Hankey – Project Number IE_76;
- Construction of Weston Sewer Reticulation Network – Project Number IE_77;
- Upgrade Centerton sewer pump station;
- Upgrade Hankey waste water treatment works.

Based on the above, the upgrading of the conservancy tank within the CBD / town areas will directly benefit any proposed development within the area. Furthermore, the upgrading of the waste water treatment works will likely increase the capacity of the system.

4.3 Stormwater

▣ **Existing Infrastructure**

No GIS stormwater data is available for the Hankey area. However, based on Google Earth Street view, it is evident that an existing stormwater piped system is present, as depicted in the image. Runoff is conveyed by roadside channels to grid inlets or catchpits, and then via a subterranean pipe network, to an outfall.



It must be noted that based on the information available, a large portion of Hankey consist of unsurfaced roads and therefore it is unlikely that a formal piped stormwater system exists in those areas. The image depicts Main Street, which appears to make use of road side channels to convey the stormwater runoff.



Runoff flows with the surface channels / road, is conveyed to a low point at which runoff is discharged into the adjacent open land, as depicted in the image.



- **Existing & Proposed Stormwater Related Projects**

The Kouga Integrated Development Plan 2022/27 and the Kouga Spatial Development Framework were consulted to identify any future stormwater projects within Hankey. Where available, the project number as per the IDP has been provided. The following projects were identified:

- Prepare a storm water management plan for Hankey – Particularly to address flooding around Vukani High School.

4.4 Solid Waste

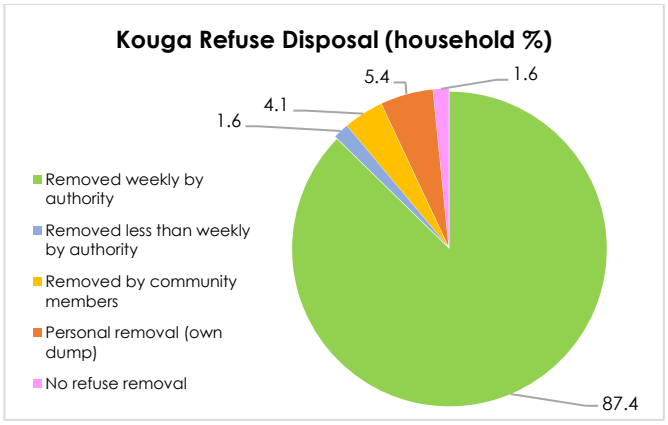


Figure 3 : Kouga Refuse Disposal

- There is a registered solid waste site in Hankey. This serves the other surrounding nodes

4.5 Electricity

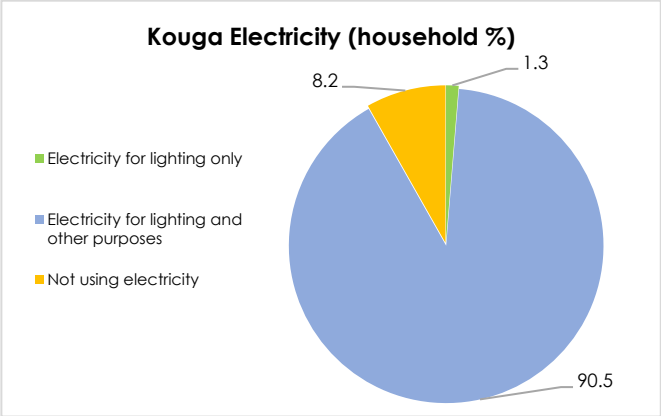


Figure 4 : Kouga Electricity

- ESKOM supply
- The maintenance of streetlights is problematic and cumbersome

5.0 Transport & Movement

An assessment based on available GIS data, traffic and road condition assessments conducted as part of the Road Asset Management System for the Sarah Baartman District Municipality, has been conducted to determine the traffic and transportation situation within the study area of the Hankey CBD.

5.1 Road Networks

5.1.1 Existing Road Network

The existing road network in the precinct comprises of 4.339km municipal and 1.881km provincial roads. The main roads in the precinct are described in further detail below. The posted speed limit along all roads is 60km/h.

Their functional classification perspective in terms of TRH26: South African Road Classification and Access Management Manual (RCAM) are indicated on the plan below.

- **North Street (R330)** is a Class R3 Provincial distributor road that provides access to towns and communities in the Gamtoos River Valley from the N2 in the east. The road is 8m wide, with some kerbing, wide verges and is in a fair condition. The road edges in the CBD area are poorly defined given that most of the verges are surfaced.
- **Main Street (R331)** is a Class R3 Provincial distributor road linking Hankey with Humansdorp and the N2 to the south. The road is 7.4m wide and is not kerbed. The road is in a fair to poor condition.



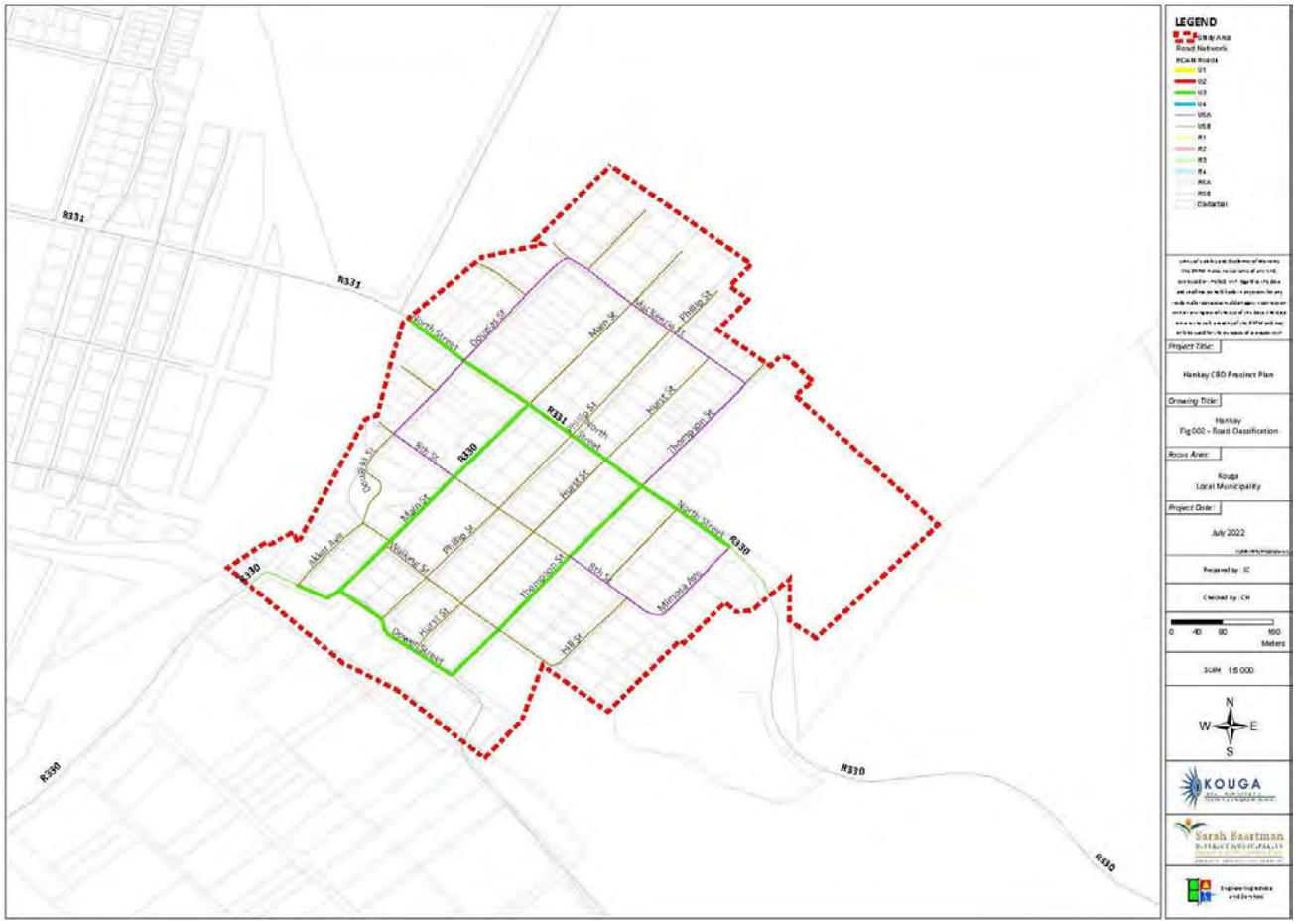
North Street

- **Thompson Street (MR398)** is a Class U3 Provincial distributor road serving residential properties. The road is 7.4m wide and is not kerbed. The road is in a poor condition.
- **Dower Street (MR398)** is a Class U3 Provincial distributor road serving residential properties and linking The R330 to the R331. The road is 7.4m wide and is not kerbed. Sections of the road are in good, fair and poor condition.
- **Thompson Street** is a Class U5b residential street serving residential properties. The road is 7.4m wide and is not kerbed. The road is in a very poor condition.
- **Mimosa Avenue** is a Class U5b residential street serving residential properties
- **Hill Street** is a Class U5b residential street serving residential properties. The road is unsurfaced.
- **Hurst Street** is a Class U5b residential street serving residential properties. Sections of the road are in good, fair and poor condition.



Mimosa Avenue

- **8th Street** is a Class U5b residential street serving residential properties. Sections of the road are in good, fair and poor condition.
- **Philip Street** is a Class U5b residential street serving residential properties. The road is generally in a good condition.
- **Walking Street** is a Class U5b residential street serving residential properties. The road is in a good condition.
- **Douglas Street** is a Class U5b residential street serving residential properties. Sections of the road are in good and fair condition.
- **Mackenzie Street** is a Class U5b residential street serving residential properties. The road is in a good condition.
- **Akker Street** is a Class U5b residential street serving residential properties. The road is in a fair condition.



Plan 10 : Road Layout & RCAM

5.1.2 Road Condition

Road surface and conditions in the precinct area were assessed as part of the Road Asset Management System prepared by Engineering Advice and Services on behalf of the Sarah Baartman District Municipality. The table below indicates the road conditions for all surfaced and unsurfaced municipal and provincial roads in the precinct area.

Condition	Municipal		Provincial	
	Length (km)	Percentage (%)	Length (km)	Percentage (%)
Very Good	0.404	9.32%	0.000	0.00%
Good	2.055	47.36%	0.070	3.73%
Fair	0.466	10.74%	0.865	45.96%
Poor	0.127	2.92%	0.745	39.62%
Very Poor	1.287	29.66%	0.201	10.69%
Totals	*4.339*	*100.00%*	*1.881*	*100.00%*

Table 1 : Condition Index – CBD Precinct Area – Provincial & Municipal Roads

Condition	Unsurfaced		Surfaced	
	Length (km)	Percentage (%)	Length (km)	Percentage (%)
Very Good	0.000	0.00%	0.404	13.82%
Good	0.000	0.00%	2.055	70.25%
Fair	0.000	0.00%	0.466	15.93%
Poor	0.127	8.95%	0.000	0.00%
Very Poor	1.287	91.05%	0.000	0.00%
Totals	*1.414*	*100.00%*	*2.925*	*100.00%*

Table 2 : Condition Index – CBD Precinct Area –Municipal Surfaced & Unsurfaced Roads

67.5% of the municipal roads are surfaced.

The condition of the surfaced municipal roads in the precinct area ranges from Fair (almost 16%) to Very Good (Almost 14%). Thus all surfaced municipal roads are in "Fair" or better condition). The condition of unsurfaced municipal roads ranges from Very poor (91%) to Poor (9%).

It is a heartening that the municipal roads are exhibiting a range of conditions. It is however important that preventative maintenance is undertaken (particularly the unsurfaced roads) in order to ensure that roads do not deteriorate further which would lead to the need for rehabilitation and in some cases reconstruction.

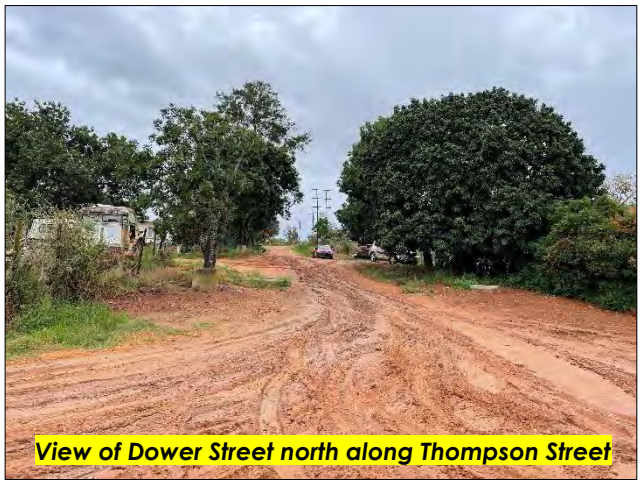
The provincial roads are classified as being in Very Poor (10.69%), Poor (39.62%), and Fair (45.96%) condition. Thompson Street would be categorised as Poor and very poor given that it is unsurfaced. This is of concern as the provincial roads, are the main access roads into and through the precinct and as such carry higher traffic volumes.

The bulk of through traffic in the precinct is along Main Street (R331) and North Street (R330) which are the provincial roads.

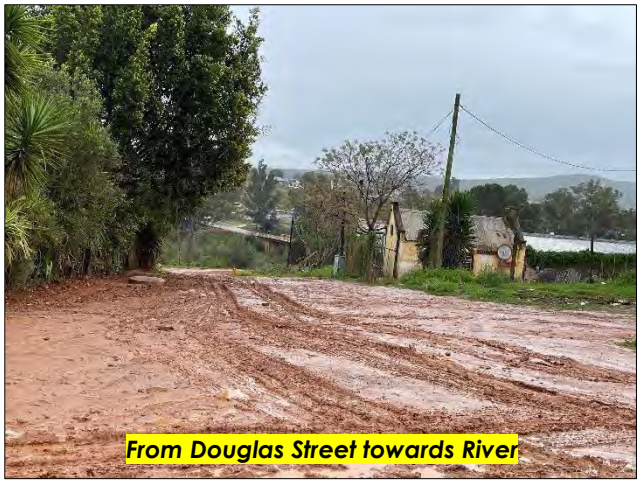
Although overland stormwater flow is provided for in the form of stone lined box channels – particularly along the north-south oriented streets – a lack of maintenance contributes to these being partly silted up. Gravel from unsurfaced roads on the eastern edge of the precinct is flushed down the streets into these channels.



Stone pitched channel



View of Dower Street north along Thompson Street

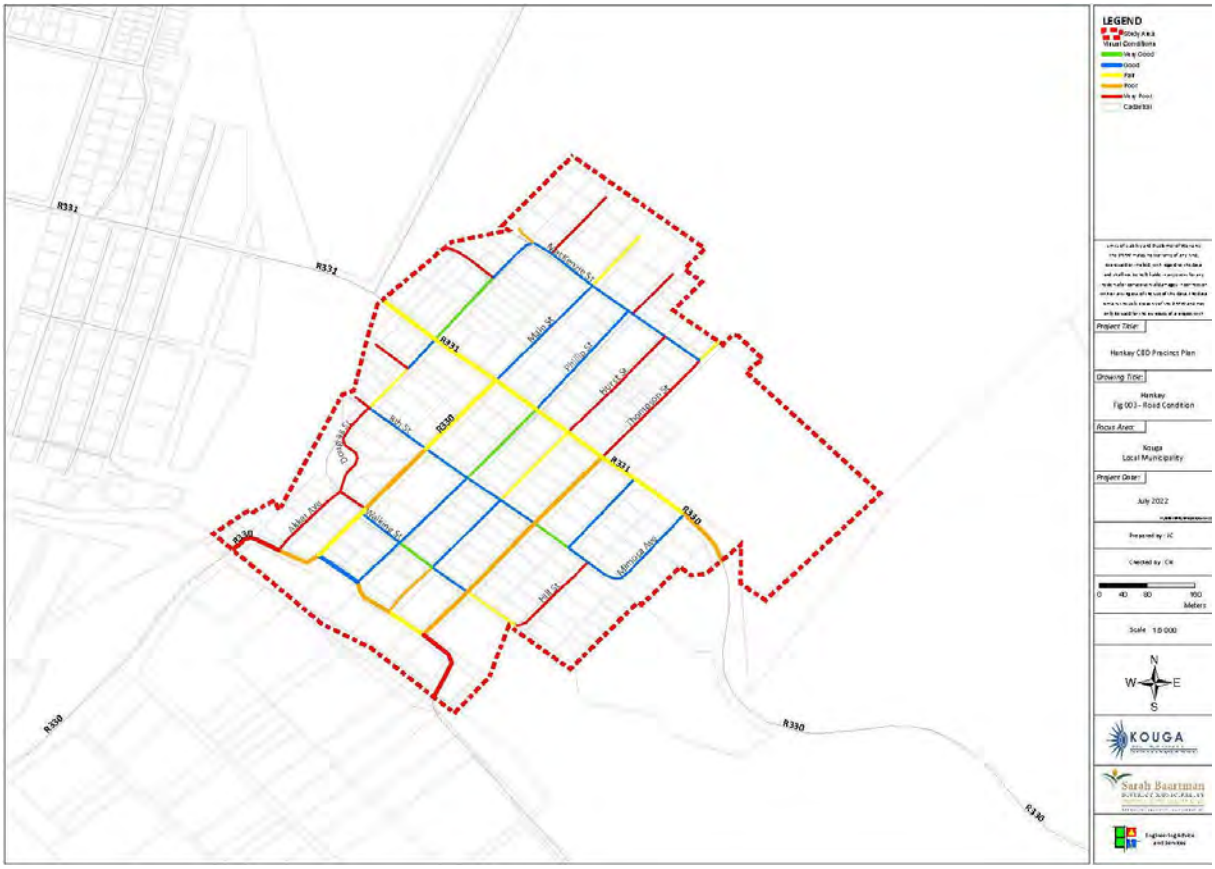


From Douglas Street towards River



Akker Avenue to north

The road conditions and surface types are indicated on the plans below, respectively.



Plan 11 : Road Condition



Plan 12 : Road Surface Type

5.2 Existing Traffic Flow & Movement

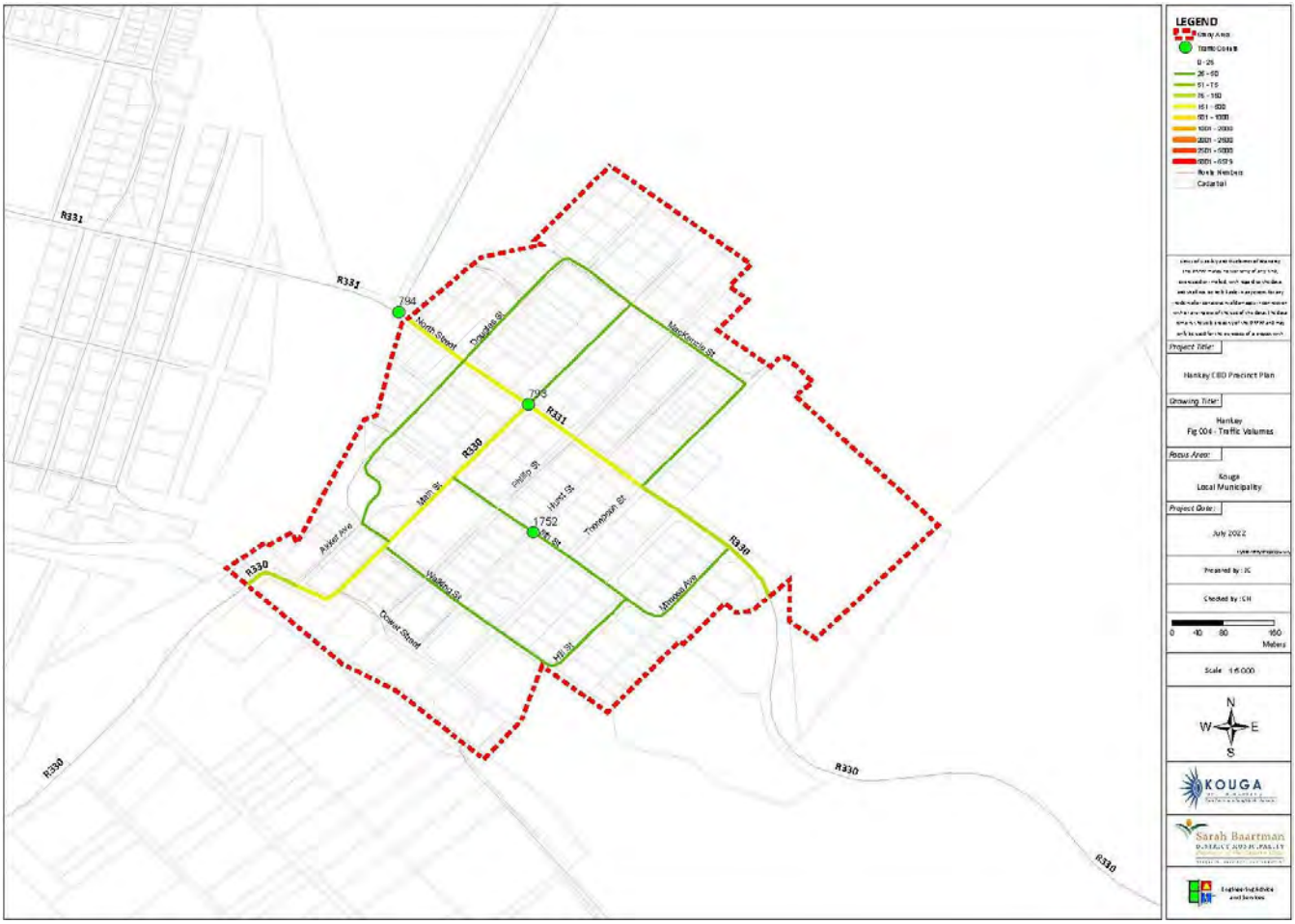
Since Hankey is part of the Gamtoos Valley Citrus producing area, traffic volumes fluctuate substantially throughout the year. During peak picking season traffic volumes can increase with additional heavy vehicle traffic.

Given the proximity of the CBD to the residential areas as well as low-income households, high pedestrian volumes are also evident in the CBD area given the retail opportunities thus adding to the overall congestion of the CBD. Given the lack of facilities for pedestrians, particularly at junctions along Main Road, safety can be a concern.

5.3 Traffic Flow

Traffic volumes at strategic intersections in and adjacent to (that would impact on) the CBD area were recorded over 12-hr periods from 06:00 to 18:00 during May 2019 and June 2021 as part of the RAMS currently being prepared by EAS on behalf of the SBDM. The locations of the traffic counts and the recorded link volumes are indicated on the plan below.

Constant traffic volumes are experienced throughout the day given the location of the CBD precinct along the regional route in the Gamtoos Valley as well as flows between the precinct and the surrounding residential areas throughout the day.



Plan 13 : Traffic Count Locations & Link Volumes

5.4 Traffic Composition & Distribution

The traffic count data indicates the approximate ranges of traffic volumes on the roads in the Precinct Plan area as a guide. Note that it is not possible to accurately determine volumes on all links without conducting extensive junction and link surveys.

Current traffic volumes consist of light, medium and heavy private vehicles as well as minibus-taxi vehicles. The results of the surveys indicate that approximately 89.8% of traffic recorded in the precinct area are light vehicles and 10.2% is heavy vehicle traffic. The high heavy vehicle volumes are a reflection of the agricultural nature of the area surrounding the town.

8.4% and 0.95% of recorded vehicles are minibus-taxis and buses respectively.

Heavy vehicle traffic impacts on the condition of the road network, particularly if the condition is already poor. It is then a matter of time before a road would need to be completely reconstructed. These impacts are evident on the road surface from Main Street towards the river.

5.5 Traffic Flow Variation

Capacity analysis of the junctions at which traffic volumes have been surveyed has also been conducted to indicate the level of service at these junctions.

Operations during normal periods are in the order of LOS A.

In order to assess the impact of operation of affected junctions during abnormal periods, it is necessary to either source peak season volumes or apply an expansion factor to escalate normal traffic to peak or abnormal (e.g. picking) season volumes.

Normal traffic is traffic that occurs on a typical weekday during a school term, while peak season traffic is traffic that occurs during the peak holiday periods – normally Easter, June/July and Christmas/New Year

5.6 Conclusion

The content above is based on available information sourced through other studies, traffic impact assessments and the RAMS programme conducted in the precinct area.

In summary, the road network is in a fair condition. Traffic volumes are relatively low which ensures that congestion at junctions along the main routes through the precinct are not a concern.
The definition of North Street through the precinct is not conducive to orderly and safe traffic movement for through traffic and pedestrians.

6.0 Socio Economic Profile

The socio economic profile of Greater Kouga and especially Hankey provides an indicator of population estimates, growth and broader economic indicators.

6.1 Kouga Socio Economic Indicators

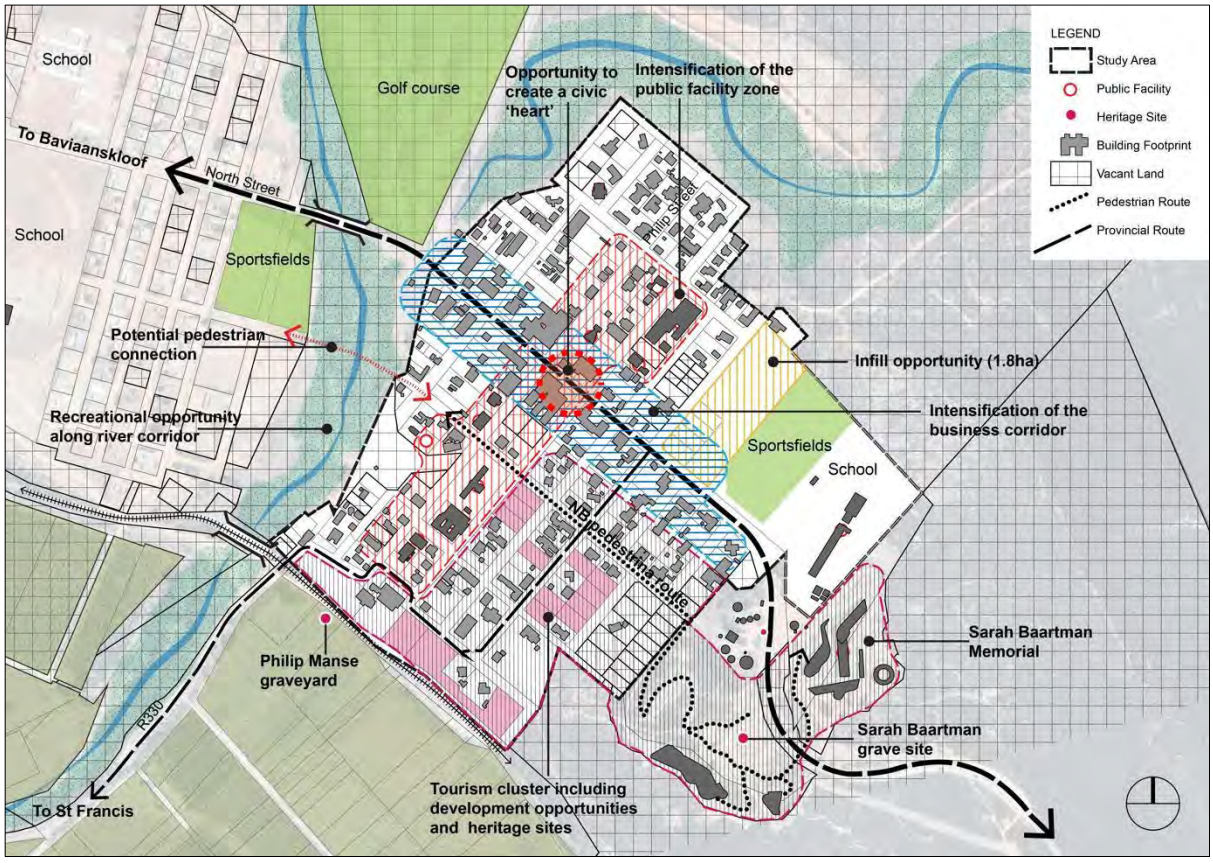
- The 2016 Community Survey estimated the population size of the Kouga at 112 941.
- Substantial growth from the 2011 Census which shown the population at 98558 (Census 2011). Despite it being the second smallest region in the Sarah Baartman District Municipality, covering only 4.1% of the district land area, Kouga Municipality is the most populous region representing approximately 24% of the total population in the district.
- The Kouga Municipality also has the fastest annual growth rate in the district (An average of 3,22% per annum between 2001 -2011 compared to annual growth rate of 1.1% in the district and 0.3% in the province).
- The KLM is characterised by vast differences in population density from one area to the next.
- The largest percentage of the population resides in the towns of Humansdorp and Jeffreys Bay.
- The large rural population gives a clear indication of the importance of rural development and the impact of rural development on socio economic growth and upliftment.
- 10.4% of persons reside in Hankey (11 761).

- 13% of the total Kouga population does not have any schooling.
- A total of 69 100 individuals in Kouga Municipality were considered functionally literate in 2016, while 14 100 people were considered literate.
- It was estimated that in 2016, 14.42% of all the households in the Kouga Municipality, were living on R 30 000 or less per annum.
- The per capita income in Kouga Municipality in 2016 is R55 000 which is higher than the Sarah Baartman District Municipality of R49 700.
- Dependency ratio is 53,2 (2011).
- The Kouga had a GDP of R10.5 billion in 2016 and contributed 31% to the Sarah Baartman District Municipality GDP of R34.2 billion in 2016.
- In 2016, the Kouga Municipality achieved an annual growth rate of 0.38% over a short term and 4.39% over a longer term.
- For the period 2006 to 2016 the average annual growth rate of 4.39% was the highest relative to its peers in terms of growth in constant 2010 prices.
- It is expected that Kouga Municipality will grow at an average annual rate of 2.11% from 2016 to 2021.
- In 2016, the trade sector is the largest within the Kouga Municipality accounting to R2.39 billion or 24.5% of the total GVA in the municipality's economy.
- The sector that contributes the second most to the GVA if the Kouga Municipality is the community services sector of 23.9%, followed by the finance sector of 15.3%.
- Kouga municipality's environmentally active people was 49 100 in 2016, which is 43.75% of its total population of 112 941.
- In 2006 the unemployment rate for Kouga was 13.4% and increased overtime to 14.7% in 2016. The gap between the labour force participation rate and the unemployment rate decreased which indicates a negative outlook for the employment within Kouga Municipality.
- In 2016, the unemployment rate in Kouga Municipality was 14.75%, which is an increase of 1.38 percentage points.

7.0 Synthesis & Key Development Issues

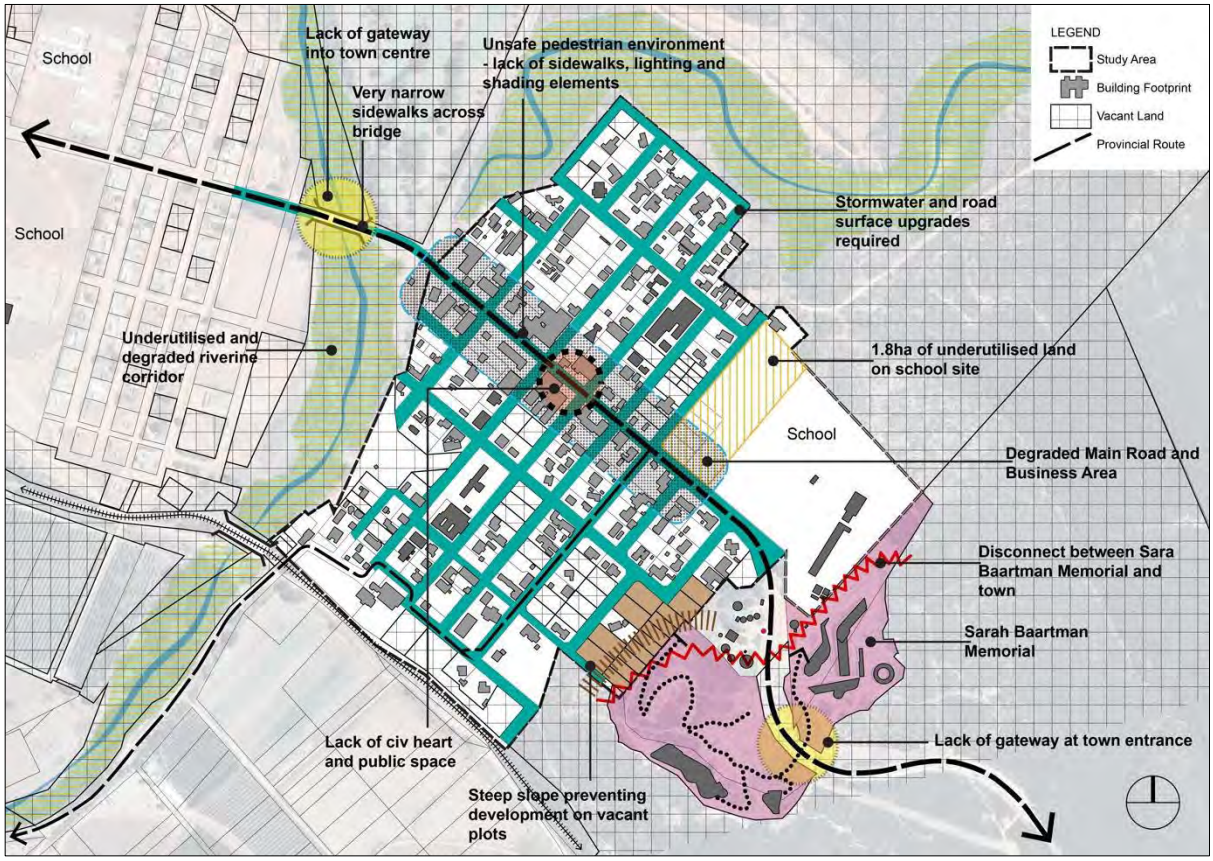
Based on the status quo analysis of the study area, the following strengths / opportunities and weaknesses / threats have been identified.

SWOT Analysis	
Strengths / Opportunities	• Strong administrative, business and commercial function in the Gamtoos Valley • Support to the agriculture industry through service trades • Opportunity for mixed use development • Changing character to accommodate business activity • Highly accessible gateway to the Gamtoos Valley • Availability of internal services • Sarah Baartman Memorial development opportunities • Vacant land for development to strengthen the residential function as well as catering for tourism • Creation of an attractive "High Street" along the R300 • Development of the river area as public space and recreation area, linking the different parts of Hankey • Strengthening sense of place with the use of local materials and heritage elements



Weaknesses / Threats	

- Limited area for CBD expansion
- Deteriorating infrastructure and urban decay
- Business conversion of residential properties for business purposes
- Poor enforcement of land use management guidelines and Land Use Scheme
- Physically removed from large residential precincts
- Lack of tourist support facilities
- Inadequate stormwater provision
- Unappealing streetscape along North Street
- Poor condition of unsurfaced roads
- Eroded urban space on the edges of Main Road (R300)
- Lack of safe and comfortable pedestrian linkages between Centerton (in the west) and the CBD as well as the Hankey Primary School and the Sarah Baartman Memorial in the east
- Absence of central civic space or heart in Hankey



4 Chapter 4 : Spatial Development Framework

1.0 Background

The Spatial Development Framework proposals for Hankey CBD comprises of the following components, i.e. :

- Spatial Directives and Vision
- Spatial Strategies and LSDF Drivers
- Structuring Elements
- Land Use Management Guidelines
- Urban Design Guidelines and Urban Regeneration
- Transportation and Movement Strategies
- Infrastructure Provision

The spatial vision is based on guiding principles and vision directives as derived from National Policy, SPLUMA and the outcome of the Situation Analysis.

The spatial concept unpacks structuring elements that guide spatial development within rural and urban areas. It further illustrates the spatial vision of the Municipality, with specific reference to the various structuring elements, i.e. :

- Macro Context and Function
- Built Environment and Heritage
- Development Nodes
- Edges, Thresholds and Gateways
- Movement and Corridors

The above structuring elements provide a spatial concept on which strategies can be formulated.

The spatial strategies relate to the location of development and where it should take place with land use guidelines in the various precincts. The spatial strategies further provide strategic guidelines for the change of land use, including densification and infill development, architectural guidelines circulated and services provision, and how new development or expansion should take place.

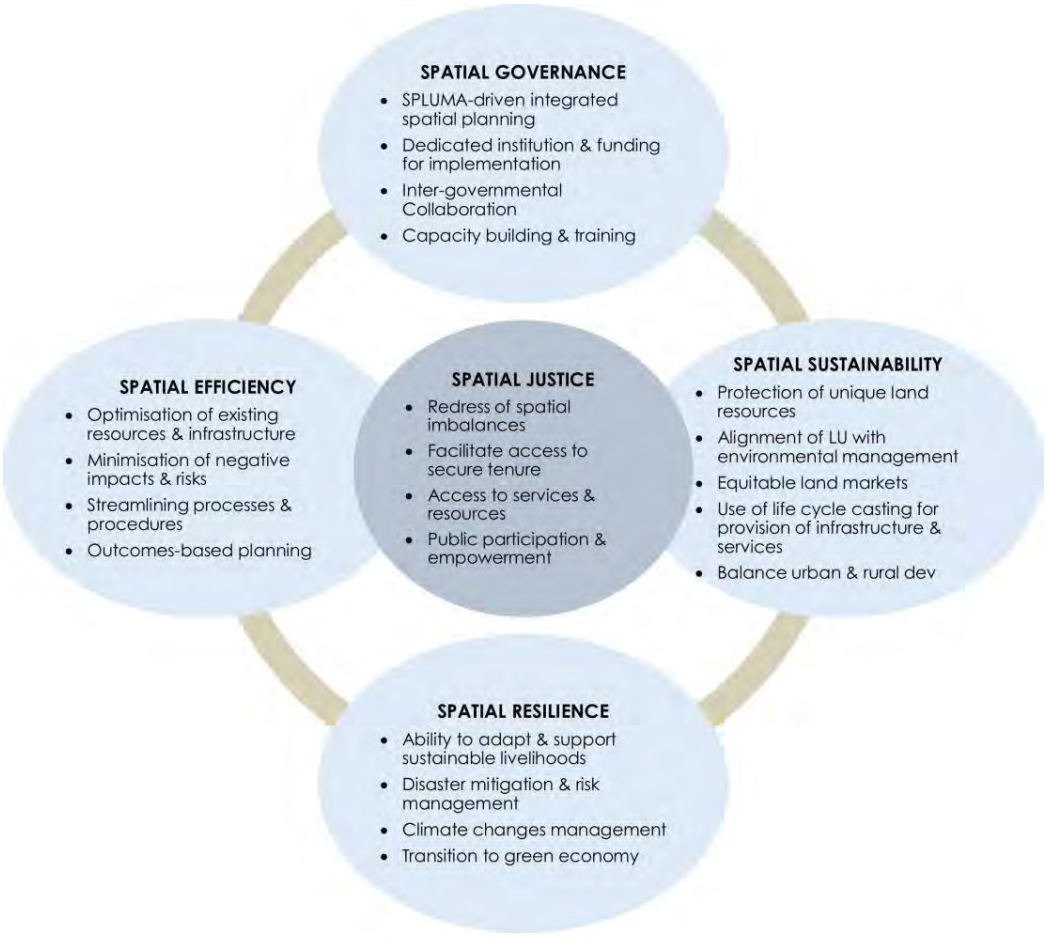
2.0 Spatial Vision

2.1 Vision Directives

▣ **SPLUMA**

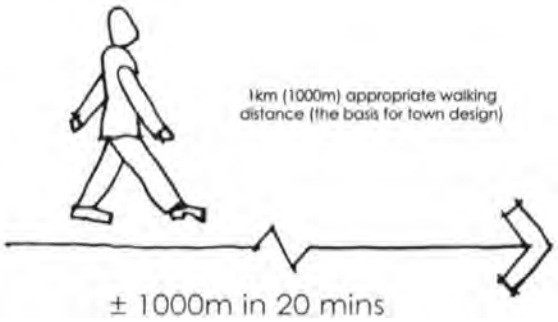
The SPLUMA Founding Principles must guide preparation, adoption and implementation of the Local Spatial Development Framework, policy formulation concerning spatial planning and development or use of land. SPLUMA reinforces and unifies the National Development Plan's vision and policies by using spatial planning mechanisms to eliminate poverty and equality while creating conditions for inclusive growth by seeking to foster a high employment economy that delivers on social and spatial cohesion.

The Narrative Principles set out in SPLUMA and Chapter 8 of the NDP apply to the Hankey CBD LSDF:



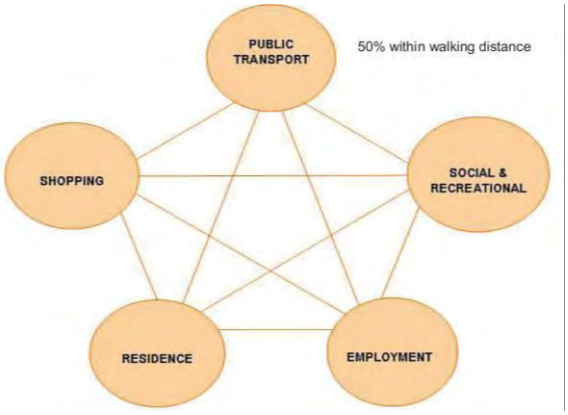
2.2 Settlement Planning Principles

The spatial concept and strategies are driven by principles for settlement planning and urban development. Principles on good spatial practice should inform all deliberations on spatial planning as a golden thread from the start. The Settlement Planning Principles further refine the SPLUMA principles, norms and standards.

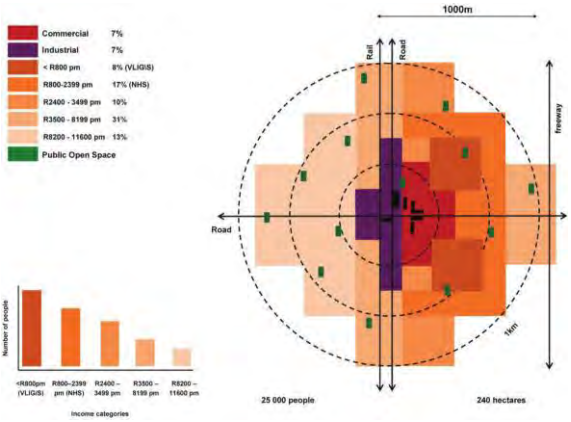


- **Accessibility**

  The need to ensure that people have access to a variety of opportunities is implied in the SPLUMA principles. This requires an understanding of the relationships between different activities in terms of spatial proximity (close and far), access and time. In the past accessibility has mostly been considered in terms of travel time in private vehicles.

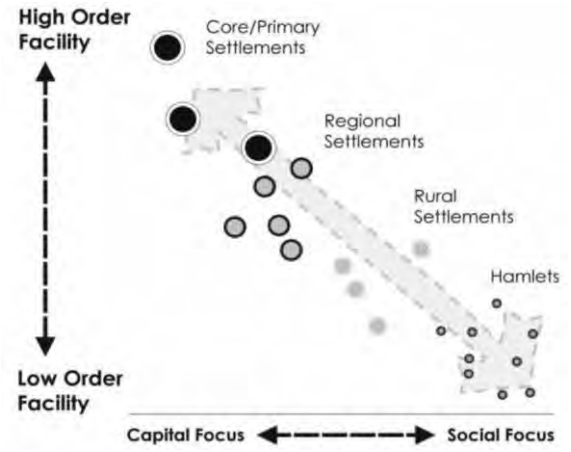


However, this measurement is not only environmentally unsustainable, as it is mostly dependent on access to private motor vehicles but also reflects a denial of the reality that the majority of our citizens do not have private vehicles, may not always be able to afford public transport and thus have to spend significant time and energy walking to fulfil their needs. Thus, appropriate walking distance should always be used as the measure for accessibility. 20 minutes or 1km is regarded as an acceptable distance to walk and should be used as a basis of settlement design.



▣ Functional Integration

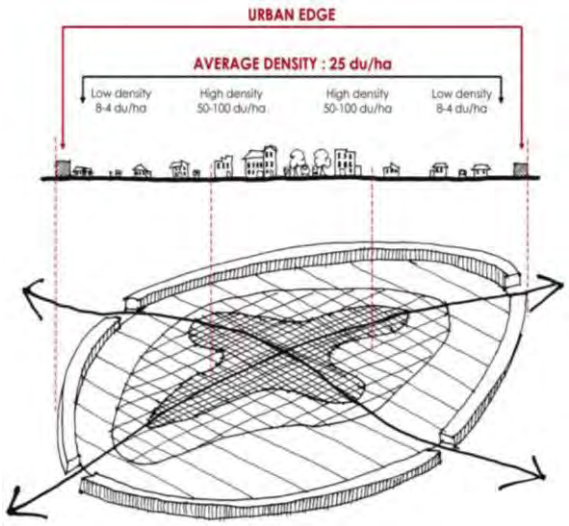
The implementation of the walking distance principle to promote greater access to opportunities for all people will require the functional integration of urban activities. At least 50% of urban activities should be within walking distance of where people live.



▣ Socio-Economic Integration

The principle of access and integration also requires socio-economic integration. In reality, there is often community resistance to the integration of poor, middle and high-income communities. The use of a socioeconomic gradient with relatively small differences in income and property value between adjacent communities can help mediate this problem.

A high level of socio-economic integration can be achieved in a 1km radius by applying this principle. In particular, efforts should be made to locate low-income neighbourhoods nearer to the core or nodes of settlements and away from the periphery.

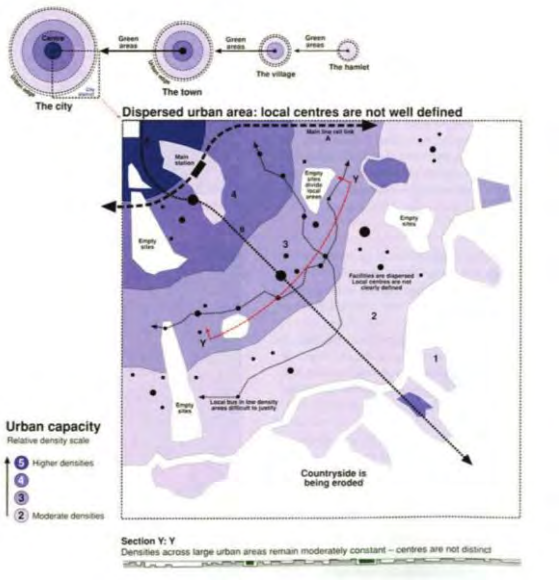


▣ Efficient Urban Structure

Applying the principles of walking distance access and functional integration will contribute to creating more efficient (i.e., where urban infrastructure is used optimally) settlements. Currently, settlements are characterized by segregation of land uses and low-density development that cannot support public transport, or small businesses. To address these issues and achieve better access and integration, appropriate densification will have to be promoted in settlements.

▣ A Logical Nodal and Settlement and Nodal Hierarchy

The concept of nodal development allows for the efficient accommodation of a large population. In large urban areas, decentralised nodes are connected by high-speed arterials. This concept is applicable, where the various settlements should be allowed to grow optimally according to their character and function, whilst protecting agricultural, natural and scenic resources between settlements.



To increase economic activity, social facilities and employment opportunities should be grouped or clustered according to a spatial hierarchy logic, i.e., higher-order facilities in the most accessible locations and vice versa, rather than randomly scattered depending on where sector departments' individual landholdings happen to be.

▣ Compaction and Densification

Understanding densities and how they may be altered depending on the kind of urban growth outcomes that are desirable and has given rise to a debate between the desirability of urban sprawl, generally associated with uncontrolled low-density growth, versus compact growth.

Compact growth is seen as being clearly focused and structured to efficiently provide transport and services, creating viable business thresholds and attractive public places, and reducing the impact of urban growth on scarce resources such as arable, scenic and high biodiversity potential land.

▣ Protection and Enhancement of the Environment

The Municipality, in their decision-making, should give protection and improvement of the urban environment, the quality of life it allows, and the conservation of its biophysical and socio-economic resources.

The Municipality should carry out measures to enhance the urban environment and must encourage developers to implement policies, which enhance the local environments adjacent to their development. Environmental Management Regulations should form part of all application for all major development as stipulated by legislation.

▣ Discourage Illegal Land Use

The Municipality should discourage the illegal use of land. Illegal land use results in a fragmented land use pattern creates conflict and infringe on land use rights.

As people are protected from being illegally evicted, the Municipality should focus on ways to prevent illegal land-use practices. Sound planning guidelines and speedy land developments are key mechanisms to prevent illegal land-use practices.

- **Efficient Public Participation and Capacity Building**

  The objective requires that the Municipality should introduce mechanisms to ensure that the public, and in particular communities affected by land development, have opportunities to influence planning decisions. This objective is to ensure that the full resources of the region are utilised in facilitating land development. The underlying idea is a public-private sector partnership because neither sector on its own has the skills or capacity to do the job.

2.3 CBD Spatial Vision

The spatial vision for the Hankey CBD :

- Implementation of the spatial vision for the study area should be based on the narrative principles of SPLUMA and Chapter 8 of the National Development Plan, i.e. spatial governance, spatial sustainability, spatial resilience, spatial justice and spatial efficiency.
- The implementation of the LSDF enhances the socio economic development of the CBD and in the process, involves all relevant role players.

Promote and facilitate sustainable development through well-informed and proactive land use decisions and strategies, in support of private and Government investment

Support Local Economic Development through investment incentives

Retain and strengthen the small town character and historic function of the CBD

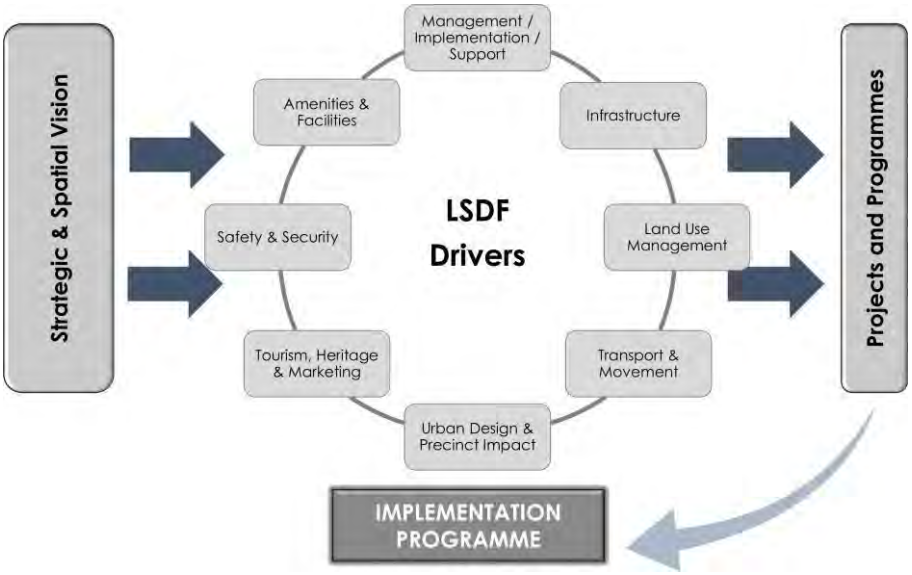
Promote the "Gateway to the Baviaans" with emphasis on tourism and agriculture

Attract investment, tourism and economic development through urban renewal programmes, improvement of mobility and streetscapes and urban design guidelines

3.0 LSDF Drivers & Spatial Strategies

3.1 Drivers

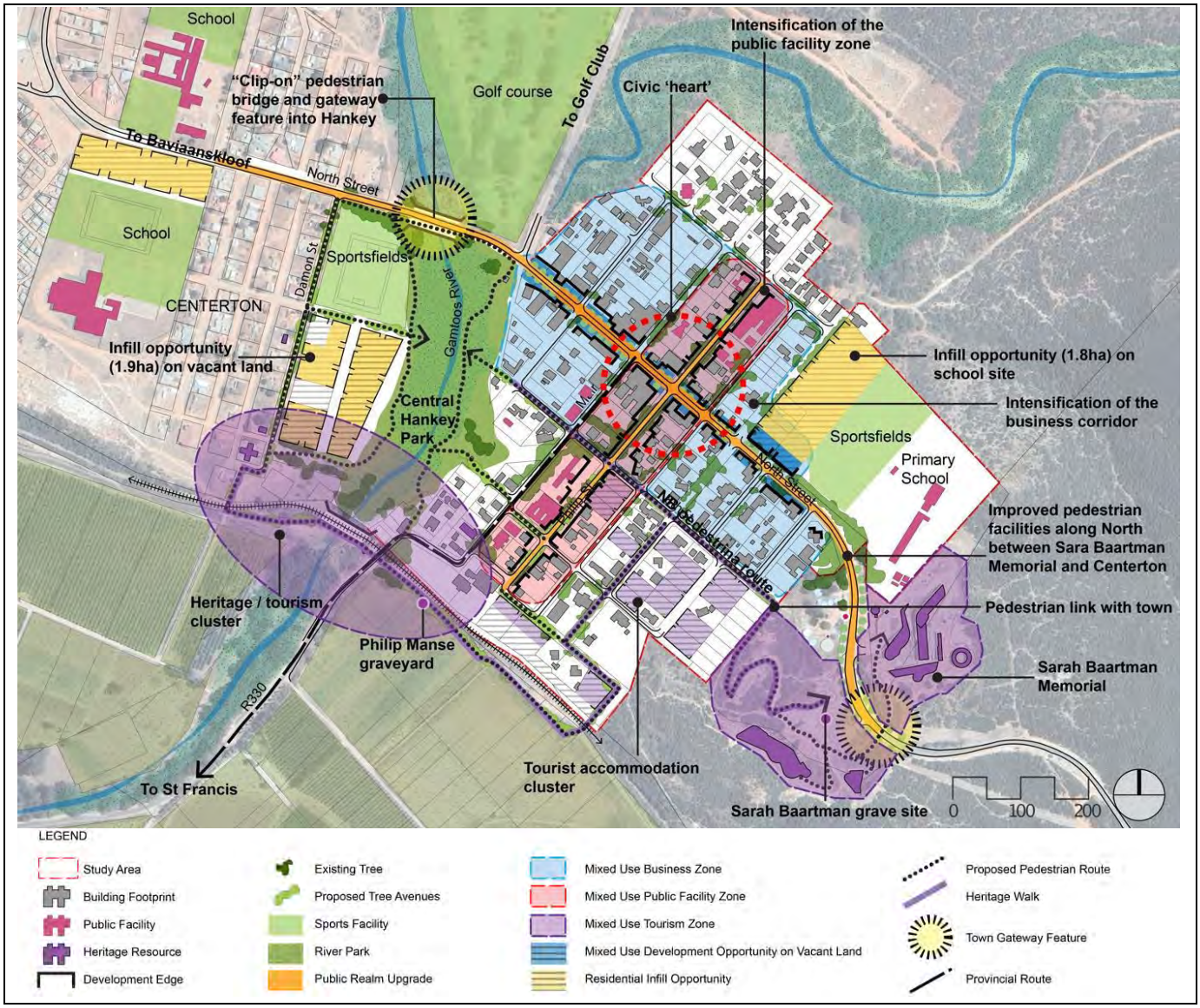
Achieving the Hankey CBD precinct Spatial Vision requires a multi-sectoral approach. Eight (8) LSDF Drivers have been identified.



LSDF Drivers	Strategies
Management / Implementation / Support	• Implement a Management Committee / Forum • Assess rates rebate options and special rates area • Implement overlay Zone with shortened decision making processes • LSDF annual priority update and IDP alignment
Infrastructure	• Prioritise maintenance and management of infrastructure • Align infrastructure priorities with annual IDP review cycle • Implement infrastructure proposals and upgrading as per the CEF
Land Use Management	• Land use parameters to promote investment • Support urban design guidelines • Promulgate Overlay Zone
Transport & Movement	• Maximise Public Parking • Improve NMT Safety • Improve Accessibility • Reduce Traffic Congestion • Upgrade main access corridor
Urban Design & Precinct Impact	• Promote nodes of focus and activity • Promote gateways at the entrances to the study area • Create Active and People Friendly Places
Tourism, Heritage & Marketing	• Identify and develop heritage nodes • Retain small town identity • Promote regeneration and development of the Public Realm and tourism gateway
Safety & Security	• Implement safety strategies • Implement overarching safety and security strategies • Align and participate in SAPS, traffic management and land use
Amenities & Facilities	• Facility management and maintenance • Facility provision and IDP budget alignment

3.2 Spatial Strategy

The CBD area of Hankey is clearly defined by a number of topographical features which limit the developable foot print of the town. This includes steep slopes on the northern and eastern side, the Gamtoos River in the west and river and railway line to the south. The area within these confinements includes a number of mostly privately owned, undeveloped properties. In general, building footprints are small relative to the size of the erven. The Draft Framework Plan Hankey CBD focusses on intensification of land in the CBD area in order to create more efficient use of space. This should take place while still preserving the small-town rural character of the agricultural Gamtoos River Valley in which Hankey is one of the nodes.



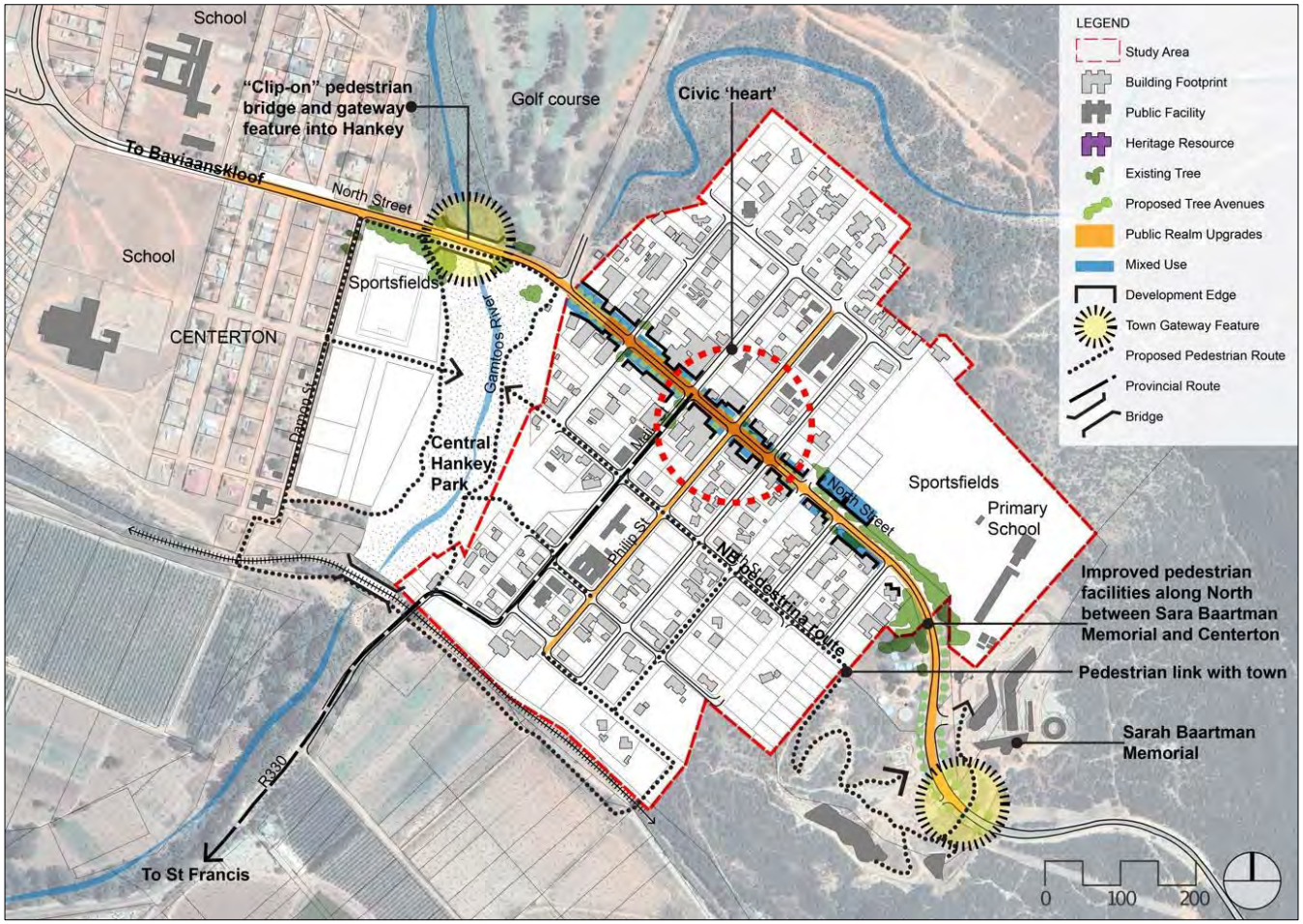
Draft Framework Plan Hankey CBD

The Framework plan aims to facilitate the following for the CBD area of Hankey :

- Allow for growth of the mixed-use function of the CBD as the service hub for Hankey town and surrounding rural areas. This relates to the business sector, focussing on the corridor on both sides of North Street with a focus on North Street itself. It also relates to Institutional and Public facilities including the Police Station, Magistrates Offices, Municipal Offices predominantly located along Philip Street which runs perpendicular to North Street.
- Promote tourisms within the CBD of Hankey (and the rest of the town). This relates specifically to Hankey being a gateway to the Baviaanskloof Wilderness Area, the new Sarah Baartman Memorial which is to open in the future, as well as the number of smaller heritage sites. It requires that the CBD can offer services and amenities which will attract tourists to stop, stay and spend additional time in the town itself.
- Create opportunities for additional residential development, notably on schoolgrounds. The increased residential function will ensure a safer and more sustainable environment in the area.
- Create a better connection between the CBD and the residential areas of Hankey north of the CBD. This can be achieved by developing a better, safer and more comfortable continuous pedestrian environment along North Street, from the schools in Centerton all the way to the Sarah Baartman Memorial. This will also include improvements to the bridge over the Gamtoos River.
- Promote the spatial integration of the CBD and Centerton by transforming the Gamtoos River valley from a barrier into a central park and recreation facility for all people on both sides of the river.

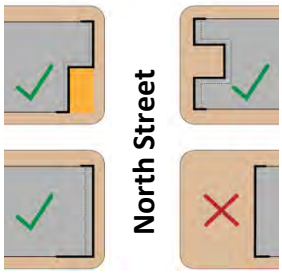
3.3 Gateways to Hankey CBD & High Street as a Central Spine

North Street is the main spine in the Hankey spatial network which accommodates the main retail and business activities. The business and retail focus is currently on the central area but should expand further along North Road towards the west and the east and become more of a "High Street" in Hankey. The character of the "High Street" will contribute strongly to the image and sense of place of Hankey. It is important that the street accommodates pedestrians and creates a safe and comfortable environment, but at the same time accommodating through-traffic. Heavy vehicle trucks commute through the town, mostly carrying citrus from farms in the area to Gqeberha. On the approach into Hankey from the east the road descends towards the town and offers a beautiful view of the town. The new Sarah Baartman Memorial is currently under construction on both sides of the road, on the other side, approaching from the east, the bridge over the Gamtoos River marks the entrance to the CBD. Both sites have the potential to be developed as "Gateways" to the Hankey CBD and contribute stronger to the identity of the town.



North Street as "High Street" and potential Gateways to the CBD

	Urban Design Guidelines
High Street	• Locate retail and business along High Street as much as possible • Locate buildings towards the road edge • Entrances and shopfronts to face the street • Locate parking in side streets, behind buildings or in front of shops (as last option)
Pedestrians	• Create dedicated space for pedestrians on both sides of North Street • Create and demarcate pedestrian domain with differentiation in paving materials, benches, trees & planters • Create shade during the day and light up the street at night • Develop a continuous safe and comfortable pedestrian and NMT route from Centerton and the entrance of the Sarah Baartman Memorial to the CBD linking with North Street
Motorised Traffic	• Clearly demarcate the edge of the roadway • Narrow the visual appearance of the road with street lights/banners/trees to slow down the traffic speed
Gateways	• Create spatial gateways on both sides of the CBD to promote the "Hankey identity" • On the western side the bridge to become the gateway, on the eastern side the entrance into the Sarah Baartman Memorial to become the gateway



Building Placement Options



Building Setback from Street Edge with Inactive Facade



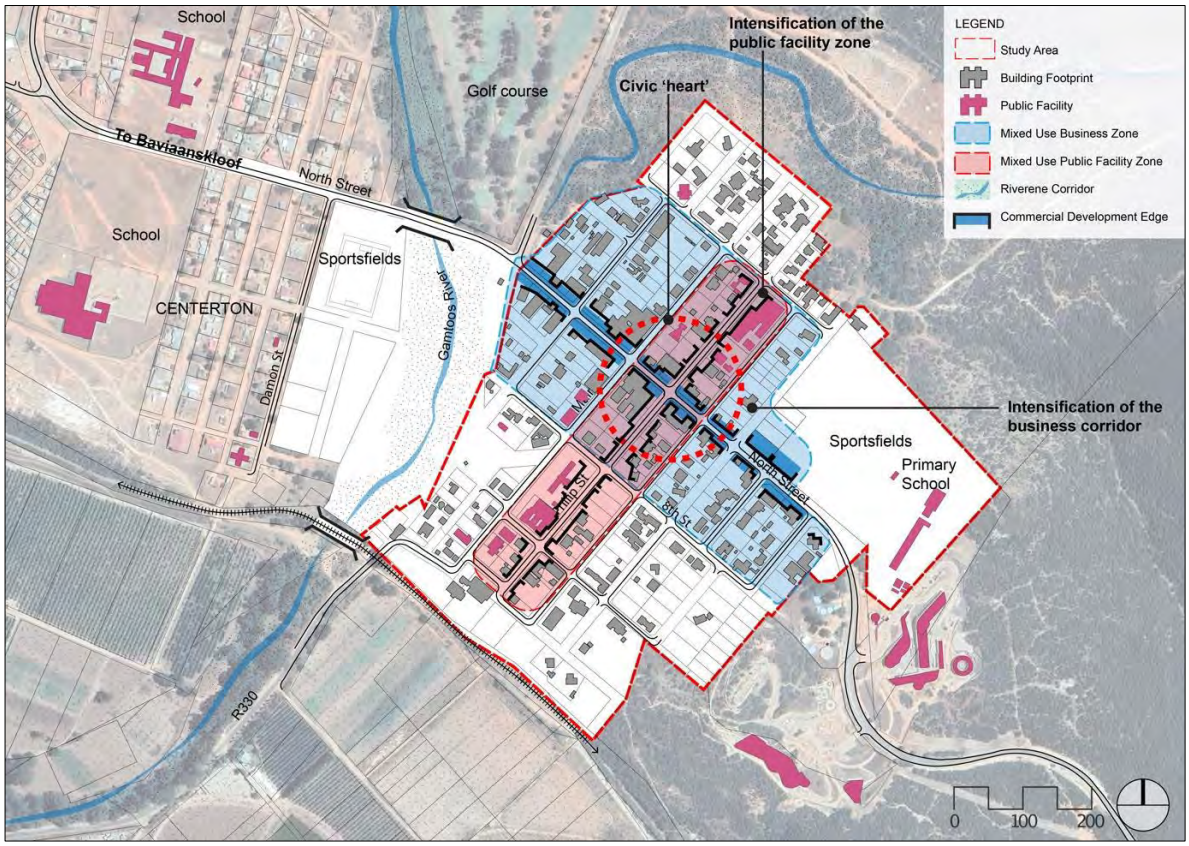
Multi-storey, Mixed Use Building Located on the Street Edge with an Active Ground Floor

3.4 Mixed Use Business Zone & Institutional Corridor

The main mixed-use, business and retail functions are predominantly located along North Street in Hankey CBD. To promote clustering and access future growth of the business sector should take place in the urban blocks directly adjacent to North Street, as indicated as the blue area in the figure. The mixed-use business zone should ideally include some form of residential function in order to ensure 24h presence of people and create a safer environment.

A number of institutional functions and public facilities, including the Magistrates and Municipal offices and the new Police station, are located along Philip Street. This "Institutional Spine" is located perpendicular to North Street. To cluster and optimise accessibility and efficiency any additional future public facilities should ideally be located in this public facility zone.

This clustering will also ensure that the other areas of the CBD retain their predominant residential character with a possibility of including tourism accommodation.



Hankey CBD Mixed use Business corridor and Institutional spine

	Urban Design Guidelines
Mixed Use Business Zone	• Buildings to be located on the front of the plot • If building are set back from the front boundary the space in front of the building has to be soft landscaping • Office, retail and other public functions to be located along the street edge • Parking to be located at the back of the plot behind the buildings • Storage, workshops, light manufacturing all to take place towards the back of the property
Institutional Corridor	• Entrances to public buildings are to be clearly designed and focus on pedestrians • Parking to be directed to the back of the erf • Public uses to be located close to the street edge to promote passive surveillance • Creation of safe and comfortable (shaded) pedestrian route in Philip Street to promote walking • Wayfinding signage to support pedestrian movement between the various public facilities

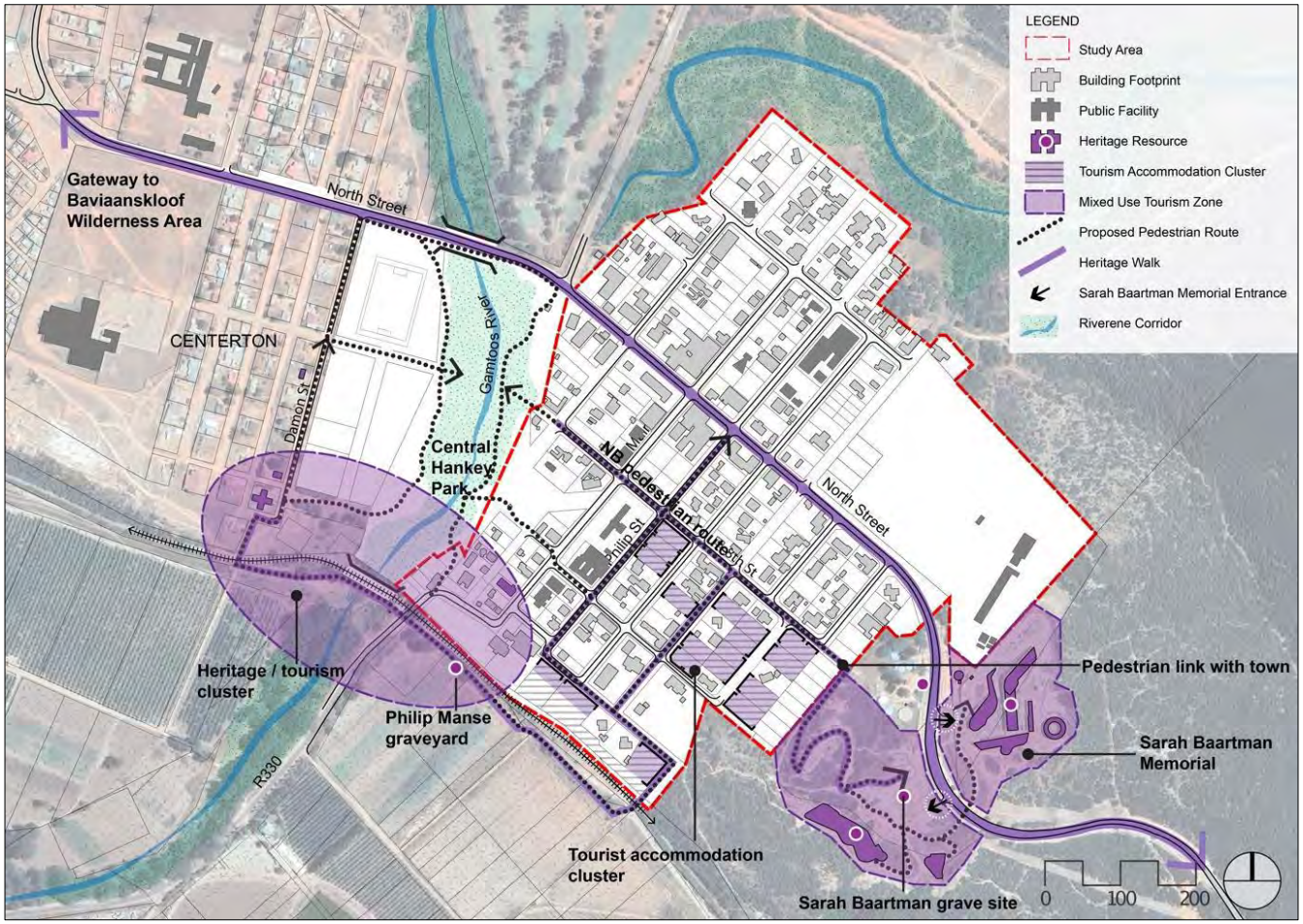
3.5 Heritage & Tourism

In order to benefit from the tourism opportunities and grow the tourism sector in the Hankey CBD area it is important to capitalise on two main aspects :

- Gateway to Baviaanskloof: Create attractions and services for visitors on the way to Baviaanskloof Wilderness Area. All travellers to Baviaanskloof will drive through Hankey via Norths Street and therefore the facilities and businesses along the corridor can target these visitors for shopping and/or refreshment stops.
- Future visitors to the Sarah Baartman Memorial: Hankey can benefit tremendously if the town can offer additional tourism attractions for people visiting the Memorial.

There are a number of heritage resources in addition to the Sarah Baartman Memorial and Cultural centre, that can promote Hankey further in terms of the legacy relating to human rights and its history. William Philips is known for construction of the first irrigation tunnel in South Africa, while his father Dr John Philip is known for his fight for human rights. John Philip came to South Africa in 1818 as a Missionary and was instrumental in lobbying for equal civil rights for indigenous and coloured people in the Cape. Much to his doing an ordinance was passed in 1828 granting all free coloured people at the Cape every right to which any other British subjects were entitled. He retired in Hankey and both father and son's grave are behind the old "Philip Manse" beside the railway line.

The southern side of the CBD is identified as the main cluster for tourism development accommodating a number of heritage resources. Walking routes and tourism accommodation can support and promote the development of tourism beyond, but connected to, the Sarah Baartman Memorial and the Baviaanskloof gateway.

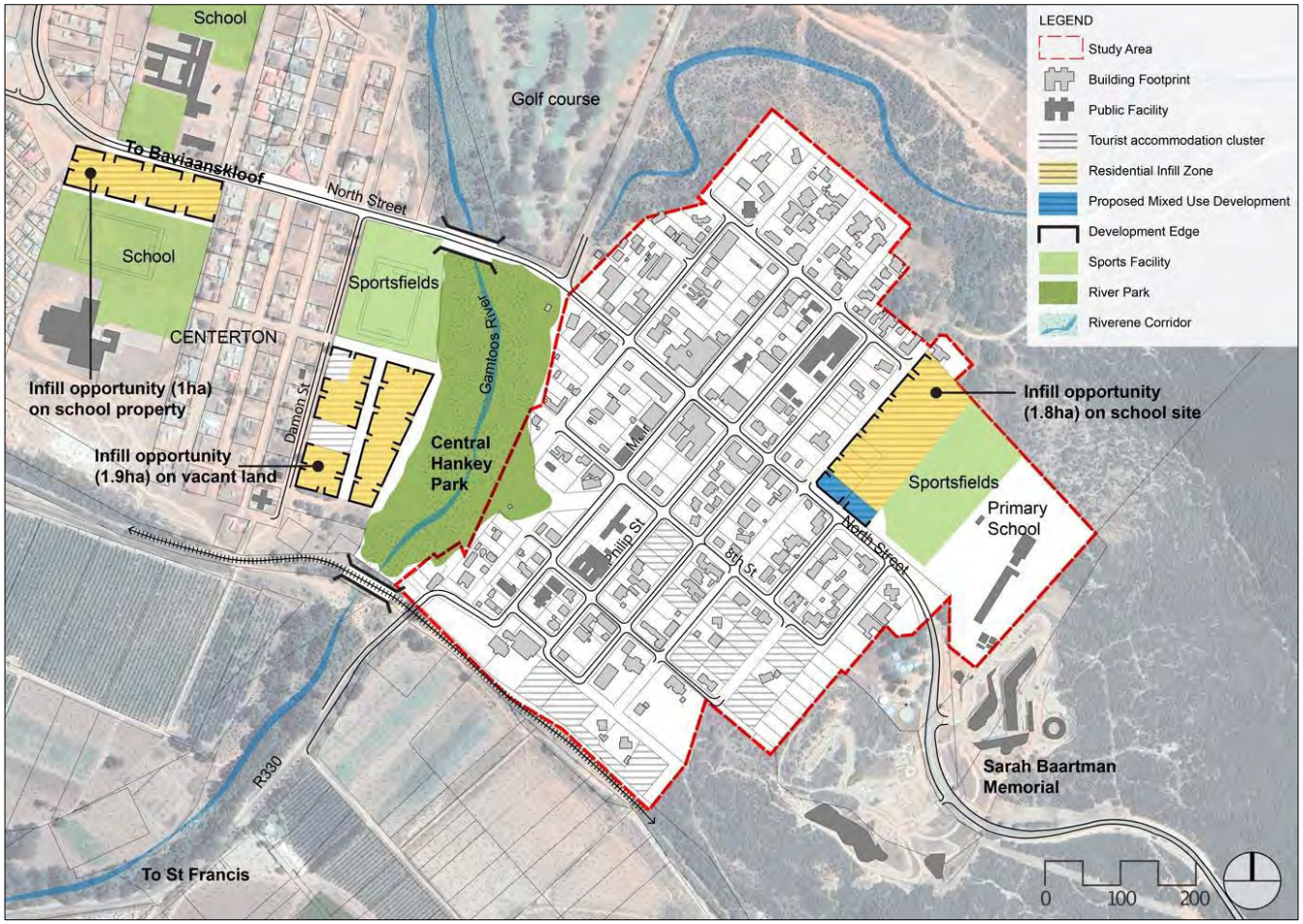


Tourism opportunities and clusters in Hankey CBD

	Urban Design Guidelines
Heritage attractions	• Identify, document and grade all heritage resources including cultural landscapes in a Heritage inventory • Create a heritage management plan • Create signage and information boards
Tourism routes	• Design a pedestrian tourism route, signpost it clearly an create information boards and pause moments • Ensure clear direction signage for cars
Accommodation and services	• To be predominantly located in the southern side of the town, along tourism routes • Facilities to be housed in small scale buildings and environments appropriate for the town of Hankey

3.6 Strengthening the Residential Function

It is important for the spatial quality of the CBD to maintain and strengthen the residential function in the area. It ensures 24h presence of people, ownership and activity in the area. Besides infill on vacant plots and densification on existing occupied erven there is an opportunity for residential development on the underutilised school grounds which is currently part of the Hankey Primary School. The app 1,8ha will be able to accommodate a substantial number of units and should be developed for a mix of income levels. Additional infill projects could take place on the western edge of the Gamtoos River valley (1.9ha on Damon Street) as well as the underutilised land on the Hankey High School site. The development of housing on well-located sites in the vicinity of work and amenities needs to be prioritised in order to create a sustainable environment for people to live in.



Strengthening the residential function

	Urban Design Guidelines
Infill on vacant erven	• Infill on current vacant erven is to be promoted, if the erf is located in the mixed-use area the possibility of live/work units should be considered
Densification on existing plots	• 2nd dwellings to be promoted on existing erven in order to increase the residential capacity of the town
New brown field developments	• Development to accommodate a range of income levels • Housing units along a public street to face the street and have access from the street • House types, character and style to be in keeping with the town of Hankey

3.7 Public Space & Green Structure to Connect & Integrate the Hankey CBD with Surrounding Areas

The CBD of Hankey has a relatively green and spacious character. Despite this there is no public space in the form of a square or park in the town besides the road reserves. The Gamtoos River Valley that separates the CBD with the rest of the town, and currently functions as a form of a buffer, provides an opportunity to be transformed into a central park for Hankey. The river valley is presently overgrown and mostly inaccessible. The transformed space as a park can become an attractive new green area with access on both sides for all residents of Hankey. It can become an important integrating recreation area as well as creating opportunities for environmental education, small scale food production and sporting activities like running and cycling. Clustered with the adjacent sports fields and golf course the park is connected to surrounding areas via green and tree-lined pedestrian routes.

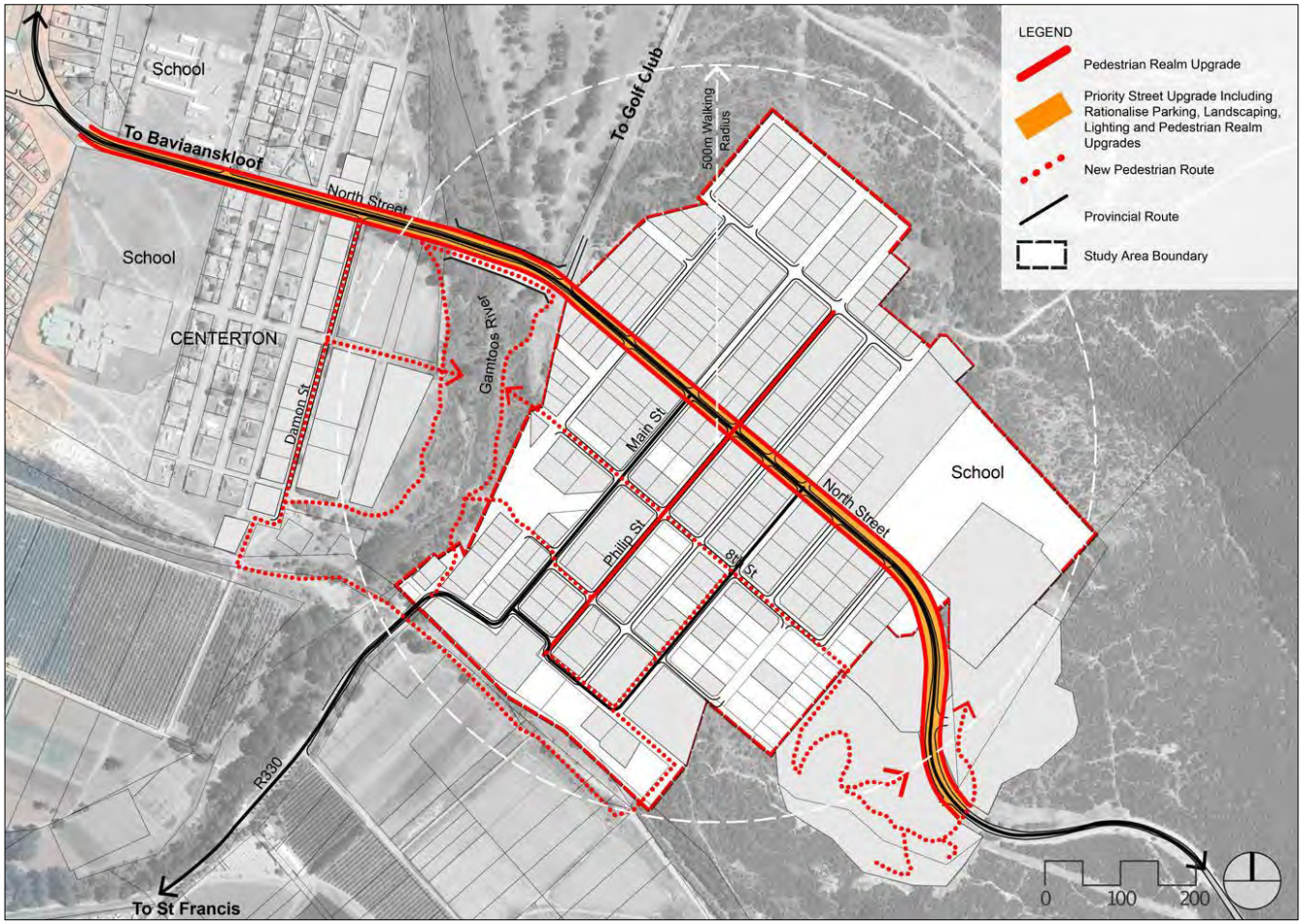


Green and recreation structure Hankey

	Urban Design Guidelines
Hankey Central Park	• Clear the park of alien invasive species • Create routes and clear overgrown areas • Create various activity areas (sport/urban agriculture/recreation/picnic etc.) • Allow for NMT routes along the river and ensure surveillance • Focus on safety and security in the area by creating active areas and visual connections from surrounding edges • Create clear entrances to the park connecting with pedestrian routes from the surrounding areas
Tree planting Pedestrian routes	• Connect the surrounding areas with pedestrian routes to the park • Use tree planting to assist in way finding • Theme routes by planting different species on different routes (example: east-west routes and north-south routes have different trees) • Create shaded pedestrian routes by planting trees

3.8 Access & Movement

The layout of the CBD area of Hankey is characterised by a grid pattern with the main connector road in the middle. The main connector road (R330/R331) links Hankey with Loerie, Patensie and Humansdorp. This road is also the main movement route for pedestrians between the CBD and the rest of Hankey. The grid pattern and size of the town make for a very walkable environment.



Access and movement Hankey CBD

The pedestrian facilities along the R330/R331 (North Road) in terms of safety, comfort and space require upgrading all the way between the Sarah Baartman Memorial and the schools and sports facilities in Centerton. This is especially important since the route carries heavy trucks transporting citrus through the valley. The conflict between pedestrians and truck and other vehicles needs to be minimised.

In addition, the proposal is to create alternative pedestrian routes and linkages to connect various tourism and heritage resources in order to stimulate local tourism. This includes the Sarah Baartman Memorial, the Philips' family graves (both Dr. John Philips and William Philips) and a number of heritage buildings in the area.

3.9 Transportation & Movement Strategies

The current situation in the Hankey CBD precinct is not conducive to a safe environment for non-motorised transport modes, in particular pedestrians, as the current environment in North Street is vehicle dominant, with pedestrians having to find their way through an area with undefined street edges s and verges – between parked vehicles and manoeuvring areas, and in some cases having to walk in the roadway.

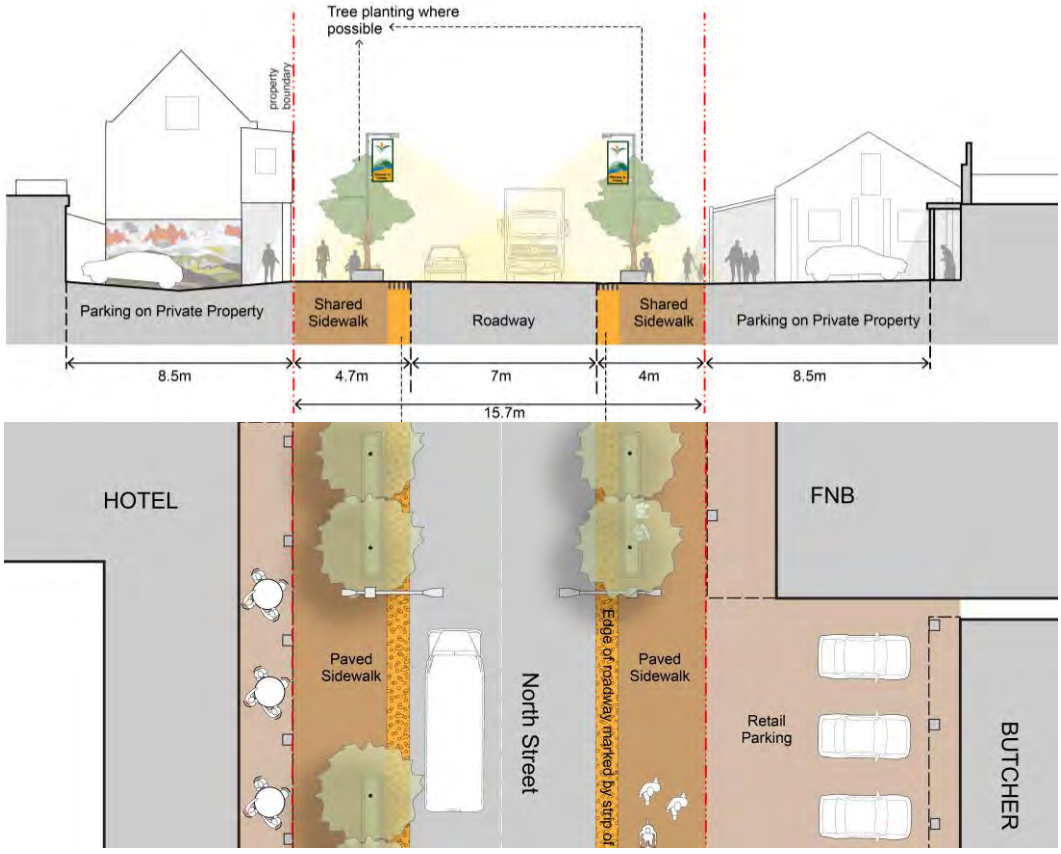
Traffic volumes along North Street west and east of the Main Street junction are in the order of 3500 and 2200 vehicles per day respectively, and volumes on Main Street south of North Street are in the order of 1800 vehicles per day.

Hourly two-way volumes range from 130 along Main Street to 250 along North Street. While these volumes can be considered relatively low, approximately 7% are heavy vehicles, most of which are transporting produce from agricultural concerns in the Hankey / Patensie valley to the west.

Clear definition between pedestrian areas, on-street parking and the roadway is important to ensure all road users, particularly pedestrians, are safe in the precinct. This will also encourage tourists passing through the precinct to stop and visit attractions or destinations.

In order to ensure that traffic does not unnecessarily intrude into the residential part of the precinct, the focus must be on ensuring that the main corridors, North Street and Main Street, accommodate higher traffic volumes, and that pedestrian areas along these corridors are clearly defined.

The conceptual cross-sections overleaf indicate this principle in further detail.



In addition to the reconfiguration of CBD streets and improved accommodation of pedestrian traffic, it is also important to channel pedestrian movement to safe locations – preferably at junctions where possible.

By following this approach, motorists are secure in the knowledge that pedestrians would cross the main route at designated locations.

Other streets in the precinct should be treated in terms of their function, which is to primarily provide access to adjoining properties. Pedestrian linkages should also be provided along those streets providing access to the SAPS.

It is further proposed to create tourism pedestrian routes through the precinct, linking the Sarah Baartman Memorial complex in the east to the Cemetary, Dr John Philip and William Philip's graves and the planned upgraded river park to the west of the precinct. To facilitate use of these corridors, it is imperative that pedestrian movement along these routes should be comfortable and safe.

3.10 Parking

Section 58 of the Kouga Local Municipality Integrated Land Use Scheme provides requirements for parking for various land uses including provision for alternative measures to ensure that developers do provide parking should it not be feasible or practical to do so on site.

There are likely to be situations where possible land use changes would mean that the required parking provision cannot be met on site for various reasons, i.e. heritage restrictions, existing built, terrain characteristics.

It is therefore necessary that the municipality have a process or policy in place for the study area to deal with such situations on a case-by-case basis.

The table below indicates the approach to be followed in managing the provision of on-site parking for a number of various development scenarios. Options A, B and C all deal with scenarios where parking can be accommodated on site, while options D and E deal with scenarios where parking is unable to be provided on-site.

Option	Development type	Parking Provision	Process to Follow
A	*Demolish and construct new building*	Site can accommodate parking for proposed development	Parking provided on-site ito Kouga Land Use Scheme
B	*Additions to existing*		
C	*Change in use – internal*		
D	*Additions to existing*	Site can partially accommodate parking	• Parking departure application by professional Town Planner • Departure application to include utilisation study and motivation for departure based on proposed land use by Professional Traffic Engineer • Submission of a detailed parking plan as part of the departure application • Confirmation that alternative parking and payment in lieu of parking are not practically or financially feasible • Kouga Municipality to consider all parking departure applications on a case-by-case basis • Application for parking departure does not automatically mean approval • Parking departures will only be considered and granted to 50 % of the Land Use Scheme requirements
E	*Change in use – internal*		

Parking Provision

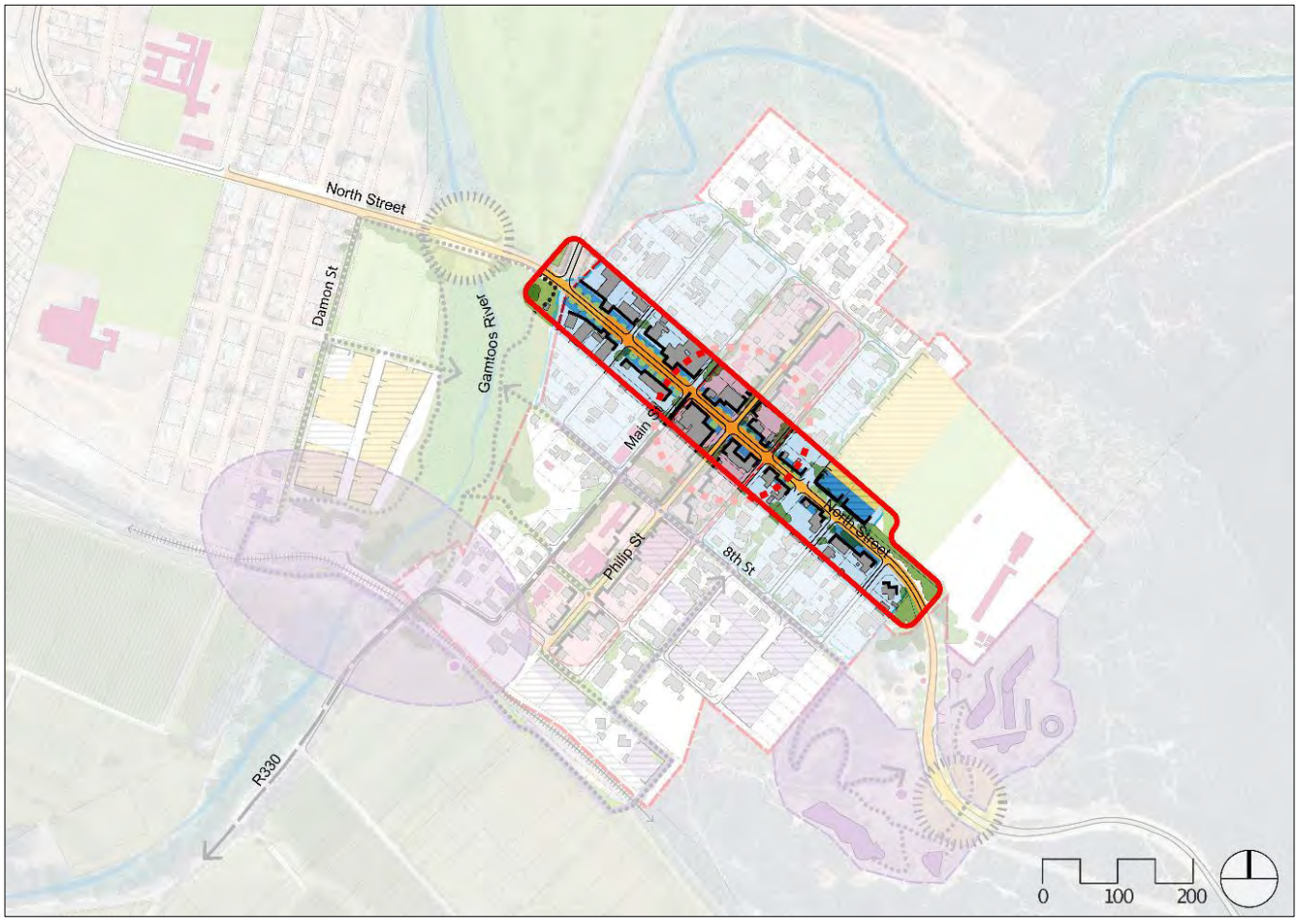
4.0 Catalytic Interventions

In order to achieve the spatial vision, a number of catalytic interventions have been identified to maximise investment, growth and urban renewal.

The interventions / projects have been costed as part of the Capital Expenditure Framework (Chapter 5).

4.1 Hankey High Street

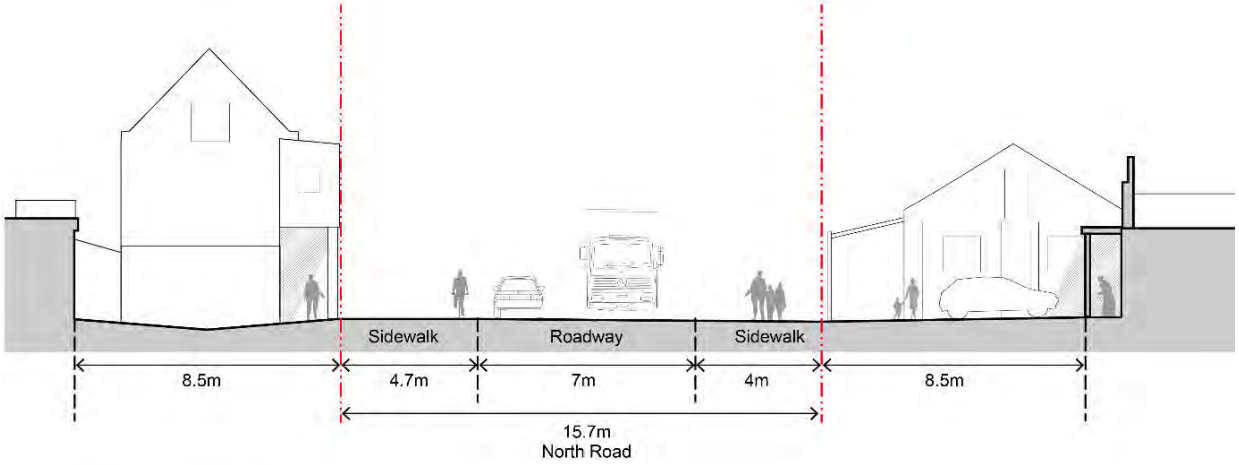
Create an attractive "*High Street*" in Hankey to promote the business area and contribute to the Hankey identity and sense of place. An important component of the project will be to improve pedestrian facilities and safety thereof. An active and positive interface between the buildings and public domain will add to the character and attraction of the street. Tree planting will create shade and visually frame the roadway, which in turn will slow down traffic. The use of local materials, especially the "*spoelklip*" which are found in the area and currently already used in many of the streetscapes, will add to the local '*look and feel*' of the street.



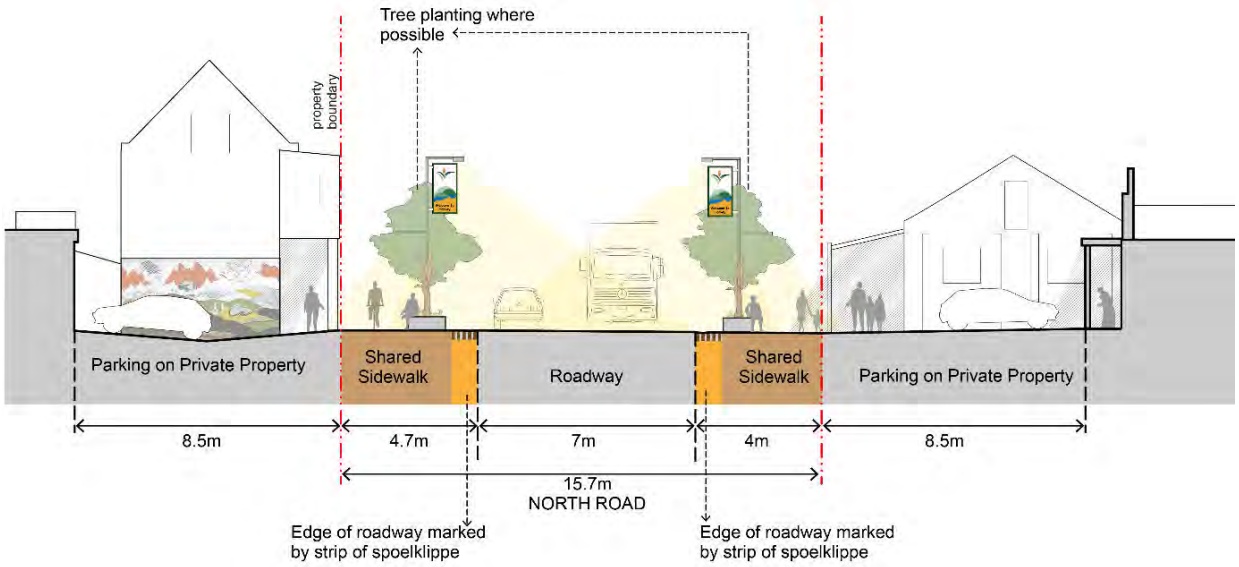
Hankey High Street project

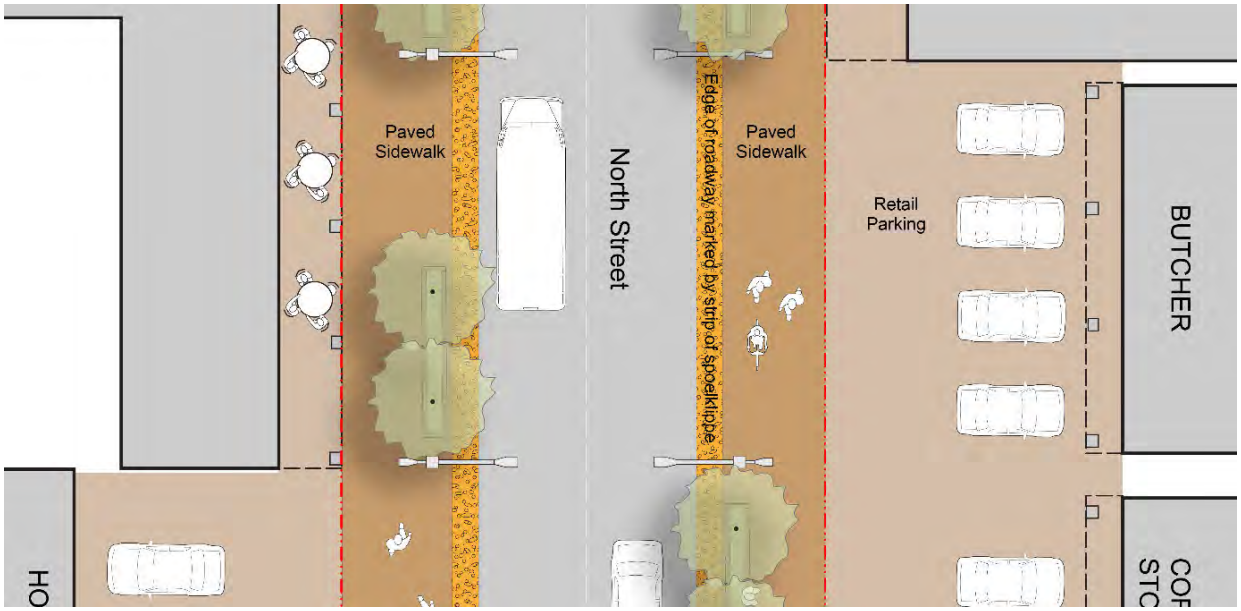


North Street in its current form (Source: Google Earth Streetview)

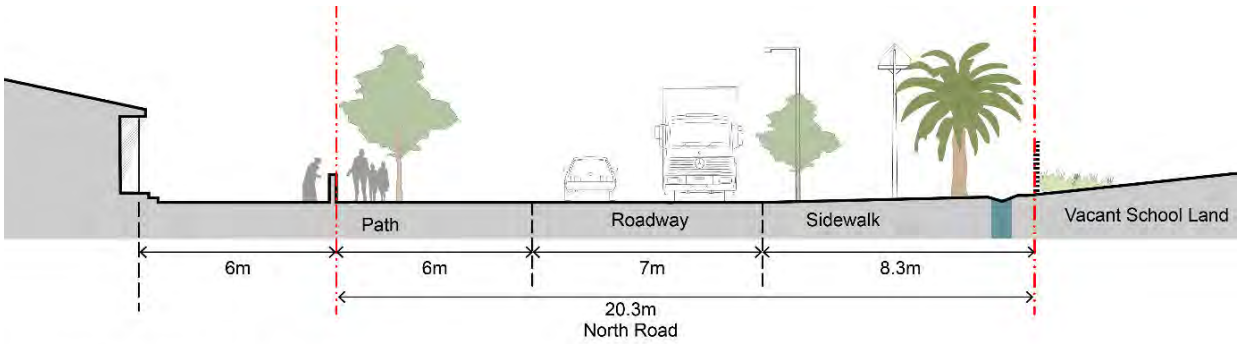


CORNER OF NORTH AND PHILIP ROAD

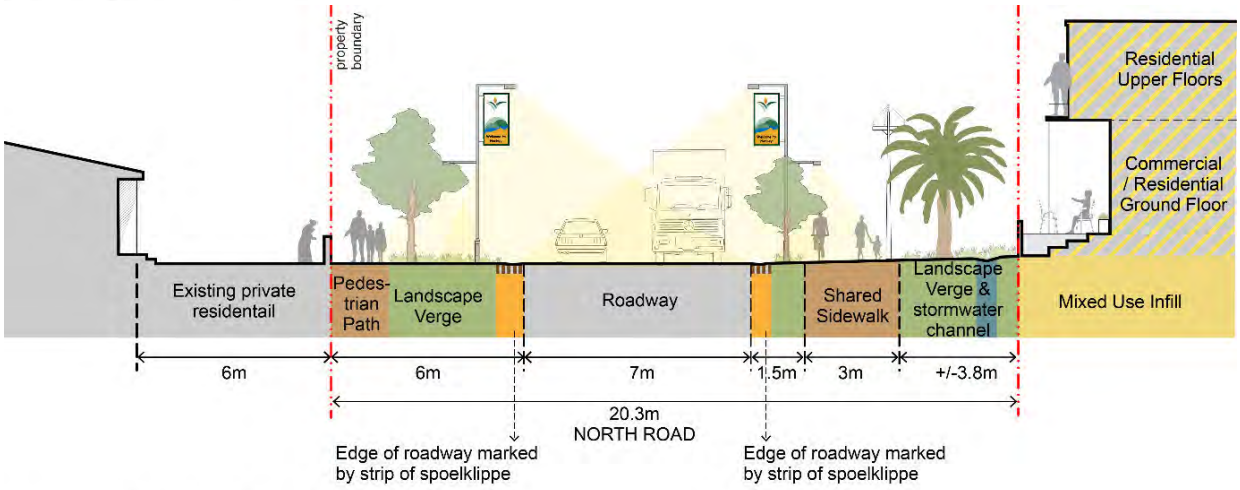




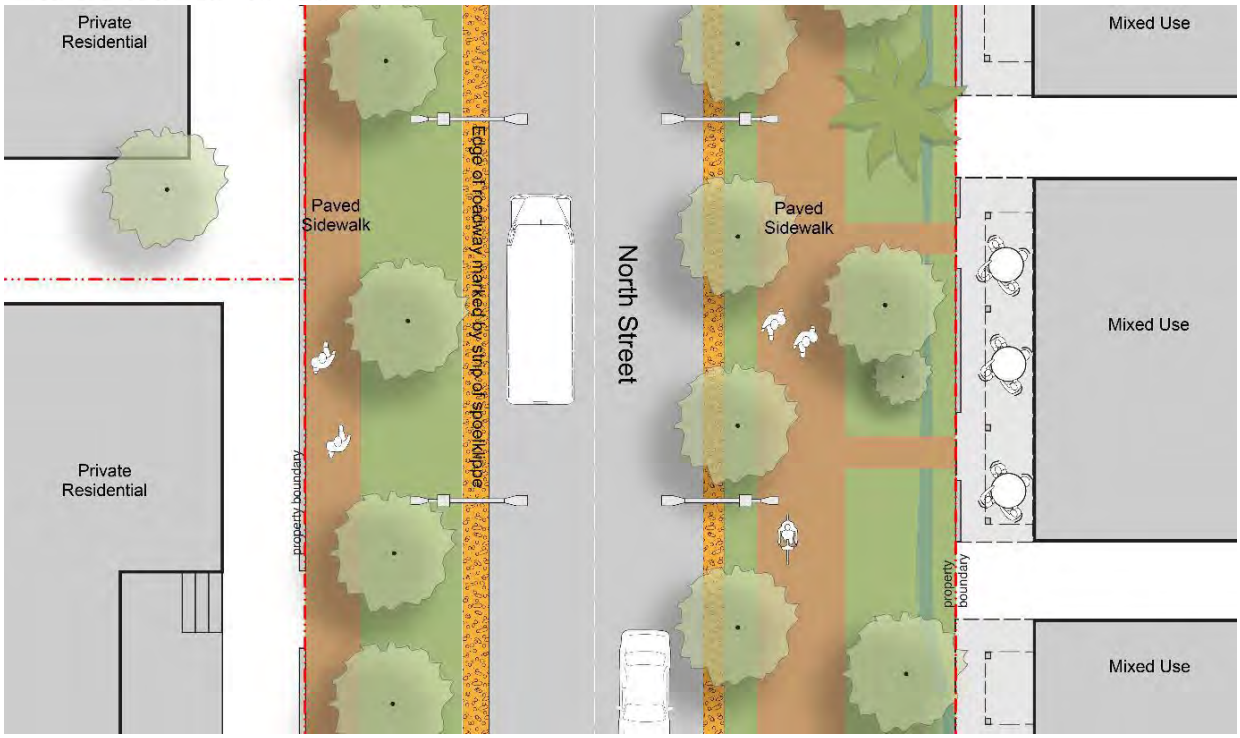
Existing and proposed new layout for North Street corner of North and Philip Street



CORNER OF NORTH AND RUSSEL ST



CORNER OF NORTH AND RUSSEL ST



Existing and Proposed new layout of North Street corner of. North and Russell Street



Public interface example Greyton High Street (Source: Google Earth)



Positive public interface (Source: Google Earth)



Dedicated pedestrian area (Source: Google Earth)



Example of interface between parking and pedestrian area (Source: Google Earth)



Example of stone strip to mark road edge



Example of stone strip to mark road edge

4.2 Gateways

The proposed project to develop a gateway at each of the entrances to Hankey CBD to create a sense of arrival and identity for the area. On the western edge a signature pedestrian 'clip-on' bridge across the river can become the focal point at the entrance to Hankey CBD. At the same time, it will ensure a safe and comfortable route for pedestrians into town from the residential areas west of the CBD. The existing bridge is very narrow and does not allow for dedicated pedestrian space. This unsafe situation can be mitigated by the project.

The Sarah Baartman memorial complex is a unique feature when entering the town from the east. The descending road and existing buildings create some form of sense of arrival. This however can be strengthened by a sculptural feature in the road reserve, both marking the entrance to the Sarah Baartman Memorial as well as the gateway into the town.



Hankey Gateway Projects



Example of Sculptural Pedestrian Bridge (Source: ArchDaily)



Example of Sculptural Pedestrian Bridge in NMBM (Source: MBDA)



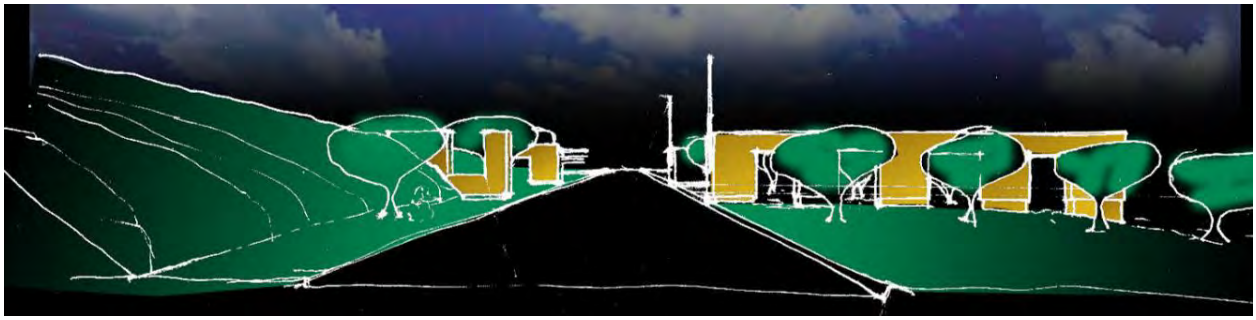
Example Sculptures at Gateway (Source: Plantarchitect)



Example Sculpture at Gateway (Source: 2 InkStudio)



Example of Gateway Markers (Source: The Matrix...cc)



Example of Gateway Markers (Source: The Matrix...cc)

4.3 Central Park

The currently overgrown and inaccessible Gamtoos River Valley between the CBD and Centerton, creates the opportunity to be developed into an attractive central green recreation space. The new park can act as an integrating community facility creating a link between the Hankey CBD and Centerton communities. The river valley will become a safer space by activating it while at the same time it creates opportunities for leisure and recreation. The park should be developed by creating choice and opportunity for all ages and backgrounds to make it an inclusive space for all.



Hankey Central Park Project



Recreation Opportunities in Hankey Park (Source: Visit Surrey)



Recreation Opportunities in Hankey Park (Source: Kirstenbosch Botanical Garden)



Create walkways along the river



Stepping stones in water (Source: Archdaily)



Recreation opportunities for all people (Source: GirlTrek)



Recreation opportunities for all people

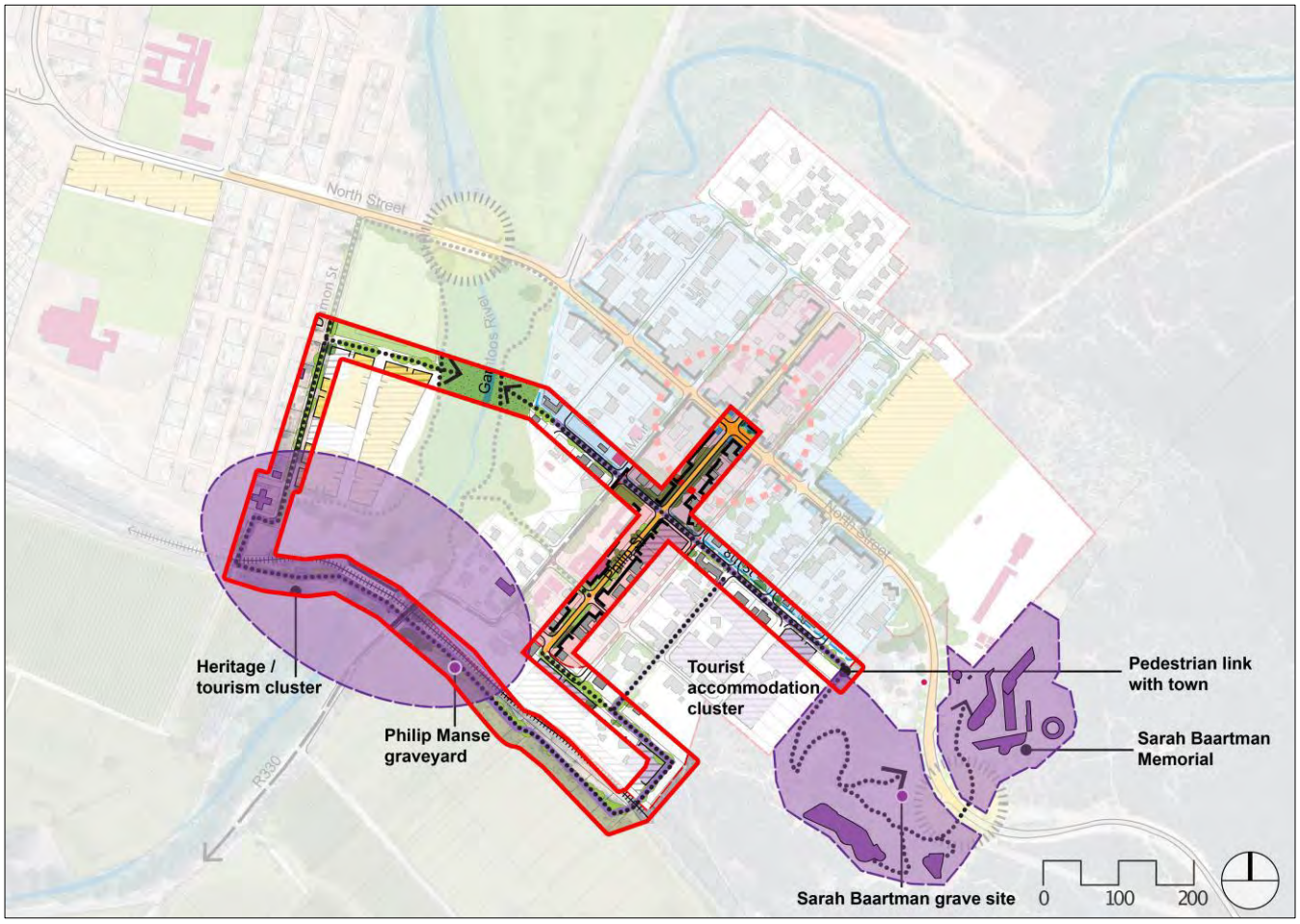
4.4 Tourism Route

The proposed tourism route aims at optimising the tourism opportunities of Hankey. Tourists are currently driving through Hankey on the way to the Baviaanskloof Wilderness Area and in the future tourists will be coming to visit the Sarah Baartman Memorial. The aim of the tourism route and tourism facility development is to create more attractions in Hankey to ensure visitors stay and include the town itself in their travel itinerary.

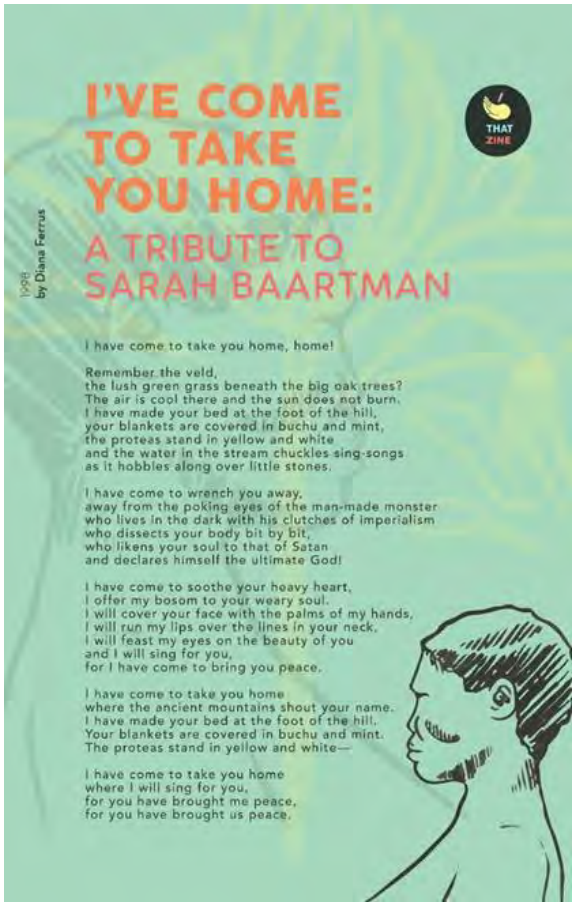
The project aims to create a "*tourism pedestrian route*" linking Sarah Baartman Memorial with cemetery and other heritage resources. The legacy of William Philip and his father the missionary Dr. John Philip's and their graves are important opportunities for this. The life story of Sarah Baartman and Dr. John Philip allow for a strong human rights theme to be promoted. The story of the first irrigation tunnel in South Africa dug by William Philip and his team has been very important for the development of the irrigation in the Gamtoos Valley.

The basis for the tourism route should be a heritage inventory and grading of the heritage resources. The spatial part of the project will entail the creation of attractive pedestrian routes, way finding signage and information signage. The route should also provide directions to the irrigation tunnel which is a National Monument.

In addition tourism accommodation and other services for visiting guests should be developed along North Street and the southern part of the Hankey CBD.



Hankey Tourism Route Project



The new Sarah Baartman Memorial can become an important catalyst for tourism in Hankey (Source: Poetry From I've Come to Take You Home / Design by Sarah Fletcher)



Grave Philip's family (Source: Wikipedea)



The Hankey irrigation tunnel is a National Monument



Signage options to direct tourists (Source: RSM Design)



Signage examples for wayfinding (Source: Dotdash Design)

5 Chapter 5 : Implementation Framework

The Implementation Framework for the Hankey CBD LSDF provides the vehicle for LSDF implementation through projects, budgets, priorities and institutional arrangements to ensure implementation, monitoring and review.

1.0 Legal Framework & Alignment

1.1 Package of Plans & Land Use Management System

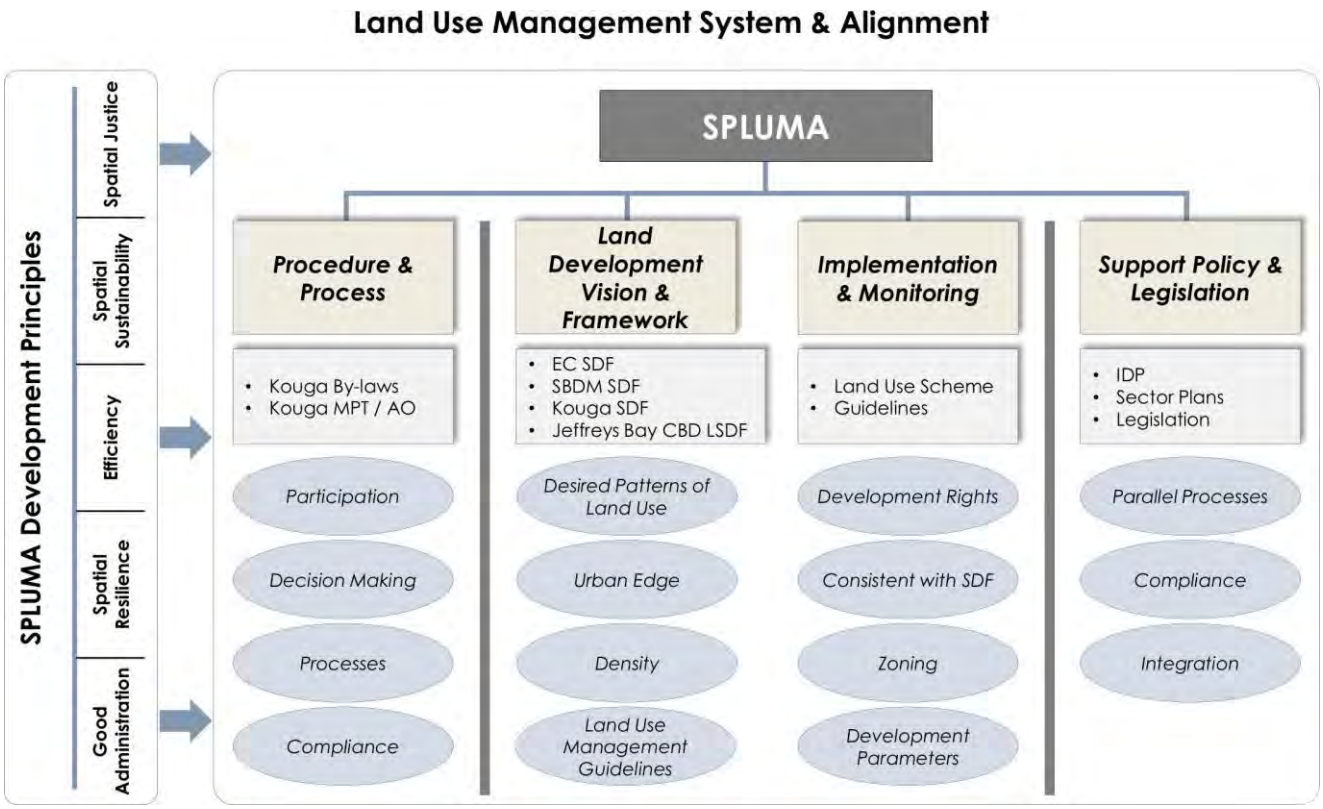
Land use management as contemplated in SPLUMA comprises of various components and ideally should represent a hierarchy of plans and regulatory mechanisms within the Municipal Land Use Management System.

The 2 main components of a Land Use Management System as contemplated in SPLUMA are :

1. **Section 20 :** *Spatial Development Frameworks* as guiding principles and short and long term vision for development and development implementation.
2. **Section 24 :** *Land Use Scheme* as a regulatory mechanism to manage land use parameters and development on a site by site basis.

The Spatial Development Framework and Land Use Scheme should function as a unit and form the key pillars of the Municipal Land Use Management System. The Hankey CBD Spatial Development Framework functions within a package of plans and forms part of a broader spatial planning network of informants, policy and existing strategies within the municipal area. This well-defined hierarchy of plans adds significant strength to the Land Use Management System for the Kouga Municipality and one of the key objectives of the Hankey CBD Spatial Development Framework is to acknowledge the existing policy and ensure continuation of implementation and alignment.

The graphic illustrates the package of plans and the land use management system for Kouga that is entrenched through the Municipal Spatial Development Framework.



1.2 Municipal Land Use Scheme Alignment

- The Kouga Municipality recently compiled and Council approved an Integrated Land Use Scheme (2021). The Land Use Scheme was prepared in terms of SPLUMA and the relevant legislation as per the Kouga SPLUM By-laws.
- The LSDF implementation and annual review process should identify posisble confilicts between the Land Use Scheme and the LSDF. This specifically relates to land use management guidelines and development parameters as outlined in the Land Use Scheme.
- The LSDF provides a land use management matrix, aligned with the Land Use Scheme zoning categories, densities and development parameters. These guidelines should be interpreted as relatively flexible to accommodate the overall objections and vision of the LSDF.



- As part of future LSDF review cycles, amendments and possible overlay zones for inclusion in the Land Use Scheme should be identified and incorporated.

1.3 Sector Plan Alignment

The LSDF is a long term, transversal planning and coordination tool and a spatial expression of the Kouga Municipality's IDP. While the LSDF is informed by the Sector Plans, strategically and spatially, the Sector Plans should be led by the MSDF. To this end, with the adoption of this revised SDF for the Kouga Municipality, when the Municipality's Sector Plans are reviewed, the LSDF must be a key consideration or framework for such a review to ensure alignment and for the sector plans to realise their full potential as implementation tools of the LSDF.

2.0 Policies & Guidelines for Decision Making

2.1 Objectives of Land Use Management

The key objective for implementation of land use management through the various land use management tools are based on 2 key underlying principles, i.e. :

- Resistance to and management of uncontrolled land development
- Promotion of development types and desired land development to realise the predetermined spatial vision

Land development decisions are therefore implemented to address a number of concerns, the precise mix of which is determined by the particular social, economic and political contexts of different times and places. These concerns, amongst others, include :

- ***Environmental concerns :*** uncontrolled development of land can have adverse effects on natural habitats, cultural landscapes and air and water quality.
- ***Health and safety concerns :*** uncontrolled development can lead to overcrowding and unsafe building construction. Certain land uses can also be detrimental to the health and safety of neighbours.
- ***Social control :*** the control of land uses and building types has long been a means of exerting social control, particularly through the exclusion of certain types of person, household or economic activity from certain areas through the application of particular development controls limiting, for instance, plot sizes, plot coverage and home industries.
- ***The efficiency of infrastructure provision and traffic management :*** increasingly it has become clear that where the granting of development permissions is not coupled with the provision of adequate infrastructure and traffic management the consequences can be severe. Similarly, where infrastructure is provided, generally at a high financial cost, without considering likely and relevant land-use and settlement patterns the opportunity costs to society are very high.
- ***Determination of property values for purposes of rating :*** the market value of land is the basis on which property valuation is determined and the extent and nature of the development permitted on the land is a key factor in that determination.
- ***Aesthetic concerns :*** the control of land development enables the government to prescribe certain design parameters for buildings.
- ***Investment promotion :*** changing the applicable land-use management instruments is often seen as a prerequisite for attracting certain types of investment to certain areas. This can take the form of both relaxing controls in those areas and increasing controls in other areas which might be more favoured by the market. These strategies are likely to be linked to local economic development initiatives.

2.2 Guiding Principles for Decision Making

Decision making within the Land Use Management System (rezoning, subdivision, departure, consent use, etc.) should be based on the following guiding principles :

- Promotion and support of the IDP and long term development vision.
- Support the key principles for development and development management as per the LSDF.
- Support the LSDF Conceptual Framework and Spatial Development Framework proposals, objectives and goals.
- Adhere to legislative requirements relevant to all forms of development, with specific reference to, but not limited to, environmental conservation, heritage, infrastructure, municipal powers and functions, National and Provincial Government legislation, guidelines and policy.
- Due cognisance to the principles of sustainability, equality, efficiency and integration as outlined in SPLUMA.
- Impact of development on the general welfare, safety, amenity and living environment of development on its and/or surrounding land uses and inhabitants.
- Adequate participation of the affected community and interested and affected parties.
- Economic sustainability, long term advantages and economic growth prospects.

SPLUMA and the Kouga SPLUM By-laws provide specific legislative requirements for decision making and emphasis the requirement that decisions should be consistent with the LSDF. However, consistency with the LSDF refers to the entire spatial vision, objectives and strategies of the LSDF and its proposals. Decisions should be based on an overall assessment of the LSDF and not only the LSDF plans and graphic presentations. A holistic and flexible approach should be adopted. Section 22 (2) of SPLUMA makes provision for specific circumstances that justify a departure from the LSDF provision.

Departures from the LSDF, as provided for in Section 22 (2) of SPLUMA and Section 13 of the Kouga SPLUM By-laws should :

- Carefully consider the specific land use proposal impact on the environment, urban form and municipal infrastructure.
- Provide a detailed motivation for departure and site-specific circumstances that warrant the departure.
- Ensure compliance with the overall spatial vision for the area and alignment with the SPLUMA principles.
- Section 22 (2) implementation should only be considered in extraordinary circumstances that specifically demonstrate merit for the amendment of the LSDF.

Decisions that depart from the SDF should be implemented as provided for in Section 13 of the Kouga SPLUM By-laws.

2.3 Legislative Requirements

Guidelines for decision making is captured in the relevant National and Municipal spatial planning legislation, with specific reference to the SPLUMA and Kouga SPLUM By-laws. Decision making on implementation of the LSDF should be guided, but not limited to the following sections.

Section 22 of Spatial Planning & Land Use Management Act

22. (1) A Municipal Planning Tribunal or any other authority required or mandated to make a land development decision in terms of this Act or any other law relating to land development, may not make a decision which is inconsistent with a municipal spatial development framework.

(2) Subject to section 42, a Municipal Planning Tribunal or any other authority required or mandated to make a land development decision, may depart from the provisions of a municipal spatial development framework only if site-specific circumstances justify a departure from the provisions of such municipal spatial development framework.

Section 42 of Spatial Planning & Land Use Management Act

42. (1) In considering and deciding an application a Municipal Planning Tribunal must—

(a) be guided by the development principles set out in Chapter 2;

(b) make a decision which is consistent with norms and standards, measures designed to protect and promote the sustainable use of agricultural land, national and provincial government policies and the municipal spatial development framework; and

(c) take into account—

(i) the public interest;

(ii) the constitutional transformation imperatives and the related duties of the State;

(iii) the facts and circumstances relevant to the application;

(iv) the respective rights and obligations of all those affected;

(v) the state and impact of engineering services, social infrastructure and open space requirements; and

(vi) any factors that may be prescribed, including timeframes for making decisions.

(2) When considering an application affecting the environment, a Municipal Planning Tribunal must ensure compliance with environmental legislation.

(3) An application may be approved in whole or in part, or rejected.

Section 13 of Kouga Spatial Planning & Land Use Management By-laws

13. Departure from municipal spatial development framework

(1) For purposes of section 22(2) of the Act, site specific circumstances include –
  (a) a departure, deviation or amendment that does not materially change the desired outcomes and objectives of a municipal and local spatial development framework, if applicable;
  (b) a subsequent discovery that renders the site unsuitable for the proposed development as reflected in the municipal spatial development framework; or
  (c) an unique circumstance pertaining to a discovery of national or provincial importance that results in an obligation in terms of any applicable legislation to protect or conserve such discovery.

(2) The Municipal Planning Tribunal or Authorised Official may support an application that will result in a departure from the municipal spatial development framework, but such support must be made subject to the condition that the Council approves the amendment to the municipal spatial development framework and the application cannot be approved until the amendment of the municipal spatial development framework is approved by the Council.

(3) If a Municipal Planning Tribunal or Authorised Official supports an application contemplated in subsection (2), it, he or she must inform the Council of such support and request the Council to consider an amendment of the municipal spatial development framework.

(4) The Council must consider such a proposed amendment and may amend the municipal spatial development framework in terms of the provisions of this Chapter.

(5) For purposes of this section, "site" means a spatially defined area that is impacted by the decision, including neighbouring land.

Section 53 of Kouga Spatial Planning & Land Use Management By-laws

53. General criteria for consideration and determination of application by Municipal Planning Tribunal or Authorised Official

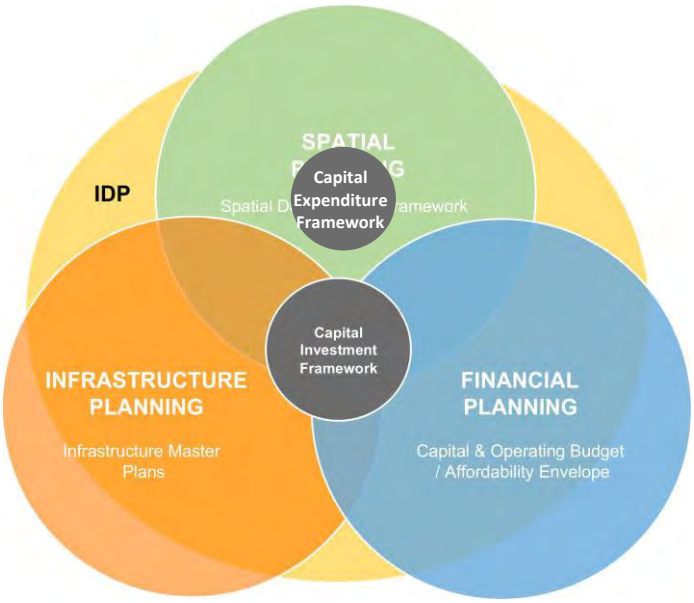
(1) When the Municipal Planning Tribunal or Authorised Official considers an application submitted in terms of this By-law it, he or she must have regard to the following :
  (b) the desirability of the proposed utilisation of land and any guidelines issued by the member of the Executive Council regarding proposed land uses;

(4) For the purpose of subsection (1)(b), desirability is the degree of acceptability of the proposed utilisation of land and matters which impact on the desirability which may be considered by the Municipal Planning Tribunal or Authorised Official are, amongst others:
  (a) the land's suitability for proposed utilisation of land in terms of location, accessibility and physical characteristics;
  (b) conformity with the municipal spatial development framework or the local spatial development framework, if applicable;
  (c) the compatibility of the proposed utilisation of land with the character and the existing spatial structure of the surrounding area;
  (d) the accessibility of the land regarding existing development and infrastructure;
  (e) the cost and availability of required services and infrastructure;
  (f) the external visual impact of the proposed utilisation of the land;
  (g) any potential disruption of or damage to the environment or public nuisance as a result of the proposed utilisation of land and proposed mitigation measures;
  (h) the potential impact on immediate neighbours and existing rights as well as the surrounding community;
  (i) the proposed layout, including street pattern, density and open space and community facility provision; and
  (j) traffic impact and access arrangements

3.0 Capital Expenditure Framework (CEF)

A Capital Expenditure Framework is a consolidated, high-level view of infrastructure investment needs in a study area over the long term (10 years).

The CEF articulates how the spatial proposals are to be achieved sequentially, with attention to projects, timeframes, budgets and funding. Planning inputs are based on the spatial planning proposals, Municipal, Provincial and National Government financial planning and capital budgets and the Municipality's Infrastructure Master Plans and infrastructure programme rollout.



3.1 Project Focus & Prioritisation

Objectives and vision are achieved through the project and programme implementation.

Given various budgetary constraints, the need for sustainable development and other issues likely to affect the implementation of identified projects, the implementation strategy should be focused on the following principles :

- Focus on projects that promote the optimal use of existing infrastructure and services and also enable the local municipality to make better returns from existing and newly built infrastructure
- Upgrading engineering services and infrastructure capacity is critical to accommodate the needs of new property developments
- Focus on projects that will stimulate the objectives and priorities
- Acknowledge existing IDP programmes and initiatives
- Acknowledge community prioritisation through ward prioritisation
- Prioritise projects that could better unlock or trigger more investment into the area.
- Focus on projects that utilize and harness local initiatives
- Capital requirements for implementation and maintenance of the urban design proposals (public space)

In order to achieve the CBD precinct vision and to ensure economic development and upgrading, the annual IDP project prioritisation for the precinct should be aligned with the SDF drivers and should identify catalytic interventions.

Projects are categorised as Catalytic, Strategic and Quick Win Projects.

Project Type	Objective	Implementation / Timeframe
Catalytic Projects	Catalytic projects relate to medium and large scale catalytic interventions to set the base for future public and private sector investment. The objective of these projects is to "*get the basics right*" and provide bulk support infrastructure to form a sound base for future growth, investment and strengthening of the node. These projects are generally funded by the Municipality through IDP prioritisation.	Short, medium and long term
Strategic Projects	Strategic projects relate to key areas of intervention that is generally dependent on successful implementation and rollout of the catalytic projects as identified. Strategic projects can be implemented as Public Private Partnerships (PPP) and depends on land availability and land release. Stakeholder participation with emphasis on land utilisation in the town and supporting nodal areas is key to implementation of strategic projects.	Long term
Quick Win Projects	Quick win projects or "*low hanging fruit*" relate to short term interventions that can make significant differences. Quick win projects are less reliant on the implementation of catalytic and strategic projects and can make short term differences with respect to getting institutional and capacity support in place.	Short term, but with ongoing financial support

3.2 Catalytic Projects (IDP Alignment)

The Kouga Integrated Development Plan (IDP) (2022/2027) identified projects relevant to Hankey and the Hankey CBD area. These are catalytic projects to ensure service availability.

▣ **Ward 9 Priorities**

- Streetlights
- Skills entrepreneurial
- Youth development
- Storm water drainage
- Water security
- Upgrading of gravel roads (paving or tar)
- Impounding of animals
- Land for stock farming

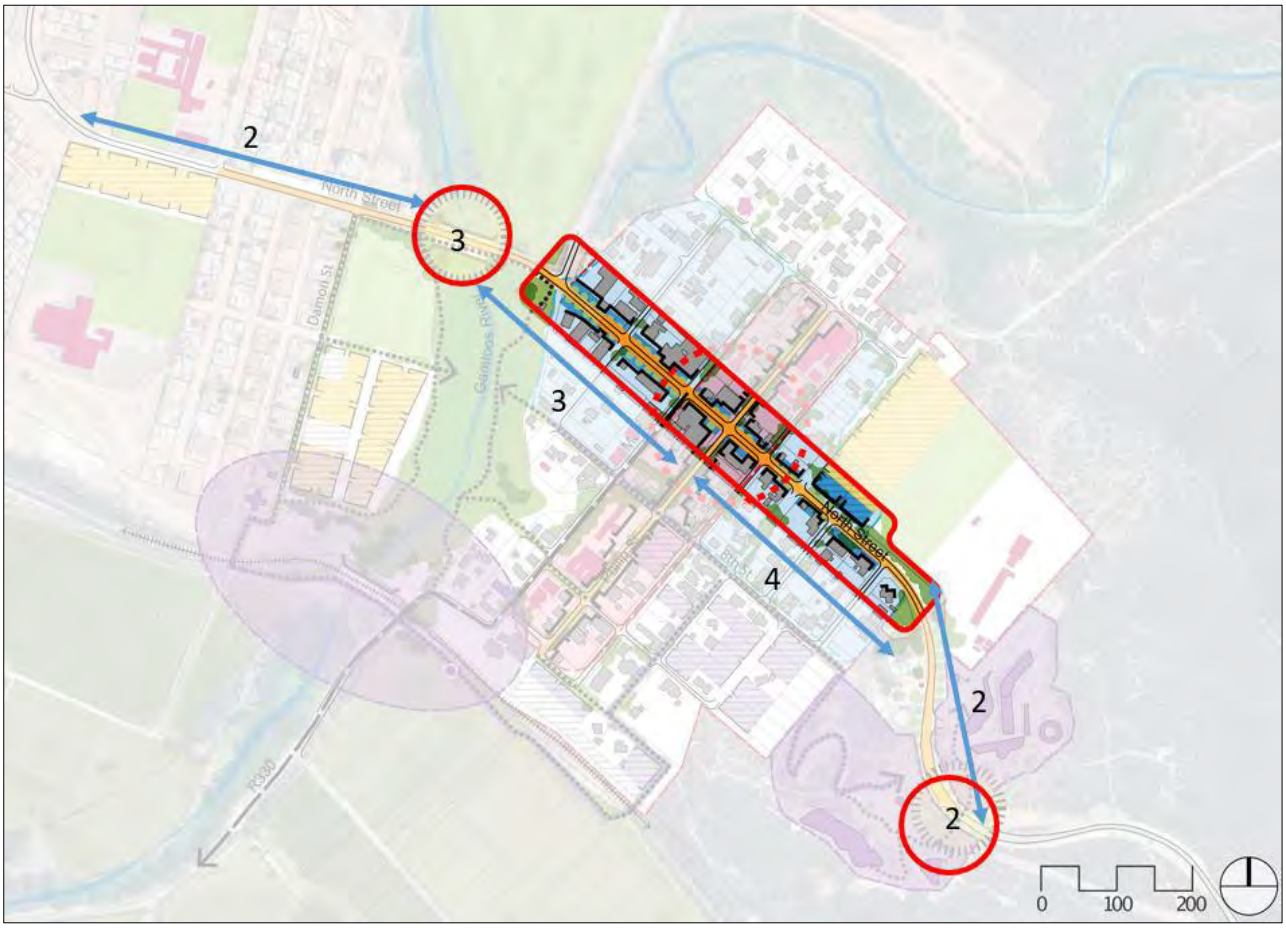
▣ **IDP (2023/2027) Priority Projects**

- Hosting annual events : Yellow Woods Jazz Festival
- Upgrade and expand water treatment plant to treat saline borehole water and increase treatment capacity
- Completion of Weston WWTW
- Construction of Weston Sewer Reticulation Network
- Fencing of waste management site
- Installation of waste management monitoring boreholes
- Construction of lined landfill cells
- Planning, design and approval construction of stormwater management landfill sites
- Building of new Police Station
- Installation of services (919 sites)
- Upgrade sanitation system (old Hankey)
- Mini fresh food and craft market

3.3 Strategic Projects

In order to achieve the spatial vision, 4 key strategic projects were identified. These project will enhance the public and private realm.

▣ **Upgrading of North Street**



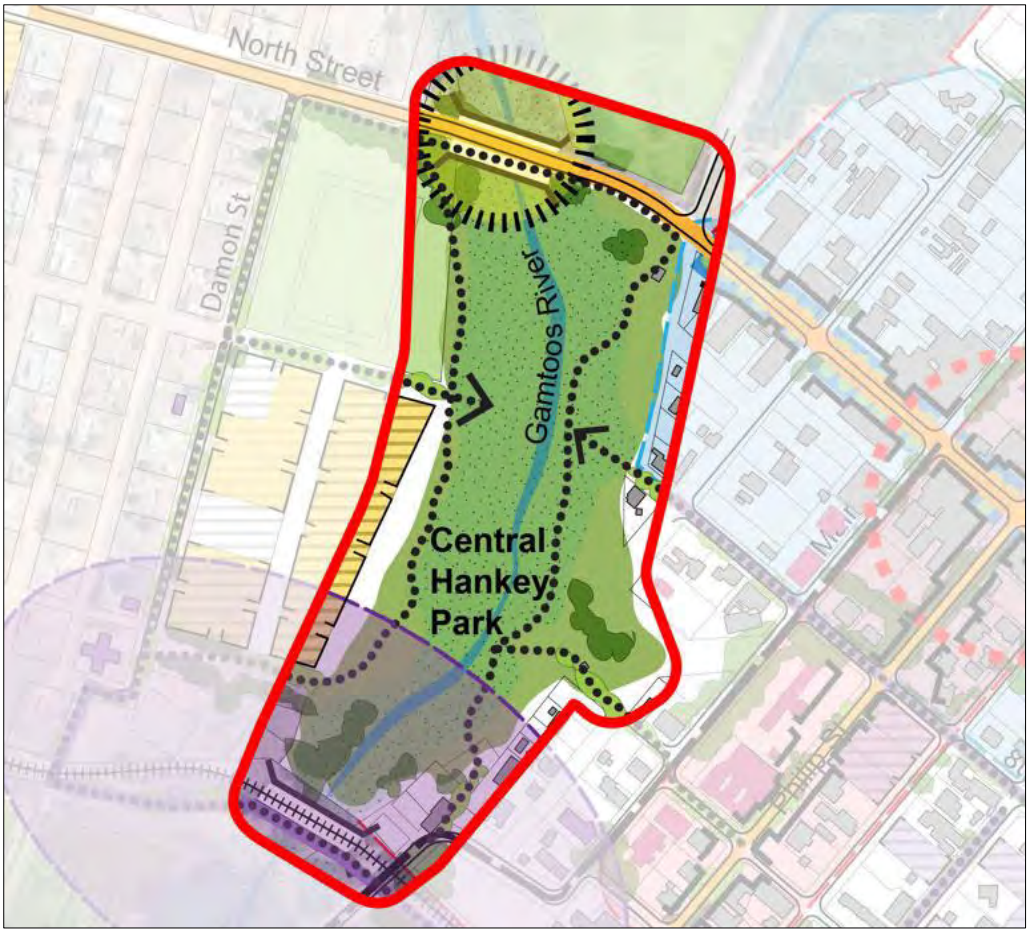
- Extend NMT sidewalks along North Street from CBD to Sarah Baartman Memorial and to the schools in Centerton
- Upgrade of North Street between Philip Street and the River
- Upgrade of North Street between Philip Street and Sarah Baartman Memorial
- Upgrade of Philip Street towards the Police station and Magistrates Court

▣ Gateways



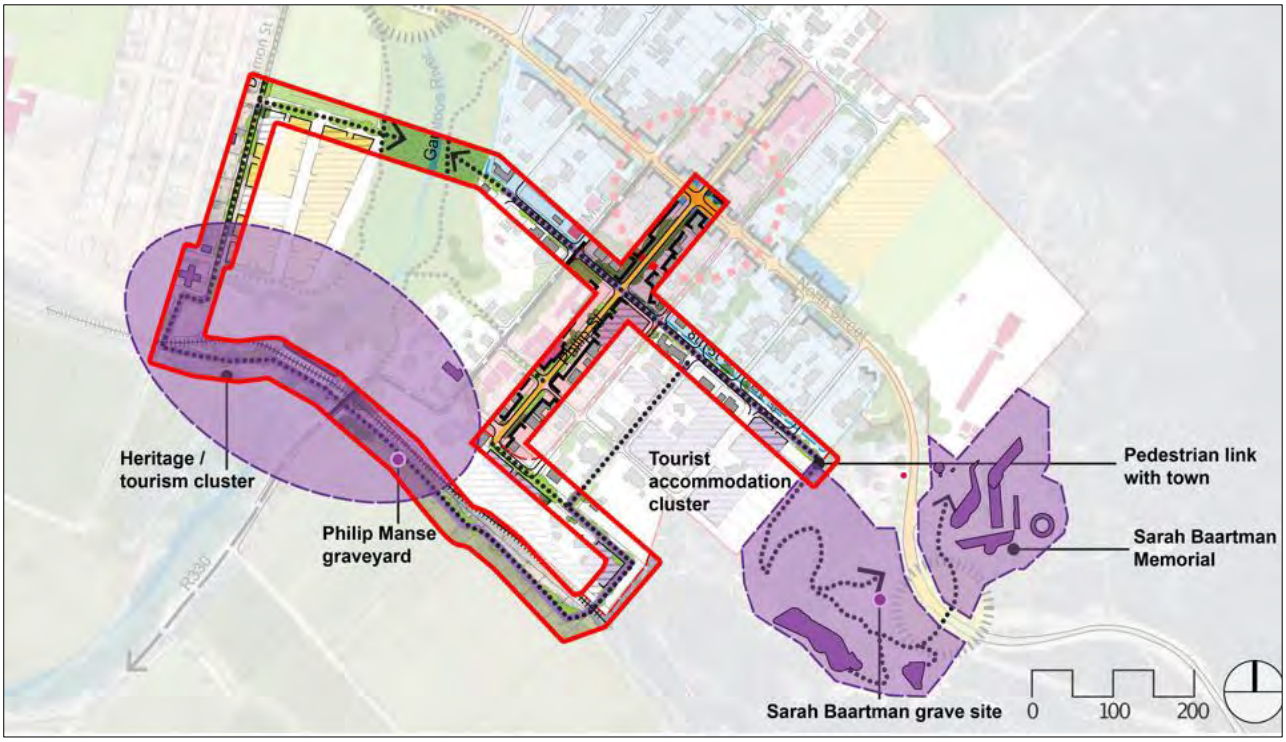
- Landscaping around Sarah Baartman Memorial Entrance
- Construction of clip on NMT bridge over the Gamtoos River

▣ Hankey Central Park



- Develop Landscape plan for the Hankey Central Park
- Implementation of landscaped park
- Clearing of entire area of alien vegetation, earthworks to create platforms, planting, play equipment, Laterite walkways with edging 2m wide, benches, tables

▣ Tourism Route



- Finalise tourism walking route, linking the various attractions
- Prepare plans for tourism walking route upgrading: tree planting, surfacing, route markers
- Implementation of tourism route
- Tree planting, signage, sidewalk paving

6 Chapter 6 : Monitoring & Review

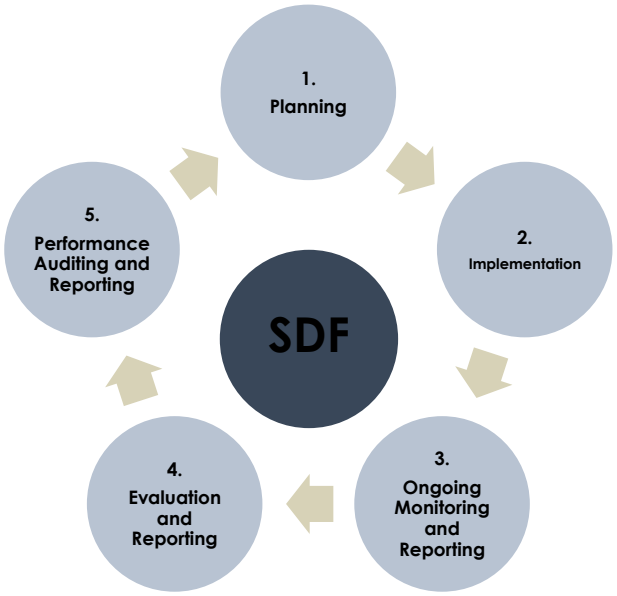
1.0 Monitoring

The Hankey CBD LSDF is not a stand-alone sector plan and should be an integral part of the annual IDP review cycle, IDP implementation strategy and monitoring mechanism. It is not recommended to establish parallel or separate monitoring, review and implementation mechanisms, but rather align with the existing performance management framework implemented by the Kouga Municipality.

Performance management and implementation in Local Municipalities are guided and informed through various legislative mechanisms with specific reference to :

- Municipal Systems Act (32 of 2000)
- Municipal Planning and Performance Management Regulations (2000)
- Municipal Finance Management Act (56 of 2003)
- Spatial Planning and Land Use Management Act (16 of 2013)

The legislation contains mechanisms for implementation monitoring, evaluation and review, and as indicated, the Hankey CBD LSDF should be part of this review cycle. In addition, the Kouga Municipality's Performance Management Policy should apply and expand to include SDF monitoring and review.



Annual Kouga SDF review should be an integral part of the IDP cycle.

The purpose of the LSDF is to provide a medium to long term vision and a set of strategies to attain this vision. SPLUMA requires that this be translated into an implementation framework that takes a 5-year view to inform the municipality's Integrated Development Plan and Budget. As a development, whether it be the public sector or the private sector, takes multiple years to be realised, it is not appropriate that the LSDF is substantially reviewed annually. The LSDF must encourage consistency and predictability in planning decisions to achieve the desired outcomes. Transformation of the built environment, in particular, is a long term process that requires determination and persistence.

Processes, including public participation processes, associated with the review of an LSDF are prescribed by SPLUMA and the Kouga Municipality SPLUM By-Law.

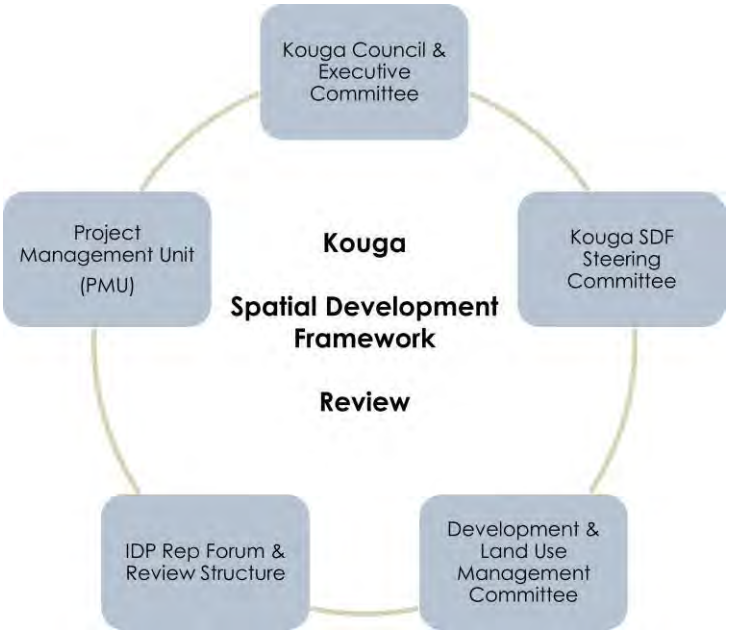
2.0 Review

The LSDF review cycle is managed and legislated through :

- Spatial Planning and Land Use Management Act
- Municipal Systems Act
- Kouga Spatial Planning and Land Use Management By-laws

These core legislative instruments confirm the LSDF review to be part of the Municipal Integrated Development Plan and therefore, the annual IDP review process should incorporate LSDF alignment. It is further required that the Kouga Municipality review its SDF through a 5-year review cycle.

LSDF Review can only be implemented successfully with the co-operation and integration of all sectors, departments and structures within the Municipality. However, the ultimate responsibility of LSDF Review and approval remains with the Council as a final decision-making structure. For the purposes of the Kouga SDF Review Cycle, the following structures will be instrumental in ensuring that the development vision is realised, and the Capital Expenditure Framework is implemented.



KOUGA LOCAL MUNICIPALITY

KOUGA
local municipality
Good Governance through Service Excellence



St Francis Bay Central Business District (CBD) Local Spatial Development Framework (LSDF)

Prepared in terms of the Spatial Planning & Land Use Management Act, 2013 (Act 16 of 2013)

2nd Draft

(Draft for Discussion & Public Participation Purposes)

Report 1799E/04

May 2024

Report Title :	St Francis Bay Central Business District (CBD) Local Spatial Development Framework (LSDF)
Report Number :	1799E/04
Report Date :	05.2024
Report Status :	Draft
Project Number	1799E
Prepared By :	Johan van der Westhuysen (Pr. Plan A/923/1996)
Contact Number :	083 321 2299
Email Address :	info@udec.co.za johan@udec.co.za

Note : *The data and content contained in this report, annexures and maps are based on information as received and interpreted by Urban Dynamics Eastern Cape from secondary sources, including the Client, Land Owner and Specialist Studies. Although Urban Dynamics Eastern Cape attempts, at all times, to present accurate and reliable information, we make no warranty of any kind, expressed or implied, to the accuracy and reliability of information sourced and obtained from secondary sources.*

The data and contents of this report remains the sole propriety and intellectual property of Urban Dynamics Eastern Cape and can only be used for the purposes of the project and evaluation of the application as determined by the relevant legislation.

Assisted by :

URBAN DYNAMICS
TOWN & REGIONAL PLANNERS
EASTERN CAPE

ENGINEERING ADVICE & SERVICES

Urban Design
HEDWIG CROOIJMANS-LEMMER

Contents

Chapter 1 : Background & Context 1

1.0 Background to the St Francis Bay Precinct Plan (Local Spatial Development Framework) 1
2.0 Objective of the CBD LSDF 1
3.0 Legal Status of the Precinct Plan 2
3.1 Legislation 2
3.2 Superseded Strategic Plans 2
3.3 Land Use Rights, Conflicts & Decision Making 2
3.4 Spatial Plan Alignment 3
4.0 Study Area Overview 4
4.1 LSDF Objectives 7
5.0 Precinct Plan Components & Report Structure 7

Chapter 2 : Policy Context & Vision Directives 9

1.0 National, Provincial & District Policy Directives 9
1.1 Spatial Planning & Land Use Management Act (SPLUMA) 9
1.2 Integrated Urban Development Framework (IUDF) 10
1.3 National Spatial Development Framework (NSDF) 12
1.4 Provincial Spatial Development Framework (PSDF) (Draft 2019) 13
1.5 District Spatial Policy Directives 15
1.6 Kouga IDP 15
1.7 Kouga SDF (2021) 17
1.8 Kouga SDF Land Use Management Guidelines 23

Chapter 3 : Analysis & Synthesis 25

1.0 Introduction 25
2.0 Biophysical Environment 25
2.1 Climate & Climate Change 25
2.2 Geology & Soils 26
2.3 Drainage & Gradient 27
2.4 Environmental & Biodiversity 28
2.4.1 National Environmental Management Act (NEMA) 28
2.4.2 Eastern Cape Biodiversity Conservation Plan (ECBCP) 29
2.4.3 Garden Route Biodiversity Conservation Plan 30
3.0 Built Environment 31
3.1 Renewal in Context 31
3.2 Historic Background 31
3.3 Macro Context & Linkages 32
3.4 Spatial Structure & Land Use 35
3.5 Land Use Rights & Land Use Management 39
3.5.1 Zoning 39
3.5.2 Land Use Management System 40
3.6 Ownership 41
3.7 Heritage 41

4.0 Infrastructure 42
4.1 Water Services *42*
4.2 Sanitation *44*
4.3 Stormwater *46*
4.4 Solid Waste *47*
4.5 Electricity *47*
5.0 Transport & Movement 48
5.1 Road Networks *48*
5.1.1 Existing Road Network 48
5.1.2 Road Condition 49
5.2 Existing Traffic Flow & Movement *50*
5.3 Traffic Flow *51*
5.4 Traffic Composition & Distribution *52*
5.5 Traffic Flow Variation *52*
5.6 Conclusion *53*
6.0 Socio Economic Profile 53
6.1 Kouga Socio Economic Indicators *53*
7.0 Synthesis and Key Development Issues 54

Chapter 4 : Spatial Development Framework 57

1.0 Background 57
2.0 Spatial Vision 57
2.1 Vision Directives *57*
2.2 Settlement Planning Principles *58*
2.3 CBD Spatial Vision *61*
3.0 LSDF Drivers and Spatial Strategies 61
3.1 Drivers *61*
3.2 Spatial Strategy *63*
3.3 Business Development in the Village CBD *65*
3.4 Public Facilities : Village Green & Community Node *67*
3.5 Mobility : Non-motorised Transport & Public Space *68*
3.6 Mobility : Motorised Transport & Circulation *70*
4.0 Catalytic Interventions 72
4.1 St Francis Drive Upgrade *72*
4.2 Village Green Development *77*
4.3 Pedestrian Urban Spaces (Rhapsody Square & Assisi Square) *79*

Chapter 5 : Implementation Framework 83

1.0 Legal Framework and Alignment 83
1.1 Package of Plans and Land Use Management System *83*
1.2 Municipal Land Use Scheme Alignment *84*
1.3 Sector Plan Alignment *85*
2.0 Policies and Guidelines for Decision Making 85
2.1 Objectives of Land Use Management *85*
2.2 Guiding Principles for Decision Making *86*
2.3 Legislative Requirements *87*
3.0 Capital Expenditure Framework (CEF) 89
3.1 Project Focus and Prioritisation *89*
3.2 Catalytic Projects (IDP Alignment) *90*
3.3 Strategic Projects *92*

Chapter 6 : Monitoring and Review 96

1.0 Monitoring 96
2.0 Review 97

Plans

Plan 1 : Locality 4
Plan 2 : Study Area (Aerial View) 6
Plan 3 : Provincial Spatial Development Framework 14
Plan 4 : Consolidated Spatial Concept 17
Plan 5 : Municipal Spatial Plan 18
Plan 6 : St Francis Bay Framework Plan 21
Plan 7 : St Francis Bay CBD Framework Plan 22
Plan 8 : Annual Rainfall 26
Plan 9 : Gradient & Drainage 27
Plan 10 : Terrestrial Eastern Cape Biodiversity Conservation Plan 29
Plan 11 : Garden Route Biodiversity Conservation Plan 30
Plan 12 : Land Uses 36
Plan 13 : Zoning 39
Plan 14 : Ownership 41
Plan 15 : Road Layout & RCAM 49
Plan 16 : Road Condition 50
Plan 17 : Traffic Count Locations & Link Volumes 51
Plan 18 : Draft Framework Plan : St Francis CBD 63
Plan 19 : Areas identified for Business activity in the CBD 66
Plan 20 : Village Green and Community Node 67
Plan 21 : NMT Network and key public spaces 69
Plan 21 : CBD located in the larger urban network 70
Plan 21 : Circulation Motorised Transport 71
Plan 21 : St Francis Drive Upgrade project 73
Plan 21 : Proposed Village Green St Francis Bay 77
Plan 21 : Location of Rhapsody and Assisi Square in St Francis Bay 79

Figures

Figure 1 : DRDLR Spatial Development Guidelines Final Draft as a Guiding Document 8
Figure 2 : Kouga Access to Water 42
Figure 3 : Kouga Toilet Facilities 44
Figure 4 : Kouga Refuse Disposal 47
Figure 5 : Kouga Electricity 47

Abbreviations

AO	Authorised Official
CB	Central Business
CBD	Central Business District
CBP	Community Based Planning
CMPr	Coastal Management Programme
DM	District Municipality
EAS	Engineering Advice and Services
ECSDF	Eastern Cape Spatial Development Framework
FLISP	Finance Linked Individual Subsidy Programme
ICMA	Integrated Coastal Management Act
IDP	Integrated Development Plan
IGR	Inter-Governmental Relations
ILUS	Integrated Land Use Scheme
KFC	Kentucky Fried Chicken
KLM	Kouga Local Municipality
KPA	Key Performance Area
LED	Local Economic Development
LM	Local Municipality
LOS	Level of Services
LSDF	Local Spatial Development Framework
MPT	Municipal Planning Tribunal
MSDF	Municipal Spatial Development Framework
NDP	National Development Plan
NEM	National Environmental Management
NMBM	Nelson Mandela Bay Municipality
NSDF	National Spatial Development Framework
NSDP	National Spatial District Municipality
PCS	Project Steering Committee
PGDP	Provincial Growth and Development Plan
PSDF	Provincial Spatial Development Framework
RCAM	Road Classification and Access Management
SANRAL	South African National Roads Agency Limited
SBDM	Sarah Baartman District Municipality
SDF	Spatial Development Framework
SMME	Small, Medium and Micro Enterprise
SPLUM	Spatial Planning and Land Use Management
SPLUMA	Spatial Planning and Land Use Management Act
WTW	Water Treatment Works
WWTW	Waste Water Treatment Works

1 Chapter 1 : Background & Context

1.0 Background to the St Francis Bay Precinct Plan (Local Spatial Development Framework)

This document represents the Local Spatial Development Framework (LSDF) for the St Francis Bay Central Business District (CBD) Precinct in the Kouga Local Municipality (KLM).

A Local Spatial Development Framework (LSDF) is an important Municipal Policy instrument provided for in legislation. Spatial development planning is a process to co-ordinate and optimise human activities, which require physical space or have an impact on physical space. Physical planning is therefore a public sector function that aims to promote public investment and regulatory frameworks within which private sector and public sector decision making and investment can take place.

The LSDF further aims to formulate spatially based policy guidelines whereby changes, needs and growth in the region can be managed to the benefit of the community. The LSDF should further guide and inform all decisions of the Municipality relating to use, development and planning of land, within a balanced assessment of need and to provide adequately for social and economic demands within a growing economy and population.

2.0 Objective of the CBD LSDF

The broad objectives of the CBD LSDF are outlined in the various policy mechanisms and guiding legislation, specifically the Spatial Planning and Land Use Management Act, 2013 (Act 16 of 2013) (SPLUMA) and the Kouga Spatial Planning and Land Use Management (SPLUM) By-laws.

Section 10 of the Kouga SPLUM By-laws confirms the objective of the LSDF :

(1) The Municipality may adopt a local spatial development framework for a specific geographical area of a portion of the municipal area.

(2) The purpose of a local spatial development framework is to:

- *(a) provide detailed spatial planning guidelines or further plans for a specific geographic area or parts of specific geographical areas and may include precinct plans;*
- *(b) provide more detail in respect of a proposal provided for in the municipal spatial development framework or where considered necessary to give effect to the municipal spatial development framework and or its integrated development plan and other relevant sector plans;*
- *(c) address specific land use planning needs of a specified geographic area;*
- *(d) provide detailed policy and development parameters for land use planning;*
- *(e) provide detailed priorities in relation to land use planning and, in so far as they are linked to land use planning, biodiversity and environmental issues; or*
- *(f) guide decision making on applications;*
- (g) *comply with any other relevant provision that will give effect to its duty to manage municipal planning in the context of its constitutional obligations.*

3.0 Legal Status of the Precinct Plan

3.1 Legislation

LSDF's are statutory plans, which by their very nature reflect the agreed spatial values, principles and proposals according to the future development visions and policies of the communities residing within each municipality. This spatial reflection of the IDP represents an important social compact that should be paramount in assessing where development should be permitted, or not permitted, in any area of the municipality.

- **Spatial Planning & Land Use Management Act (SPLUMA)**

  Section 22(1) and (2) of SPLUMA confirms the status of Municipal Spatial Development Frameworks and procedures for decision making and requires

  "a Municipal Planning Tribunal or any other Authority required or mandated to make a land development decision in terms of this Act or any other law relating to land development may not make a decision which is inconsistent with the Municipal Spatial Development Framework".

3.2 Superseded Strategic Plans

The St Francis Bay CBD LSDF supersedes the following strategic plans and policies applicable to the area (insofar as they affect the study area) :

- Kouga Spatial Development Framework (2021)

3.3 Land Use Rights, Conflicts & Decision Making

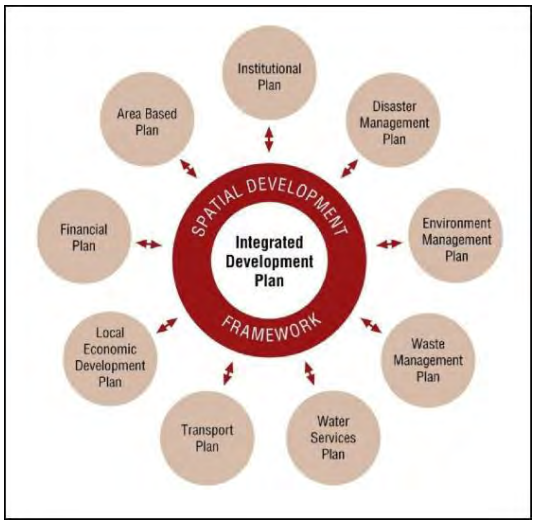
- The St Francis Bay CBD LSDF has the same status as the IDP and should be implemented in the same manner.
- The LSDF is an extension of the Municipal Spatial Development Framework (MSDF).
- The LSDF will not infringe upon existing land use rights.
- No guideline containing in this LSDF or any proposal regarding land use that may arise from it creates any rights or exempts it from the obligation under any other law.
- Specific reference is made to the procedure for a change in land use, Rezonings, Subdivision, Departure and/or Council's Consent for land development.
- The normal procedure with respect to Land Use Management as outlined in the relevant land use management legislation still applies, including the requirements of the National Environmental Management Act, 1997 (Act 107 of 1997) and others.
- The status of the Local Spatial Development Framework (LSDF) is confirmed in Section 22 (1) of SPLUMA, and it clearly notes that a Municipal Planning Tribunal may not make a decision that is inconsistent with the LSDF.
- Section 22 (2) of SPLUMA further notes that the Municipal Planning Tribunal may depart from the provisions of a Municipal SDF only if site-specific circumstances justify a departure from the provision of the LSDF.

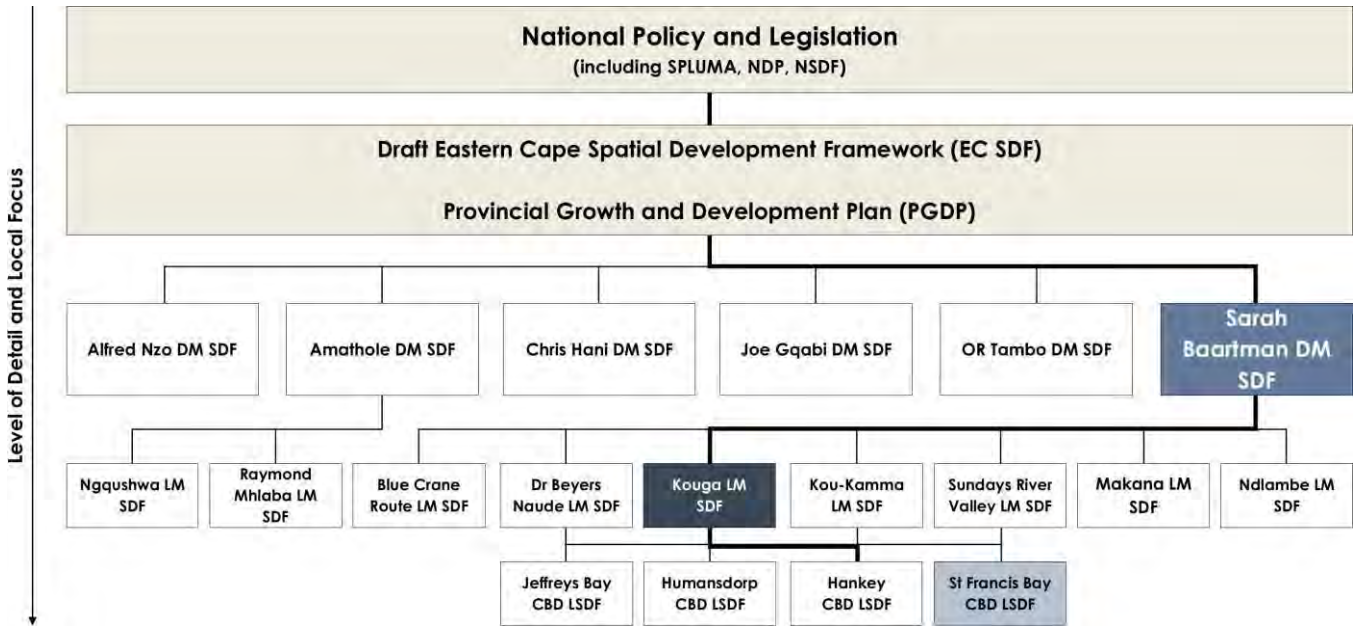
- Section 42 (1) of SPLUMA and Section 53 of the KLM Spatial Planning and Land Use Management By-laws further provide guidelines for decision making.
- Section 13 of the KLM By-laws provides guidelines for departure from the LSDF. These can be implemented subject to Section 13(1)(a) of the By-laws.
- The overall spatial vision, principles and development objectives of the LSDF should be consulted as part of a holistic approach to decision making and ensuring applications are consistent with the LSDF and MSDF Objectives.

3.4 Spatial Plan Alignment

The alignment of the LSDF and SDF to the Draft National Spatial Development Framework (NSDF) and the Draft Provincial Spatial Development Framework (PSDF) is essential to create alignment with National, Provincial and Local programmes and projects and the initiatives of parastatals, entities and agencies.

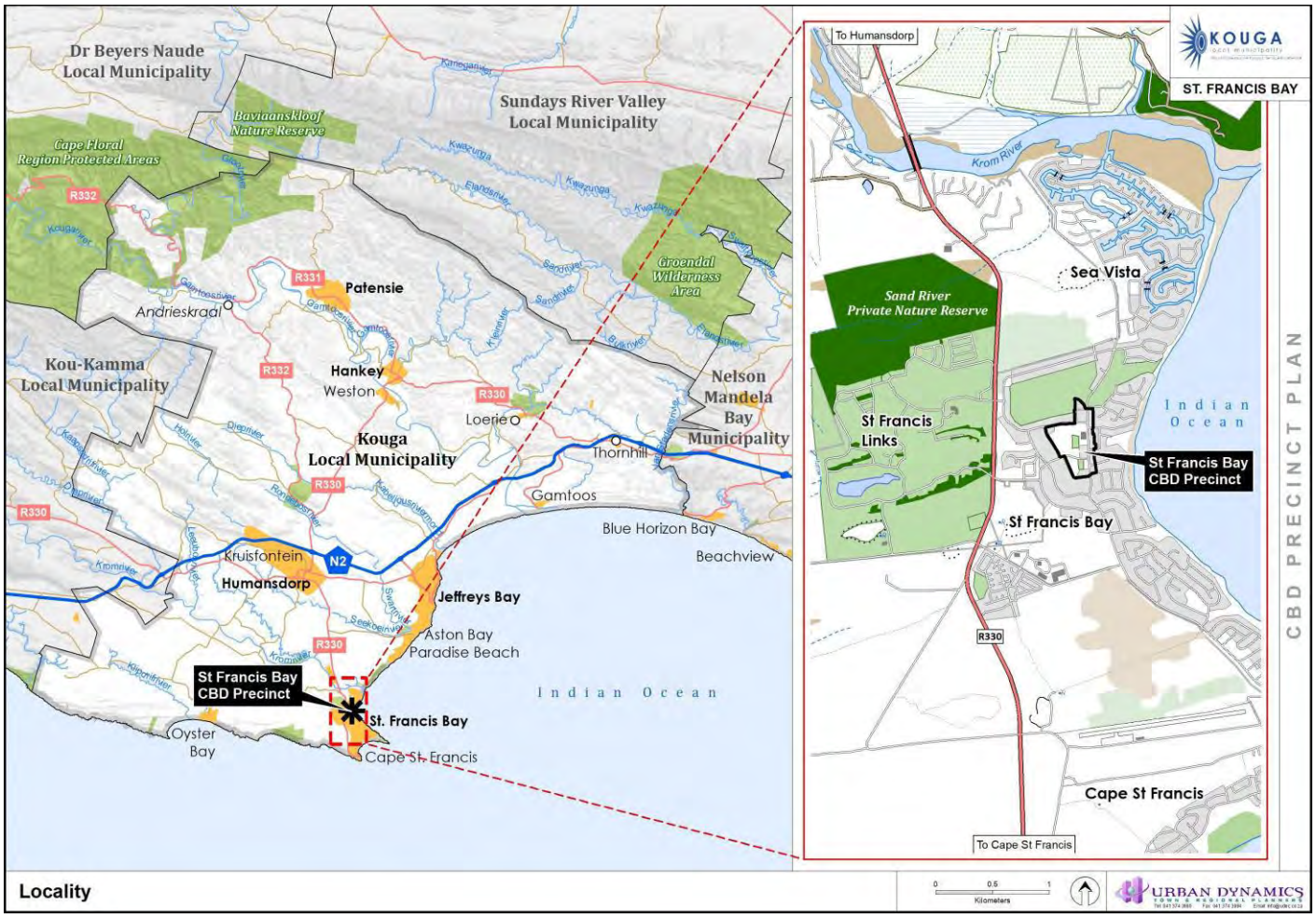
The District SDF needs to be of a strategic and regional co-ordinating nature referring to local SDFs, which are more detailed and reflect the situation on the ground according to community needs, community development codes, livelihood zones and development requirements.





4.0 Study Area Overview

The KLM is situated in the Eastern Province and is one of 9 Local Municipalities located within the Sarah Baartman District Municipal area. It is approximately 80 km west of Port Elizabeth and includes the coastal zone between the Van Stadens River in the east and the Tsitsikamma River in the west and inland stretches towards the Baviaanskloof Mountains and Gamtoos Valley in the north. The Municipality is characterised by 3 topographical regions, i.e. the coastal region (including the towns of Jeffreys Bay, St Francis, Cape St Francis and Oyster Bay), the Gamtoos River Valley (including the towns of Hankey, Patensie, Loerie and Thornhill) and Humansdorp and surrounding commercial farming area.



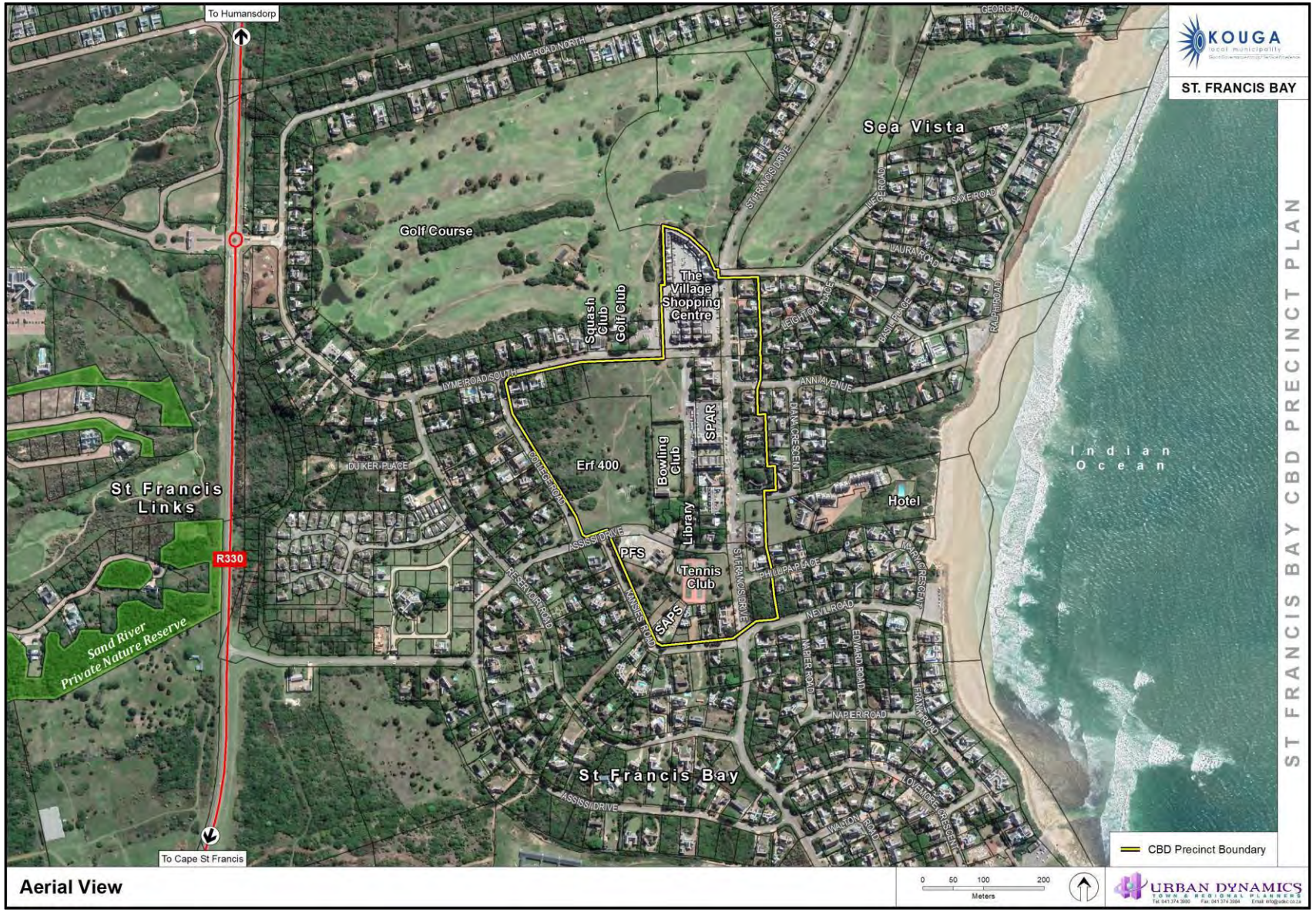
Plan 1 : Locality

ST Francis Bay is a coastal town located in the Kouga Municipality, Eastern Cape province of South Africa. The town is situated about 25km from Humansdorp. According to 2011 Census, the population of St Francis Bay is estimated to be at approximately 5 000. The town is characterised by low density, upmarket residential developments with strict architectural and aesthetic control. It has a small commercial and industrial component and largely depends on the bigger towns like Humansdorp and Jeffreys Bay for this purpose. The higher density, low income residential area of Sea Vista is experiencing high population growth and influx with a need for additional and future land.

Due to population growth, there has been pressure to expand the St Francis Bay CBD to accommodate a mix of land uses and further address challenges related to :

- Stagnant economic activity
- High levels of unemployment
- Underutilised buildings
- Basic infrastructure that is not maintained properly
- Lack of space for community facilities
- Road layout and transport linkages

The study area is bounded by Lyme Road South in the north, College Road and Kansies Drive in the west and the mid block east of St Francis Drive. The study area is situated centrally within the greater St Francis residential area, providing support commercial and social facilities.



Plan 2 : Study Area (Aerial View)

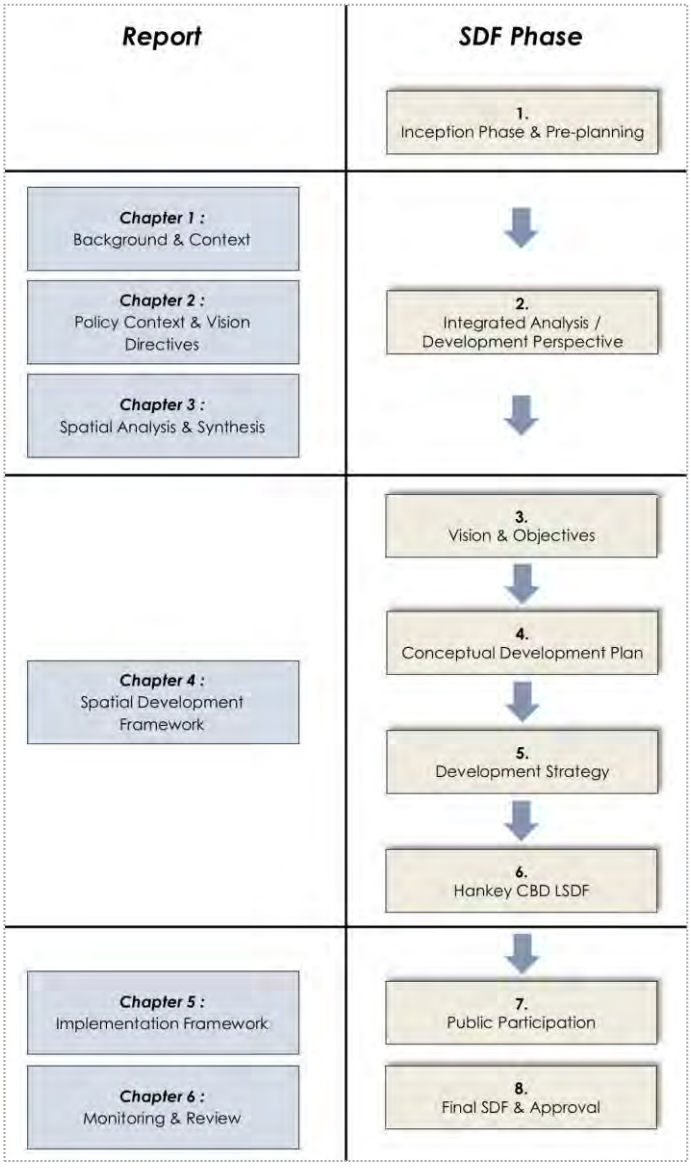
4.1 LSDF Objectives

The main objective in developing a Precinct Plan for the St Francis Bay CBD is :

- *To develop a spatial vision for the St Francis Bay CBD.*
- *To leverage private and community/ public investment within St Francis Bay.*
- *To enhance the collateral value of properties within the CBD.*
- *To create conditions for broadening of capital formation and business development.*
- *To achieve efficiency in the movement of goods and people by restructuring the spatial form of the CBD by introducing proper land use zones and supporting the introduction of activity nodes and movement corridors.*
- *To create vibrant public and economic spaces.*
- *To build institutional and development capacity that will contribute to social and economic cohesion.*

5.0 Precinct Plan Components & Report Structure

The LSDF methodology is based on an incremental approach and is strongly guided and directed through the National Guidelines for the Development of Local Spatial Development Framework (2021).



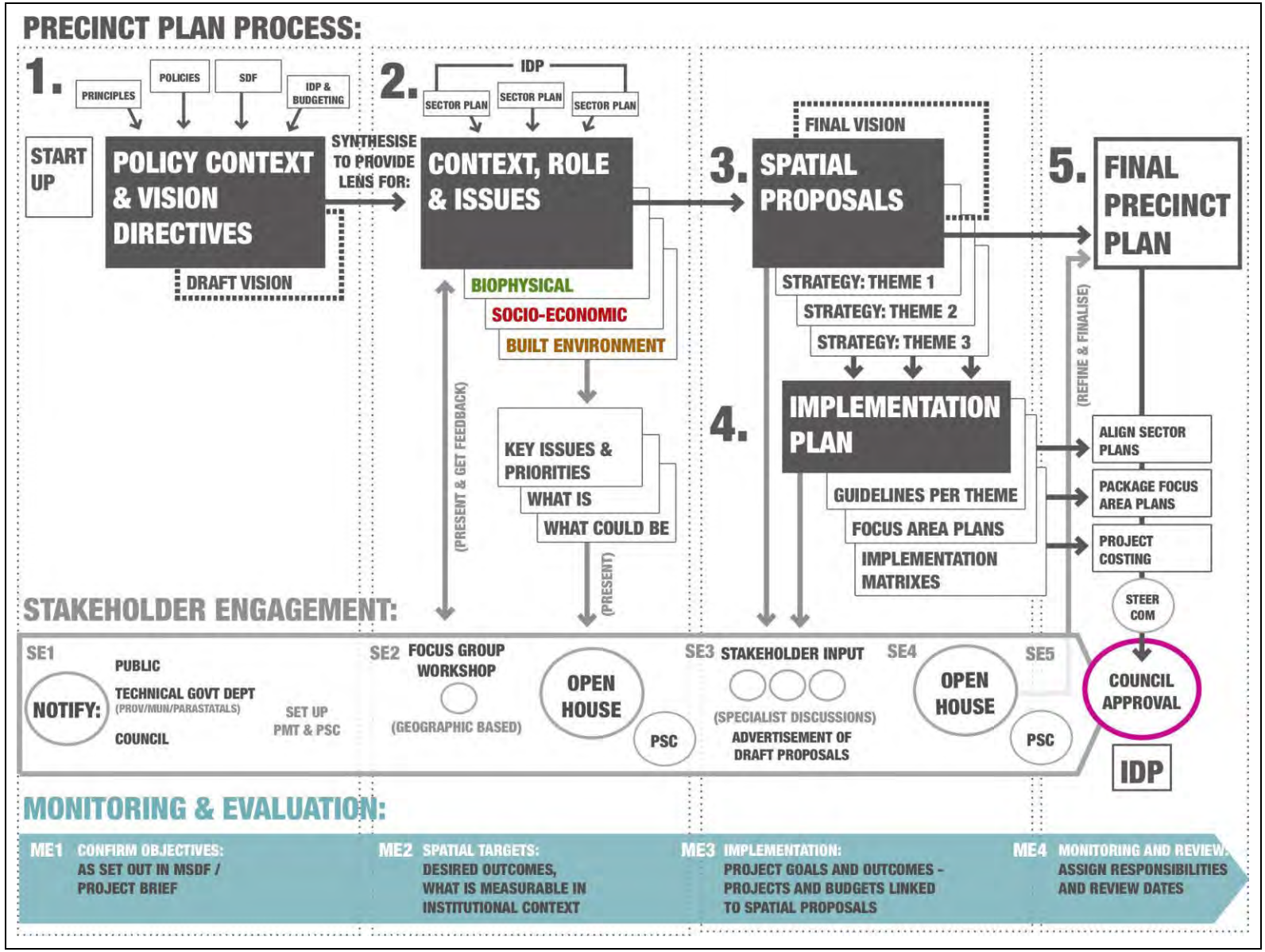
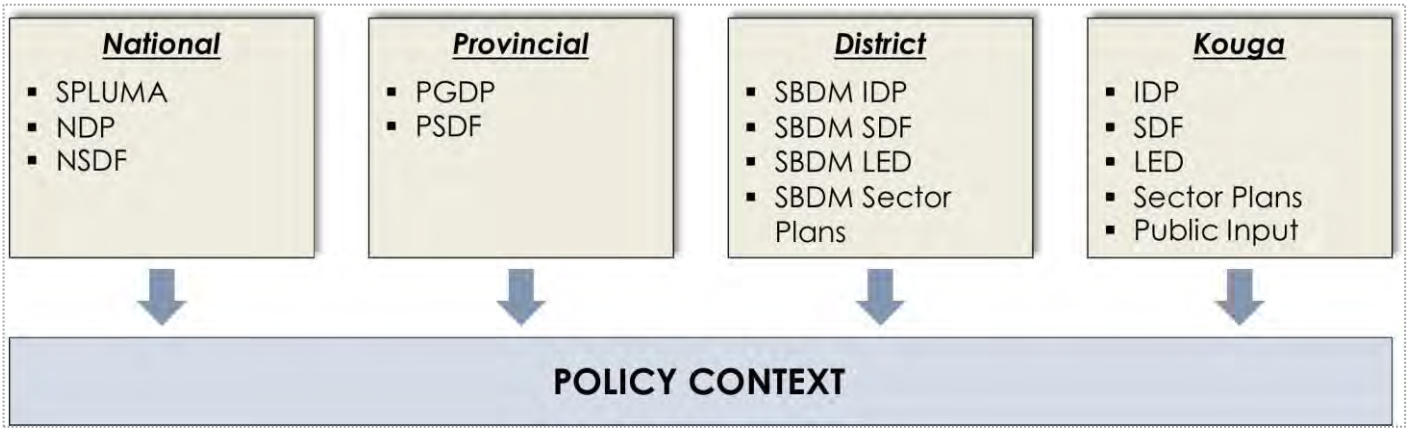


Figure 1 : DRDLR Spatial Development Guidelines Final Draft as a Guiding Document

2 Chapter 2 : Policy Context & Vision Directives

The spatial vision, principles and goals are guided by and should be aligned with various National, Provincial and Local informants. Specific reference is made to national guidelines and legislation for spatial development, i.e. Spatial Planning and Land Use Management Act (SPLUMA), National Development Plan (NDP), National Spatial Development Framework (NSDF), Provincial Growth and Development Plan (PGDP), Provincial Spatial Development Framework (PSDF), Kouga Integrated Development Plan (IDP), Kouga Spatial Development Framework (SDF), Kouga Local Economic Development (LED) Strategy and various sector plans.



The principles for strategic planning and urban restructuring are captured and well-documented in a range of National, Provincial and Local Policies and legislative directives. Although it is not the objective of the St Francis Bay CBD LSDF to unpack these in detail, the key issues are emphasised to provide planning and strategic decision making direction.

1.0 National, Provincial & District Policy Directives

The following are key principles to consider.

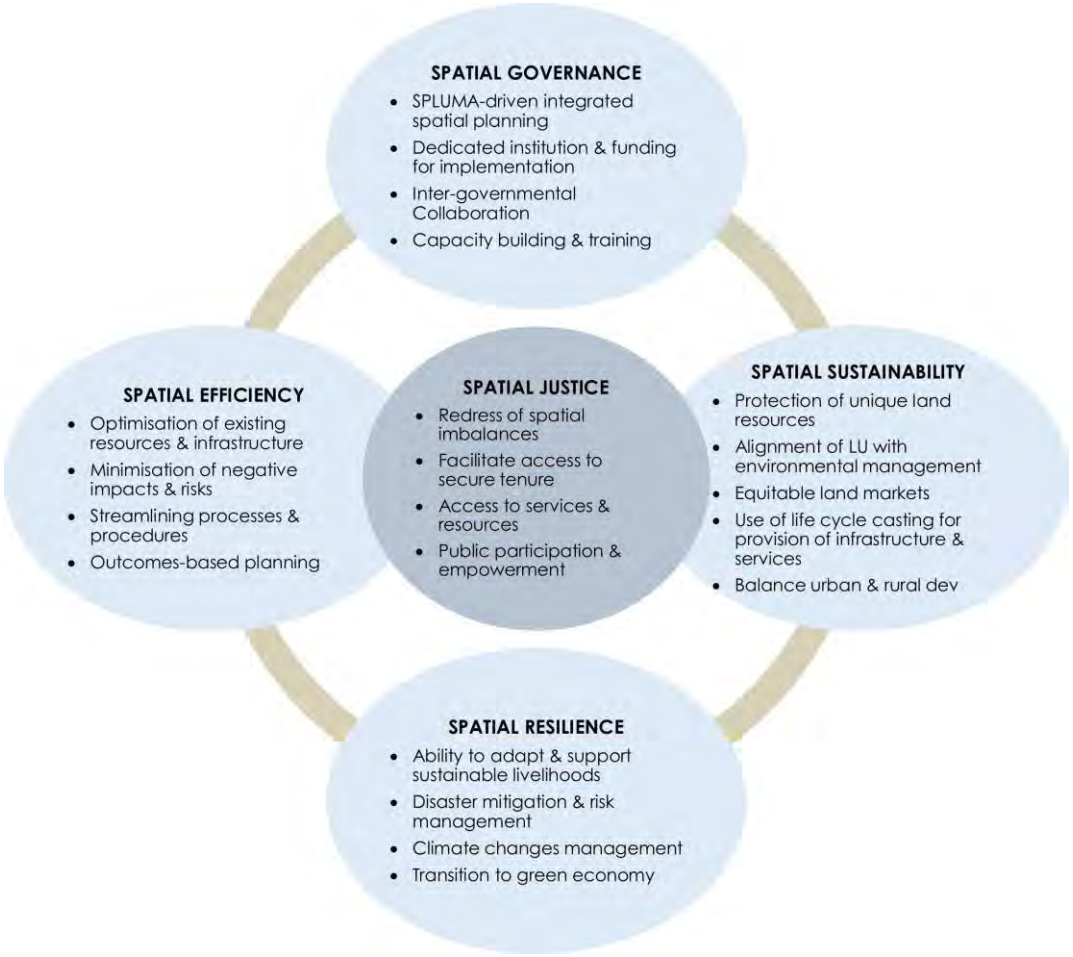
1.1 Spatial Planning & Land Use Management Act (SPLUMA)

SPLUMA provides an important set of overarching guidelines through the development principles contained in Chapter 2 of the Act.

The objectives of SPLUMA :

- Provide for a uniform, effective and comprehensive system of spatial planning.
- Ensure that the system of spatial planning and land use management promotes social and economic inclusion.
- Provide for development principles and norms and standards.
- Provide for the sustainable and efficient use of land.
- Provide for cooperative government and intergovernment relations.
- Redress the imbalances of the past and to ensure that there is equity in the application of spatial development planning and land use management systems.

Development Principles of SPLUMA :



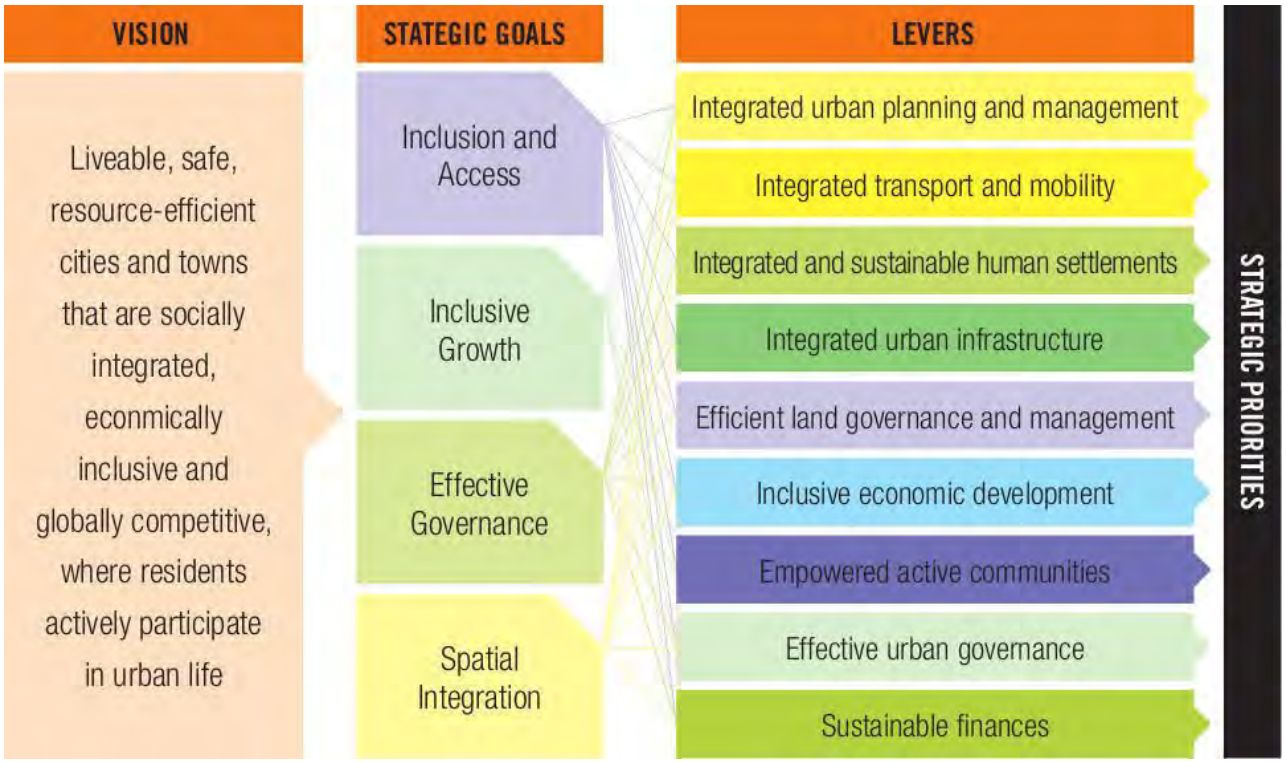
1.2 Integrated Urban Development Framework (IUDF)

The National Development Plan (NPD) indicated that by 2030 South Africa should observe meaningful and measurable progress in creating more functionally integrated, balanced and vibrant urban settlements. To attain this goal, the Department of Cooperative Governance developed the IUDF to transform and restructure South Africa's urban spaces.

The IUDF seeks to foster a shared understanding across government and society about how best to manage urbanisation and achieve the goals of economic development, job creation and improved living conditions by addressing current urban inefficiencies as outlined in the NDP. The IUDF responds to, and also builds on various chapters of the NDP, particularly chapter 8 'Transforming human settlements and the national space economy'.

It provides a framework for reorganising the urban system so that cities and towns can become more inclusive, safe, productive and resource efficient, thus becoming good places to work and live in.

▣ **IUDF Vision**



⇨ *Lever 1 – Objective*

To create cities and towns that are well planned and efficient, and so capture the benefit of productivity and growth, invest in integrated social and economic development, and reduce pollution and carbon emissions, resulting in a sustainable quality of life for all citizens.

⇨ *Lever 2 – Objective*

To create cities and towns where goods and services are transported efficiently, and people can walk, cycle and use different transport modes to access economic opportunities, education institutions, health facilities and places of recreation.

⇨ *Lever 3 – Objective*

To create cities and towns that are liveable, integrated and multi-functional, in which all settlements are well connected to essential and social services, as well as to areas of work opportunities.

⇨ *Lever 4 – Objective*

To create cities and towns that have transitioned from traditional approaches to resource-efficient infrastructure systems, which provide for both universal access and more inclusive economic growth.

⇨ *Lever 5 – Objective*

To create cities and towns that grow through investments in land and property, providing income for municipalities, which allows further investments in infrastructure and services, resulting in inclusive, multi-functional urban spaces.

⇨ *Lever 6 – Objective*

To create cities and towns that are dynamic and efficient, foster entrepreneurialism and innovation, sustain livelihoods, enable inclusive economic growth, and generate the tax base needed to sustain and expand public services and amenities.

⇨ *Lever 7 – Objective*

To create cities and towns that are stable, safe, just and tolerant, and respect and embrace diversity, equality of opportunity and participation of all people, including disadvantaged and vulnerable groups and persons.

⇨ *Lever 8 – Objective*

To create cities and towns that have the necessary institutional, fiscal and planning capabilities to manage multiple urban stakeholders and intergovernmental relations, in order to build inclusive, resilient and liveable urban spaces.

⇨ *Lever 9 – Objective*

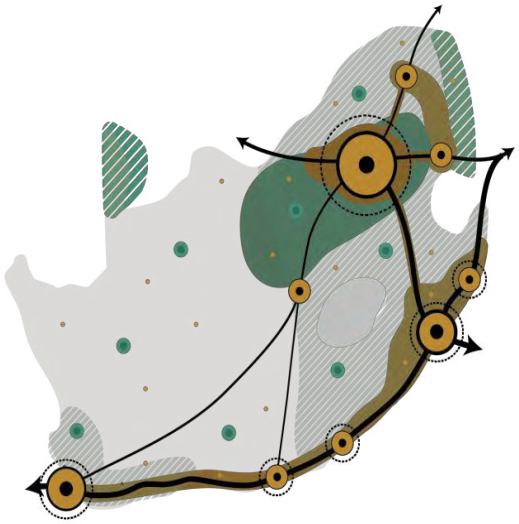
To create cities and towns that are supported by a fiscal framework that acknowledges the development potential and pressures of urban spaces manage their finances effectively and efficiently, and are able to access the necessary resources and partnerships for inclusive urban growth.

1.3 National Spatial Development Framework (NSDF)

The National Spatial Development Framework further provides spatial vision guidance for future planning and development.

The NSDF is further founded on 6 National spatial development concepts.





URBAN AREAS AND REGIONS AS ENGINES OF NATIONAL TRANSFORMATION, INNOVATION AND INCLUSIVE ECONOMIC GROWTH

NATIONAL SPATIAL DEVELOPMENT CORRIDORS AS INCUBATORS AND DRIVERS OF NEW ECONOMIES AND QUALITY HUMAN SETTLEMENTS

PRODUCTIVE RURAL REGIONS AS DRIVERS OF NATIONAL RURAL TRANSITIONS AND CORNERSTONES OF OUR NATIONAL RESOURCE FOUNDATION

A NATIONAL SPATIAL SOCIAL SERVICE PROVISIONING MODEL TO ENSURE EFFECTIVE, AFFORDABLE AND EQUITABLE SOCIAL SERVICE DELIVERY

A NATIONAL ECOLOGICAL INFRASTRUCTURE SYSTEM TO ENSURE A SHARED, RESILIENT AND SUSTAINABLE NATIONAL NATURAL RESOURCE FOUNDATION

A NATIONAL TRANSPORT, COMMUNICATIONS AND ENERGY INFRASTRUCTURE NETWORKS TO ENSURE A SHARED, INCLUSIVE AND SUSTAINABLE ECONOMY

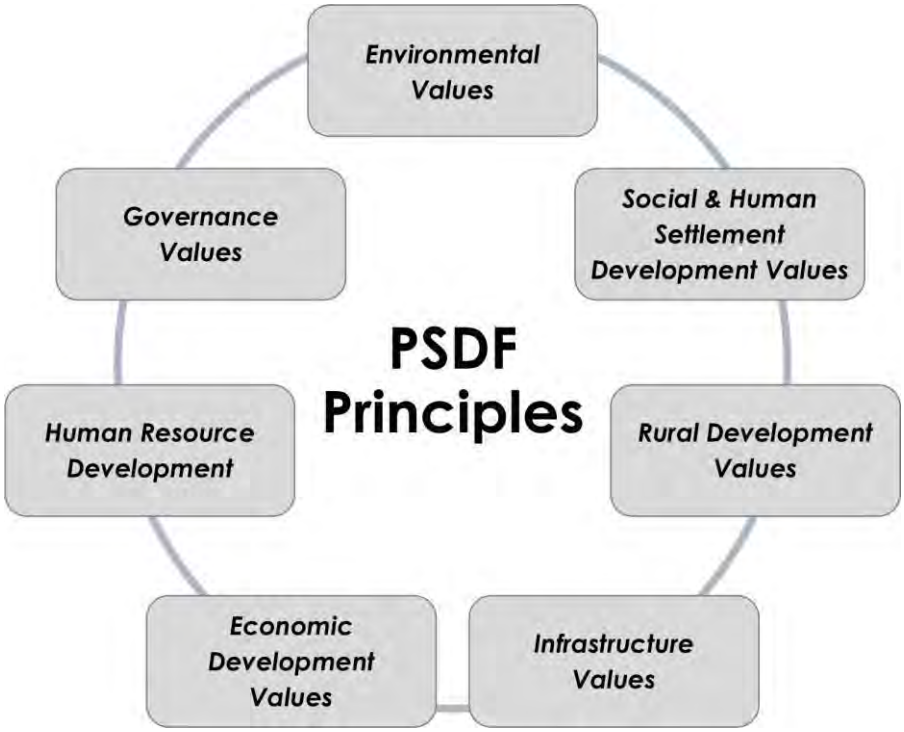
1.4 Provincial Spatial Development Framework (PSDF) (Draft 2019)

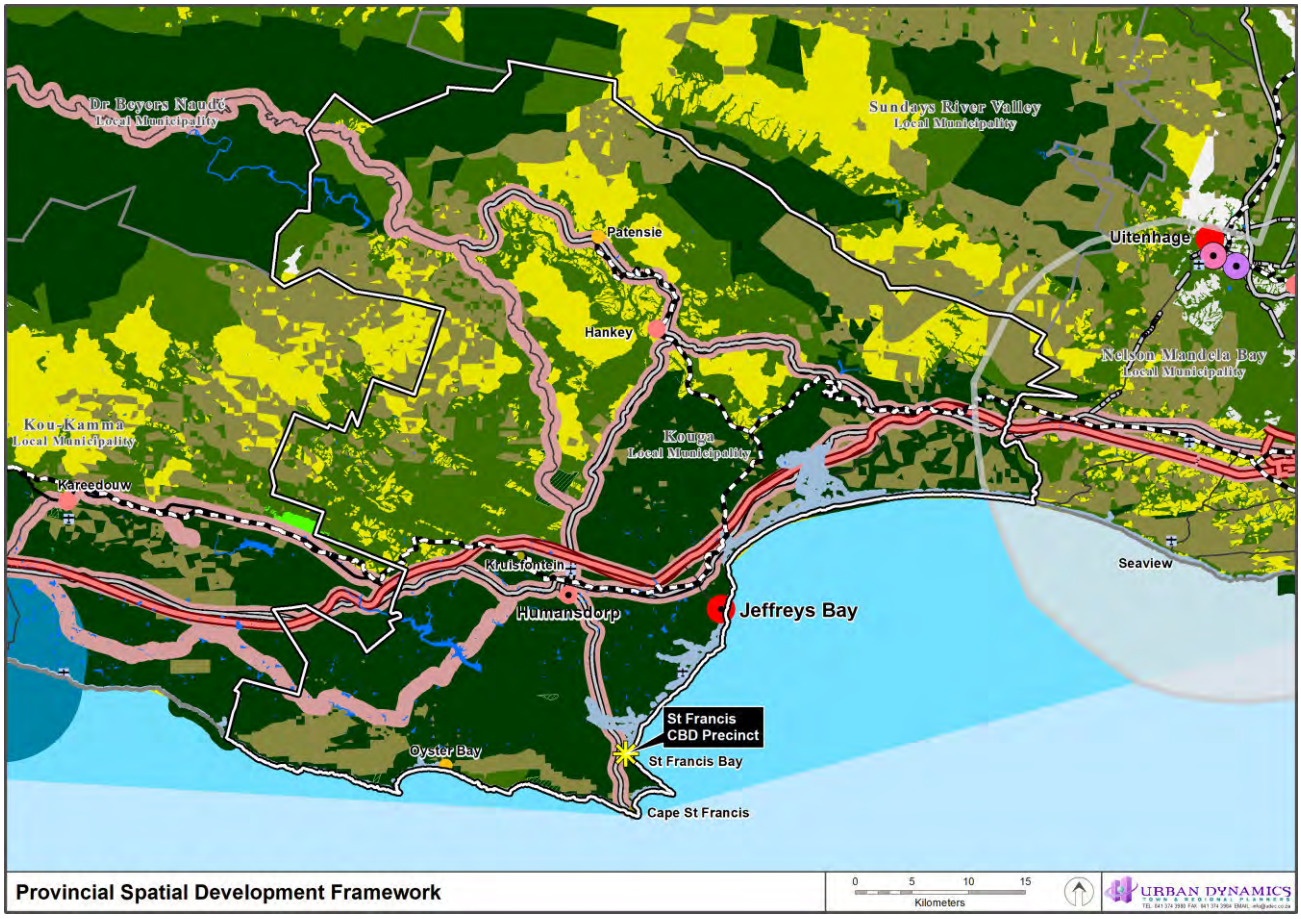
The Eastern Cape Province recently embarked on the revision of the Provincial Spatial Development Framework in terms of SPLUMA. The philosophy and approach of the Draft PSDF, for the purposes of the St Francis Bay Precinct Plan, is adopted.

The PSDF provides a spatial development vision for the Province :

> The future spatial perspective of the province over the next 15 to 20 years could be conceptualised in the context of the Provincial Growth and Development Plan vision of a "*poverty free Eastern Cape*". Understanding that such a vision would be founded upon a concept of a "*modern, ecologically sustainable economy based in agriculture, tourism and industry*", it is believed the future spatial perspective would comprise a *spatial development framework of managed urban and rural human settlements clustered in urban (settlement) regions and corridors, alongside productive agricultural precincts, managed ecological natural resource areas and connected to a network of strategic transportation corridors, open to the global, national and provincial economy*.

The PSDF is founded on 7 principles or spatial framework values.





Plan 3 : Provincial Spatial Development Framework

1.5 District Spatial Policy Directives

The following documents and strategies are specifically relevant and have been reviewed :

- Sarah Baartman District SDF (2013)
- Eastern Cape Biodiversity Plan
- Kouga IDP (2022/2027)
- Kouga SDF (2021)
- Kouga Land Use Scheme (2021)
- Kouga Spatial Planning and Land Use Management By-laws (2016)

1.6 Kouga IDP

▣ Municipal Vision

Good Governance through Service Excellence

▣ Municipal Mission

- To create a government that addresses the needs and respects the values of Ubuntu in our communities.
- To create a better life for all through delivering inclusive and affordable services to residents.
- To create a safe environment with diverse opportunities for economic growth and development.
- To create a responsive, accountable and caring government for all its people.
- To create an efficient, well-managed, corruption free and legally compliant municipality.
- To create and maintain an effectively governed administration that is committed to financial sustainability.

▣ Strategic Narratives



▣ Development Priorities

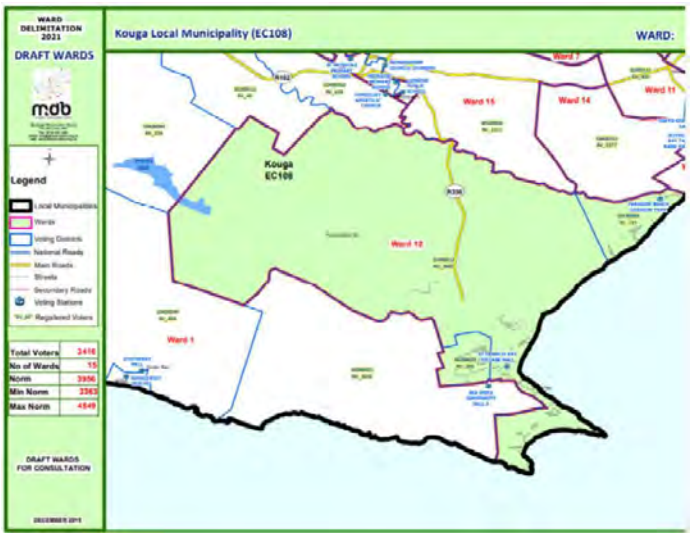
In support of the Municipal vision, the Municipality identified the following key focus areas.

KPA	Strategic Objective
1. Basic Services & Infrastructure	To manage and ensure the provision of basic municipal services and the reduction of infrastructure backlogs
2. Local Economic Development	To manage and provide town planning services and ensure the economic upliftment and development in the municipal area
3. Municipal Financial Viability & Transformation	To manage and provide financial services to ensure financial viability, compliance and reporting
4. Good Governance & Public Participation	To render integrated community services to enhance community development in general and promote a clean and safe environment
5. Institutional Transformation	To transform the institution into a high-performance organization with a skilled and diverse work force
6. Spatial Planning	To manage and provide town planning services and ensure the economic upliftment and development in the municipal area

▣ Ward 12 Priorities

The study area falls within Ward 12 and the IDP process identified the following broad priorities for the Ward.

- Illegal shacks in Sea Vista
- Law enforcement –Stray animals, bylaws crime
- Roads – Resealing of roads St Francis Drive, Grand Camore
- Roads – Potholes
- Gravel Roads –grading of gravel roads Cape St Francis Bay
- Beach –spit and dune- rock reventment
- Waterbourne sewerage
- Service improvement on sewerage trucks- 2day turnaround
- Water
- Stormwater maintenance and upgrade
- Water line upgrade – Canal Road – ongoing project
- Replacement all other old water pipes
- Canal bridges upgrade –on going project
- V drains –Lyme Road south and north
- Fire hazard –fire breaks and bush clearing incl plot clearing
- Erf 554- ongoing project
- Street Names
- Waste -water pump upgrade – ongoing project



- Upgrade of road to boat launching site at Kromme River Bridge – last bit of project
- Illegal signs
- Maintenance of Beach facilities – ongoing project

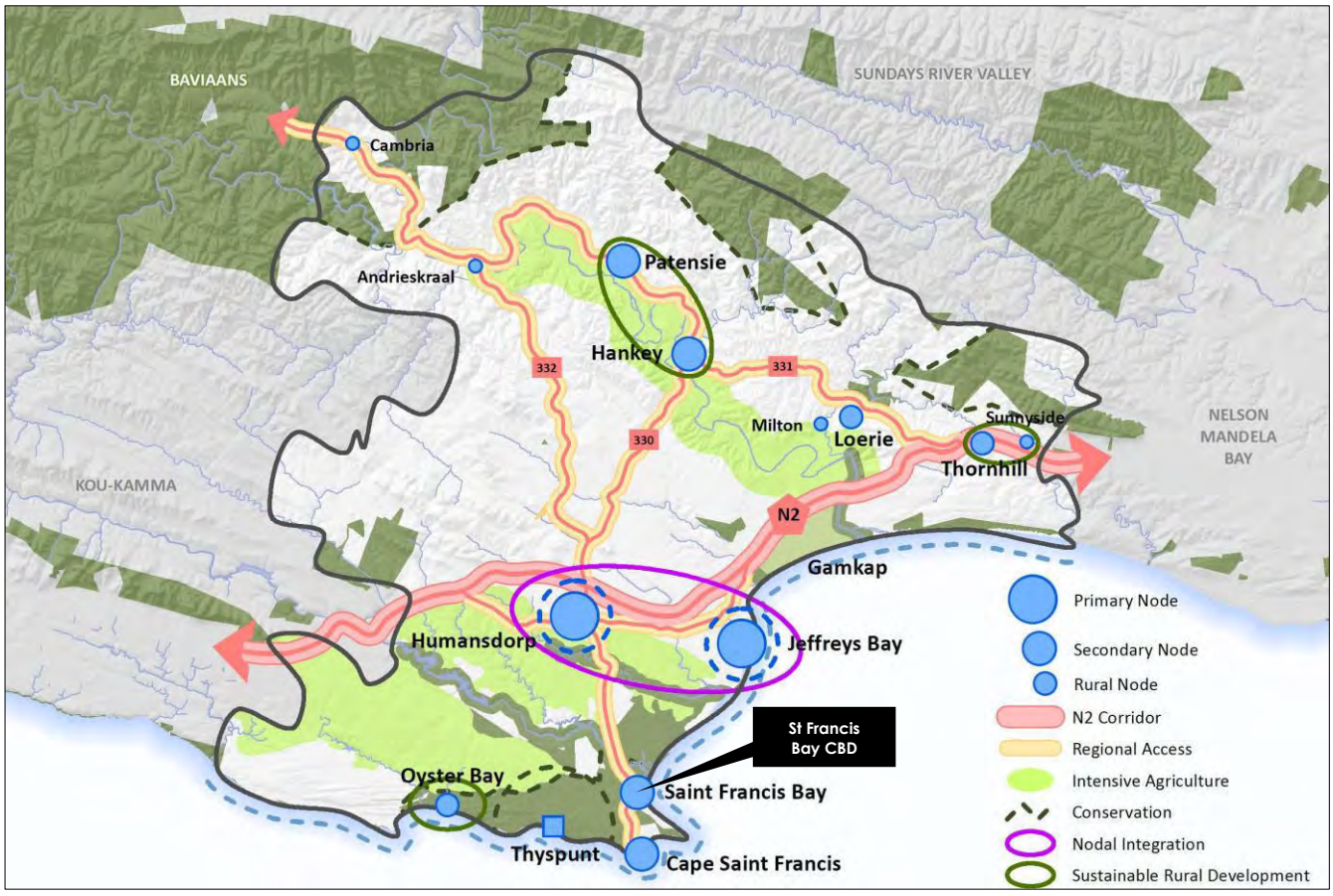
1.7 Kouga SDF (2021)

Spatial Vision :

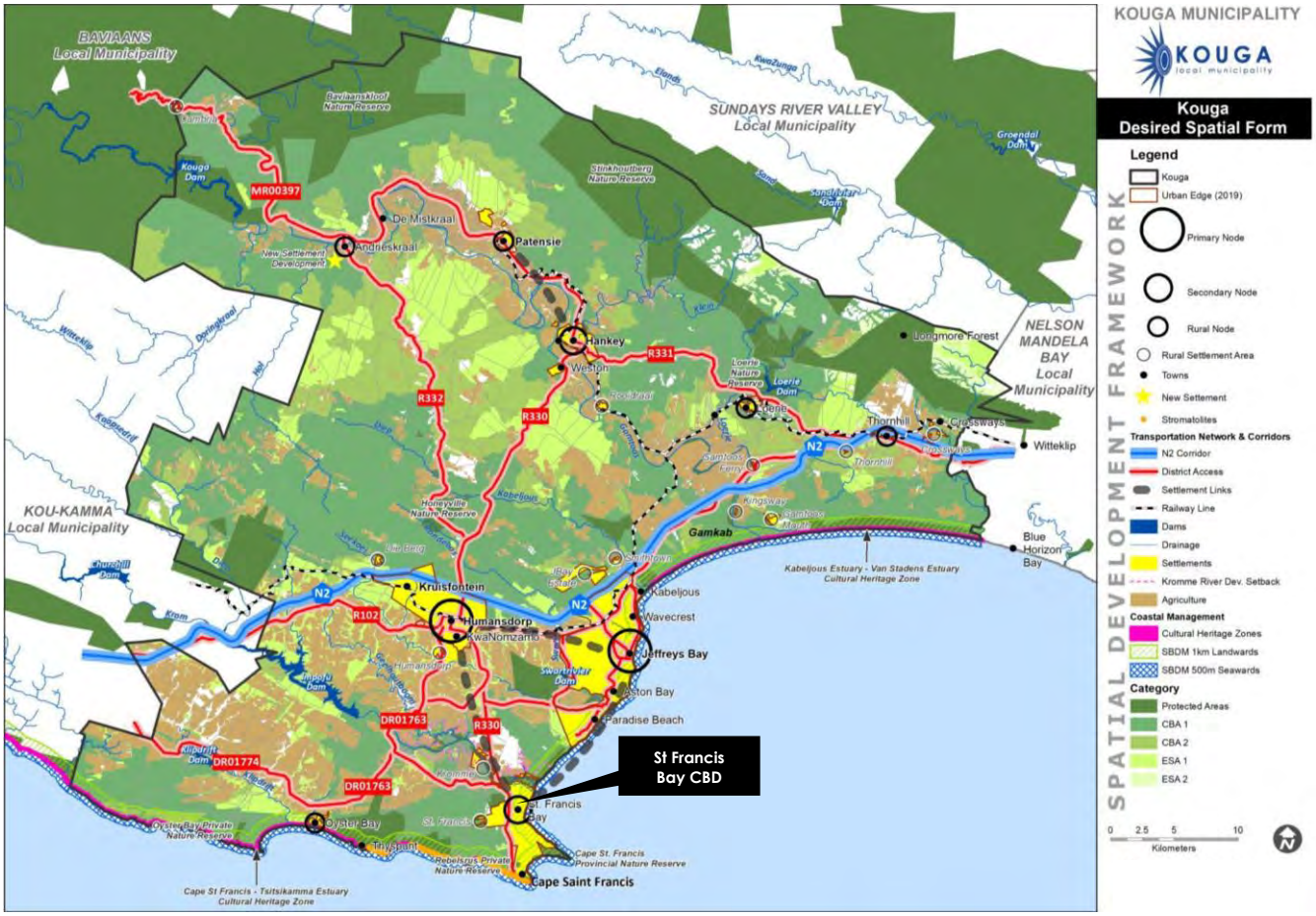
> "*Kouga is a municipal area where well protected natural resources provide economic opportunities and a framework within which a network of well-connected SMART settlements, with a small town feel, provides social and economic opportunities for all residents*."

This Vision is built on the following components :

- A hierarchy of settlements
- Networks – Mobility and Logistics
- Protect natural resources/Integrated Environmental Management
- Promoting Agriculture and Rural Development
- Efficient functioning of settlements / Resilient, Inclusive, Smart and Sustainable Settlements



Plan 4 : Consolidated Spatial Concept



Plan 5 : Municipal Spatial Plan

▣ St Francis Bay Nodal Framework

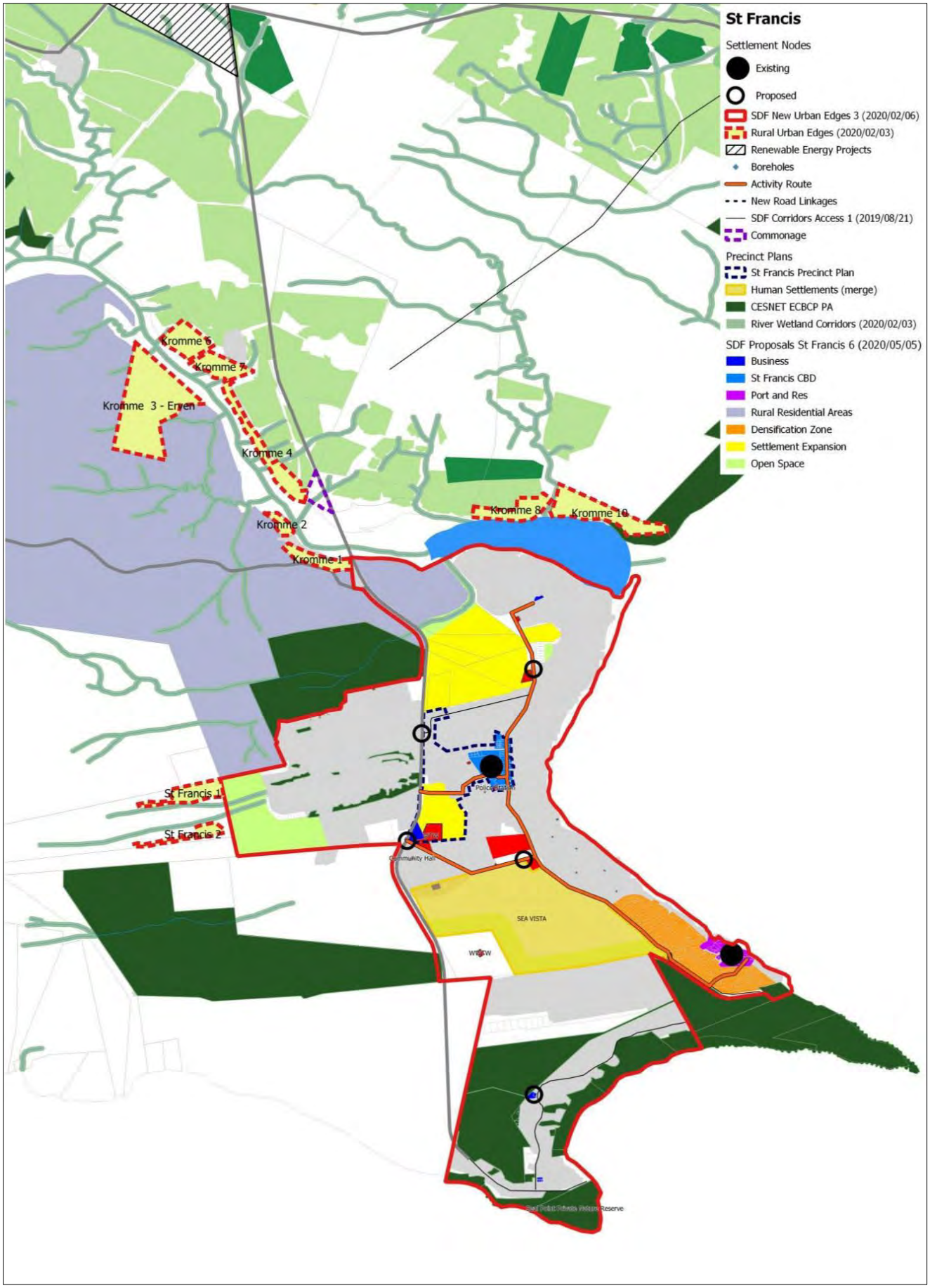
Nodal Status : Secondary Node	
Description	**Priorities**
Context	• The St Francis Bay / Cape St Francis coastal towns are characterised by low density, upmarket residential developments with strict architectural and aesthetic control. The area has a small and limited commercial and industrial component and largely depends on the bigger sentra like Humansdorp and Jeffreys Bay for this purpose. The higher density, low income residential area of Sea Vista is experiencing high population growth rates and influx with a need for additional and future land.
Opportunities	• Opportunities for expansion and urban growth east of the R330. • High tourist and recreational potential with opportunities for expansion of the leisure industry. • Specific architectural guidelines and identity with niche development, i.e. canals, harbour and St Francis Links Golf Estate. • Large number of vacant stands provide opportunity for redevelopment and densification.
Constraints	• Future development and expansion west of the R330 and in specific locations are restricted through environmental constraints and biodiversity. • High demand for lower income residential opportunities and land for settlement. • Relatively small commercial component with opportunities for expansion and sustainability. • Engineering services constraints. • Unmanaged and illegal land development along Kromme River.

Nodal Status : Secondary Node	
Description	**Priorities**
Urban Edge	• Limit further expansion of the urban edge to enable environmental conservation and protection. • Promote protection and acknowledge various conservation and conservancy areas, inside and outside the urban edge. • Limit further settlement expansion west of the R330. • Urban structure should take cognisance of the demand for lower income residential typologies, within the greater St Francis Bay area
Nodes, Corridors & Access	• Future high intensity business should be contained to the identified areas, with specific reference to the St Francis Bay CBD area as demarcated. • Support mixed use development at Sea Vista entrance. • Future expansion of Sea Vista residential area to include commercial land allocation. • Prevent intrusion of commercial activity within existing residential area. • Main access corridors to be maintained and incrementally upgraded as part of a medium to long term infrastructure strategy.
Infill & Densification	• The demand for low income and subsidised housing in the greater St Francis is acknowledged through possible expansion of Sea Vista south towards the waste water treatment works. • Further development of this land should be based on an environmental assessment and land suitability assessment. • Infill and densification areas north of Sea Vista and west of the canals should be based on sound environmental principles and subject to land suitability. • Future expansion of Cape St Francis, outside existing residential footprint is not proposed as a medium strategy. • Densification within existing residential areas should be based on densification guidelines. • The low intensity of existing development particularly in Satareme provides an opportunity for the intensification and densification.
Human Settlement	• Human Settlement :Land Demand by 2030 – 65ha • Human Settlement :Land Demand by 2050 – 129ha • SDF 2019 Provision – 115ha • The Sea Vista area is faced with a shortage of land for the construction of low-cost houses and an estimate of 52 ha of land is needed to address the backlog of 2000 prospective beneficiaries registered on the housing needs register.
Conservation	• All future development and densification should be based on environmental guidelines, proposed coastal setbacks, coastal conservation guidelines and general conservation principles. • The integrity of the existing and proposed open space and conservation system should be maintained. • Placement of rock revetment, nourishment of spit and beach in St Francis Bay
Community Facilities	• Sports Facilities - Facilitate negotiations for the transfer of Erf 400 from the Department of Public Works to Kouga Municipality – Concluded • Facilitate a development plan for Erf 554 - Rezoning of Erf 554 (St Francis Bay) for sporting facilities • Upgrade Cape St Francis ablution facilities

▣ Kouga SDF : St Francis Bay Actions (Strategies)

The spatial planning actions required to achieve the Framework are reflected below :

1	Precinct Plan Sea Vista Entrance (Tarragona Road) Mixed Use
2	St Francis and Cape St Francis Densification Policy and Identification of densifications areas
3	Santareme Densification area
4	Transfer of Erf 400 from the Department of Public Works to Kouga Municipality
5	Development plan for Erf 554 - Rezoning of Erf 554 (St Francis Bay) for sporting facilities
6	Upgrade Cape St Francis ablution facilities
7	Upgrade the water supply suspension bridge to a more robust and sustainable arrangement
8	Prepare a Water
9	Upgrade WWTW
10	Prepare a sewer master plan and action plan.
11	Upgrade main gravity
12	Prepare a stormwater management plan which will address amongst other matters the stormwater runoff from behind Santareme.
13	General road maintenance
14	Identify Waste Drop-off Sites
15	Upgrade sections of the St Francis Bay electrical reticulation
16	Upgrade electrical reticulation in Sea Vista to avoid losses
17	Increase electrical capacity (Increase ESKOM's notified demand)
18	Prepare the St Francis and Sea Vista LSDF
19	St Francis CBD Precinct Planning
20	Homestead Rd and Sea Vista Planning



Plan 6 : St Francis Bay Framework Plan



Plan 7 : St Francis Bay CBD Framework Plan

1.8 Kouga SDF Land Use Management Guidelines

▣ Central Business Focus Area

Background	Policy Statement
The designation of a CB Focus Area boundary enables the creation of tailored development proposals that meet the specific needs of the core of each settlement.	• These areas would be characterised by mixed uses, including higher density residential as well as the conversion of low intensity old housing stock to more intensive and efficient uses. • The St Francis Bay CBD specifically has the potential to take advantage of the tourism sector to create an attractive and high intensity beachfront, which still maintains a 'small-town' feel. • The specific development proposals and parameters will be set out in precinct plans and LSDF's for each area and settlement. • CBD Development should take account of the following: - The existing environment should be enhanced rather than eliminated. - Incorporate 'good' existing natural features into the proposals to ensure legibility and ensure that the current open space network is respected and integrated. - Existing structures should be repurposed where possible and appropriate. - Ensure walkability and access to public transport (Create high quality commuter facilities and infrastructure. - Public transport promoted as key mode of mobility and commuters should be designed for. - Incorporate mixed use development principles. - Higher residential need to be promoted (Refer to Residential Densification guidelines) and a broad spectrum of income groups and ownership patterns need to be included. - Support both the formal and the informal sector, and enhancing existing areas of activity.

▣ Settlement Upgrading

Background	Policy Statement
The provision of adequate housing facilities for the population of the study area is one of the key principles and priorities embedded in the constitution. The development of residential areas and creation of liveable environments is of critical importance for social sustainability and upliftment of the people residing within the study area.	• The focus is to upgrade and formalise existing informal areas. • Strive to eradicate informal housing and/or shacks. • Residential densities and non-residential land uses to be guided by detailed planning and accommodation of existing structures on-site. • Detailed planning to include feasibility, no-go areas and development options. • Residential densities up to 50 units per ha and above are encouraged. • Settlement upgrading should only be undertaken where the site is suitable for the intended settlement development and the residents can be effectively integrated into the existing urban fabric.
Settlement Projects	• Approved housing projects indicate sites where housing projects are in the planning phase or implementation phase. • Proposed future housing projects indicate sites that have been identified as potential sites for housing development.

▣ Mixed-Use

Background	Policy Statement
To create a specific urban environment of mixed use through the redevelopment, infill and expansion or conversion of existing buildings or vacant land. *Mixed use is focussed on combining compatible land uses in a manner which will enable higher intensity and diverse development.*	• The intention of the Mixed Use categorisation is to increase development intensity within the demarcated mixed use area. Permit multiple uses to support commercial, high density residential, office, entertainment and support facilities without negatively impacting on the surrounding development. • Departures from the ILUS development parameters can be considered in specific cases to improve development, density and footprint. • Manufacturing and light industrial activities not permitted. • Residential densities in excess of 50 units per ha to be promoted. • Site development plans for all developments to be submitted for consideration prior to submission of a land use or building plan application.

▣ Settlements : Business

Background	Policy Statement
Business districts, secondary business nodes and informal business activity are one of the most important formative agents within the urban structure given the past segregated planning policies. The placing, development and expansion of future business areas can play a major role in assisting the restructuring of the urban form. *This component refers to the current and proposed sites for Business / Commercial use and include any land uses where enterprise for commercial and/or professional services and/or retail uses are to take place.*	• Business/commercial related land use should be confined to the core urban areas (central business district) and secondary/lower order nodes. • The infiltration of business/commercial uses into a residential area or the periphery of the CBD should not be permitted (this excludes small house/spaza shops). • Spaza/House shops are encouraged along main roads in all informal or previously disadvantaged areas. This must be aligned with the policy of informal trading. • House shops should not be encouraged on Single Residential zoning except on properties that are currently zoned informal (It must be limited to all government low income housing schemes). • In order to attract investment, the provision of land for business purposes with the associated infrastructure should be provided on a pro-active basis. • The development of SMME should be encouraged in selected locations in or near business nodes and the CBD. • House enterprises and house shops should be permitted in residential areas. • The central business district should be demarcated. • Close linkages between business development and the local economic development plan and strategies should be implemented and co-ordinated on a sub-regional and district level. • Business proposals within residential neighbourhoods may be considered if the adjoining property is zoned for business. This is provided also that access is obtained from the same street. The proposed business must be compatible with the existing business and character of the area.

3 Chapter 3 : Analysis & Synthesis

1.0 Introduction

The analysis of the study area represents an overall spatial picture of the St Francis Bay CBD, the current situation, patterns and trends within the area and quantify specific needs and capacities. The information is focussed on key developmental sectors and based on the key issues identified.

2.0 Biophysical Environment

The bio-physical status quo for the CBD is outlined in the following sections, including :

- Climate and Climate Change
- Topography and Drainage
- Environment Management

2.1 Climate & Climate Change

The climate within Kouga differs between the 3 main geographical features, i.e. Coastal Region, Humansdorp and the Gamtoos River Valley. The area is classified as subtropical and is situated in an intermediate zone between the summer and winter rainfall zones of the country, with annual precipitation between 400 and 650mm along the coast and in the Humansdorp area with slightly lower rainfalls in the Gamtoos River Valley.

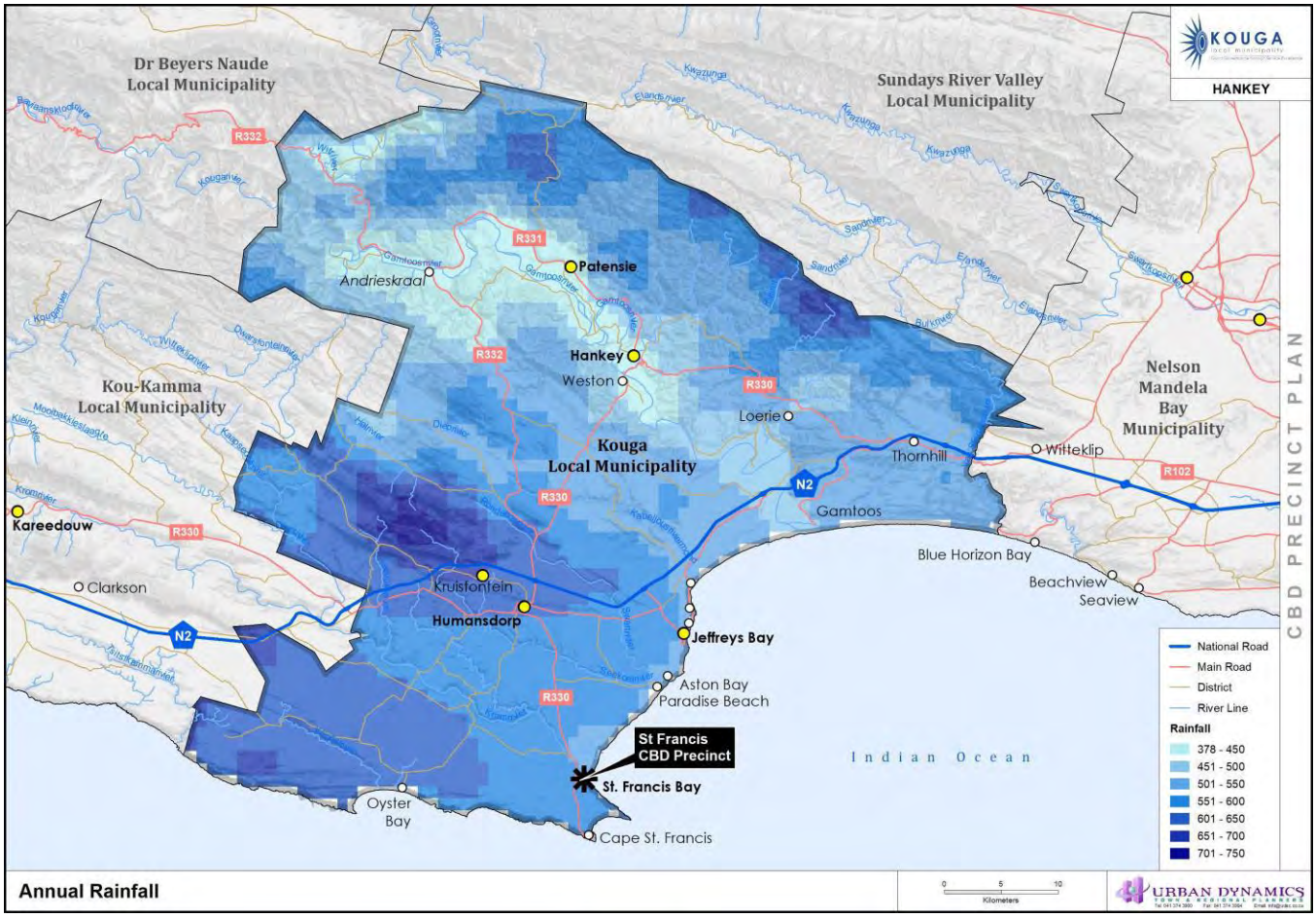
The prevailing wind direction is generally westerly to south-westerly with equally dominantly easterly winds during the summer month.

The impact of Climate Change on the Local Authority and its management of land use and scarce resources can be significant. These are :

- Change in rainfall patterns and average rainfall.
- Change in level of fluctuation of general climate patterns and tendencies.
- Increase in flood severity and draught occurrence.
- Change in ecosystems and desertification.
- Impact on bulk water supply resources and agricultural industry

Although the LSDF cannot directly mitigate against these issues, sector planning and general strategy formulation can indirectly mitigate against the impact of Climate Change. This includes strategies relating to Renewable Energy, Green Management Practices, Coastal Management and Environmental Sustainability.

In the Eastern Cape, predictions suggest higher temperatures, increased unpredictability of rainfall regimes, more intense rainfall (flooding), longer dry spells (drought periods), increased storm events and sea-level rise.



Plan 8 : Annual Rainfall

2.2 Geology & Soils

The geology and soil types within the study provide a basic indication of soil stability and possible construction constraints.

The geology in the St Francis Bay CBD is described as :

- Unconsolidated calcareous sand (coasted dunes), minor palaeosols
- Calcareous sandstone, clastic limestone, conglomerate, coquinite

Of greater importance is the soil class.

Soil Class		Favourable Properties	Limitations
4	***Imperfectly drained sandy soils***	*Favourable water-holding properties*	May be highly erodible

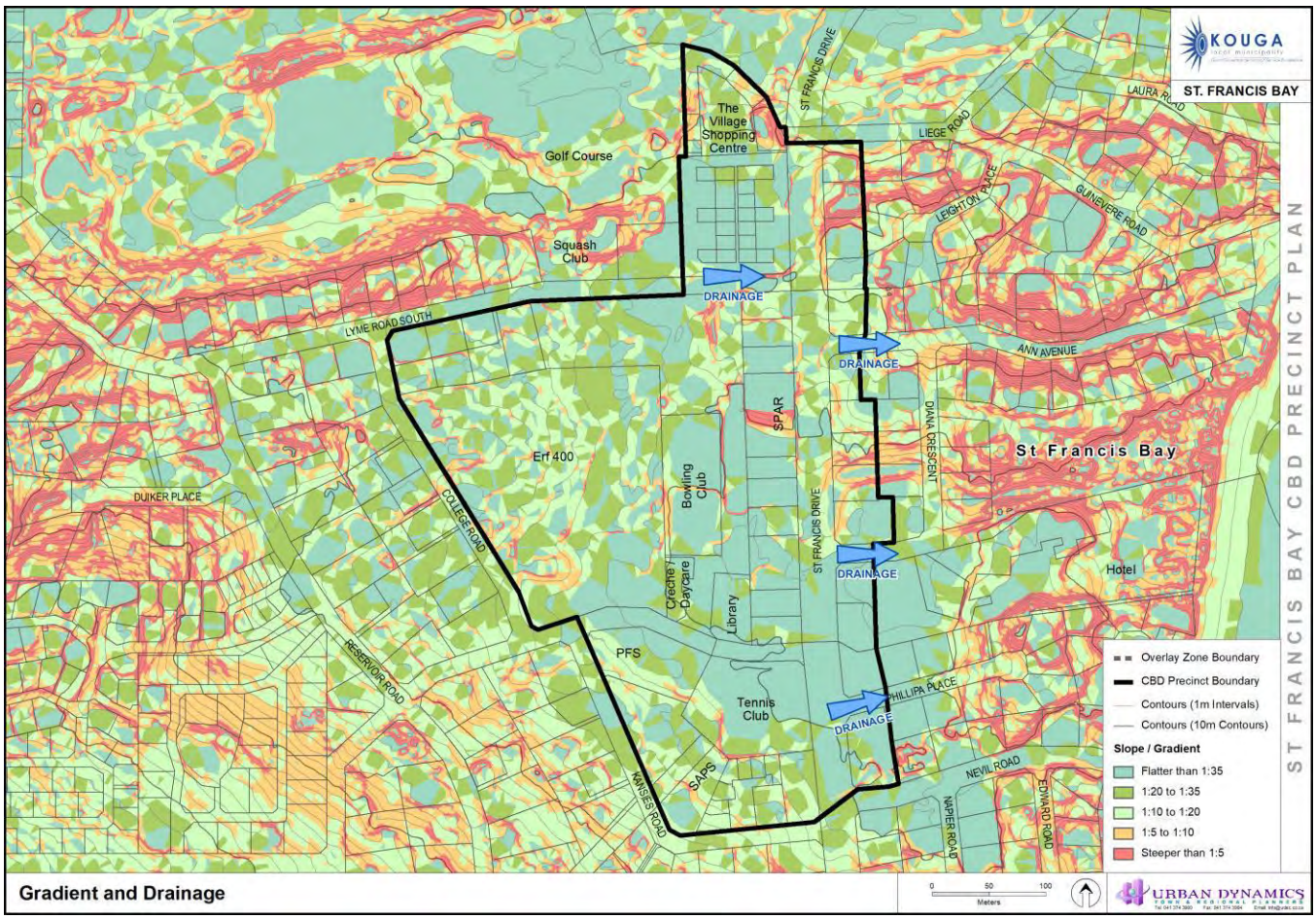
2.3 Drainage & Gradient

▣ Drainage

Although the St Francis CBD area does not have a formal natural drainage corridor (rivers, streams), surface run-off is channelled through a storm water drainage system along the road network in a west-east direction.

▣ Gradient

The area east of Reservoir Road, south of Lyme Road and along St Francis Drive is relatively flat with gradients flatter than 1:10. The gradient is favourable for future development, especially on Erf 400 Sea Vista.



Plan 9 : Gradient & Drainage

2.4 Environmental & Biodiversity

Environmental management must be implemented as a key element of the St Francis Bay LSDF land use management strategy. The following legislative guidelines should be consulted and implemented for all development proposals and activities :

- National Environmental Management Act and Listing Activities
- Eastern Cape Biodiversity Conservation Plan
- Garden Route Biodiversity Sector Plan

2.4.1 National Environmental Management Act (NEMA)

The National Environmental Management Act (NEMA) was passed in November 1998 and came into effect in January 1999. It is a framework Act underpinned by the concept of sustainable development, and covers the 3 primary areas of environmental concern – i.e. resource conservation and exploitation, pollution control and waste management, and land-use planning and development.

▣ **Purpose & Objectives**
In essence, NEMA does the following :

- translates environmental rights identified in the Constitution into a more tangible form
- promotes co-operative governance in environmental management
- provides a framework for developing environmental norms and standards
- provides a basis for alternate dispute resolution procedures
- emphasizes public interest in the environment

A number of mechanisms are provided to achieve these ideals, however the foundation of the Act is a set of environmental management principles which are based on the concept of sustainable development.

▣ **Integrated Environmental Management & the Environmental Assessment Process**

Chapter 5 of NEMA deals with environmental assessment (EA) and describes how the integrated environmental management (IEM) philosophy should be applied in the EA process with the intention of promoting the application of appropriate environmental management tools to ensure the integrated environmental management of activities. Section 23 of NEMA sets out the general objectives of EA, and Section 24 the procedures for the investigation, assessment and communication of the potential consequences or impacts of activities on the environment.

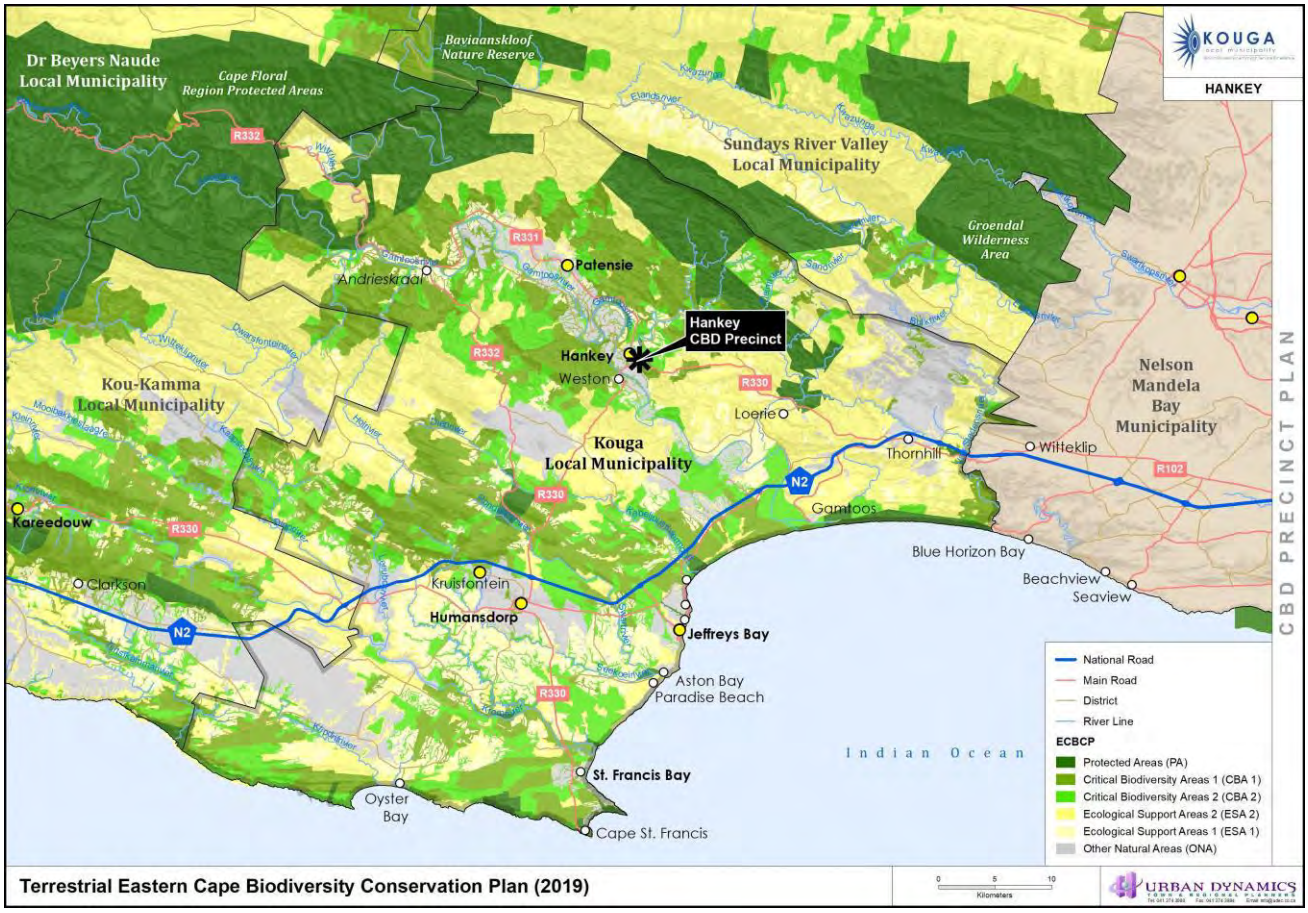
There are a number of tools that can be applied depending on the activity, including Strategic Environmental Assessments, Environmental Impact Assessments, Environmental Management Plans, Environmental Management Systems, Environmental Auditing etc.

There are 3 Listing Notices that identify different types of activities on a threshold-basis in different areas that would need authorisation prior to commencement (and would therefore need an environmental impact assessment) from the relevant competent authority.

2.4.2 Eastern Cape Biodiversity Conservation Plan (ECBCP)

The objectives of a BCP are to :

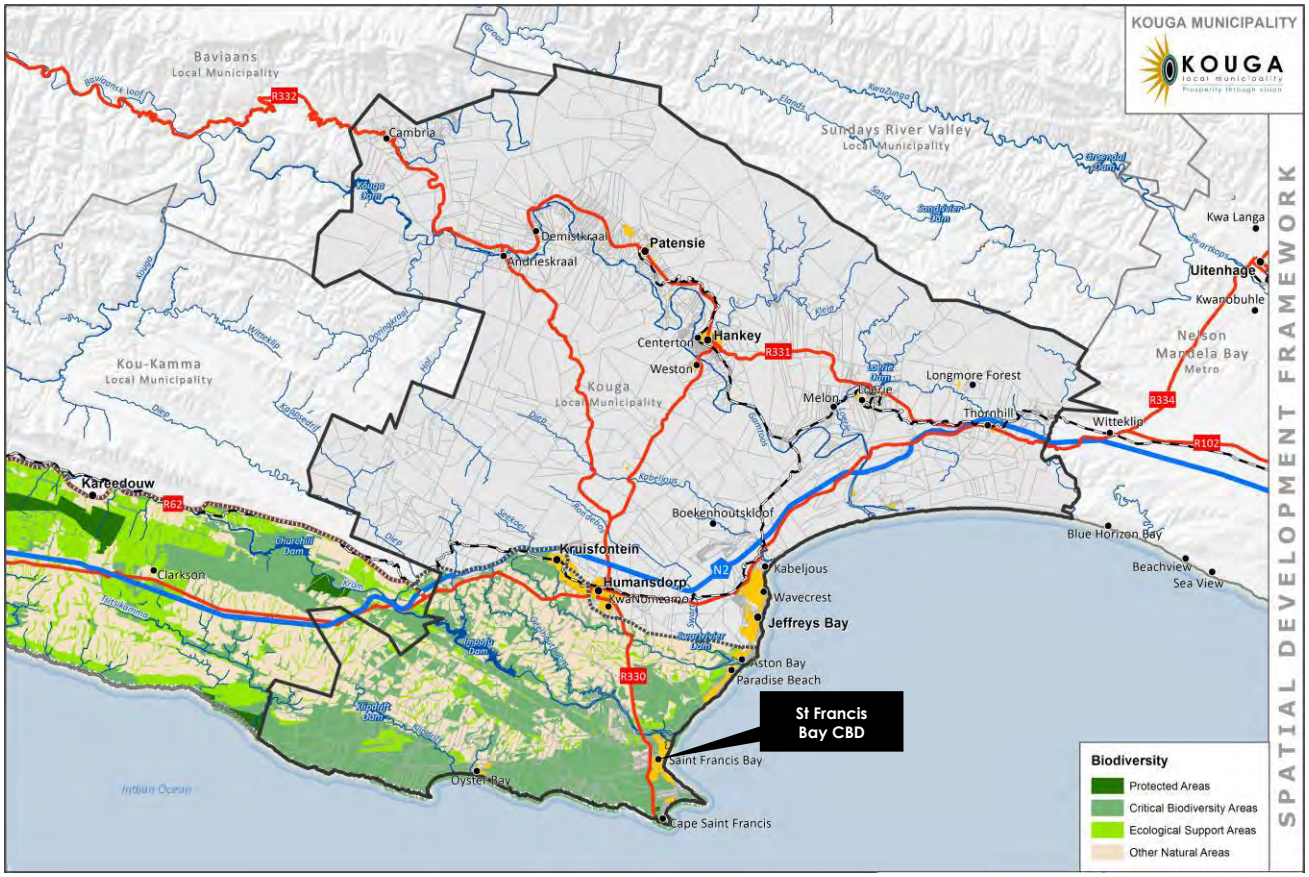
- Identify the minimum spatial requirements needed to maintain a living landscape that continues to support all aspects of biodiversity, and retain/maintain essential ecological infrastructure. This is achieved through the selection of areas, based on achieving targets which represent important biodiversity pattern AND ecological processes.
- Serve as the primary source of biodiversity information for land use planning and decision making.
- Inform conservation and restoration action in key biodiversity areas.



Plan 10 : Terrestrial Eastern Cape Biodiversity Conservation Plan

2.4.3 Garden Route Biodiversity Conservation Plan

The Garden Route Biodiversity Sector Plan prepared in 2010 identifies protected areas, critical biodiversity areas and ecological support areas within the study area, including the southern portion of the KLM area, generally south of Aston Bay and Humansdorp. The Garden Route Biodiversity Sector Plan includes detailed land use guidelines for various land use activities.



Plan 11 : Garden Route Biodiversity Conservation Plan

3.0 Built Environment

3.1 Renewal in Context

Rural town renewal (like urban renewal) is a process of change to towns and especially their centres.

Typically, the levels of desirability or degradation of space, infrastructure and structures in town centres are not static but vary across a town's life cycle. Historical centres are often outgrown, become technologically outdated and are no longer centrally located as a town naturally expands.

Typically, with the historical town centre, as described above, new development centres are then proposed and developed that better cater to contemporary conditions on more available and opportune land. This can be seen in the form of a distinct second centre.

The next period of the cycle can see the moving of several key activities and tenants to the more dispersed development centres and the possible regeneration and upgrading of the historical centre. This can be in the format of smaller businesses, socialising, tourism and niche retail activities.

A best-case scenario in this respect is that the new development centres are recognised within the context of a larger development plan for the town that allows these new centres and the historical town centre to develop.

3.2 Historic Background

During the last quarter of the 18th century, the number of travellers visiting the Eastern Cape increased and many of them followed the course of the Kromme River down from the Langkloof.

It was during the first British occupation of the Cape that Sir John Barrow, private secretary to Military Governor Earl Macartney, journeyed to the Eastern Cape. On the map that appeared with his account of his travels is marked the Kromme Rivers Bay.

At the time the British took over control of the Cape, a number of families were struggling to make a living in the bush-covered dunes, south of the Kromme.

After the building of the lighthouse, goods were delivered to the keeper by ox-wagon. Because of the dunes and the difficulty of reaching the lighthouse, it was considered to be one of the most remote on the South African coast.

A road led from Humansdorp to the banks of the Kromme. At low tide, a wagon could cross the river at a spot just to the west of the existing bridge, but travellers with no wagons had to find other means.

Beachcombing and fishing were popular activities and for many years were the sole prerogative of local families, the keepers of the light and occasional visitors from the farms on the Humansdorp side of the Kromme.

In 1954 Leighton and Ann Hulett purchased the Farm Goedgeloof. In 1956 a small township of 51 plots was laid out and, to tame the dunes of the Sand River. Leighton began to lay down branches of Rooikrans and Port Jackson Willow, the same method used by Joseph Storr Lister to arrest the spread of the dunes on the Cape Flats near Cape Town.

The first homes were built by Leighton and from the start he insisted on a certain conformity of style which resulted in the unique character of the town.

Hulett acquired a further 179 morgen of land beside the Kromme. Leighton built his first dredger and work began in 1968 on a system of canals, unique in South Africa at the time. This new development was named Marina Glades. By 1976 the initial canal system was complete with eastern and western outlets to the river.

3.3 Macro Context & Linkages



In order to understand the spatial connotation and role of the study area within the broader development context, the following key issues with respect to macro context of the St Francis Bay CBD are noted.

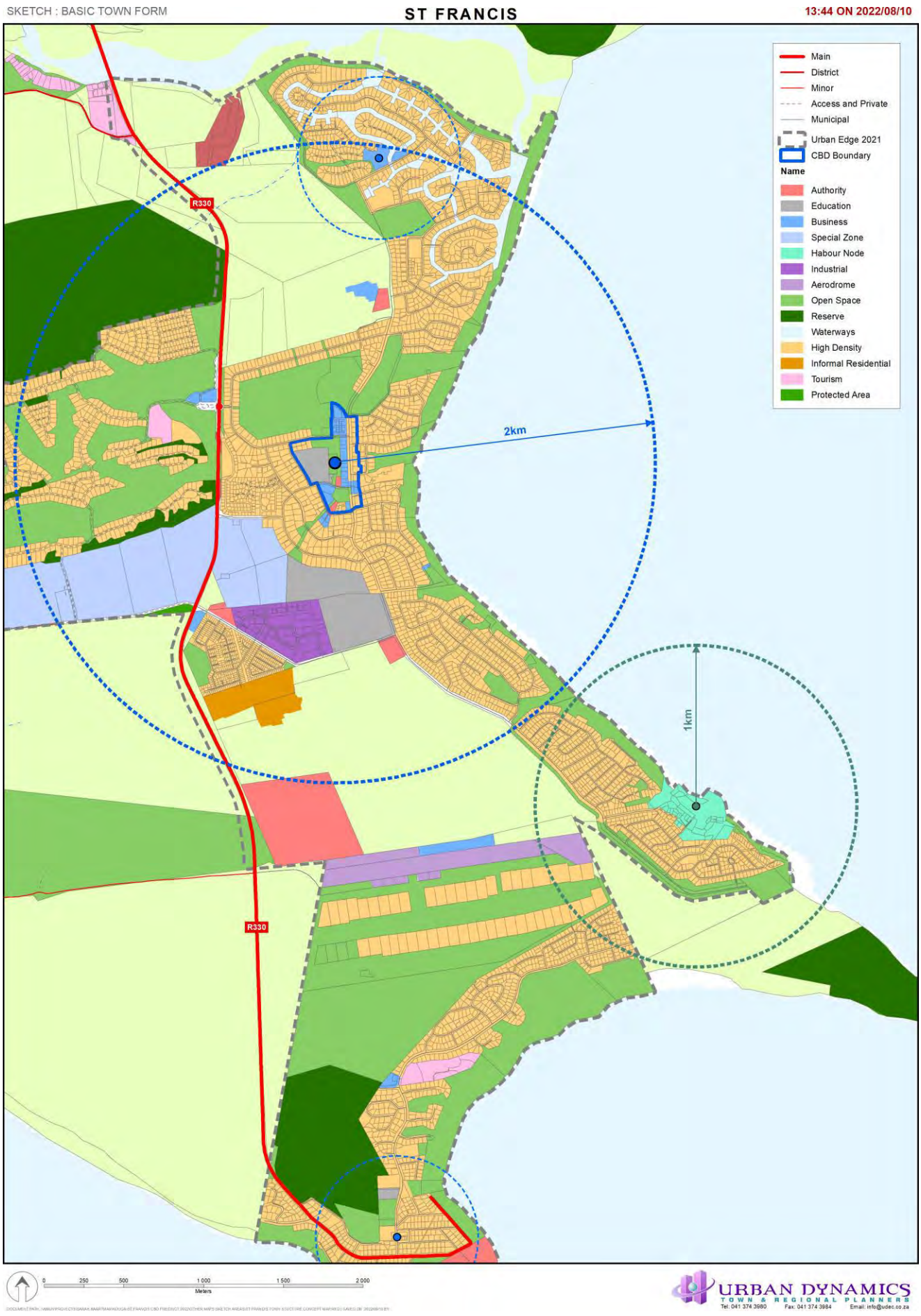
- St Francis Bay, including Santareme, Cape St Francis and The Links are situated south of the Kromme River, along the R330 and is classified as a secondary node in the greater Kouga region.
- St Francis Bay fulfils a strong accommodation and tourism function, especially based on the rich tourism-related resources in the area.
- The town supports a relatively small administrative function with larger sectors in the area dominating the support, i.e. Humansdorp and Jeffreys Bay.
- Smaller commercial nodes in the vicinity include Port St Francis, the St Francis Industrial Area and limited commercial activity in Cape St Francis.
- Access to the St Francis CBD is obtained via the R330, St Francis Drive and Lyme Road South.

- The CBD is centrally situated within the greater St Francis and well linked to Santareme and the surrounding residential areas.
- The CBD is relatively small with a clearly demarcated CBD edge, protected in terms of the approved Kouga SDF.
- St Francis Drive, Lyme Road South, Assissi Drive and Kansies Road provide main internal access.
- Commercial activity is generally situated on the western edge of St Francis Drive in a linear pattern, north of the Tennis Club.
- The precinct comprises of various non-commercial and non-residential activity, i.e. Bowling Club, Library, Crèche, Tennis Club and SAPS.
- Historically, business activity has been limited to the urban edge with the recent inclusion of the residential properties east of St Francis Drive.
- Through a proactive land use management system, the Kouga Municipality has enforced the CBD edge in St Francis, to protect the residential character of the area.
- Smaller neighbourhood related business nodes are very limited and restricted to individual guest houses, accommodation facilities and restaurants, scattered throughout the area.





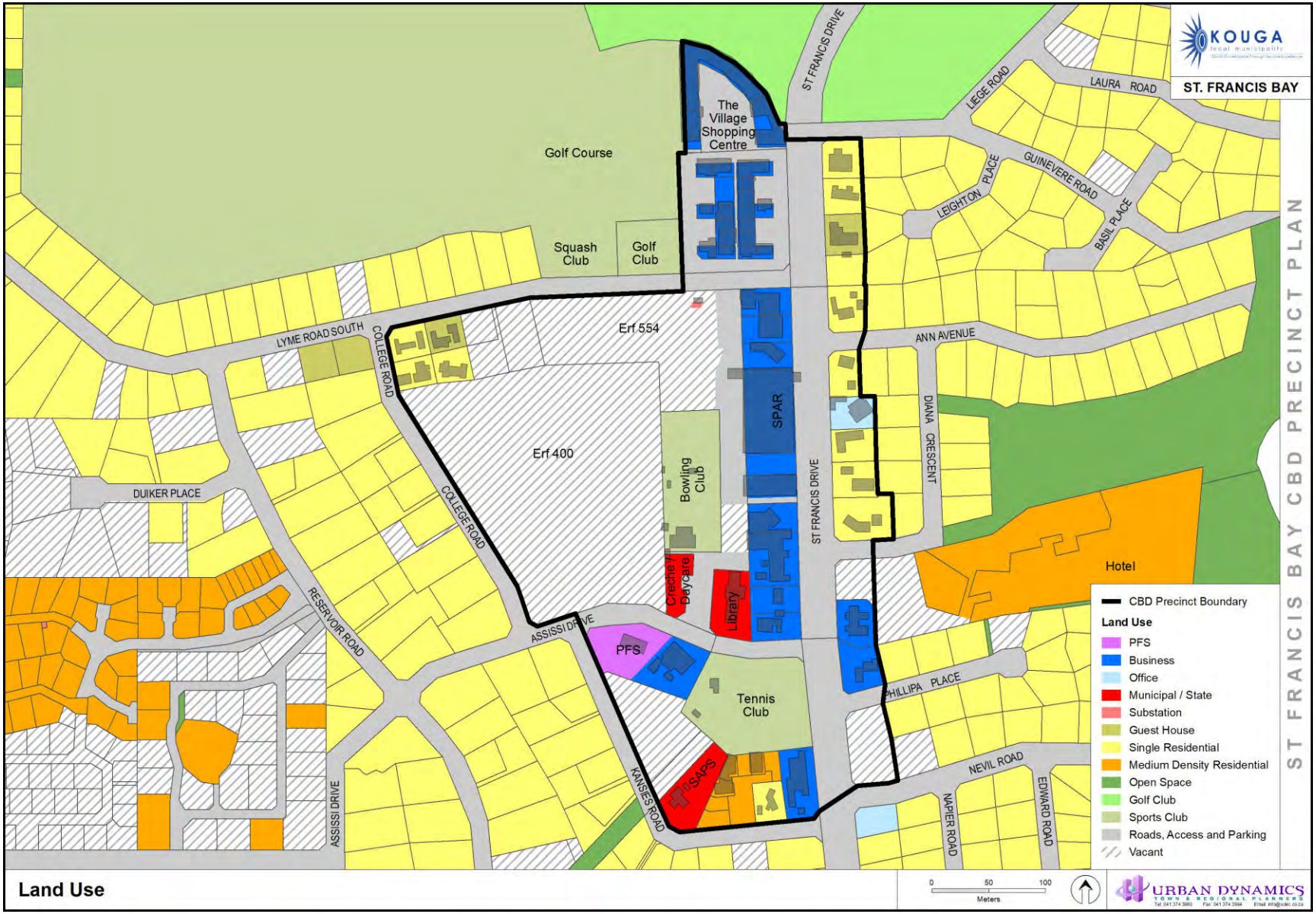
- Residential activity within the CBD is restricted with a small number of residential.
- The proposed redevelopment of Erf 400 can have a significant impact on the overall function of the CBD, to service the surrounding growing residential areas.
- The urban design character of the CBD, generally reflects the St Francis architectural style, with specific reference to The Village area.


SKETCH : BASIC TOWN FORM
ST FRANCIS
13:44 ON 2022/08/10
Main
District
Minor
Access and Private
Municipal
Urban Edge 2021
CBD Boundary
Name
Authority
Education
Business
Special Zone
Habour Node
Industrial
Aerodrome
Open Space
Reserve
Waterways
High Density
Informal Residential
Tourism
Protected Area
R330
2km
1km
R330
0
250
500
1 000
1 500
2 000
Meters
URBAN DYNAMICS
TOWN & REGIONAL PLANNERS

3.4 Spatial Structure & Land Use

The land use profile of the St Francis Bay CBD is indicated in the table and diagram below. The current spatial structure is indicative structuring element reflecting demand for specific land uses and growth options.

Land Use	No. of Units	Area (ha)
Accommodation	2	0.2
Business	37	2.7
Golf Club	1	0.001
Medium Density Residential	8	0.3
Municipal	2	0.3
Office	1	0.1
PFS	1	0.2
Roads, Access and Parking	11	4.1
Single Residential	19	1.4
Sports Club	4	1.4
State	1	0.2
Substation	1	0.004
Vacant	11	6.3
Unknown	1	0.003



Plan 12 : Land Uses













The CBD area of St Francis Bay is located as a long strip along St Francis Drive. The area gradually developed over time but the construction of the double storey SPAR complex on an open plot added a substantial amount of bulk to the urban form.

A result of the "strip-development" is that east west connections are limited and the area turns its back to surrounding green environments. This is especially the case with the large open space west of the CBD, which has enormous potential to be turned into a "Village Green".

Coupled with the business area being a barrier, the public space is overwhelmingly dominated by cars and car parking. Many areas are laid out in an inefficient manner, eating up every bit of open space. Pedestrian areas are limited and not connected and there is very limited space for businesses and restaurants to spill out in the public domain.

Currently the expansion of businesses is taking place through the re-purposing of former residential properties to business and retail along the southern and eastern edge of St Francis Drive. Space for cars and individually organised haphazard parking solutions have resulted in erosion of space on the edges of the road and are deteriorating the pedestrian environment. This has also resulted in the deterioration of the green structure along the road.

There are strict architectural guidelines for St Francis Bay which are controlled through an Aesthetics Committee and are to be read with the Kouga Land Use Scheme 2021. The architectural character for St Francis is white walls and high double-pitched black roofs. It requires low predominantly horizontal building forms with the first storey located within the roof space. Roofs must form the dominant form feature and must be a characteristic element.

The built form in the CBD is mostly in keeping with the architectural guidelines however certain elements in the CBD area like car ramps and parking decks are difficult to conform with guidelines predominantly developed for single residential buildings. The guidelines have been instrumental in creating a sense of uniformity in terms of character in the business area which is also relatively in keeping with the built form in St Francis Bay.









3.5 Land Use Rights & Land Use Management

Land use rights and zoning within the study area are controlled and managed by Kouga Land Use Scheme (2021). The Kouga Land Use Scheme applies to the CBD and study area and manages land use rights throughout the Kouga municipal area.

3.5.1 Zoning



Plan 13 : Zoning

Zoning	Primary Use	No. of Units	Area (ha)
Authority Zone	• Authority Use	2	0.4
Business Zone 2	• Business & Mixed Uses • General Residential Building	36	3.1
Community Zone	• Place of Worship • Place of Assembly • Place of Instruction	2	3.9
Open Space Zone 1	• Public Open Space	6	2.9
Open Space Zone 2	• Private Open Space	4	0.6
Residential Zone 1	• Dwelling Unit	29	2.6
Residential Zone 2	• Town Housing	8	0.3
Residential Zone 3	• General Residential Building	1	0.1
Transport Zone 1	• Public Streets & Parking • Transport Use	8	3.4

A large percentage of the properties are zoned for Business and Support Facilities purposes. Several opportunities exist for conversation of single residential rights to higher intensity uses. This needs to be understood with consideration for other important aspects of the precinct such as issues of character and heritage, as well as infrastructure availability and traffic and transportation.

3.5.2 Land Use Management System

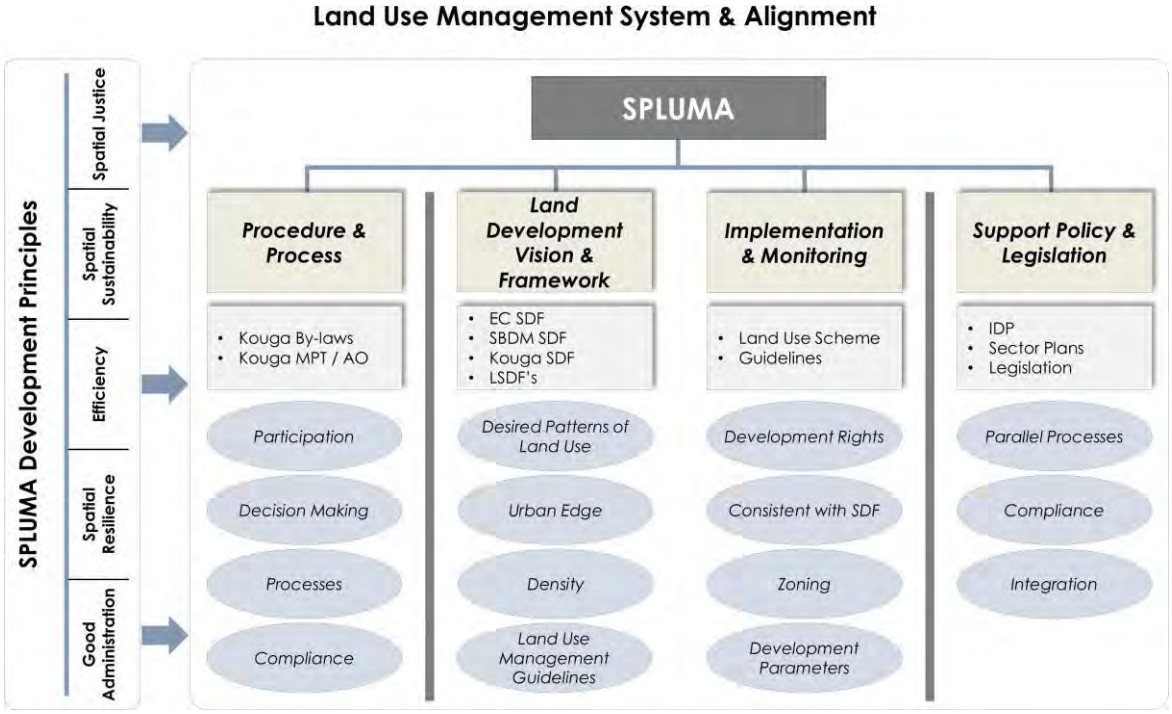
The Implementation Framework for the St Francis Bay Precinct Plan provides the vehicle for Precinct Plan implementation through projects, budgets, priorities and institutional arrangements to ensure implementation, monitoring and review.

Land use management as contemplated in SPLUMA comprises of various components and ideally should represent a hierarchy of plans and regulatory mechanisms within the Municipal Land Use Management System.

The Spatial Development Framework and Land Use Scheme should function as a unit and form the key pillars of the Municipal Land Use Management System.

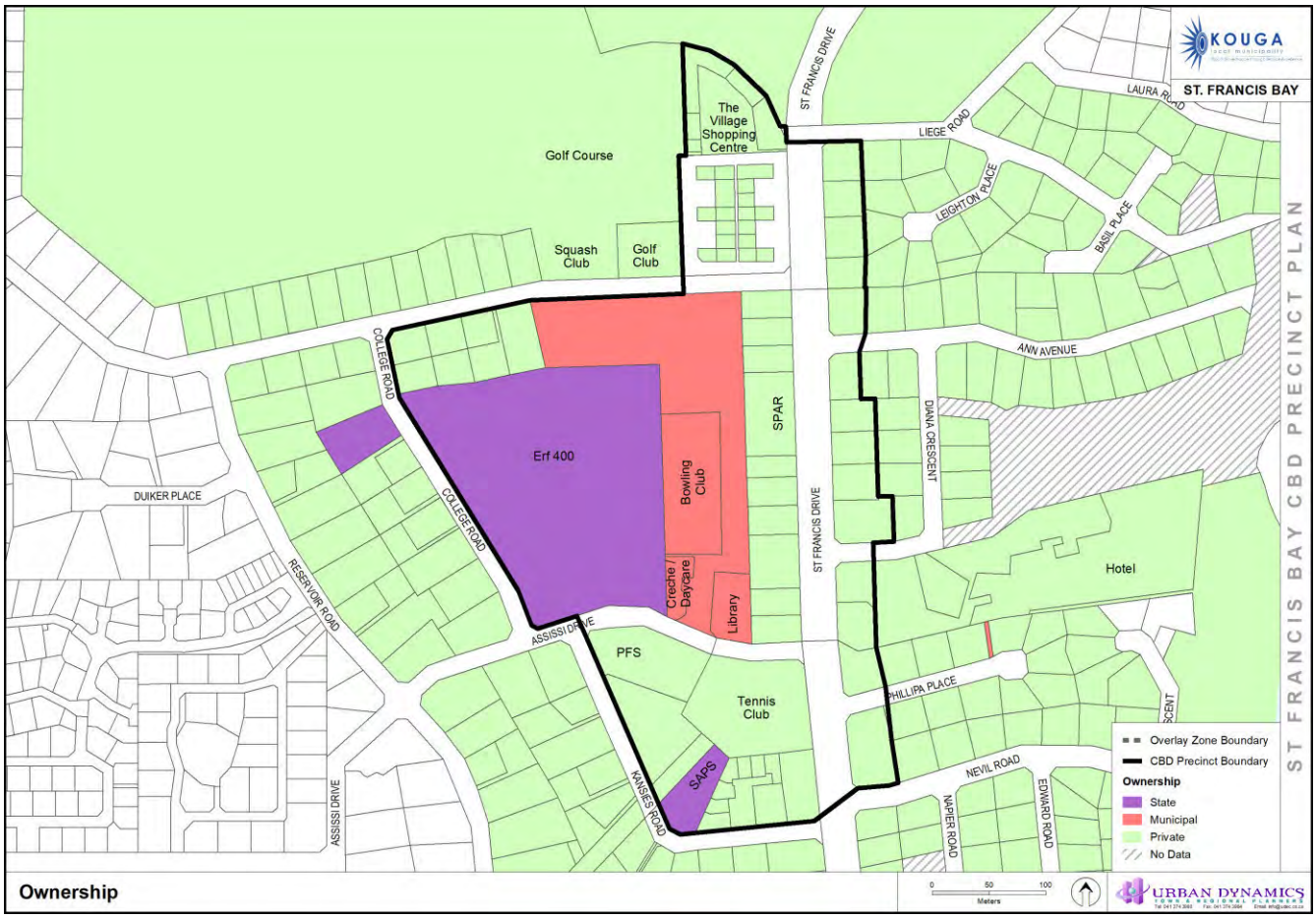
The graphic illustrates the package of plans and the land use management system for Kouga that is entrenched through the Municipal Spatial Development Framework.

Land Use Management System & Alignment



3.6 Ownership

Land ownership along St Francis Drive, i.e. business (to the west bank) and residential (east bank) are privately owned and operated. Erf 400, Erf 554 and SAPS are municipal and government owned, respectively.



Plan 14 : Ownership

3.7 Heritage

The heritage resource of the municipality is significant and contributes to the economy of the municipality and needs to be conserved in terms of the provisions of the National Heritage Resources Act, 1999 (Act 25 of 1999) (NHRA).

The NHRA introduced an integrated system for the identification, protection and management of heritage resources nationally, provincially and at municipal level.

The NHRA prescribes that land use planning and management to give attention to, and respond to, heritage considerations both at site and landscape levels.

Of particular significance is the obligation placed on the municipality to undertake the preparation of a comprehensive heritage inventory in terms of Section 30(5) of the NHRA.

The Kouga Municipality has not prepared such an inventory.

It is also important to note that the heritage resource of the municipality does not only comprise of conservation worthy buildings and urban precincts, but also includes physical and cultural landscapes.

The following sections from the NHRA are of specific importance for heritage management:

- **Section 30 (5)**
  - Applies to the compilation of an inventory of heritage resources, including heritage objects and the submission of such an inventory to the relevant heritage authority.

- **Section 32 (7)**
  - Authorises SAHRA to the maintenance and management of a register of heritage objects, which have been declared heritage objects under the relevant sections of the NHRA.

- **Section 34 (1)**
  - "*No person may alter or demolish any structure or part thereof which is older than 60 years without a permit issued by the relevant Provincial Heritage Resource Authority*".

- **Section 38**
  - Spatial planning actions which will result in development listed in Section 38 need to be considered by the Heritage Resource Authority.

- **Section 47**
  - Requires that the Heritage Resource Authority adopts a plan for the management of heritage resources and that all actions of authorities must be consistent with general policies.

4.0 Infrastructure

A high-level desktop study, based on the available GIS data and Google Earth, has been conducted to determine the availability of Water, Sewer and Stormwater services within the study area of the St Francis Bay Local Spatial Development Framework (LSDF).

4.1 Water Services

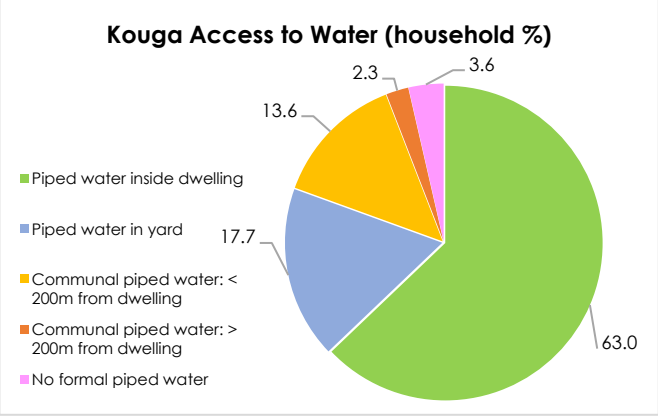


Figure 2 : Kouga Access to Water

The town of St Francis Bay receives the bulk of it's potable water supply from the Nelson Mandela Bay Metro via a connection to the Churchill main supply pipeline. The below points were extracted from the Kouga SDF, and highlight the key points within the St Francis Bay water supply system, as well as the constraints.

- St Francis Bay/ Cape St Francis obtain potable water from the Nelson Mandela Metro's Churchill pipeline as well as a number of boreholes.
- The problematic pipeline alignment and use of the suspension bridge result in problemative maintenance as well an insecure water supply.
- These boreholes were developed during the late 1980's and early 90's and is able to supply an average of 1800Kl/day. These boreholes have high contaminants (Iron and manganese content) and are situated within the Seavista settlement.
- Two reservoirs with a combined capacity of 8 Ml service St Francis Bay/Cape St Francis, together with a 100Kl elevated steel tower to Sea Vista.
- Water is also supplied from the Link's boreholes – This will continue unti the Links development requires the supply for their own usage.
- Based on a desktop assessment there is capacity to accommodate 1500 erven– inclusive of vacant erven. (A Water Master Planning project will commence during 2020 and will confirm this figure)

▣ Existing Infrastructure

Based on the data which is available, the St Francis study area is serviced by a water reticulation network, as depicted in the plan below. Based on the information available, the pipe sizes within the study area range from 25 mm Ø to 300 mm Ø.



Existing Water Reticulation Network (St Francis Bay)

▣ Firefighting Requirements

The Red Book stipulates various firefighting requirements, dependent on the land use, as illustrated below in the table.

Risk classification	Total fire flow (L/s)	Minimum flow at one hydrant (L/s)	Minimum pressure at fire node (m)	Minimum pressure at rest of system (m)
High risk: CBD and high-risk industrial	100	25	15	5
Moderate risk 1: Industrial, business, high-rise flats ≥ four storeys	50	25	15	5
Moderate risk 2: Cluster & low-income housing, high rise flats ≤ three storeys	25	25	10	5
Low risk: Single residential housing	15	15	10	5

Design Criteria for the Provision of Fire Flow (Red Book 2019)

Based on the figures in the table, and dependent on the proposed land use, the required pressure and flow rate will vary. Should a site have insufficient capacity for firefighting, a booster pump system will be required. Overall, the available capacity in terms of water supply, both flow rate and pressure, will need to be confirmed with the local Municipal officials.

▣ Existing & Proposed Water Related Projects

The Kouga Integrated Development Plan 2022/27 and the Kouga Spatial Development Framework were consulted to identify any future potable water projects within St Francis Bay. Where available, the project number as per the IDP has been provided. The following projects were identified:

- St Francis Bay/Links expand existing RO plant at links to increase capacity to treat boreholes – Project Number IE_029;
- Upgrade the water supply suspension bridge to a more robust and sustainable arrangement;
- Prepare a Water Master Plan.

The above projects are expected to improve the water security of St Francis Bay as a whole, and therefore the CBD area will benefit from them.

4.2 Sanitation

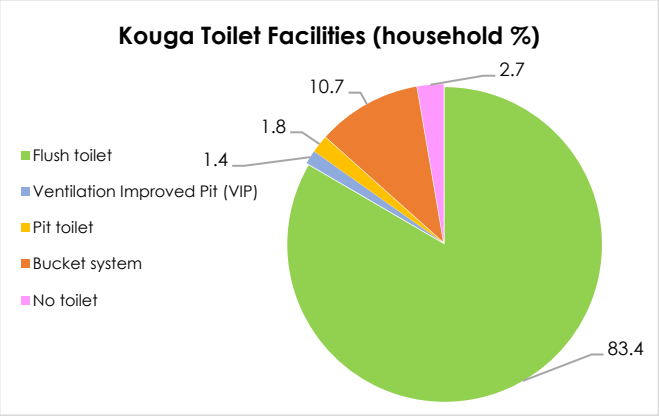


Figure 3 : Kouga Toilet Facilities

- The existing waste water treatment plant consists of a modular package plant with a treatment capacity of 750Kl/day. The average daily recorded inflow is approximately 600Kl/day, but during festive holiday seasons the inflow increase dramatically in excess of 1400Kl/day. This plant is currently being upgraded.
- St Francis Bay is only partially reticulated and a large part of town still makes use of conservancy tanks. No waterborne sewer reticulation is available in Cape St Francis. The portion of St Francis Bay where waterborne sewer reticulation is available is served by numerous sewer pump stations. These pump stations discharges into a 200mm main sewer gravity line close to the south western part of town, from where effluent is conveyed by the gravity main to the WWTW. Under normal conditions this gravity line is operating at full capacity and due to the corrosive nature of the effluent, the line is in a poor condition and requires replacement.

▣ Existing Infrastructure

Based on the data which is available, the St Francis Bay study area is serviced by a waterborne sewer reticulation network, as depicted in the plan. The pipe sizes within the study area, based on the available data, are unknown, and therefore updated information will be required.

Furthermore, the capacity of the local treatment works will need to be confirmed.



Existing Sewer Reticulation Network (St Francis Bay)

▣ **Existing & Proposed Sewer Related Projects**

The Kouga Integrated Development Plan 2022/27 and the Kouga Spatial Development Framework were consulted to identify any sewer related projects within St Francis Bay. Where available, the project number as per the IDP has been provided. The following projects were identified:

- Prepare a sewer master plan and action plan;
- Upgrade main gravity sewer;
- Upgrade sewer pump stations St Francis Bay – Project Number IE_022;
- Cape St Francis - Install waterborne sewer reticulation, sewer pump station and rising to Wastewater Treatment Works – Project Number IE_002.
- St Francis Bay – Install waterborne sewer reticulation – Project Number IE_003

Based on the above, the upgrading of the main gravity sewer, pump stations will benefit the CBD. These upgrades are also likely to increase the capacity of the system.

4.3 Stormwater

▣ **Existing Infrastructure**

No GIS stormwater data is available for the study area. However, based on a recent site visit, it is evident that an existing stormwater piped system is present, as depicted in the image, though it may be limited in extent. Runoff is conveyed by roadside channels to grid inlets or catchpits, and then via a subterranean pipe network, to an outfall. It appears that the majority of stormwater is conveyed via the road surface and discharged onto adjacent land.



▣ **Existing & Proposed Stormwater Related Projects**

The Kouga Integrated Development Plan 2022/27 and the Kouga Spatial Development Framework were consulted to identify any Stormwater projects within St Francis Bay. Where available, the project number as per the IDP has been provided. The following projects were identified:

- Prepare a stormwater management plan which will address amongst other matters the stormwater runoff from behind Santareme;
- Provision of stormwater infrastructure St Francis Bay and Cape St Francis – Project Number IE_82.

4.4 Solid Waste

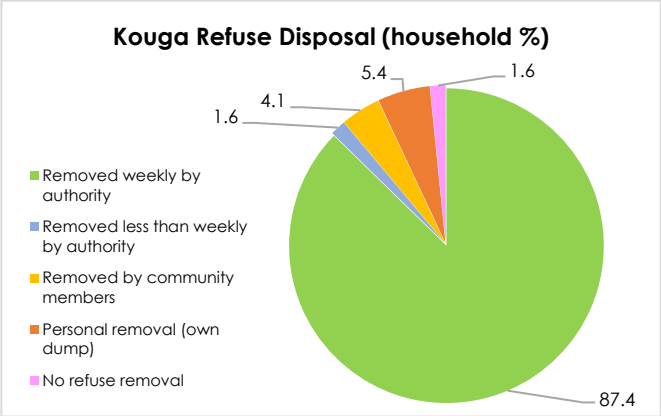


Figure 4 : Kouga Refuse Disposal

- Waste minimisation and recycling projects, including drop-off sites in St Francis Bay

4.5 Electricity

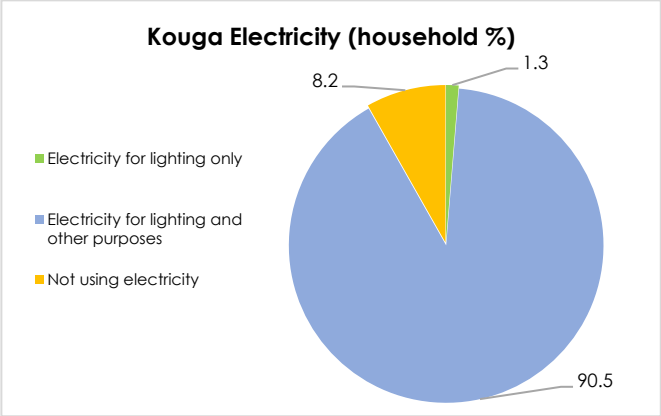


Figure 5 : Kouga Electricity

- There are small sections of electrical distribution networks in St Francis Bay that requires remedial work and upgrading
- St Francis Bay: Notified demand is 5MVA, while actual demand is 6.195MVA. (No surplus is available)
- Cape St Francis: Notified demand is 0.9MVA, while actual demand is 1.611MVA. (No surplus is available)
- The reticulation in Sea Vista needs to be upgraded to avoid losses.
- There is a need to apply for increased capacity.

5.0 Transport & Movement

An assessment, based on available GIS data, traffic and road condition assessments conducted as part of the Road Asset Management System for the Sarah Baartman District Municipality, has been conducted to determine the traffic and transportation situation within the study area of the St Francis Bay CBB.

5.1 Road Networks

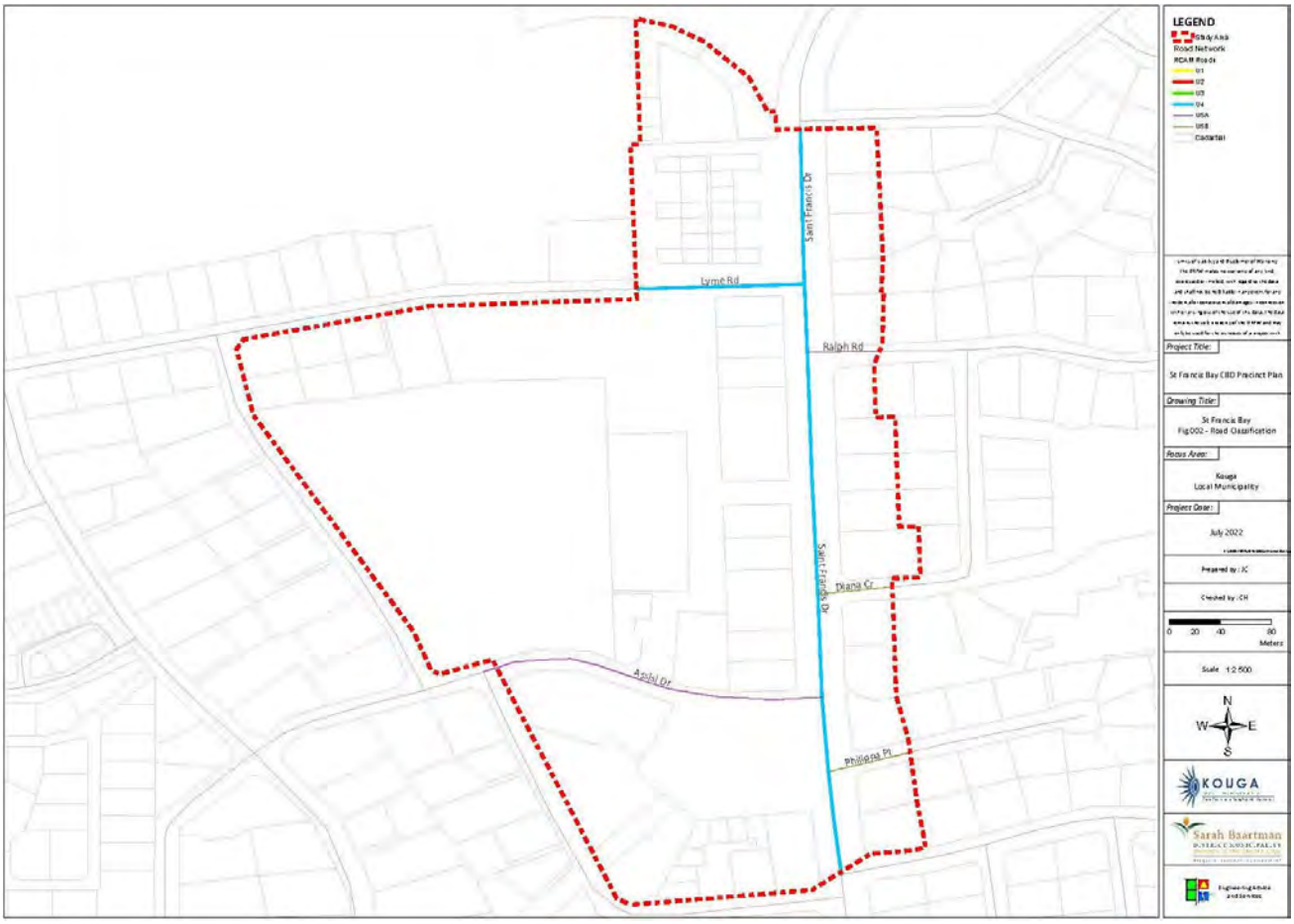
5.1.1 Existing Road Network

The existing road network in the precinct comprises of 1.357km municipal roads. The main roads in the precinct are described in further detail below. The posted speed limit along all roads is 60km/h.

Their functional classification perspective in terms of TRH26: South African Road Classification and Access Management Manual (RCAM) are indicated in the plan below.

- **St Francis Drive** is a Class 4b municipal surfaced residential collector / distributor road that provides access to residential and commercial properties along its length. The road is 7.4m wide, with no kerbing and is in a good condition given that it has recently been resurfaced. The road is the main north-south collector in St Francis Bay.
- **Lyme Road South** is a Class 4b residential collector / distributor road serving residential properties along its length. The road is 7.4m wide and is not kerbed. The road is in a good condition given that it has recently been resurfaced. This road provides a link between the R330 and St Francis Bay.
- **Assisi Drive** is a Class 5b residential street serving residential properties. The road is 7.4m wide and is not kerbed. The road is in a fair condition.
- **Kansies Road** is a Class 5b residential street serving residential properties. The road is 7.4m wide and is not kerbed. The road is in a fair condition.
- **College Road** is a Class 5b residential street serving residential properties. The road is 7.4m wide and is not kerbed. The road is in a fair condition.
- **Phillipa Place** is a Class 5b residential cul-de-sac serving residential properties
- **Nevil Road** is a Class 5b residential street serving residential properties
- **Ann Avenue** is a Class 5b residential street serving residential properties

- **Diana Crescent** is a Class 5b residential street serving residential properties
- **Liege Road** is a 7m wide surfaced class 5b residential street that provides access to residential properties. The road is in a fair condition



Plan 15 : Road Layout & RCAM

5.1.2 Road Condition

Road conditions in the precinct area were assessed as part of the Road Asset Management System currently being prepared by Engineering Advice and Services on behalf of the Sarah Baartman District Municipality. The table below indicates the road conditions in the precinct area at that time. It is noted that all roads in the precinct area are surfaced.

Condition	Municipal	
	Length (km)	Percentage (%)
Very Good	0.047	3.44%
Good	0.610	44.93%
Fair	0.701	51.63%
Poor	0.000	0.00%
Very Poor	0.000	0.00%
Totals	*1.357*	*100.00%*

Table 1 : Condition Index – CBD Precinct Area - Surfaced Roads

96.5% of the roads in the precinct area are all in "Fair" or "Good" condition. It is noted that since these assessments were conducted, St Francis Drive, and Lyme Road have been resurfaced thus increasing the proportion of roads in the Very Good category to approximately 48% and reducing the proportion of roads in "Fair" condition to approximately 7%.

It is heartening to see that all the municipal roads are rated fair or better.

The road conditions are indicated on the plan below.



Very Good Road Surface – St Francis Drive



Plan 16 : Road Condition

5.2 Existing Traffic Flow & Movement

Since St Francis Bay is a popular tourist destination, traffic volumes fluctuate substantially throughout the year. During peak holiday periods traffic volumes can increase by approximately 100%, with in particular the collector roads in the CBD precinct (St Francis Drive and Lyme Road) experiencing very high traffic volumes. During these periods, localised traffic congestion does occur at intersections, but is generally temporary in nature.

During holiday periods, high pedestrian volumes are also evident, especially in the CBD area given the retail and leisure opportunities in the CBD precinct, but also between beach areas and residences and the CBD precinct thus adding to the overall congestion of the CBD. Given the lack of facilities for pedestrians, particularly at some junctions, safety can be a concern.

Outside of holiday periods the traffic volumes and pedestrian movements in the CBD are considered to be relatively low, mostly related to retail customers.

5.3 Traffic Flow

Traffic volumes at strategic intersections in and adjacent to (that would impact on) the CBD area were recorded over 12-hr periods from 06:00 to 18:00 during May 2019 and June 2021 as part of the RAMS currently being prepared by EAS on behalf of the SBDM. Peak hour surveys conducted as part of traffic impact assessment prepared for developments adjacent the precinct were also sourced. The locations of the traffic counts are indicated on the plan below.

Constant traffic volumes are experienced throughout the day given the location of the CBD precinct along the main Collector roads in St Francis Bay giving rise to passing traffic as well as flows between the precinct and the surrounding residential areas throughout the day.

The total surveyed volumes passing through the count stations in the precinct are summarized in the graph below. The graph indicates the distribution of traffic flow throughout the day.



Plan 17 : Traffic Count Locations & Link Volumes

5.4 Traffic Composition & Distribution

The traffic count data indicates the approximate ranges of traffic volumes on the roads in the Precinct Plan area as a guide. Note that it is not possible to accurately determine volumes on all links without conducting extensive junction and link surveys.

Current traffic volumes consist of light, medium and heavy private vehicles as well as minibus-taxi vehicles. The results of the surveys indicate that approximately 91.9% of traffic recorded in the precinct area are light vehicles and 8.1% is heavy vehicle traffic. These volumes are within expected ranges.

4.7% and 0.7% of recorded vehicles are minibus-taxis and buses respectively.

Heavy vehicle traffic impacts on the condition of the road network, particularly if the condition is already poor. It is then a matter of time before a road would need to be completely reconstructed.

5.5 Traffic Flow Variation

Capacity analysis of the junctions at which traffic volumes have been surveyed has also been conducted to indicate the level of service at these junctions, both during normal and peak season periods.

Operations during the out of peak season periods are generally in the order of LOS A to LOS B.

In order to assess the impact of operation of affected junctions during peak holiday season, it is necessary to either source peak season volumes or apply an expansion factor to escalate normal traffic to peak season volumes.

Normal traffic is traffic that occurs on a typical weekday during a school term, while peak season traffic is traffic that occurs during the peak holiday periods – normally Easter, June/July and Christmas/New Year.

Unfortunately, peak season traffic turning movement surveys for St Francis Bay were not available for use in this study.

In the interests of speedily addressing the requirements at the affected junctions as soon as possible however, it is necessary to investigate methods to determine traffic growth for future demand during peak holiday periods. The approach taken was to use a Modification Factor to expand surveyed peak hour traffic volume to a required peak season peak hour making use of variations in traffic flow at a permanent count station.

A paper entitled Quantification of the Natural Variation in Traffic Flow on Selected National Roads in South Africa (4) presented at the SA Transport Conference, indicates how a Modification Factor can be used to expand surveyed peak hour traffic volume to a required peak season peak hour making use of variations in traffic flow at a nearby permanent count station.

Traffic data was sourced from the permanent SANRAL count station on the N2 west of the Humansdorp Interchange (Station 729). The relationship between the data at this station on the same day as the peak hour traffic counts conducted in St Francis Bay (30 March) and peak season December data (generally the highest peak seasonal period) was used to modify the surveyed peak hour traffic to represent peak season traffic volumes at the St Francis Bay junctions.

5.6 Conclusion

The content above is based on available information sourced through other studies, traffic impact assessments and the RAMS programme conducted in the precinct area.

The major shortcoming in the precinct is the provision of parking in a disjointed manner along St Francis Drive. While the demand for parking is high it is clear that supply on or immediately adjacent to properties is unable to meet this demand, particularly during peak season periods.

Upgrade proposals must therefore seek to improve the efficiency of the current informal parking situation by reconfiguring affected areas holistically, both in terms of parking numbers and circulation as well as identifying areas that can be used for overflow parking during peak season periods.

6.0 Socio Economic Profile

The socio economic profile of Greater Kouga and especially St Francis Bay provides an indicator of population estimates, growth and broader economic indicators.

6.1 Kouga Socio Economic Indicators

- The 2016 Community Survey estimated the population size of the Kouga at 112 941.
- Substantial growth from the 2011 Census which shown the population at 98558 (Census 2011). Despite it being the second smallest region in the Sarah Baartman District Municipality, covering only 4.1% of the district land area, Kouga Municipality is the most populous region representing approximately 24% of the total population in the district.
- The Kouga Municipality also has the fastest annual growth rate in the district (An average of 3,22% per annum between 2001 -2011 compared to annual growth rate of 1.1% in the district and 0.3% in the province).
- The KLM is characterised by vast differences in population density from one area to the next.
- The largest percentage of the population resides in the towns of Humansdorp and Jeffreys Bay.
- The large rural population gives a clear indication of the importance of rural development and the impact of rural development on socio economic growth and upliftment.
- 4.4% of persons reside in St Francis Bay (4 933).
- 13% of the total Kouga population does not have any schooling.
- A total of 69 100 individuals in Kouga Municipality were considered functionally literate in 2016, while 14 100 people were considered literate.
- It was estimated that in 2016, 14.42% of all the households in the Kouga Municipality, were living on R 30 000 or less per annum.
- The per capita income in Kouga Municipality in 2016 is R55 000 which is higher than the Sarah Baartman District Municipality of R49 700.
- Dependency ratio is 53,2 (2011).
- The Kouga had a GDP of R10.5 billion in 2016 and contributed 31% to the Sarah Baartman District Municipality GDP of R34.2 billion in 2016.

- In 2016, the Kouga Municipality achieved an annual growth rate of 0.38% over a short term and 4.39% over a longer term.
- For the period 2006 to 2016 the average annual growth rate of 4.39% was the highest relative to its peers in terms of growth in constant 2010 prices.
- It is expected that Kouga Municipality will grow at an average annual rate of 2.11% from 2016 to 2021.
- In 2016, the trade sector is the largest within the Kouga Municipality accounting to R2.39 billion or 24.5% of the total GVA in the municipality's economy.
- The sector that contributes the second most to the GVA if the Kouga Municipality is the community services sector of 23.9%, followed by the finance sector of 15.3%.
- Kouga municipality's environmentally active people was 49 100 in 2016, which is 43.75% of its total population of 112 941.
- In 2006 the unemployment rate for Kouga was 13.4% and increased overtime to 14.7% in 2016. The gap between the labour force participation rate and the unemployment rate decreased which indicates a negative outlook for the employment within Kouga Municipality.
- In 2016, the unemployment rate in Kouga Municipality was 14.75%, which is an increase of 1.38 percentage points.

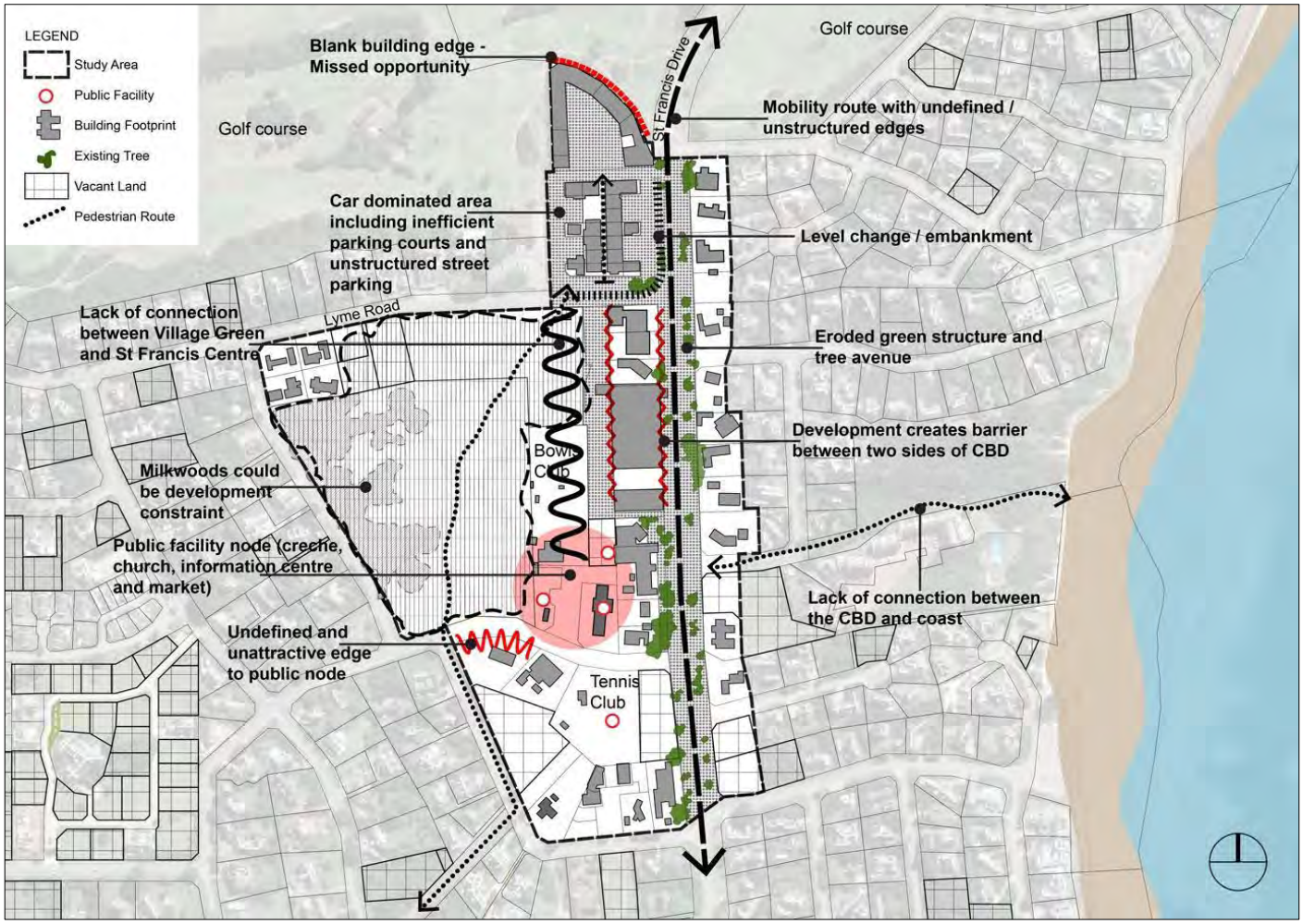
7.0 Synthesis and Key Development Issues

Based on the status quo analysis of the study area, the following strengths / opportunities and weaknesses / threats have been identified.

SWOT Analysis	
Strengths / Opportunities	• Well defined CBD edge • Institutional and Municipal support facilities • Strong business and retail component • Expansion opportunities on Erf 400 and east of St Francis Drive • Centrally located with good accessibility through Lyme Road South and St Francis Drive • Tourism hub and tourism support facilities • Service centre function for the greater St Francis and Cape St Francis internal services availability • Reconfigure St Francis Drive verge to maximise parking provision • Can reconfigure St Francis Village parking area to improve pedestrian experience • Create a better pedestrian environment with connected pedestrian routes and places to meet/connect/rest/socialise • Create opportunity for businesses to spill out in the public domain • Improve the character and functioning of the edges & verges of St Francis Drive • Integrate and activate the green space on Erf 400 • Connect the CBD to the beach • Improve the connection of the CBD to Sea Vista



Weaknesses / Threats	• Limited area for future expansion and growth • Lack of bulk infrastructure to accommodate large scale expansion • Possible negative impact on surrounding residential character • The need to upgrade road infrastructure and surfaces • Poor access management impacts on mobility function along St Francis Drive • Environment is car dominant with non-motorised users not adequately catered for • Inefficient use of parking space • Car dominating the public environment • Seasonal pressure of traffic • Deterioration of road edges and green structure • Lack of pedestrian linkages


LEGEND
Study Area
Public Facility
Building Footprint
Existing Tree
Vacant Land
Pedestrian Route
Blank building edge - Missed opportunity
Golf course
Golf course
St Francis Drive
Mobility route with undefined / unstructured edges
Car dominated area including inefficient parking courts and unstructured street parking
Level change / embankment
Lack of connection between Village Green and St Francis Centre
Lyme Road
Eroded green structure and tree avenue
Development creates barrier between two sides of CBD
Bowls Club
Milkwoods could be development constraint
Public facility node (creche, church, information centre and market)
Lack of connection between the CBD and coast
Undefined and unattractive edge to public node
Tennis Club

4 Chapter 4 : Spatial Development Framework

1.0 Background

The Spatial Development Framework proposals for St Francis Bay CBD comprises of the following components, i.e. :

- Spatial Directives and Vision
- Spatial Strategies and LSDF Drivers
- Structuring Elements
- Land Use Management Guidelines
- Urban Design Guidelines and Urban Regeneration
- Transportation and Movement Strategies
- Infrastructure Provision

The spatial vision is based on guiding principles and vision directives as derived from National Policy, SPLUMA and the outcome of the Situation Analysis.

The spatial concept unpacks structuring elements that guide spatial development within rural and urban areas. It further illustrates the spatial vision of the Municipality, with specific reference to the various structuring elements, i.e. :

- Macro Context and Function
- Built Environment and Heritage
- Development Nodes
- Edges, Thresholds and Gateways
- Movement and Corridors

The above structuring elements provide a spatial concept on which strategies can be formulated.

The spatial strategies relate to the location of development and where it should take place with land use guidelines in the various precincts. The spatial strategies further provide strategic guidelines for the change of land use, including densification and infill development, architectural guidelines circulated and services provision, and how new development or expansion should take place.

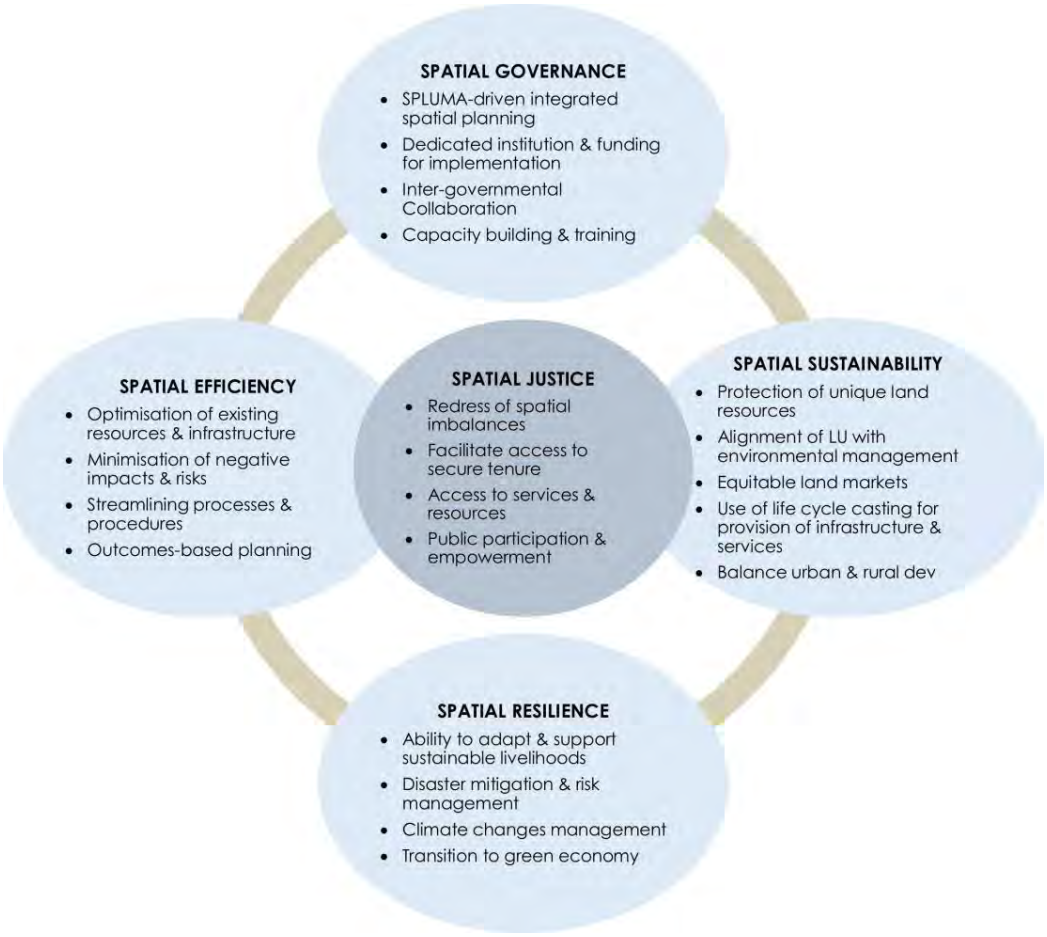
2.0 Spatial Vision

2.1 Vision Directives

▣ **SPLUMA**

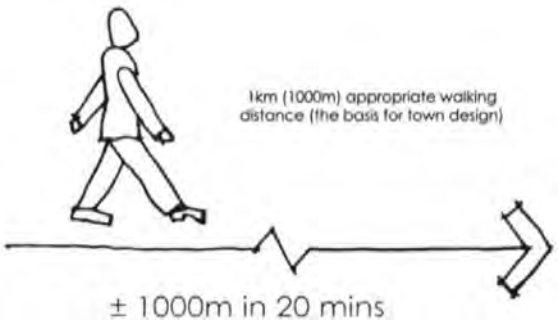
The SPLUMA Founding Principles must guide preparation, adoption and implementation of the Local Spatial Development Framework, policy formulation concerning spatial planning and development or use of land. SPLUMA reinforces and unifies the National Development Plan's vision and policies by using spatial planning mechanisms to eliminate poverty and equality while creating conditions for inclusive growth by seeking to foster a high employment economy that delivers on social and spatial cohesion.

The Narrative Principles set out in SPLUMA and Chapter 8 of the NDP apply to the St Francis Bay CBD LSDF:



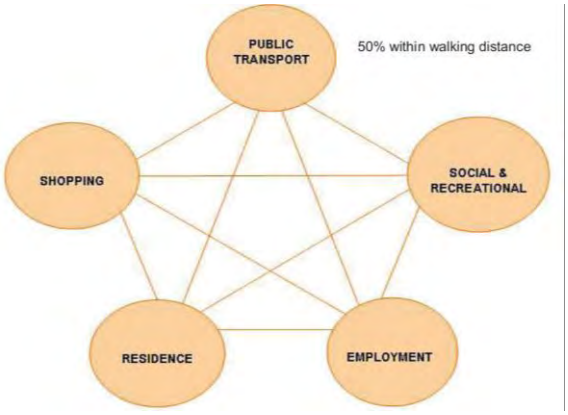
2.2 Settlement Planning Principles

The spatial concept and strategies are driven by principles for settlement planning and urban development. Principles on good spatial practice should inform all deliberations on spatial planning as a golden thread from the start. The Settlement Planning Principles further refine the SPLUMA principles, norms and standards.

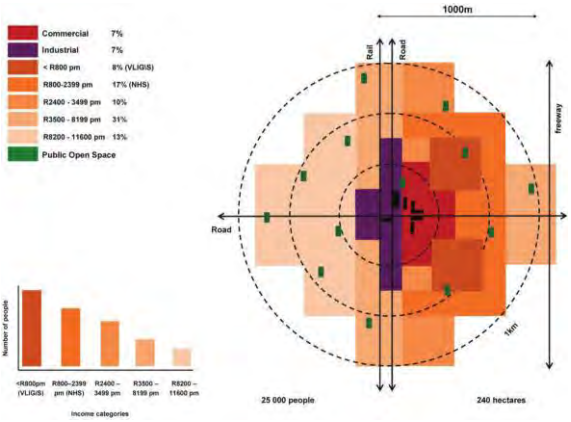


▣ **Accessibility**

The need to ensure that people have access to a variety of opportunities is implied in the SPLUMA principles. This requires an understanding of the relationships between different activities in terms of spatial proximity (close and far), access and time. In the past accessibility has mostly been considered in terms of travel time in private vehicles.

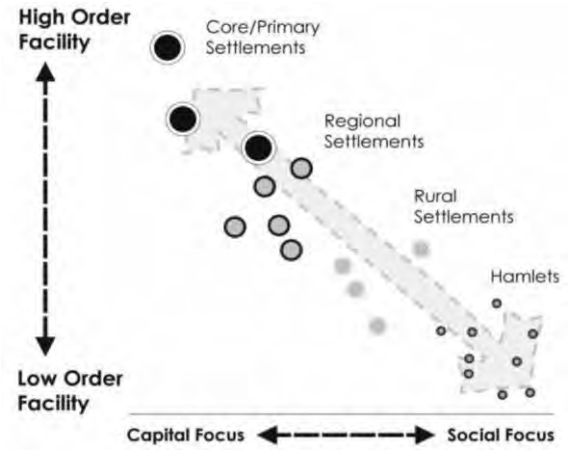


However, this measurement is not only environmentally unsustainable, as it is mostly dependent on access to private motor vehicles but also reflects a denial of the reality that the majority of our citizens do not have private vehicles, may not always be able to afford public transport and thus have to spend significant time and energy walking to fulfil their needs. Thus, appropriate walking distance should always be used as the measure for accessibility. 20 minutes or 1km is regarded as an acceptable distance to walk and should be used as a basis of settlement design.



▣ Functional Integration

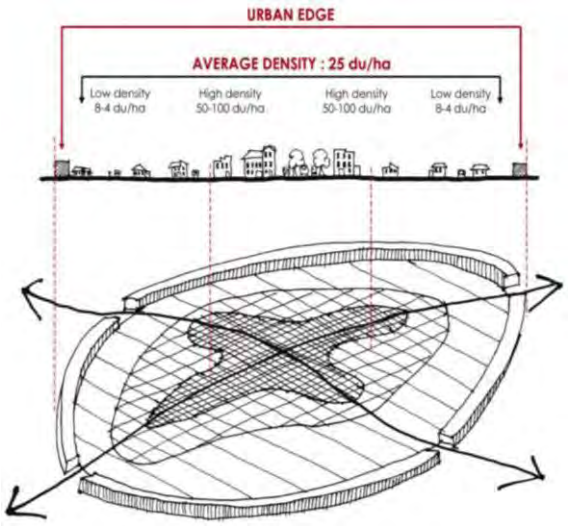
The implementation of the walking distance principle to promote greater access to opportunities for all people will require the functional integration of urban activities. At least 50% of urban activities should be within walking distance of where people live.



▣ Socio-Economic Integration

The principle of access and integration also requires socio-economic integration. In reality, there is often community resistance to the integration of poor, middle and high-income communities. The use of a socioeconomic gradient with relatively small differences in income and property value between adjacent communities can help mediate this problem.

A high level of socio-economic integration can be achieved in a 1km radius by applying this principle. In particular, efforts should be made to locate low-income neighbourhoods nearer to the core or nodes of settlements and away from the periphery.

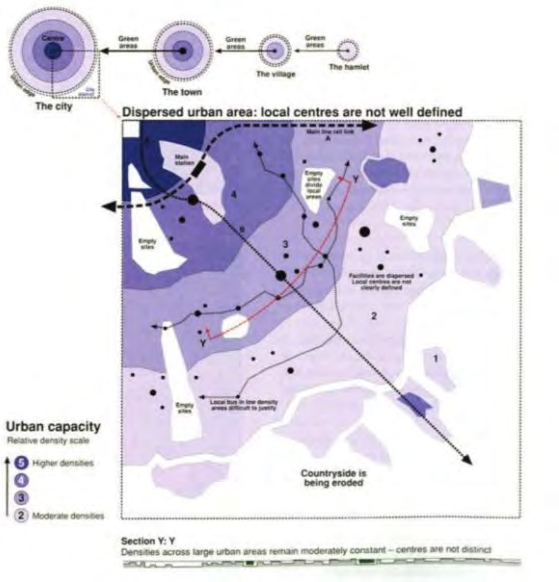


▣ Efficient Urban Structure

Applying the principles of walking distance access and functional integration will contribute to creating more efficient (i.e., where urban infrastructure is used optimally) settlements. Currently, settlements are characterized by segregation of land uses and low-density development that cannot support public transport, or small businesses. To address these issues and achieve better access and integration, appropriate densification will have to be promoted in settlements.

▣ A Logical Nodal and Settlement and Nodal Hierarchy

The concept of nodal development allows for the efficient accommodation of a large population. In large urban areas, decentralised nodes are connected by high-speed arterials. This concept is applicable, where the various settlements should be allowed to grow optimally according to their character and function, whilst protecting agricultural, natural and scenic resources between settlements.



To increase economic activity, social facilities and employment opportunities should be grouped or clustered according to a spatial hierarchy logic, i.e., higher-order facilities in the most accessible locations and vice versa, rather than randomly scattered depending on where sector departments' individual landholdings happen to be.

▣ Compaction and Densification

Understanding densities and how they may be altered depending on the kind of urban growth outcomes that are desirable and has given rise to a debate between the desirability of urban sprawl, generally associated with uncontrolled low-density growth, versus compact growth.

Compact growth is seen as being clearly focused and structured to efficiently provide transport and services, creating viable business thresholds and attractive public places, and reducing the impact of urban growth on scarce resources such as arable, scenic and high biodiversity potential land.

▣ Protection and Enhancement of the Environment

The Municipality, in their decision-making, should give protection and improvement of the urban environment, the quality of life it allows, and the conservation of its biophysical and socio-economic resources.

The Municipality should carry out measures to enhance the urban environment and must encourage developers to implement policies, which enhance the local environments adjacent to their development. Environmental Management Regulations should form part of all application for all major development as stipulated by legislation.

▣ Discourage Illegal Land Use

The Municipality should discourage the illegal use of land. Illegal land use results in a fragmented land use pattern creates conflict and infringe on land use rights.

As people are protected from being illegally evicted, the Municipality should focus on ways to prevent illegal land-use practices. Sound planning guidelines and speedy land developments are key mechanisms to prevent illegal land-use practices.

- **Efficient Public Participation and Capacity Building**

  The objective requires that the Municipality should introduce mechanisms to ensure that the public, and in particular communities affected by land development, have opportunities to influence planning decisions. This objective is to ensure that the full resources of the region are utilised in facilitating land development. The underlying idea is a public-private sector partnership because neither sector on its own has the skills or capacity to do the job.

2.3 CBD Spatial Vision

Implementation of the spatial vision for the study area should be based on the narrative principles of SPLUMA and Chapter 8 of the National Development Plan, i.e. spatial governance, spatial sustainability, spatial resilience, spatial justice and spatial efficiency.

The spatial vision for the St Francis Bay CBD :

- Protect the single residential character and intensity outside the CBD edge.
- Contain the CBD within the existing demarcated edge.
- Erf 400 as a village green concept with open space, sport, recreation and conservation land uses.
- Implement St Francis aesthetic guidelines and urban design guidelines.
- Promote development of sub-nodes or secondary nodes to accommodate development pressure and non-residential expansion.

Promote and facilitate sustainable development through well-informed and proactive land use decisions and strategies

3.0 LSDF Drivers and Spatial Strategies

3.1 Drivers

Achieving the St Francis Bay CBD precinct Spatial Vision requires a multi-sectoral approach. Eight (8) LSDF Drivers have been identified.



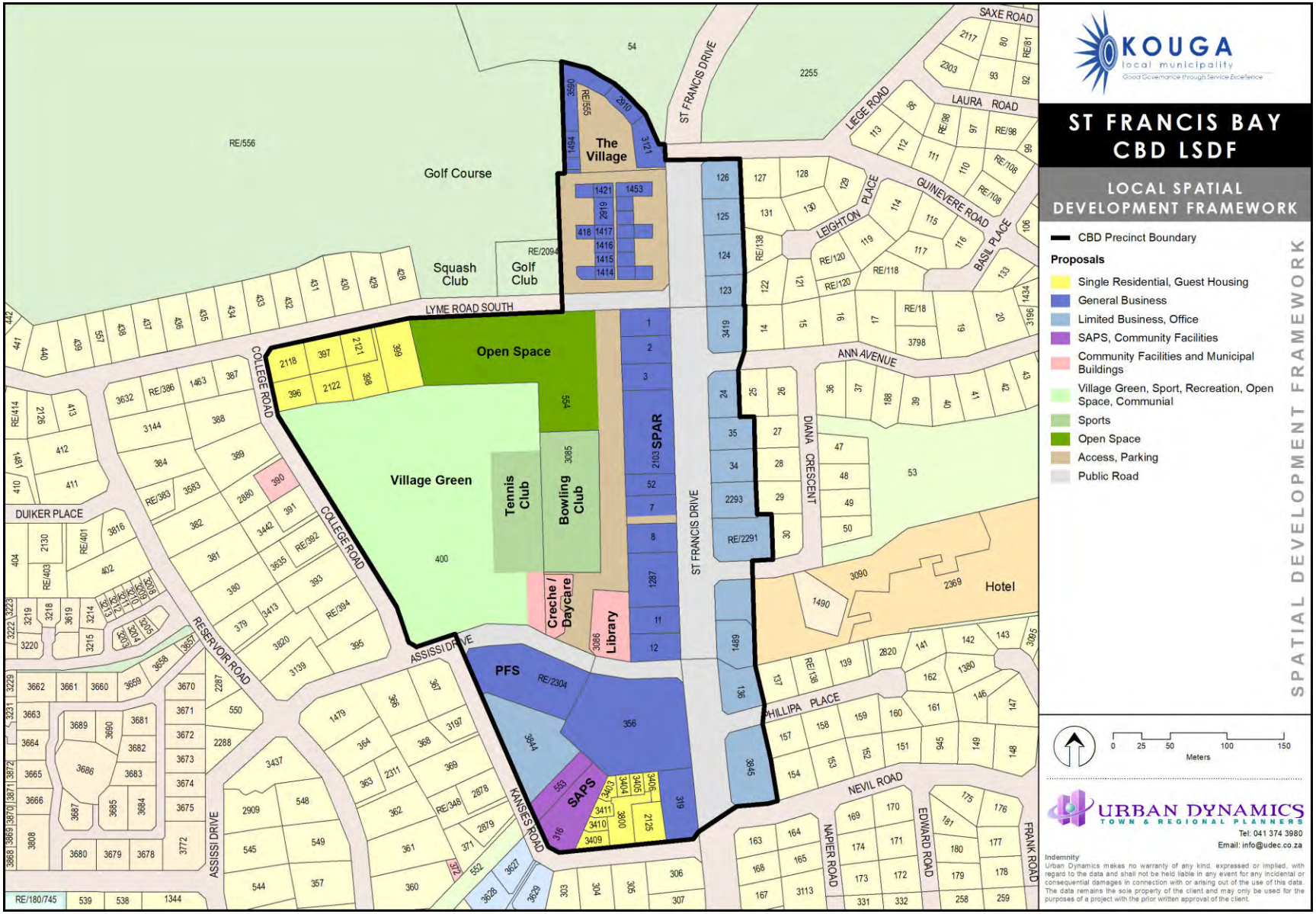
LSDF Drivers	Strategies
Management / Implementation / Support	• Implement a Management Committee / Forum • Assess rates rebate options and special rates area • Implement overlay Zone with shortened decision making processes • Ensure functioning and operational procedures or Aesthetics Committee / Development Management Committee • LSDF annual priority update and IDP alignment
Infrastructure	• Prioritise maintenance and management of infrastructure • Align infrastructure priorities with annual IDP review cycle • Implement infrastructure proposals and upgrading as per the CEF (catalytic and strategic LSDF projects)
Land Use Management	• Strictly implement LSDF land use parameters and aesthetic guidelines • Support urban design guidelines • Promulgate Overlay Zone
Transport & Movement	• Implement catalytic projects • Maximise Public Parking • Improve NMT Safety • Improve Accessibility • Reduce Traffic Congestion
Urban Design & Precinct Impact	• Strictly implement LSDF land use parameters and aesthetic guidelines • Restrict high intensity non-residential development within the CBD edge • Promote development of secondary and support nodes in the greater St Francis Bay • Promote regeneration and development of the Public Realm • Create Active and People Friendly Places
Tourism, Heritage & Marketing	• Retain small town identity • Retain character and aesthetic guidelines of the CBD • Conserve Erf 400 open space character and community facility support function
Safety & Security	• Implement safety strategies • Implement overarching safety and security strategies • Align and participate in SAPS, traffic management and land use
Amenities & Facilities	• Facility management and maintenance • Facility provision and IDP budget alignment • Facilitate open space maintenance in support of existing developments

3.2 Spatial Strategy

The character and identity for St Francis Bay as an attractive coastal holiday and leisure destination is of vital importance for its future. The village atmosphere of the built environment with its white walls and dark roofs has over the years been carefully guarded and are important components in the shaping of the identity and sense of place of the village. The CBD of St Francis Bay is located centrally to the town along St Francis Drive in close proximity (300 m) to the beach.



Plan 18 : Draft Framework Plan : St Francis CBD



Plan 19 : Local Spatial Development Framework

One of the main spatial challenges for St Francis Bay is the seasonal change in residents and visitors. The seasonal increase especially has an impact on the CBD area in terms of traffic congestion, parking demands and pedestrian movements. This fluctuation in visitors' numbers requires the CBD to be a flexible, attractive and well-functioning precinct both in season and out of season. The largest impact of seasonal influx is through vehicles increasing traffic movement and increasing demand for parking, which in turn increases pressure on areas required for other purposes. Vehicles encroach on pedestrian spaces (e.g. sidewalks) at a time when the CBD requires these spaces for increased pedestrian flows and spill out space for shops, coffee shops and restaurants. In general, the CBD is experiencing increasing demand for business space and the CBD business area has in recent times expanded to include the properties on the eastern side of St Francis Drive.

The Framework Plan aims to facilitate the following future for the CBD area of St Francis :

- Contain the growth of business development in the central CBD area, recognising that there is a limit to space for business growth within the area
- Maintain the "*village character*" of the CBD through :
  - Adhering to the St Francis Bay Village & Canals architectural guidelines to ensure that buildings are in keeping with the established character of St Francis Bay
  - Promoting and developing the quality of public space with a focus on an improved pedestrian and NMT environment and rationalisation of traffic circulation
- Create a central public open space in the CBD combining green space, sports, and social facilities on erf 400 for the St Francis Bay community, as a central "*Village Green*"
- Create improved NMT linkages with various areas surrounding the CBD; the coast as well as with the St Francis Canals Area and Cape St Francis along St Francis Drive. This will promote walking and cycling and improve safety and comfort
- Identify certain decentralised business nodes in order to be able to contain the CBD area, reduce vehicular traffic movement and to promote (business) services in close proximity to neighbourhoods

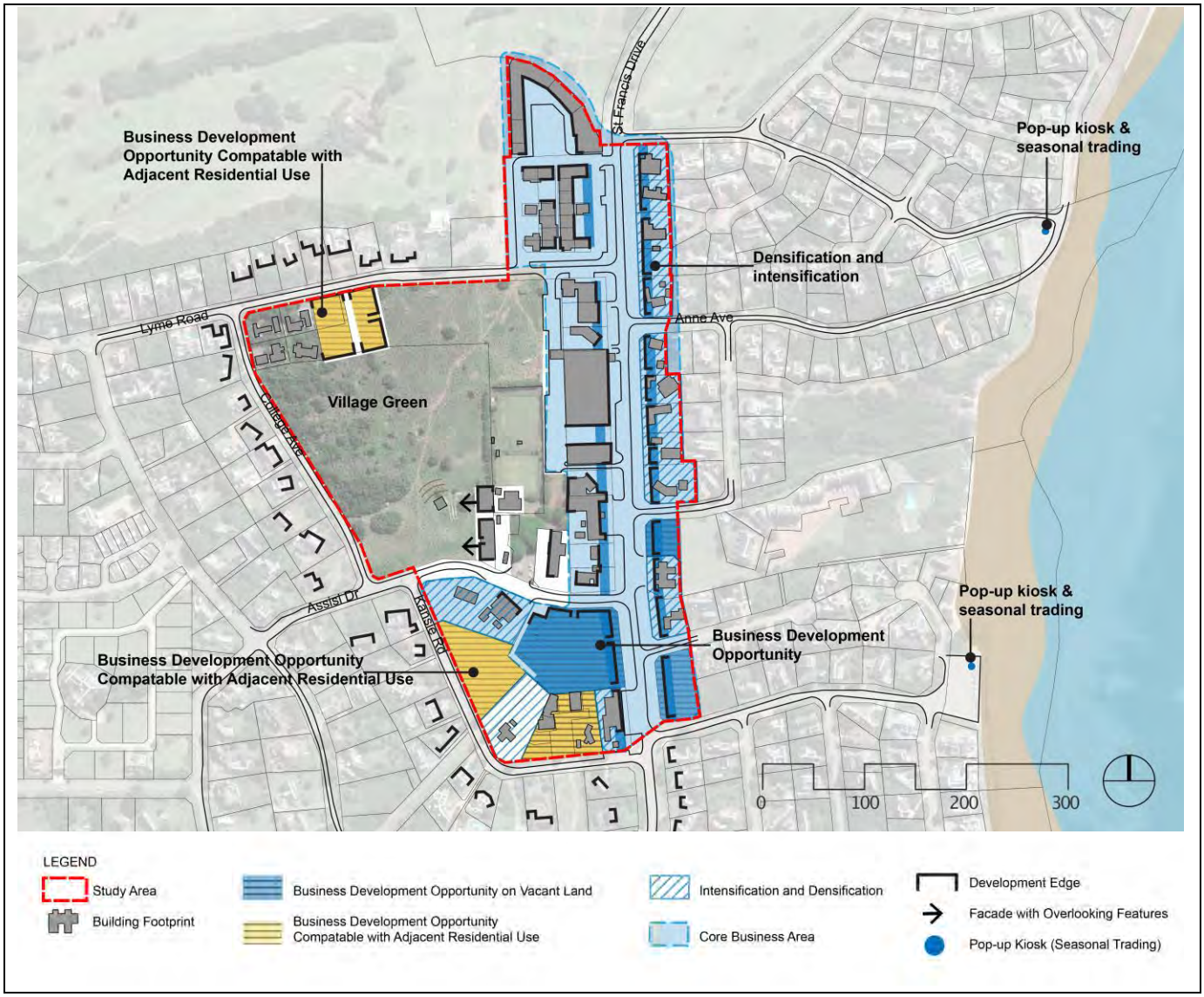
3.3 Business Development in the Village CBD

The growth of St Francis Bay as a town is creating pressure on the growth of the business component of the CBD. There is a need to balance opportunities for business growth while still maintaining the village character of the area.

There is space for expansion of the business activities along the eastern edge of St Francis Drive. The current residential function along this edge is transforming rapidly into business activities, mainly utilising the existing buildings. Additional business expansion areas have been identified on the southern side of the CBD on the site of the tennis courts as well as the petrol service station. These areas are currently underutilised and development of these sites will activate St Francis Drive as well as Assisi Drive and has the potential to strengthen the "*Southern Side*" of the CBD.

Additional business development can take place on the current vacant erven on the southern side of Lyme Road. The business activities that could be located here should be compatible with the adjacent residential uses which includes guesthouse or boutique hotel type activities.

Allowing for limited growth of business while keeping the character of St Francis Bay as a small-scale village can be guarded through adhering to the existing architectural guidelines for the area. Additional important measures will be to improve the character and quality of the public space by avoiding large parking areas and reducing vehicle dominance. Business development should provide parking on site, preferably out of view behind buildings. Large paved areas in front of business should be avoided or created behind low walls in keeping with the architectural guidelines.



Plan 20 : Areas identified for Business activity in the CBD

Both parking areas on the beach at Anne Avenue and Nevil Road also lend itself for small scale seasonal temporary business activities like coffee stands and/or food trucks.

It is also proposed that allowing for small business areas to be developed at strategic locations outside the CBD area be promoted. Providing some basic facilities closer to people's homes will alleviate pressure on the town centre, reduce additional car trips and promote walking and cycling.

	Urban Design Guidelines
Village character of the CBD	• All buildings should strictly adhere to the approved architectural guidelines
Access & Parking	• Parking for each business has to be supplied on site, no reliance on street parking • Where possible parking should be located behind buildings instead of in front of the buildings to promote the aesthetics of the area • Only one car access point allowed per erf • Street boundary has to be defined by low wall

3.4 Public Facilities : Village Green & Community Node

▣ The Village Green

The green space on erf 400 and 554 is currently underutilised and located at the back of various areas. This area has the potential to be transformed into a central "Village Green" by activating the edges and adding new uses and activities. The link with the community node and the seasonal St Francis Bay market area is of vital importance.



Plan 21 : Village Green and Community Node

The proposal is to especially add activities on the eastern side of the Village Green while retaining a more natural character along College Avenue. New activities could include the relocated tennis courts, an amphitheatre, walkways, community vegetable gardens, indigenous educational gardens, pop-up coffee shops and should also include general facilities like ablutions. The area will be very suitable to accommodate events and temporary activities during season – such as the Calamari Festival and the start/finish of sporting events. The Village Green can act as a seasonal CBD expansion area.

It will however be very important to protect the vegetation and more quiet character on the western side to ensure conservation of indigenous plant species and be in keeping with the residential edge. For this reason, the informal parking on the eastern corner of erf 554 along Lyme Road should be relocated to allow the vegetation to recover and this are to become part of the Village Green.

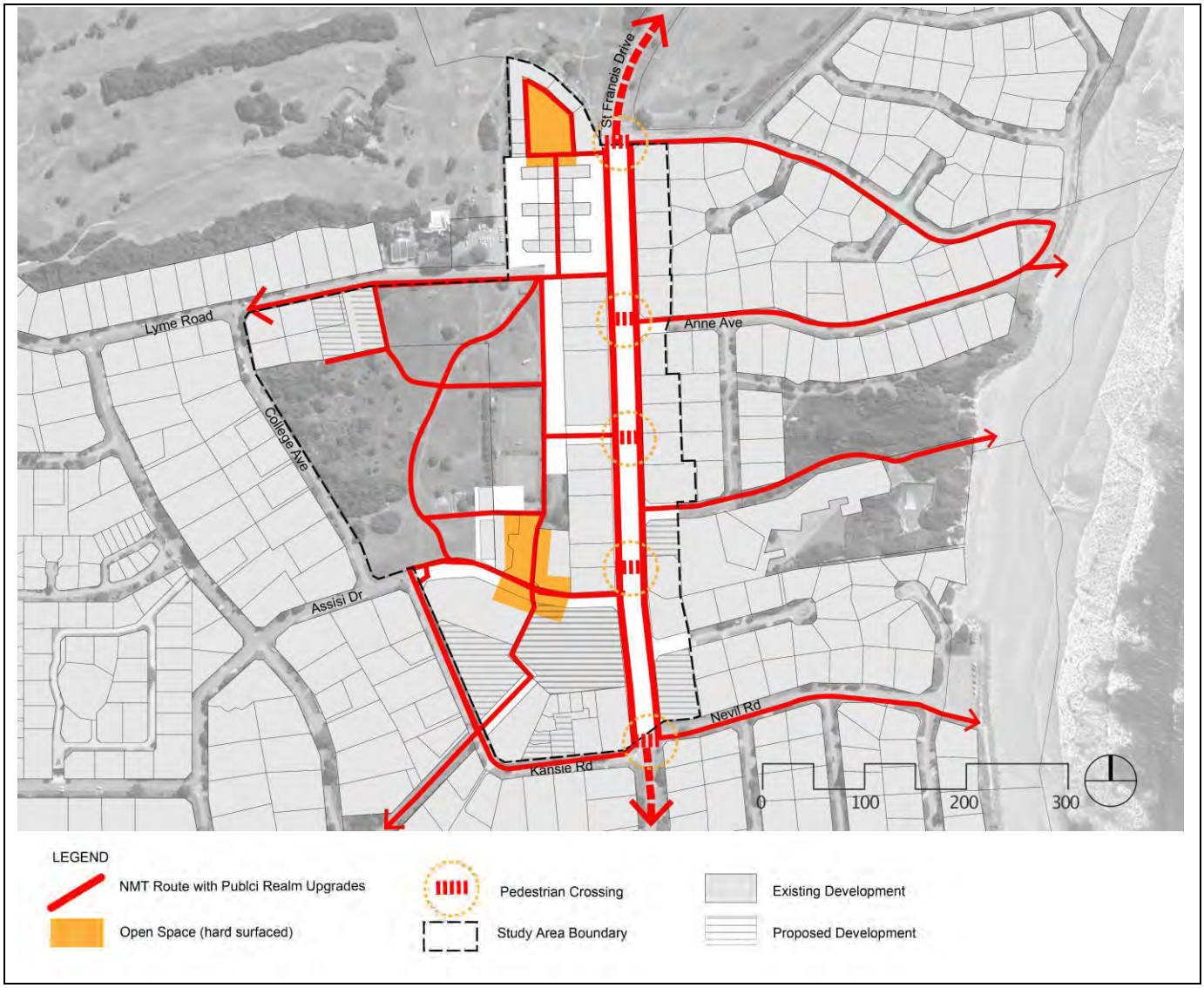
▣ **Community Node**

The area around the library and the crèche is a node which can be strengthened with additional social facilities to become a real community node. The creation of space and buildings that are flexible and can be used for a variety of uses should be the focus. A church building can act as community hall and vice versa. The seasonal/monthly St Francis Bay Market located at the square in front of the library is in keeping with the village character and adds to the attraction of the CBD. In season, more temporary pop-up businesses and shops can be allowed in public spaces, on parking areas and on the Village Green.

	Urban Design Guidelines
Community Node	• All buildings should strictly adhere to the approved architectural guidelines
Village Green	• The Village green to be treated as a central community and open space in the CBD • The village green to be activated by adding activities and sporting opportunities along the central north-south NMT Route • The eastern side of the Village Green to be more active and formal (sports fields etc.) • The informal parking on north eastern corner of erf 554 to be relocated and the original vegetation to be regenerated • The western side of the Village Green to remain natural and undisturbed (maintain and reinforce the existing indigenous vegetation) • Possible relocation of the tennis club to the west of the bowling club

3.5 Mobility : Non-motorised Transport & Public Space

The public realm in the St Francis Bay CBD area is currently car-dominated and has very limited space for pedestrians. The public domain in general is not very attractive mainly due to most space being eroded by car access and parked cars. In order to create a more attractive village CBD for St Francis it is important to reduce the car dominance and create a more pedestrian friendly environment, quality public spaces and ensure good NMT connections. This in turn will encourage more people to cycle, walk, sit, socialise and enjoy the area. It will also benefit the business community by creating more space for business and having more people around. It is important to realise that the Village Character is as much dependant on the scale and character of buildings as it is on the quality of the public space.



Plan 22 : NMT Network and key public spaces

The main urban public spaces/squares identified for pedestrian improvement in the CBD, besides the Village Green, are the Rhapsody Centre in the north and Library Square along Assisi Road in the south. The Rhapsody Centre in its current layout has a very inefficient use of space and re-organising the area can easily free up space for pedestrians, spill out space for shops and space for tree planting by rationalising the parking. The square in front of the library has the potential to become an important community space by improving pavement, lighting, street furniture, creating better connections with the surrounding buildings and stretching the space across Assisi Drive.

The pedestrian movement network as identified focusses on improving both the north-south as well as the east-west movement. Extensively sized roadways and parking areas can be reduced in lieu of pedestrian and landscaped areas. Along these routes in general the width of the driveway should be reduced in favour of a pedestrian route or alternatively a shared streets can be established. Reduction of these spaces can also contribute to an improvement of traffic safety on general as vehicle speeds are reduced. The pedestrian routes will benefit from tree planting to provide shade and greening of the area. Sustainable urban drainage and soft planted areas improve the overall character and climate of streets as opposed to large surfaces of heat radiating paving.

In front of buildings and businesses excess space can be transformed into spill out space for restaurants and shops. All these changes will greatly contribute to the pedestrian climate and the "*Village feel*" of the CBD.

The extended NMT route as identified along the entire length of St Francis Drive aims to provide and promote better and safer routes for cyclist and pedestrians between the Canals and Port areas and the St Francis CBD.

NMT facilities across St Francis Drive should be raised to create a safer crossing environment for pedestrians. This approach would also ensure reduced vehicle speeds on St Francis Drive and may contribute to less drastic interventions being necessary at junctions along St Francis Drive.

3.6 Mobility : Motorised Transport & Circulation

The St Francis Bay CBD focus on pedestrians and non-motorised transport has an impact on the circulation of motorised traffic in the larger area and is coupled with decentralised nodes of services in other areas outside the CBD. St Francis Drive as the internal collector route will become more of a local route with a focus on NMT while the R330 is the main connector for motorised transport. This will include for instance construction traffic to and from the commercial hub in Sea Vista. The intention is to slow down traffic on St Francis Drive - especially within the CBD.



Plan 23 : CBD located in the larger urban network

Further interventions in the CBD include creating localised one-way systems to facilitate improved access to the various parking areas as well as maximise parking supply. This will reduce congestion on the Lyme Road-St Francis Drive junction as well as the linkages.



Plan 24 : Circulation Motorised Transport

A number of areas have been identified as possible temporary parking areas in season. These areas are all located on the fringes of the CBD in order to reduce unnecessary traffic movements and parked cars out of the area and thus reduce congestion. The temporary parking areas should be on soft/grassed surfaces or alternatively on permeable paving areas.

Configuration of the main junctions in the CBD precinct can be investigated further with a view to improving flow and reducing congestion during peak season periods. It is also important to ensure that any possible adjustments to traffic controls and operation at these junctions – which may address peak season concerns – do not negatively impact on operation during out-of-season periods.

The table below indicates the advantages and disadvantages of various interventions that could be considered at junctions.

Intervention	Advantages	Disadvantages
All-Way Stop Control	• Increase control at junction during peak season • Reduce speeds (although not main purpose of control) • Reduced delays to vehicles provided flows balanced	• Increased risk of non-compliance by vehicles on St Francis Drive during low traffic periods (out of-season) • Increased delays during high traffic periods
Traffic Circle	• Reduces delays to vehicle provided flow balanced	• Not ideal for pedestrian safety • Unbalanced flows lead to lower volume approaches not afforded opportunity to enter • Limited space not conducive to long delivery vehicles
Raised pedestrian crossings (Main Road)	• Reduces speeds through junction • Improved pedestrian safety	• Impact on through traffic on St Francis Drive • Impact on Emergency vehicles
Raised intersection (table)	• Reduces speeds through junction • Can still accommodate long vehicles • Improved pedestrian safety	• Impact on through traffic on St Francis Drive • Impact on Emergency vehicles

4.0 Catalytic Interventions

In order to achieve the spatial vision, a number of catalytic interventions have been identified to maximise investment, growth and urban renewal.

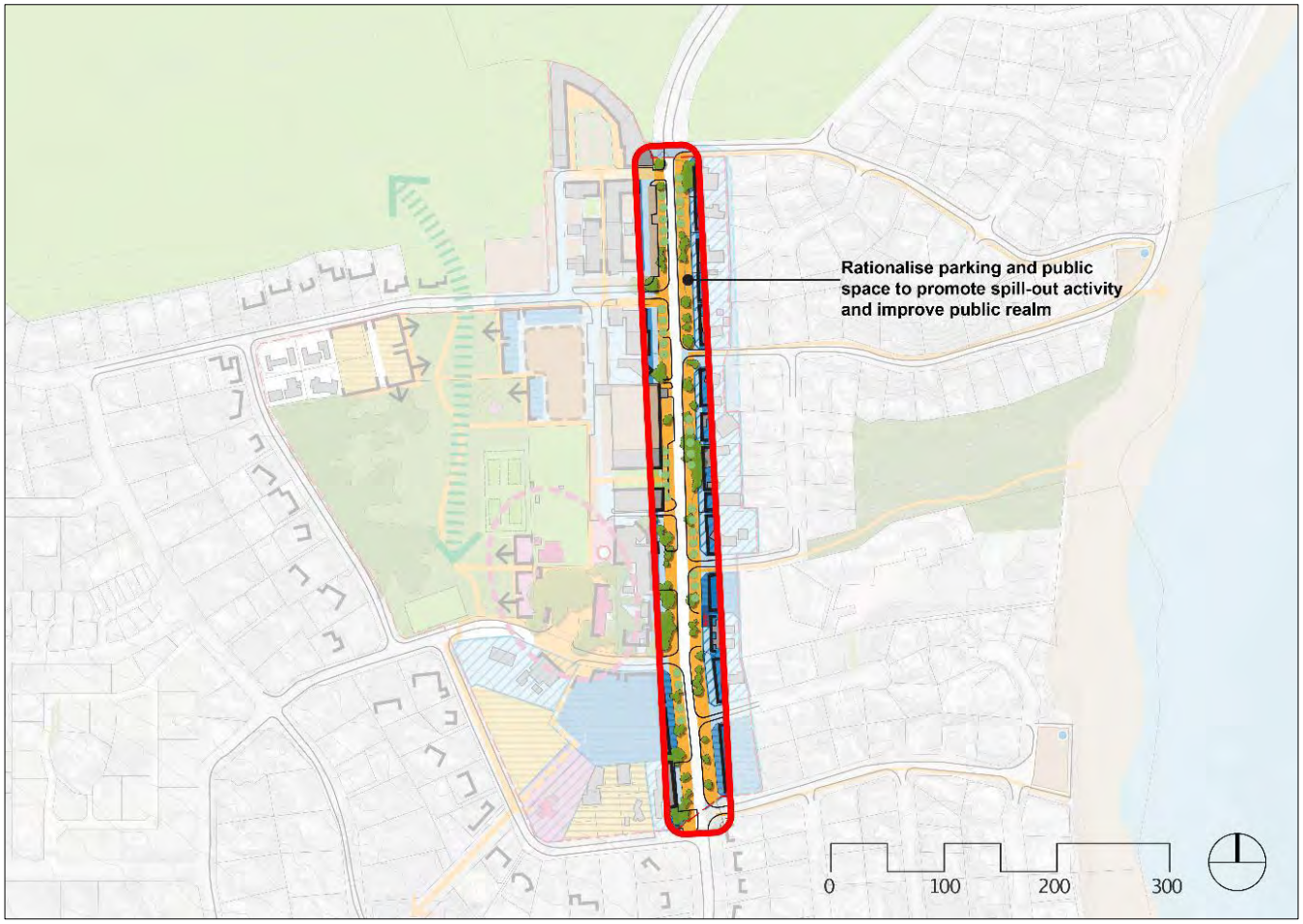
The interventions / projects have been costed as part of the Capital Expenditure Framework (Chapter 5).

4.1 St Francis Drive Upgrade

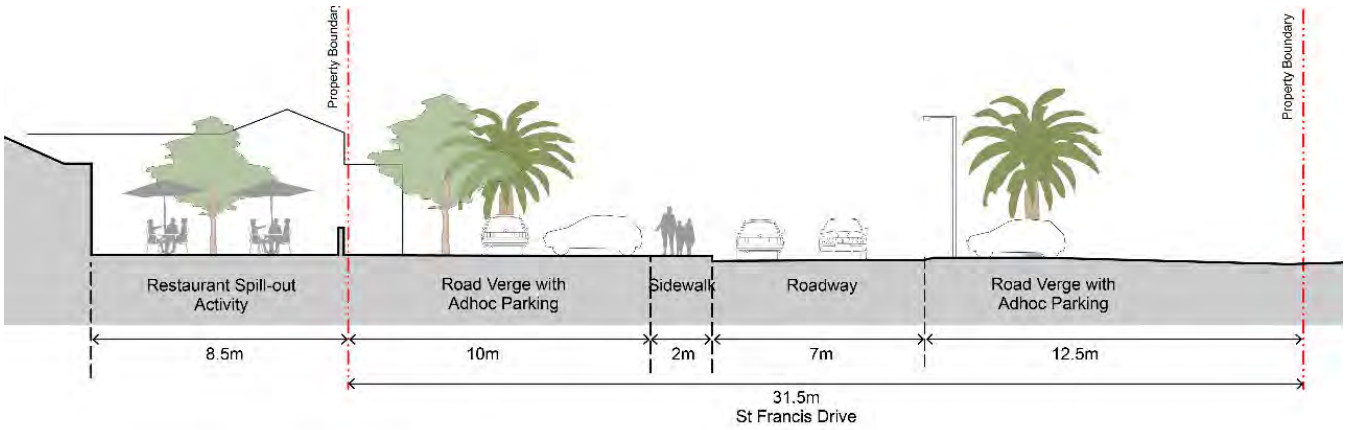
St Francis Drive is the central activity spine of the CBD and the main route into town from the north and the south. The aesthetics and functioning of St Francis Drive is of great importance for the image of the town and the business centre.

The proposal is to create a boulevard with green verges accommodating a NMT route and a continuous row of trees. All car parking needs to be removed from the street and can only be located behind low white walls which define the edge of the street. Each property can only have one access point to the street. Attractive street lighting, banners and street furniture in the stretch of road between Liege Road and Kansas/Nevil Road will create a special atmosphere marking the town centre.

Various pedestrian crossings will be placed at intersections, traffic calming measures such as raised and paved intersections will create a safer and more pleasant walking environment.



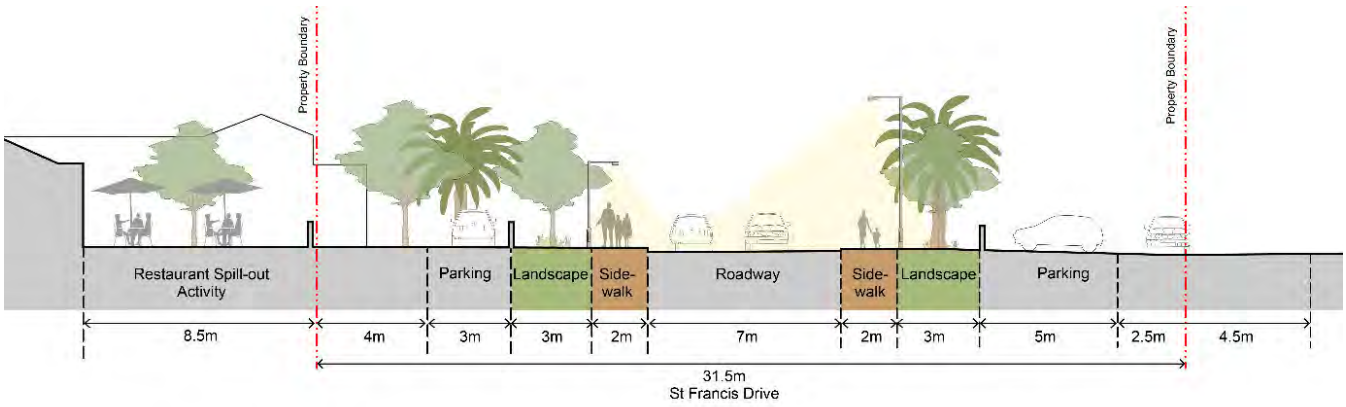
Plan 25 : St Francis Drive Upgrade project



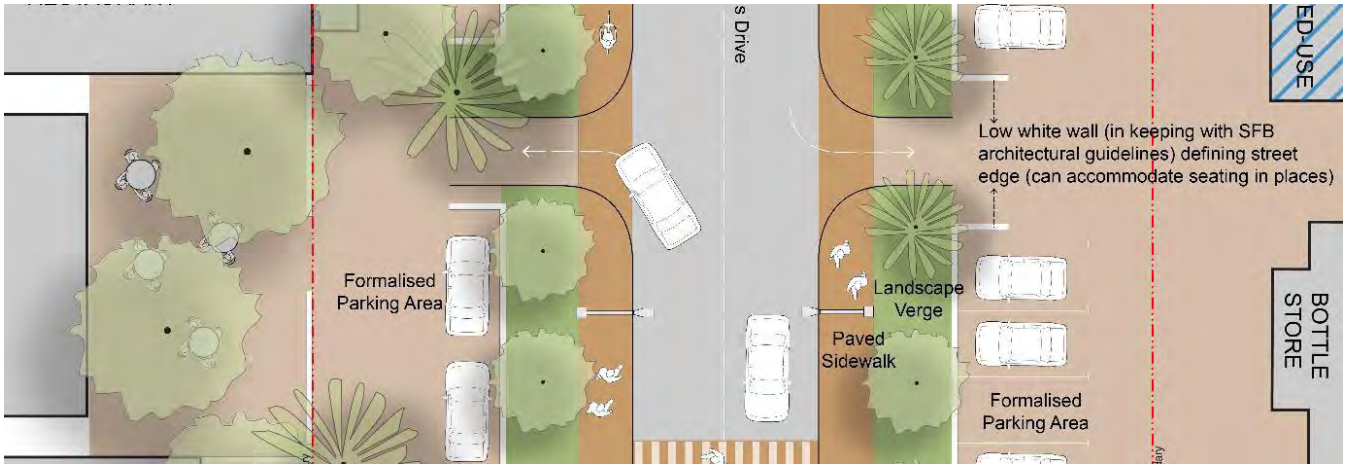
CORNER ASSISI AND ST FRANCIS DRIVE



St Francis Drive in its current form with eroded edges and erratic pedestrian and NMT facilities (Source: Google Earth Streetview)



CORNER ASSISI AND ST FRANCIS DRIVE



Section and plan of the proposed new layout for St Francis Drive



Example of space defined by low white walls (Pniel) (Source: Google Earth)



Parking shielded by low white walls (Hermanus) (Source: Google Earth)



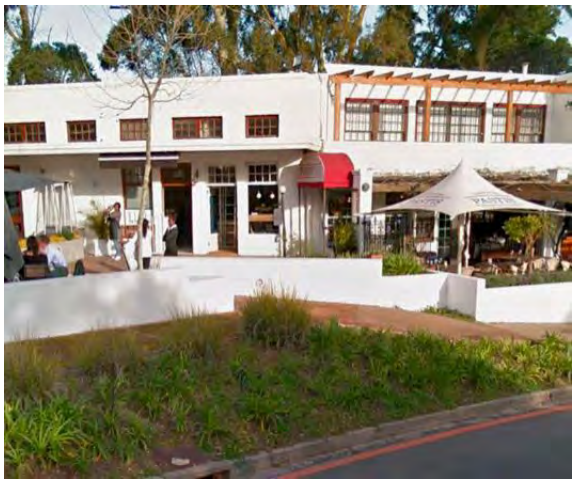
Continuous tree line as space defining element (Source: Google Earth)



Example of interface between parking and pedestrian area (Source: Google Earth)



Example of street edge defined by wall



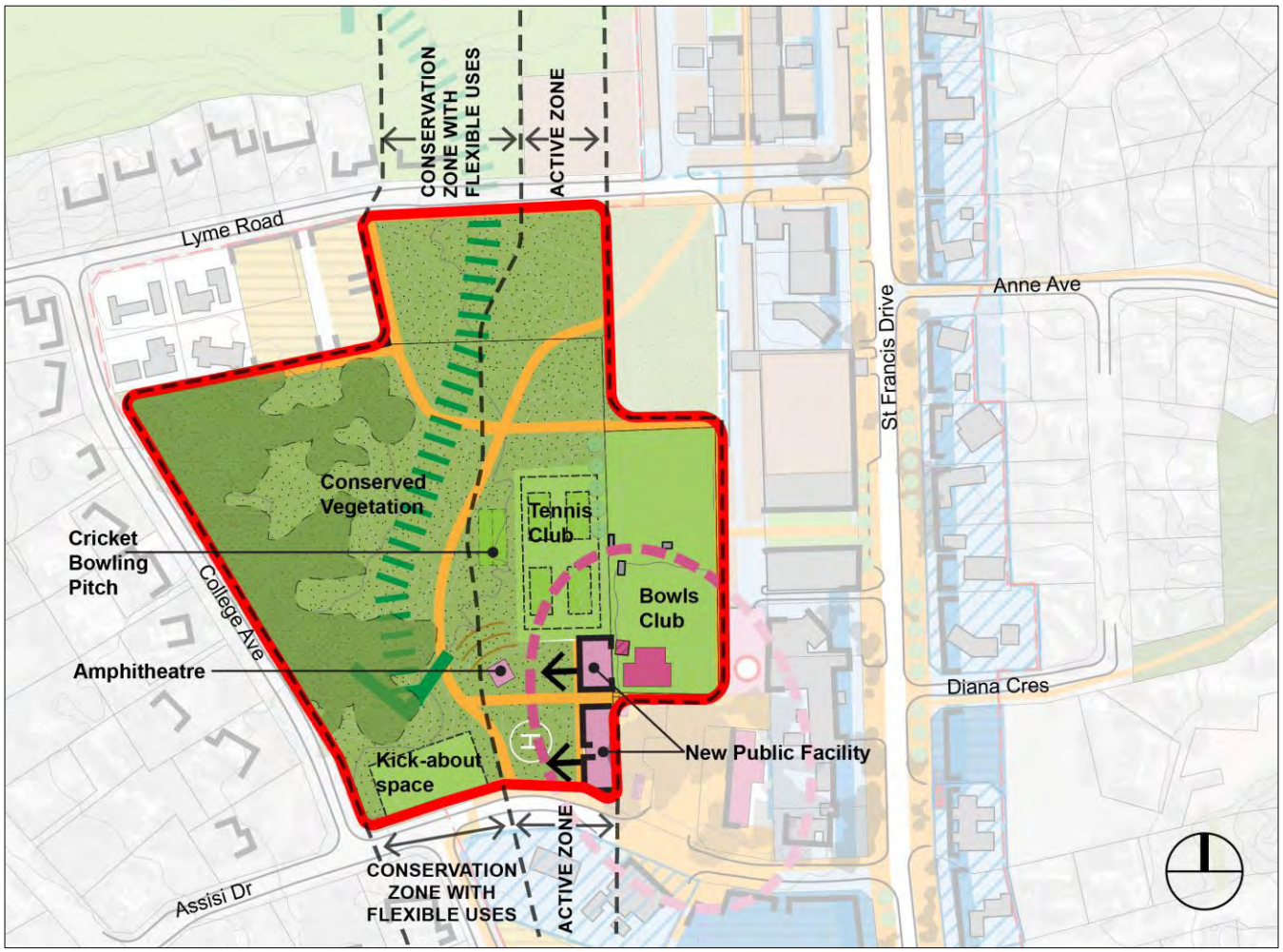
Example of street edge defined by wall

4.2 Village Green Development

Erf 400 and a large portion of erf 554 Sea Vista are ideally suited to be transformed into a "*Village Green*" that is linked to the town centre. The Village Green will be largely undeveloped space accommodating various sporting activities, recreational areas as well as conservation areas. The edges to the Village Green need to be activated, especially on the eastern side to create a safe a lively environment. Good pedestrian linkages with the business areas will ensure connectivity and activity. The western side will be kept more natural with the existing trees and planting and create an appropriate and quieter edge to the residential erven along College Road.

The Village Green can be used for events in season and be the green lung for the town centre during all seasons of the year.

A botanical report on the area has identified "*St Francis Fynbos Thicket Mosaic*" which includes various plants of conservation concern, threatened by coastal development on the site. The report is recommending conservation of the public open space. For this reason the north-eastern portion of the Village Green will be reinstated as part of the open space and parking will be relocated elsewhere.



Plan 26 : Proposed Village Green St Francis Bay



Example of natural amphitheatre (Source: Dezeen)



Example of a natural amphitheatre (Source: The Jewish Chronicle)



Example of sport and recreation activities on Village Green, Stanford (Source: Tripadvisor)



Example of recreation activities on Village Green (Source: Visit Surrey.com)



Example of event activities on the Village Green (Source: Forbes Africa)



Brunsvigia Gregaria (Candelabra Lily) can be found in the area (Source: St Francis Today)



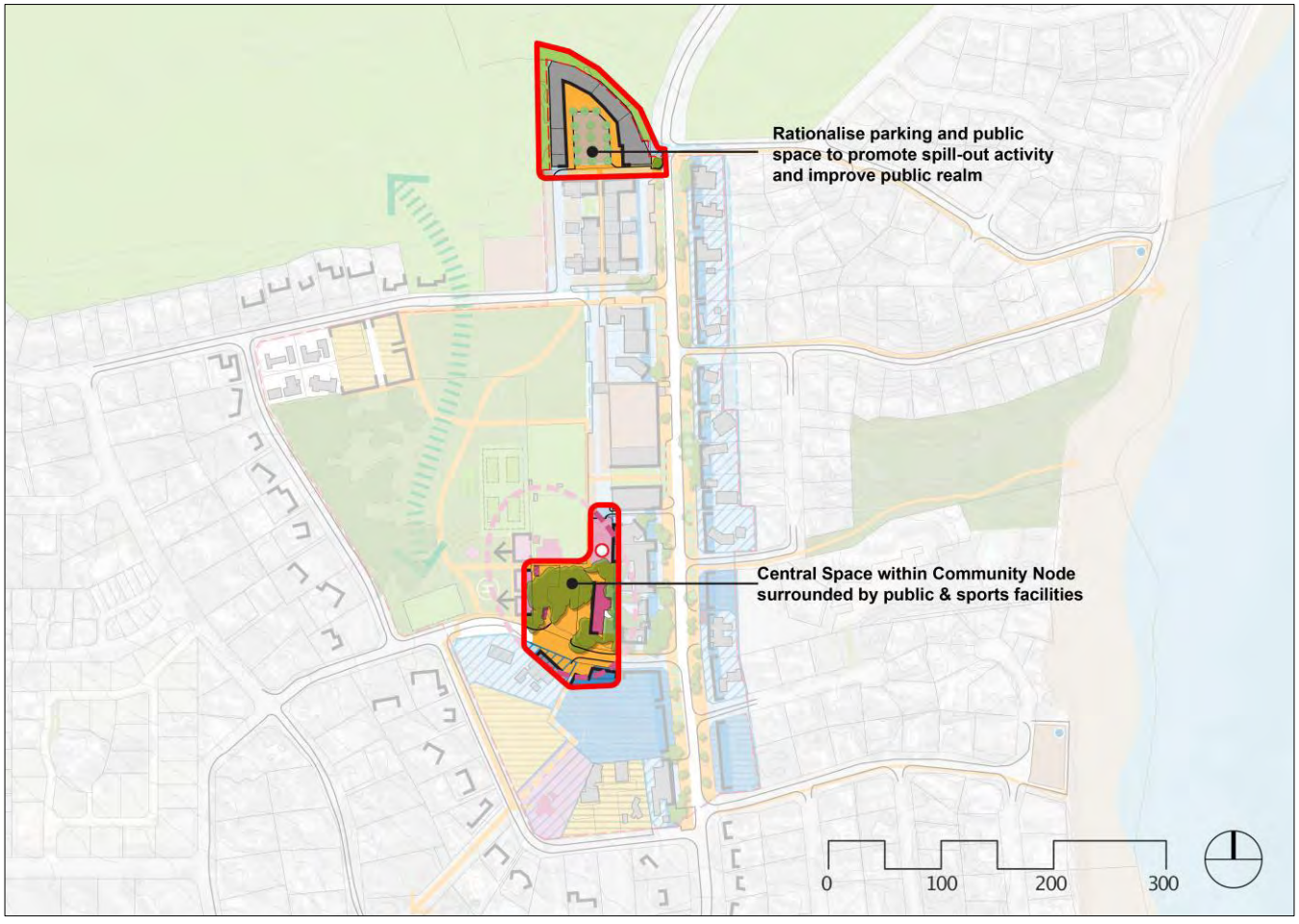
Example of positive interface between buildings and Village Green (Source: Visit-Broadway.co.uk)

4.3 Pedestrian Urban Spaces (Rhapsody Square & Assisi Square)

With the Village Green becoming the central green space in the town centre, there are two areas that can be transformed into "*town squares*", each at one end of the CBD. The focus of these areas should be on the pedestrian and outdoor quality which does not exclude parking from the squares.

Principles for the re-development of the urban spaces include :

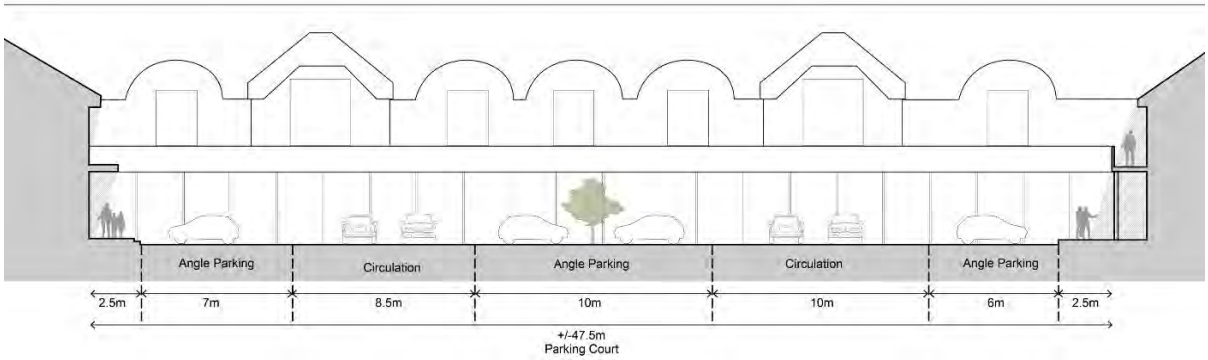
- Reduce the dimensions of over-scaled parking area, reducing the space for cars without reducing the number of parking bays
- Create pedestrian movement areas and spill out spaces for the businesses
- Allow for Sustainable Urban Drainage (SUD's), permeable areas, planted verges and tree planting to promote stormwater infiltration, biodiversity and create shade
- Implement pedestrian signage with directions to the beach, Village Green, public facilities etc.
- Use tactical urbanism interventions: low budget-high impact and temporary interventions to test new proposals and/or adept spaces for the season



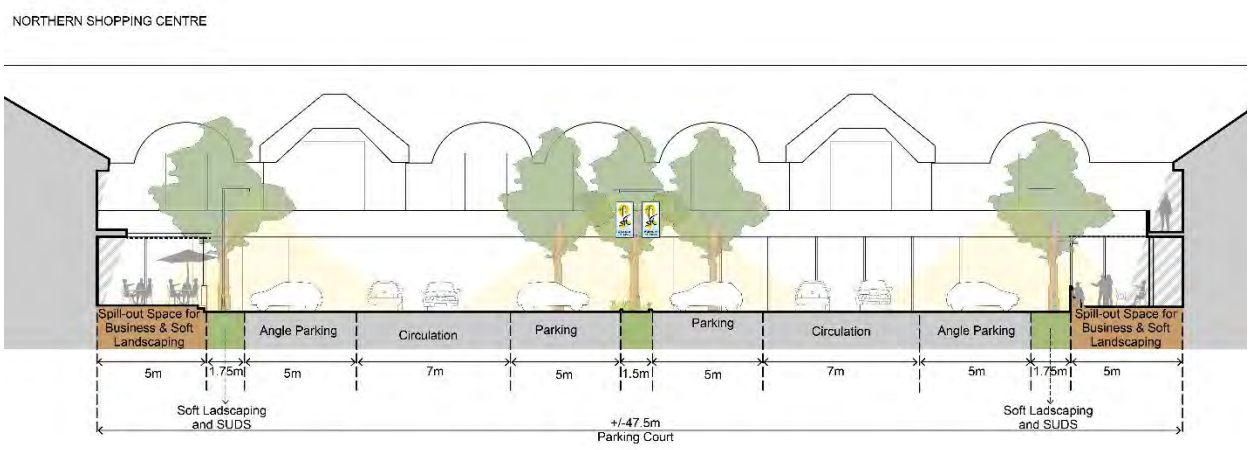
Plan 27 : Location of Rhapsody and Assisi Square in St Francis Bay



Current car dominated public space at Rhapsody Centre (Source: Google Earth)



Section of current Rhapsody Square



Proposed new layout of Rhapsody Square



Mobile tree experiment (Source: Bosk, Lucas Kemper)



Mobile tree experiment (Source: Bosk, Lucas Kemper)



Tactical urbanism example (Source: The Wagner Planner)



Signage options (Source: RSM Design)



SUDS system Hermanus (Source: A. Thompson)

4.4 One-way Traffic Flow

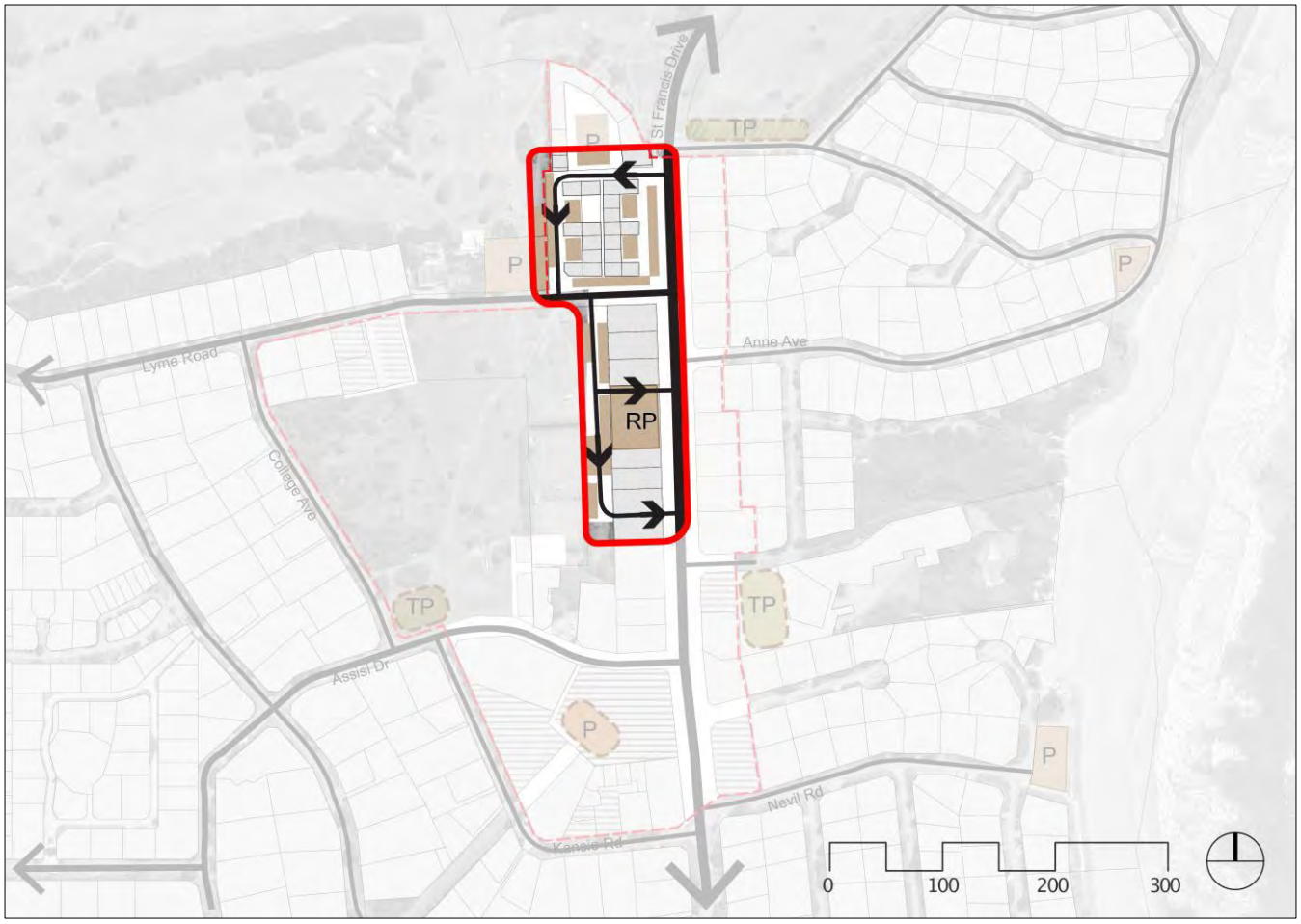
Reconfiguration of the current traffic flow in the parking areas in the precinct to one-way operation will improve flow, maximise parking supply and increase space available for non-motorised transport (pedestrian) modes.

Specific changes would include:

- Changing current entry to Spar parking from St Francis Drive to exit;
- Changing exit onto rear service road to entry;
- Changing two-way movement at Rhapsody Square St Francis Drive access to one-way entry;
- Changing two-way movement at Rhapsody Square Lyme Road south access to one-way exit;

These proposals will further minimise congestion at the key intersections in the precinct – St Francis Drive / Lyme Road south as well as access points to/from St Francis Drive and Lyme Road south by removing queuing vehicles on St Francis Drive and Lyme Road south at the access points.

In general, these proposals will improve safety for all road users as reduced roadway widths will slow vehicles and one-way flow will result in pedestrians crossing roadways having to contend with vehicles approaching from one side only.



5 Chapter 5 : Implementation Framework

The Implementation Framework for the St Francis Bay CBD LSDF provides the vehicle for LSDF implementation through projects, budgets, priorities and institutional arrangements to ensure implementation, monitoring and review.

1.0 Legal Framework and Alignment

1.1 Package of Plans and Land Use Management System

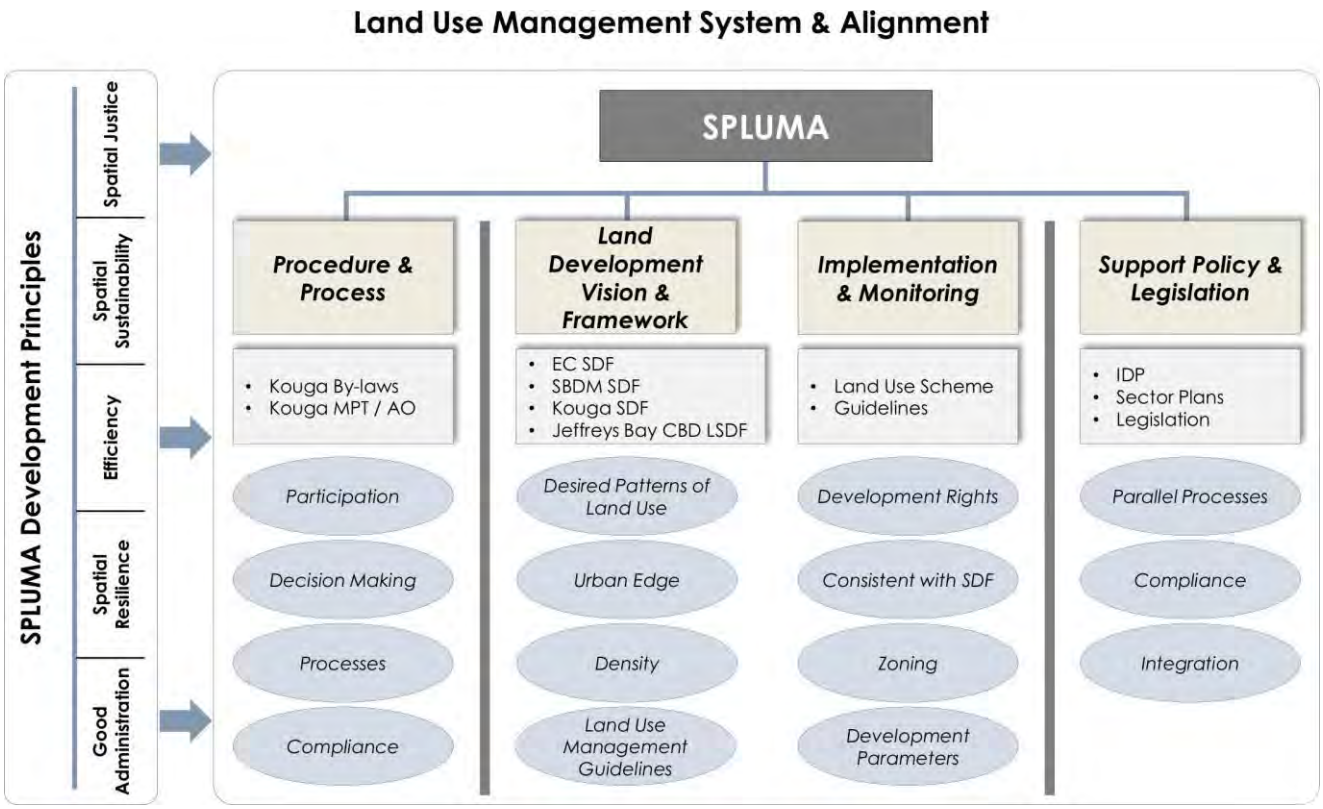
Land use management as contemplated in SPLUMA comprises of various components and ideally should represent a hierarchy of plans and regulatory mechanisms within the Municipal Land Use Management System.

The 2 main components of a Land Use Management System as contemplated in SPLUMA are :

1. **Section 20 :** *Spatial Development Frameworks* as guiding principles and short and long term vision for development and development implementation.
2. **Section 24 :** *Land Use Scheme* as a regulatory mechanism to manage land use parameters and development on a site by site basis.

The Spatial Development Framework and Land Use Scheme should function as a unit and form the key pillars of the Municipal Land Use Management System. The St Francis Bay CBD Spatial Development Framework functions within a package of plans and forms part of a broader spatial planning network of informants, policy and existing strategies within the municipal area. This well-defined hierarchy of plans adds significant strength to the Land Use Management System for the Kouga Municipality and one of the key objectives of the St Francis Bay CBD Spatial Development Framework is to acknowledge the existing policy and ensure continuation of implementation and alignment.

The graphic illustrates the package of plans and the land use management system for Kouga that is entrenched through the Municipal Spatial Development Framework.



1.2 Municipal Land Use Scheme Alignment



- The Kouga Municipality recently compiled and Council approved an Integrated Land Use Scheme (2021). The Land Use Scheme was prepared in terms of SPLUMA and the relevant legislation as per the Kouga SPLUM By-laws.
- The LSDF implementation and annual review process should identify posisble confilicts between the Land Use Scheme and the LSDF. This specifically relates to land use management guidelines and development parameters as outlined in the Land Use Scheme.
- The LSDF provides a land use management matrix, aligned with the Land Use Scheme zoning categories, densities and development parameters. These guidelines should be interpreted as relatively flexible to accommodate the overall objections and vision of the LSDF.
- As part of future LSDF review cycles, amendments and possible overlay zones for inclusion in the Land Use Scheme should be identified and incorporated.

1.3 Sector Plan Alignment

The LSDF is a long term, transversal planning and coordination tool and a spatial expression of the Kouga Municipality's IDP. While the LSDF is informed by the Sector Plans, strategically and spatially, the Sector Plans should be led by the MSDF. To this end, with the adoption of this revised SDF for the Kouga Municipality, when the Municipality's Sector Plans are reviewed, the LSDF must be a key consideration or framework for such a review to ensure alignment and for the sector plans to realise their full potential as implementation tools of the LSDF.

2.0 Policies and Guidelines for Decision Making

2.1 Objectives of Land Use Management

The key objective for implementation of land use management through the various land use management tools are based on 2 key underlying principles, i.e. :

- Resistance to and management of uncontrolled land development
- Promotion of development types and desired land development to realise the predetermined spatial vision

Land development decisions are therefore implemented to address a number of concerns, the precise mix of which is determined by the particular social, economic and political contexts of different times and places. These concerns, amongst others, include :

- ***Environmental concerns :*** uncontrolled development of land can have adverse effects on natural habitats, cultural landscapes and air and water quality.
- ***Health and safety concerns :*** uncontrolled development can lead to overcrowding and unsafe building construction. Certain land uses can also be detrimental to the health and safety of neighbours.
- ***Social control :*** the control of land uses and building types has long been a means of exerting social control, particularly through the exclusion of certain types of person, household or economic activity from certain areas through the application of particular development controls limiting, for instance, plot sizes, plot coverage and home industries.
- ***The efficiency of infrastructure provision and traffic management :*** increasingly it has become clear that where the granting of development permissions is not coupled with the provision of adequate infrastructure and traffic management the consequences can be severe. Similarly, where infrastructure is provided, generally at a high financial cost, without considering likely and relevant land-use and settlement patterns the opportunity costs to society are very high.
- ***Determination of property values for purposes of rating :*** the market value of land is the basis on which property valuation is determined and the extent and nature of the development permitted on the land is a key factor in that determination.
- ***Aesthetic concerns :*** the control of land development enables the government to prescribe certain design parameters for buildings.
- ***Investment promotion :*** changing the applicable land-use management instruments is often seen as a prerequisite for attracting certain types of investment to certain areas. This can take the form of both relaxing controls in those areas and increasing controls in other areas which might be more favoured by the market. These strategies are likely to be linked to local economic development initiatives.

2.2 Guiding Principles for Decision Making

Decision making within the Land Use Management System (rezoning, subdivision, departure, consent use, etc.) should be based on the following guiding principles :

- Promotion and support of the IDP and long term development vision.
- Support the key principles for development and development management as per the LSDF.
- Support the LSDF Conceptual Framework and Spatial Development Framework proposals, objectives and goals.
- Adhere to legislative requirements relevant to all forms of development, with specific reference to, but not limited to, environmental conservation, heritage, infrastructure, municipal powers and functions, National and Provincial Government legislation, guidelines and policy.
- Due cognisance to the principles of sustainability, equality, efficiency and integration as outlined in SPLUMA.
- Impact of development on the general welfare, safety, amenity and living environment of development on its and/or surrounding land uses and inhabitants.
- Adequate participation of the affected community and interested and affected parties.
- Economic sustainability, long term advantages and economic growth prospects.

SPLUMA and the Kouga SPLUM By-laws provide specific legislative requirements for decision making and emphasis the requirement that decisions should be consistent with the LSDF. However, consistency with the LSDF refers to the entire spatial vision, objectives and strategies of the LSDF and its proposals. Decisions should be based on an overall assessment of the LSDF and not only the LSDF plans and graphic presentations. A holistic and flexible approach should be adopted. Section 22 (2) of SPLUMA makes provision for specific circumstances that justify a departure from the LSDF provision.

Departures from the LSDF, as provided for in Section 22 (2) of SPLUMA and Section 13 of the Kouga SPLUM By-laws should :

- Carefully consider the specific land use proposal impact on the environment, urban form and municipal infrastructure.
- Provide a detailed motivation for departure and site-specific circumstances that warrant the departure.
- Ensure compliance with the overall spatial vision for the area and alignment with the SPLUMA principles.
- Section 22 (2) implementation should only be considered in extraordinary circumstances that specifically demonstrate merit for the amendment of the LSDF.

Decisions that depart from the SDF should be implemented as provided for in Section 13 of the Kouga SPLUM By-laws.

2.3 Legislative Requirements

Guidelines for decision making is captured in the relevant National and Municipal spatial planning legislation, with specific reference to the SPLUMA and Kouga SPLUM By-laws. Decision making on implementation of the LSDF should be guided, but not limited to the following sections.

Section 22 of Spatial Planning and Land Use Management Act

22. (1) A Municipal Planning Tribunal or any other authority required or mandated to make a land development decision in terms of this Act or any other law relating to land development, may not make a decision which is inconsistent with a municipal spatial development framework.

(2) Subject to section 42, a Municipal Planning Tribunal or any other authority required or mandated to make a land development decision, may depart from the provisions of a municipal spatial development framework only if site-specific circumstances justify a departure from the provisions of such municipal spatial development framework.

Section 42 of Spatial Planning and Land Use Management Act

42. (1) In considering and deciding an application a Municipal Planning Tribunal must—

(a) be guided by the development principles set out in Chapter 2;

(b) make a decision which is consistent with norms and standards, measures designed to protect and promote the sustainable use of agricultural land, national and provincial government policies and the municipal spatial development framework; and

(c) take into account—

(i) the public interest;

(ii) the constitutional transformation imperatives and the related duties of the State;

(iii) the facts and circumstances relevant to the application;

(iv) the respective rights and obligations of all those affected;

(v) the state and impact of engineering services, social infrastructure and open space requirements; and

(vi) any factors that may be prescribed, including timeframes for making decisions.

(2) When considering an application affecting the environment, a Municipal Planning Tribunal must ensure compliance with environmental legislation.

(3) An application may be approved in whole or in part, or rejected.

Section 13 of Kouga Spatial Planning and Land Use Management By-laws

13. Departure from municipal spatial development framework

(1) For purposes of section 22(2) of the Act, site specific circumstances include –
  (a) a departure, deviation or amendment that does not materially change the desired outcomes and objectives of a municipal and local spatial development framework, if applicable;
  (b) a subsequent discovery that renders the site unsuitable for the proposed development as reflected in the municipal spatial development framework; or
  (c) an unique circumstance pertaining to a discovery of national or provincial importance that results in an obligation in terms of any applicable legislation to protect or conserve such discovery.

(2) The Municipal Planning Tribunal or Authorised Official may support an application that will result in a departure from the municipal spatial development framework, but such support must be made subject to the condition that the Council approves the amendment to the municipal spatial development framework and the application cannot be approved until the amendment of the municipal spatial development framework is approved by the Council.

(3) If a Municipal Planning Tribunal or Authorised Official supports an application contemplated in subsection (2), it, he or she must inform the Council of such support and request the Council to consider an amendment of the municipal spatial development framework.

(4) The Council must consider such a proposed amendment and may amend the municipal spatial development framework in terms of the provisions of this Chapter.

(5) For purposes of this section, "site" means a spatially defined area that is impacted by the decision, including neighbouring land.

Section 53 of Kouga Spatial Planning and Land Use Management By-laws

53. General criteria for consideration and determination of application by Municipal Planning Tribunal or Authorised Official

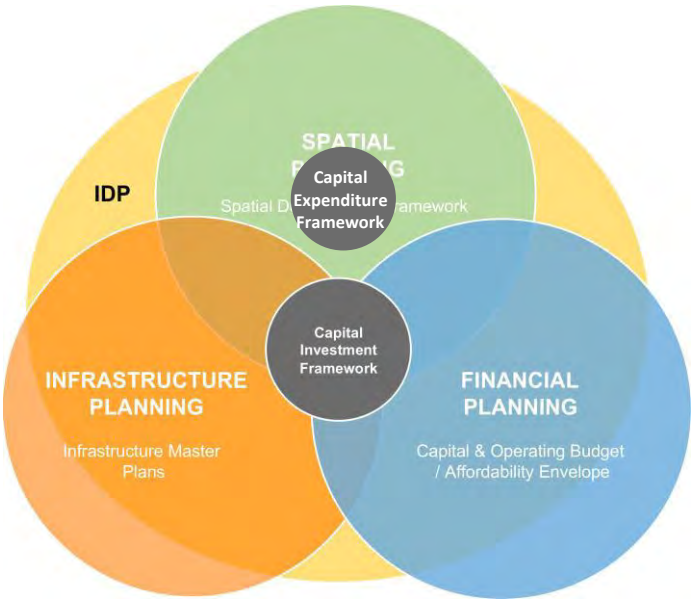
(1) When the Municipal Planning Tribunal or Authorised Official considers an application submitted in terms of this By-law it, he or she must have regard to the following :
  (b) the desirability of the proposed utilisation of land and any guidelines issued by the member of the Executive Council regarding proposed land uses;

(4) For the purpose of subsection (1)(b), desirability is the degree of acceptability of the proposed utilisation of land and matters which impact on the desirability which may be considered by the Municipal Planning Tribunal or Authorised Official are, amongst others:
  (a) the land's suitability for proposed utilisation of land in terms of location, accessibility and physical characteristics;
  (b) conformity with the municipal spatial development framework or the local spatial development framework, if applicable;
  (c) the compatibility of the proposed utilisation of land with the character and the existing spatial structure of the surrounding area;
  (d) the accessibility of the land regarding existing development and infrastructure;
  (e) the cost and availability of required services and infrastructure;
  (f) the external visual impact of the proposed utilisation of the land;
  (g) any potential disruption of or damage to the environment or public nuisance as a result of the proposed utilisation of land and proposed mitigation measures;
  (h) the potential impact on immediate neighbours and existing rights as well as the surrounding community;
  (i) the proposed layout, including street pattern, density and open space and community facility provision; and
  (j) traffic impact and access arrangements

3.0 Capital Expenditure Framework (CEF)

A Capital Expenditure Framework is a consolidated, high-level view of infrastructure investment needs in a study area over the long term (10 years).

The CEF articulates how the spatial proposals are to be achieved sequentially, with attention to projects, timeframes, budgets and funding. Planning inputs are based on the spatial planning proposals, Municipal, Provincial and National Government financial planning and capital budgets and the Municipality's Infrastructure Master Plans and infrastructure programme rollout.



3.1 Project Focus and Prioritisation

Objectives and vision are achieved through the project and programme implementation.

Given various budgetary constraints, the need for sustainable development and other issues likely to affect the implementation of identified projects, the implementation strategy should be focused on the following principles :

- Focus on projects that promote the optimal use of existing infrastructure and services and also enable the local municipality to make better returns from existing and newly built infrastructure
- Upgrading engineering services and infrastructure capacity is critical to accommodate the needs of new property developments
- Focus on projects that will stimulate the objectives and priorities
- Acknowledge existing IDP programmes and initiatives
- Acknowledge community prioritisation through ward prioritisation
- Focus on District and Provincial Programme Alignment
- Prioritise projects that could better unlock or trigger more investment into the area.
- Focus on projects that utilize and harness local initiatives
- Capital requirements for implementation and maintenance of the urban design proposals (public space)

The following sections confirm :

- Kouga IDP 2021/2022 project prioritisation and alignment
- CBD precinct urban design implementation (public space)

In order to achieve the CBD precinct vision and to ensure economic development and upgrading, the annual IDP project prioritisation for the precinct should be aligned with the SDF drivers and should identify catalytic interventions.

Projects are categorised as Catalytic, Strategic and Quick Win Projects.

Project Type	Objective	Implementation / Timeframe
Catalytic Projects	Catalytic projects relate to medium and large scale catalytic interventions to set the base for future public and private sector investment. The objective of these projects is to "*get the basics right*" and provide bulk support infrastructure to form a sound base for future growth, investment and strengthening of the node. These projects are generally funded by the Municipality through IDP prioritisation.	Short, medium and long term
Strategic Projects	Strategic projects relate to key areas of intervention that is generally dependent on successful implementation and rollout of the catalytic projects as identified. Strategic projects can be implemented as Public Private Partnerships (PPP) and depends on land availability and land release. Stakeholder participation with emphasis on land utilisation in the town and supporting nodal areas is key to implementation of strategic projects.	Long term
Quick Win Projects	Quick win projects or "*low hanging fruit*" relate to short term interventions that can make significant differences. Quick win projects are less reliant on the implementation of catalytic and strategic projects and can make short term differences with respect to getting institutional and capacity support in place.	Short term, but with ongoing financial support

3.2 Catalytic Projects (IDP Alignment)

The Kouga Integrated Development Plan (IDP) (2022/2027) identified projects relevant to St Francis Bay and the St Francis Bay CBD area. These are catalytic projects to ensure service availability.

▣ **Ward 12 Priorities**

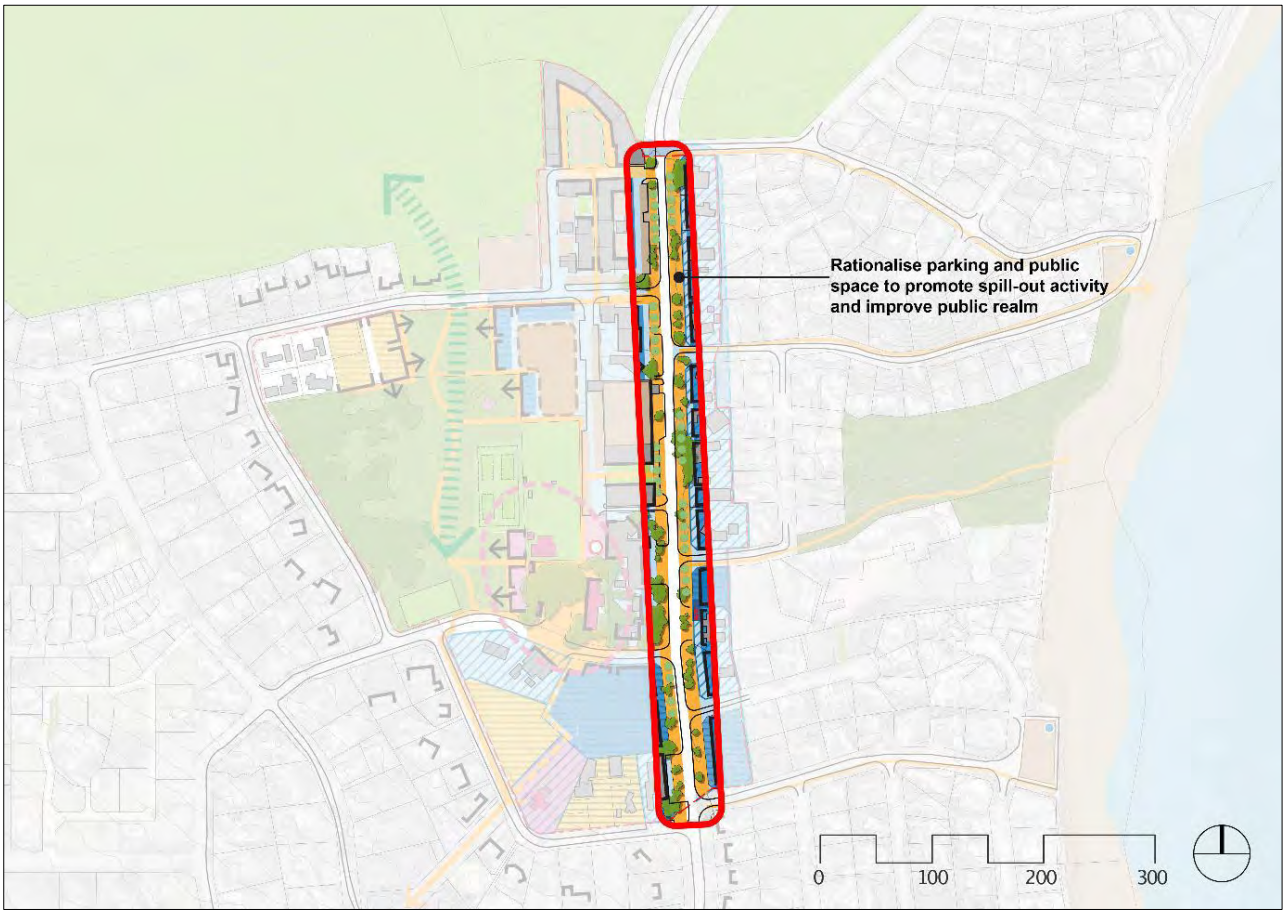
- Illegal shacks in Sea Vista
- Law enforcement –Stray animals, bylaws crime
- Roads – Resealing of roads St Francis Drive, Grand Camore
- Roads – Potholes
- Gravel Roads –grading of gravel roads Cape St Francis Bay
- Beach –spit and dune- rock reventment
- Waterbourne sewerage
- Service improvement on sewerage trucks- 2day turnaround
- Water
- Stormwater maintenance and upgrade
- Water line upgrade – Canal Road – ongoing project
- Replacement all other old water pipes
- Canal bridges upgrade –on going project
- V drains –Lyme Road south and north
- Fire hazard –fire breaks and bush clearing incl plot clearing
- Erf 554- ongoing project
- Street Names
- Waste -water pump upgrade – ongoing project
- Upgrade of road to boat launching site at Kromme River Bridge – last bit of project
- Illegal signs
- Maintenance of Beach facilities – ongoing project

- **IDP (2023/2027) Priority Projects**
  - Piped reticulation
  - Install water borne sewer reticulation
  - Upgrade sewer pump stations
  - Provision of Stormwater infrastructure
  - Upgrade / refurbish depot / workshop
  - Main intake from Eskom upgrade
  - NMD upgrade from 5 to 8 MVA
  - Installation of landfill sites monitoring boreholes
  - Implementation monitoring program for landfill sites
  - Rehabilitation and closure permit applications for landfill site
  - Spit management
  - Ocean View electrification

3.3 Strategic Projects

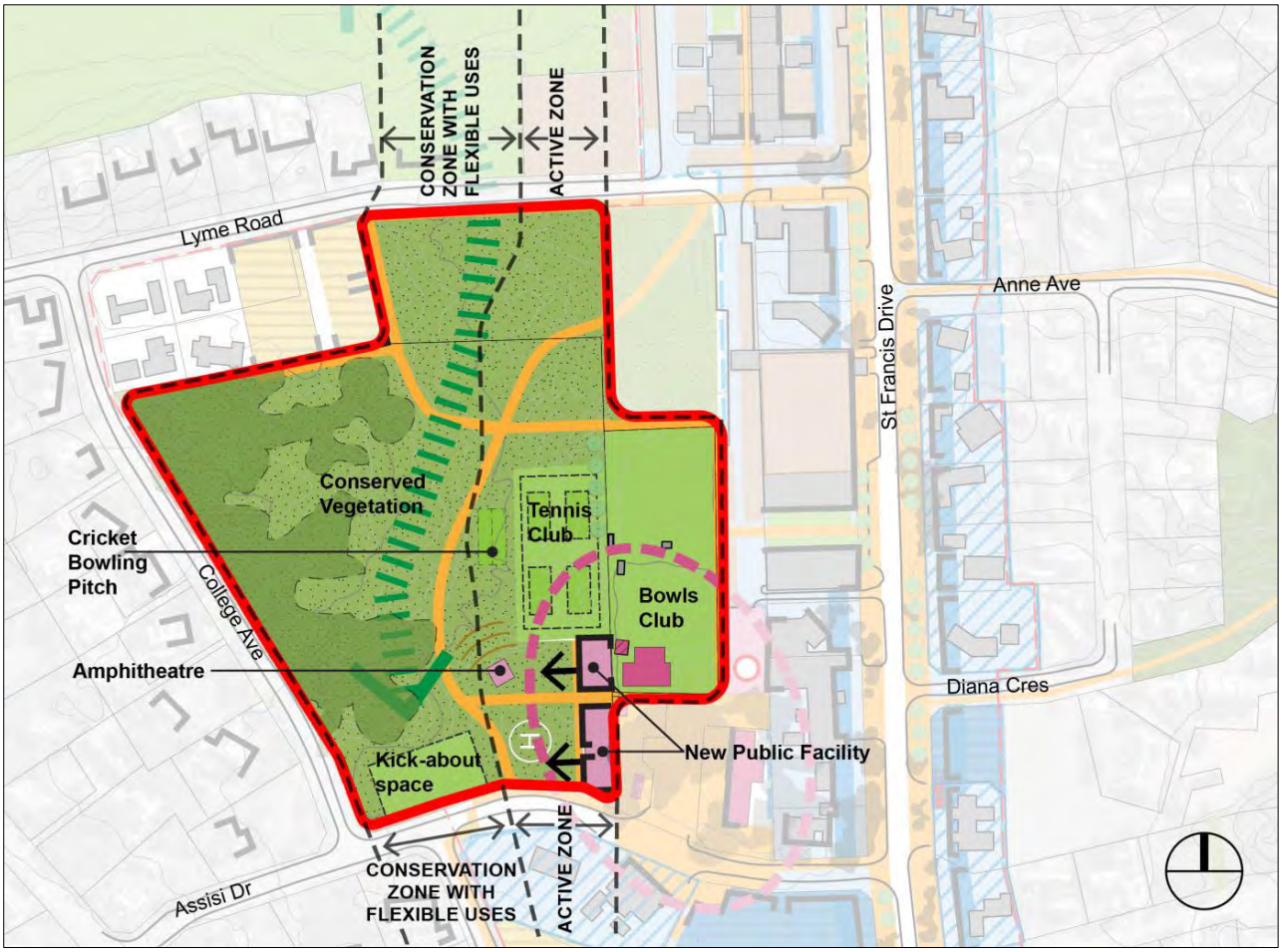
In order to achieve the spatial vision, 3 key strategic projects were identified. These project will enhance the public and private realm.

▣ **St Francis Drive Upgrade**



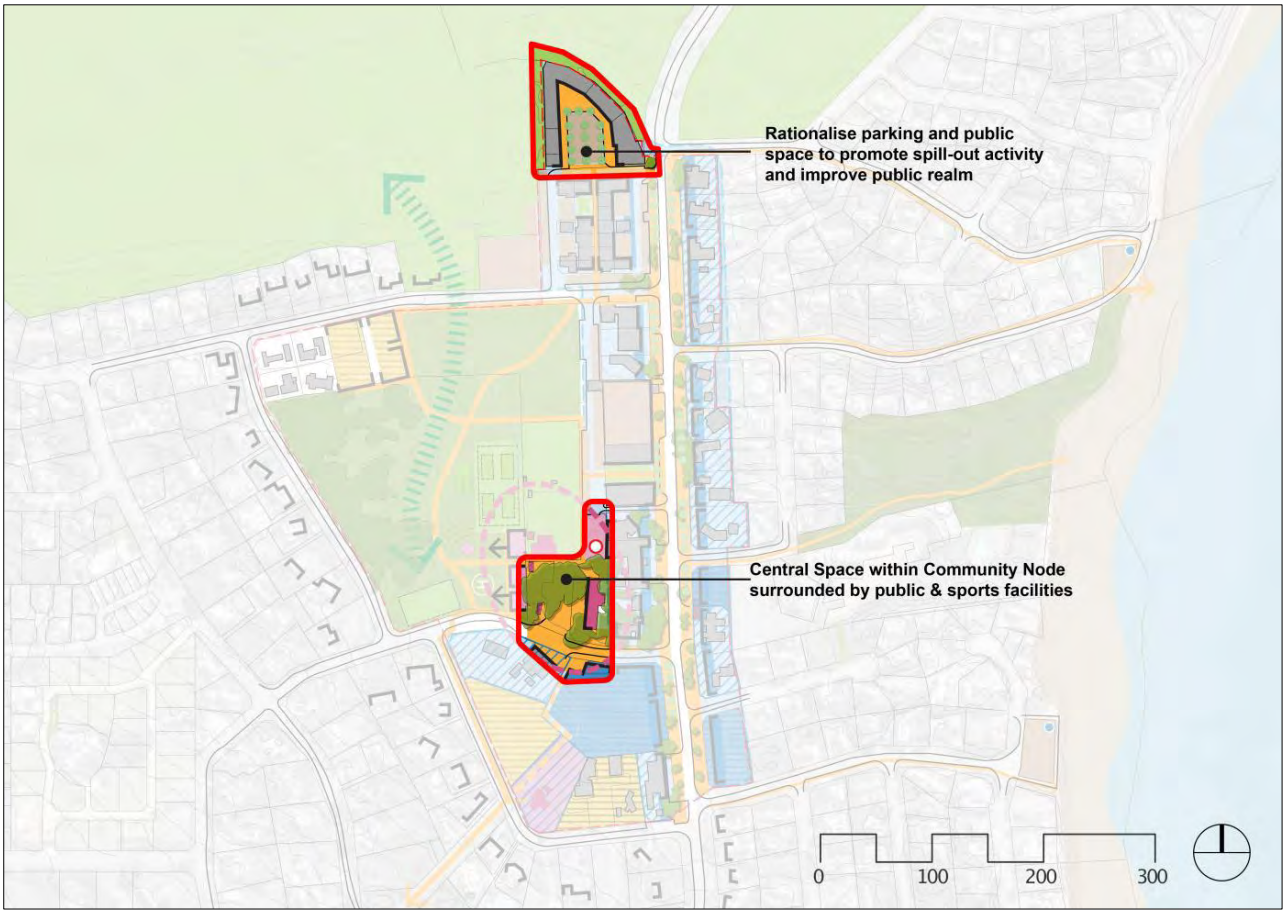
- Create a boulevard with green verges accommodating a NMT route and a continuous row of trees.
- All car parking needs to be removed from the street and can only be located behind low white walls which define the edge of the street.
- Each property can only have one access point to the street.
- Attractive street lighting, banners and street furniture in the stretch of road between Liege Road and Kansas/Nevil Road will create a special atmosphere marking the town centre.
- Various pedestrian crossings will be placed at intersections, traffic calming measures such as raised and paved intersections will create a safer and more pleasant walking environment.

▣ Village Green Development



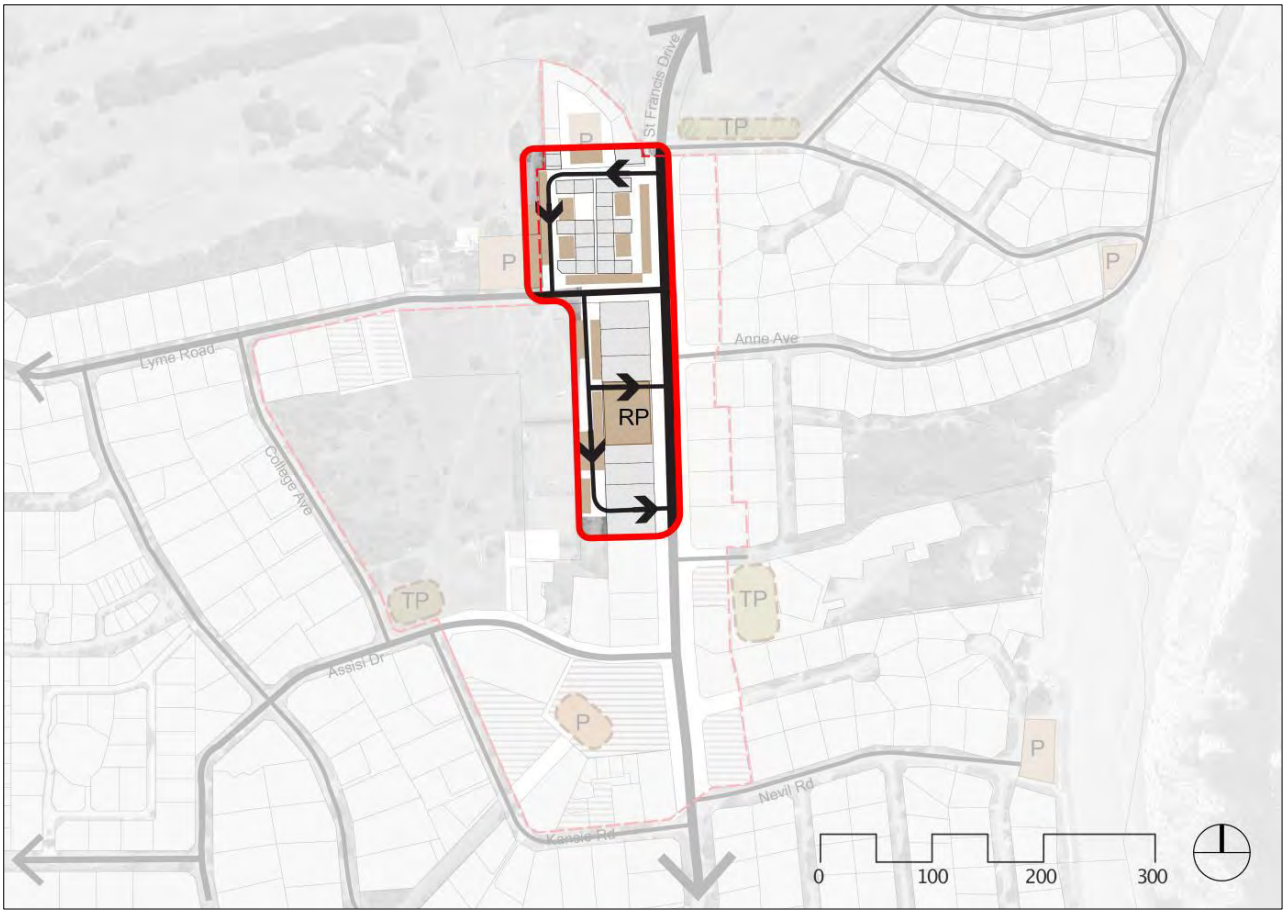
- The Village Green will be largely undeveloped space accommodating various sporting activities, recreational areas as well as conservation areas.
- Good pedestrian linkages with the business areas will ensure connectivity and activity.
- The western side will be kept more natural with the existing trees and planting and create an appropriate and quieter edge to the residential erven along College Road.
- The Village Green can be used for events in season and be the green lung for the town centre during all seasons of the year.

▣ Pedestrian Urban Spaces (Rhapsody Square & Assisi Square)



- Reduce the dimensions of over-scaled parking area, reducing the space for cars without reducing the number of parking bays;
- Create pedestrian movement areas and spill out spaces for the businesses;
- Allow for Sustainable Urban Drainage (SUD's), permeable areas, planted verges and tree planting to promote stormwater infiltration, biodiversity and create shade;
- Implement pedestrian signage with directions to the beach, Village Green, public facilities etc.;
- Use tactical urbanism interventions: low budget-high impact and temporary interventions to test new proposals and/or adept spaces for the season.

▣ One-way Traffic Flow



- Changing current entry to Spar parking from St Francis Drive to exit;
- Changing exit onto rear service road to entry;
- Changing two-way movement at Rhapsody Square St Francis Drive access to one-way entry;
- Changing two-way movement at Rhapsody Square Lyme Road south access to one-way exit;

6 Chapter 6 : Monitoring and Review

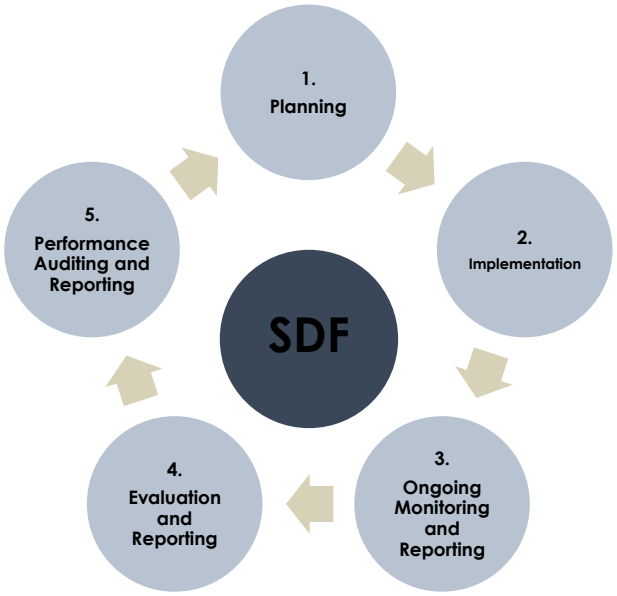
1.0 Monitoring

The St Francis Bay CBD LSDF is not a stand-alone sector plan and should be an integral part of the annual IDP review cycle, IDP implementation strategy and monitoring mechanism. It is not recommended to establish parallel or separate monitoring, review and implementation mechanisms, but rather align with the existing performance management framework implemented by the Kouga Municipality.

Performance management and implementation in Local Municipalities are guided and informed through various legislative mechanisms with specific reference to :

- Municipal Systems Act (32 of 2000)
- Municipal Planning and Performance Management Regulations (2000)
- Municipal Finance Management Act (56 of 2003)
- Spatial Planning and Land Use Management Act (16 of 2013)

The legislation contains mechanisms for implementation monitoring, evaluation and review, and as indicated, the St Francis Bay CBD LSDF should be part of this review cycle. In addition, the Kouga Municipality's Performance Management Policy should apply and expand to include SDF monitoring and review.



Annual Kouga SDF review should be an integral part of the IDP cycle.

The purpose of the LSDF is to provide a medium to long term vision and a set of strategies to attain this vision. SPLUMA requires that this be translated into an implementation framework that takes a 5-year view to inform the municipality's Integrated Development Plan and Budget. As a development, whether it be the public sector or the private sector, takes multiple years to be realised, it is not appropriate that the LSDF is substantially reviewed annually. The LSDF must encourage consistency and predictability in planning decisions to achieve the desired outcomes. Transformation of the built environment, in particular, is a long term process that requires determination and persistence.

Processes, including public participation processes, associated with the review of an LSDF are prescribed by SPLUMA and the Kouga Municipality SPLUM By-Law.

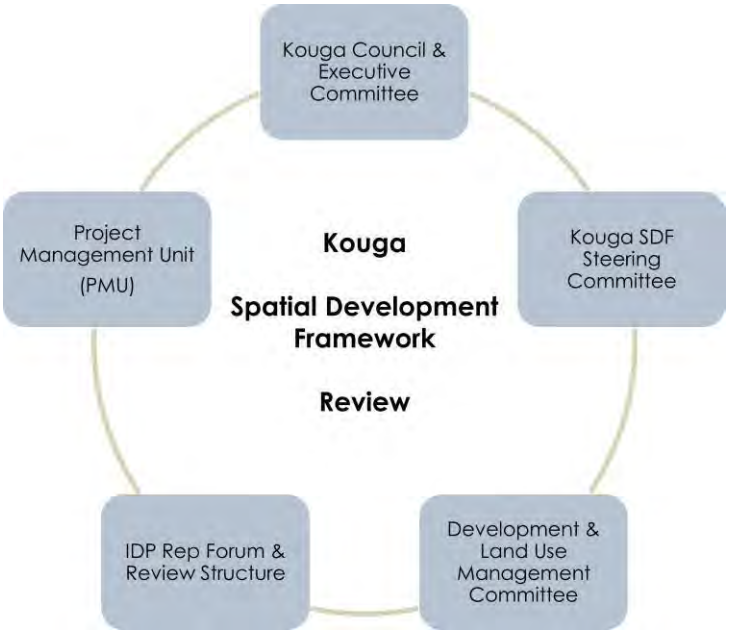
2.0 Review

The LSDF review cycle is managed and legislated through :

- Spatial Planning and Land Use Management Act
- Municipal Systems Act
- Kouga Spatial Planning and Land Use Management By-laws

These core legislative instruments confirm the LSDF review to be part of the Municipal Integrated Development Plan and therefore, the annual IDP review process should incorporate LSDF alignment. It is further required that the Kouga Municipality review its SDF through a 5-year review cycle.

LSDF Review can only be implemented successfully with the co-operation and integration of all sectors, departments and structures within the Municipality. However, the ultimate responsibility of LSDF Review and approval remains with the Council as a final decision-making structure. For the purposes of the Kouga SDF Review Cycle, the following structures will be instrumental in ensuring that the development vision is realised, and the Capital Expenditure Framework is implemented.



REPORTS BY THE PORTFOLIO CHAIRPERSON: CIVIL & WATER SERVICES

KOUGA
local municipality
Good Governance through Service Excellence

KOUGA local municipality
Good Governance through Service Excellence

KOUGA MUNICIPALITY (EC 108)
ORDINARY COUNCIL MEETING
CIVIL AND WATER SERVICES
OPEN
DATE: 31 MAY 2024
ITEM NO: **24/05/CWS14**

RESPONSE REPORT TO MOTION OF EXIGENCY: STATUS UPDATE ON THE KWANOMZAMO WASTEWATER TREATMENT WORKS – HUMANSDORP

1. **Introduction**

The purpose of this report is to inform the Council on the status of the KwaNomzamo Wastewater Treatment Works (WWTW) in Humansdorp.

2. **Background**

Tenders for the upgrading of the KwaNomzamo WWTW closed on 13 December 2019. Lekratek Water Technology (Pty) Ltd tendered a price of R30,828,182.18 (including Escalation allowance, Foreign Exchange adjustment and 15% VAT) and scored the highest points.

Kouga Local Municipality on 3 March 2020 appointed Lekratek Water Technology (Pty) Ltd, subject to negotiating the final accepted Contract Amount based on a reduced Scope of Works to the value of R28,373,087.10 (including VAT).

Refer to the original Letter of Appointment to the value of R28,373,087.10 (Refer attached **Annexure A**). The contract is administered professionally by Zutari.

A motion of Exigency was tabled at the Council Meeting held in April 2024 for a status update on this project.

3. **Discussion**

The Contractor commenced with the works, but subsequently WSIG funding was reduced, and as such the Contractor's Scope of Work was reduced to R5,923,008.00 (including escalation and VAT) in a letter dated 25 November 2020 (refer attached **Annexure B**). The Contractor accepted the Reduced Scope of Works with the expectation to complete the full scope of the works once the funding becomes available, without submitting any contractual claims. This portion of the works was completed, and a Certificate of Completion issued (refer attached **Annexure C**).

Subsequently, the project has been successfully registered on MIG to the value of R42 360 556.91 (Refer **Annexure D**). The Contractor's Scope of work was re-instated through Variation Orders submitted for approval to BAC as well as Deviation Orders. The final, inflation updated Contract Value is subsequently R44,758,462.93 (Refer **Annexure E**). This value includes the cost for Phase 1 to the value of R5,923,008.00.

3.1 **Phase 2 Scope of Work**

Work completed under Phase 1 included the following:

- New inlet works building and platforms.
- New hand rake screen.
- New skid shuttle cars.
- New inlet channel gates.
- New security fencing at the inlet works, main gate and lighting.
- New administration building and MCC control room.
- New inlet works MCC.
- New mechanical front rake screen.
- New blower and washer compactor.
- New vortex degritter.
- New grit classifier.
- Transformer upgrades.

The upgrading required under Phase 2 will be predominantly focussed on the refurbishment of mechanical and electrical equipment to improve the existing works' operational efficiency and shall include the following:

- New mechanical front raked screen at the inlet works.
- New washer compactor at the inlet works.
- New ultrasonic level detector at inlet works flume.
- Provision of mixer equipment at the de-gritter.
- New blowers at de-gritter (duty + standby).
- Refurbishment of grit classifier.
- Replacement of hand-raked screen at UASB.
- New sludge pumps at UASB.
- New gearboxes and motors for horizontal brush aerators.
- Refurbishment of blades of horizontal brush aerators and bridge structure.
- Provide additional aerator since higher aeration capacity required.
- Replacement of clarifiers weir plates and baffle plates.
- Emptying of clarifiers and inspecting bridge structure.
- Refurbishment / replacement of bridge structure as required.
- Replacement of drive train (motor, gearbox and wheels).
- Refurbishment of Archimedes screw that has been removed.
- Provision of new motor and gearbox for both Archimedes Screw pumps.
- New WAS pumping system (pumps, pipework, valves etc.)
- A new MCC for the Archimedes Screw Pumps and WAS pumps.
- Formalise and neaten sodium hypochlorite disinfection system and provide contact tank for disinfection purposes.
- Reinstate sludge dewatering belt press. This will include refurbishment of compressor, wash water pumps and piping as well as polyelectrolyte system.
- A new MCC will have to be provided for the new equipment at the inlet works.
- The existing MCC for the sludge pumps can be re-used if the replacement pumps sizes remain the same.
- The existing MCC for the brush aerators can be re-used but will have to be extended to allow for a 1 x 45 kW additional aerator.

The civil portion of the scope of works includes construction of the following:

- Chlorine contact tank.

- Ten 20m wide x 25m long or (ten 15.5m wide x 32.5m long) sludge drying beds.
- Additional 45 kW aerator platform and bridge structure.
- Perimeter security fencing.
- Refer also to **Annexure F** for the Technical Report.

The Commencement date for Phase 2 was 18 September 2023 and the estimated Completion Date is 18 March 2025.

3.2 Progress to date

The progress to Date is as follows:

Activity	%PRGM	%CMPLT	Comments
Site establishment and dismantling of existing equipment	100	100	Completed
Building Work (MCC, Storage, Dewatering, etc.)	51	0	Dewatering shed removed and existing Chlorine Contact tank demolished
Security Fencing	75	0	Not commenced
Reactor equipment	37	37	Reactor emptied and existing aerators dismantled and removed. On-site measurements done, designs completed.
Secondary Settling tank equipment	12	12	Tanks emptied. Inspections done and designs approved.
Pump station equipment	8	24	Designs approved. Archimedean screw pump motor gearboxes and screw pumps as MOS.
Chlorine dosing equipment	20	20	Design approved.
Sludge dewatering facility	20	31	Designs approved. Dewatering plant complete stored at Contractor's stores; claimed as MOS.
Chlorine Contact Tank - Civils	20	20	Designs approved. Excavations completed, including subsoil drains.
Interconnection Pipework	0	0	Not commenced.
Chlorination Building	0	0	Not commenced.
Cables, cable trays & earthing	13	3	Designs commenced.
Small Power & lighting	0	0	Not commenced.
Existing Switchgear assemblies	0	0	Not commenced.
New Switchgear assemblies	0	0	Not commenced.
Standby Generator	30	30	Design approved. Generator claimed as MOS.
Instrumentation	12	0	Not commenced.
OVERALL	**20**	**16**	
Days ahead + or behind -		**-6**	

3.3 Budget allocation for the project

The original budget for this project for the 23/24 FY was R12,227,572.42 as per the original Project Implementation Plan (PiP) (refer **Annexure G**).

However, Budget Maintenance was approved for the Loerie Sportsfield, and an amount of R2,239,431.98 was transferred from the KwaNomzamo WWTW to the Loerie Sportsfield as per Item 23/12/CWS1 for the Council Meeting held on 14 December 2024. (Refer **Annexure H**). Please note the project from which the funds were transferred was not Hankey Sanitation but the KwaNomzamo WWTW. The available budget for the project in the 23/24 FY was subsequently reduced from R12,227,572.42 to R9,652,226.02.

The initial MIG allocation for the Financial Year 2023/2024 for Kouga Local Municipality was R37,367,000.00 as published by DORA. Due to adjustments made by the National Treasury Kouga LM allocation was adjusted downwards to R34,868,000.00. The same applied to our EPWP Incentive Grant allocation being adjusted from R2,458,000 to R2,321,000.00. All municipalities were affected. This matter was brought to the Portfolio Committee.

The reduction of R2,499,000.00 for the 23/24 MIG budget affected KwaNomzamo WWTW the most, as it was the only multi-year construction project. Subsequently the 23/24 budget for this project was reduced further from R9,652,226.02 to R7,656,356.15.

Due to this reduction in the budget, the Contractor was forced to slow down (refer to **Annexure I** for Correspondence from the Contractor).

For the 24/25 FY, the MIG PiP makes allowance for R33,545,025.00 to be spent on the KwaNomzamo WWTW Upgrade. This represents 92% of the total 24/25 FY MIG allocation of R36,558,000.00 (Refer to **Annexure J** for the 24/25 FY MIG PiP).

3.4. **Expenditure on the projects to date**

The Expenditure on Phase 2 of the project to date is as follows:

Name	**Amount (Excl. VAT)**
Lektratek Water Technologies	R5,755,138.01
Zutari	R675,901.81
Total	**R6,431,039.82**
MIG Allocation FY 2023/2024	**R6,657,701.00**
Amount left for FY 2023/2024	**R226.661.18**

As seen from the above, the budget has been basically depleted for the 23/24 FY. Funds to the value of R330,869.00 (excl VAT) was shifted from Hankey Sanitation to the KwaNomzamo WWTW in the Adjustment Budget tabled at a Special Council meeting held on 10 May 2024.

3.5 **SMME Work packages and payments to date**

The following Work packages has been identified to SMMEs:

- Package 1 – Alternative Generator – Mavukamavusi Projects –
- P&G paid R72 000.00
- Package 2 – Security Fencing – Banoyolo Civils – P&G paid
- R125 350.00
- Package 3 – Barbed wire – LEJ Builders and Odds – P&G paid

- R20 000.00
- Package 4 – WAS Pumpstation (Pumps, pipes, valves, and equipment) – Chumentle – P&G paid R18 000.00
- Package 5 – Resilient seal valves – Mzima Ceduma Traders
- P&G paid R24 000.00
- Package 6 – Chlorine Dosing equipment – Matomela Grass cutting – P&G paid R25 000.00.

The total amount to be allocated to SMMEs for this project is R9,7m, the bulk of which will be spent in the 24/25 FY. As indicated, the 24/25 FY MIG PiP makes allowance for R33,545,025.00 to be spent on the KwaNomzamo WWTW Upgrade in the 24/25FY, which is the bulk of the MIG funding (90%) for that financial year.

4. **Financial Implications**

Completed by BTO -	Not applicable
Project Description	
Ukey no.	
Budgeted Amount	
Amount spent and committed to date	
Amount Available	
Comment	
BTO Signature	

5. **Applicable Legislation**

Department of Revenue Act.

6. **Legal Implications**

None.

7. **Other Implications**

None.

8. **Comments by Directorates:**

8.1 **Chief Financial Officer:**

Report noted.

8.2 **Acting Director: Planning & Development**

Noted

8.3 **Director: Civil & Water Services**

The reduced progress on activity at the KwaNomzamo WWTW was brought about by the transfer of funds from to the Loerie Sports field Upgrade, as well as the reduction of our MIG allocation for the 23/24 FY.

The project budget for the 23/24 started at R12,227,572.00 (VAT inclusive), but has been incrementally reduced to R7,656,356.15 (VAT inclusive). This substantial reduction in the budget has forced the Contractor to slow down on progress, as the 23/24 FY budget for this project is basically depleted.

It should also be noted that the bulk of the 24/25 FY MIG allocation will go towards this project and at the value of R33,545,025.00. This represents 92% of the total 24/25 FY MIG allocation of R36,558,000.00.

It is greatly anticipated that the MIG allocation towards this project in the new financial year will bring about great relief to KwaNomzamo WWTW.

8.4 **Director: Electro-Mechanical Services**

Item noted.

8.5 **Director: Community Services**

Noted.

8.6 **Deputy Municipal Manager**

Noted.

8.7 **Municipal Manager**

Noted.

9. **Delegated Authority**

Council

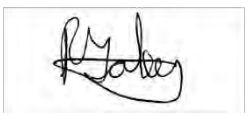
10. **Recommendations**

10.1 That the Item be noted.

Item prepared by the PMU Manager: 

Item approved by the Director Civil and Water Services: 

Item endorsed by the Municipal Manager: 

Item noted by Portfolio Chairperson: 

Annexure A

KOUGA local municipality
Good Governance through Service Excellence

Cape St Francis
Hankey
Humansdorp
Jeffreys Bay
Loerie
Oyster Bay
Patensie
St Francis Bay
Thornhill

Postal: PO Box 21, Jeffreys Bay, 6330
Tel: 042 200 2200 / 042 200 8300
Fax: 042 200 8606
Email: registry@kouga.gov.za
Website: www.kouga.gov.za

25 November 2020

General Manager
Lektratek Water Technology (Pty) LTD
P.O. Box 20283
Noordbrug
2522

Attention: Mr Leon du Plessis

TENDER NO 222/2019 – PLANT DESIGN AND BUILD FOR THE UPGRADE AND REFURBISHMENT OF THE KWANOMZAMO HUMANSDORP WASTEWATER TREATMENT WORKS: REDUCED SCOPE OF WORKS

The tender offer of Friday, 13 December 2019 for the abovementioned tender bear reference, as well as email and telephonic correspondence thereafter relating to a reduced scope of work.

As commutated, the Kouga Local Municipality (KLM) have informed us that Lektratek Water Technology (Pty) Ltd (LWT) is their preferred bidder for the Kwanomzamo WWTW project, but due to current budget constraints, a reduced scope of work of the abovementioned tender will have to be implemented until new funding is secured for this project. Our email communication of 11 November 2020 and your subsequent response of 13 November 2020 bears reference. The reduced scope of work will be as follows:

Tender BOQ ref	Short description	Value
M1	P&G's	R 2,022,720.00
M2	Inlet works	R 1,278,861.00
M8	Sundries	R 32,717.00
E1	LV Electrical Installation	R 176,291.00
Total		**R 3,510,589.00**
Allowance for escalation on Phase 1 equipment		R 170,000.00
Contingencies, PV Sum, Additional Works		R 1,469,853.00
Total excl VAT		**R 5,150,442.00**
VAT		R 772,566.00
Total incl VAT		**R 5,923,008.00**

Attached to this letter is a schedule of quantities breakdown of the reduced scope of work.

In order to proceed with the appointment, KLM requires confirmation from LWT regarding your agreement to the reduced scope of work, as well as confirmation of revised estimated time for completion of the whole works, based on the requirements for the reduced scope of work.

The following is therefore noted:

- The abovementioned tender will follow a phased implementation approach, with the first phase being the reduced scope of work. LWT will therefore be appointed for the first phase to the value of R5,923,008.00 including VAT. This funding is available for the 2020/2021 financial year and should be spent by 30 June 2021. Should further funding become available the appointment will be extended for the subsequent phases to include the original Reduced Scope of Works to the value of R28,373,087.00 as per the attached Appointment Letter.
- The Contractor to submit a Work Programme for evaluation following Commencement of the works as per FIDIC. The Completion Date for this first phase of the Project is no later than 30 June 2021.
- As per Clause 14.3(c) of the Appendix to tender, a Retention Money Guarantee will be accepted.

Please sign below to acknowledge your agreement to proceeding on these terms.

30/11/2020

Leon du Plessis Date
Lektratek Water Technology

Regards,

C DU PLESSIS
MUNICIPAL MANAGER

Annexure B

COMPLETION (TAKING-OVER) CERTIFICATE

CONTRACT No. : 222/2019

PROJECT : Plant Design and Build for The Upgrade and Refurbishment of the Kwanomzamo Humansdorp Wastewater Treatment Works (Phase 1 – Reduced Scope of Work)

EMPLOYER : Kouga Local Municipality

CONTRACTOR : Lektratek Water Technology

We hereby certify, in terms of Sub-Clause 10.1 of the General Conditions of Contract, that the Works to be executed in terms of the Contract was completed successfully on 23 June 2021, except for the work and remedying of defects listed below which shall be completed by the date stated, failing which the Defects Notification Period will be extended:

Work to be completed and/or defect to be remedied	**Date by which to be completed/remedied**
• Trial operation period and care of the works	21 July 2021
• Snag list – Appendix A	30 July 2021

for: Zutari (Pty) Ltd

Date: 8 July 2021

for: Kouga Local Municipality

Date:

---oOo---

APPENDIX A

(Snaglist)

Civil/General Snags

1. Concrete infills at inlet works
2. Neatening up of site around administration building
3. Clearvu Fencing
4. 1 x bearing replacement at Aerator.
5. O&M Manuals and As-Built Drawings
6. Mini Sub refurbishment
7. Supply and install booster pump to provide water from tank to washer Compactor

Mechanical Snags

1. Lektratek to confirm jacking bolt material on Mechanical front rake screen.
2. Vortex degritter paddle depth to be at least half submerged at low flow.
3. Support required for the blowline. Picture below.



4. Support to be anchored (@ grit feed pipe). Picture below.



5. Blower to be anchored.

6. **Fasteners:**
   6.1. Where equipment and pipework is 304 s/s, 304 s/s fasteners will be accepted. MS HDG will not be accepted.
   6.2. Where equipment is 316 s/s, fasteners must be 316 s/s. 304 s/s and MS HDG will not be accepted.
   6.3. All anchor fasteners to be 316 s/s.

7. Testing requirements

   7.1. Mechanical front rake screen:
   - Should meet performance requirements as per spec.
   - Zutari to witness over-torque cut-out.
   - Although there is no instrument to measure the channel level, Lektratek to use a measuring tape to measure the Headloss across the screens. Zutari to witness.

   7.2. Washer Compactor
   - The performance requirement in the project specification is a requirement. Lektratek to propose method of testing and submit results to the Engineer. The procedure for sampling should be such that moisture in the sample is not affected by evaporation, etc. Zutari to get picture/videos of the screening and comment on the colour. The test for organic matter as per the standard spec (Aur 4016, Clause 6, paragraph 4, second sentence) can be omitted from the testing (see in red highlight below).

The washer compactor shall achieve a screenings solids content of 30 % or higher. At least 95 % of organic matter shall be removed from the non-organic screenings.

   7.3. Grit removal system

   - The following test (highlighted in green) is required. The test for organic matter can be omitted from the testing (see in red highlight below). Lektratek to propose method of testing and submit results to the Engineer. The procedure for sampling should be such that moisture in the sample is not affected by evaporation, etc.

The vortex degritter paddles shall be designed to ensure heavy particles settle in the sump and the majority of lighter organic particles are maintained in the flow and exit the degritter.

The flow through the degritter shall be the same as for the screen specified elsewhere.

Equipment for sparging by means of compressed air and also fluidising the grit by means of fluidising water supplied from the site washwater network shall be provided by the Contractor. .

Grit will be extracted from the grit chamber by means of an airlift system. Compressed air shall be blown into the bottom of the degritter which shall fluidise the grit. This fluidised grit shall then be of a lighter density and shall be transferred through a piped system to the inlet of the grit classifier. The Contractor shall determine the optimal size of the blower for this purpose. It is estimated that the amount of grit that will have to be removed is 0.075 m^3/ Mℓ of inflow.

The grit from the classifier shall be discharged into skips. Excess water and residual organics shall be returned to the main wastewater flow.

The minimum hydraulic capacity of the degritter shall be 5 m^3/h and the minimum grit handing capacity shall be 0.5 m^3/h.

Electrical Snags

Annexure C

Province of the
EASTERN CAPE
COOPERATIVE GOVERNANCE
& TRADITIONAL AFFAIRS

MUNICIPAL INFRASTRUCTURE SERVICES
Tyamzashe Building | Civic Square | Bisho | 5605
P/Bag X0035 | Civic Square | Bisho | 5605
Tel: +27 (0)40 609 3440 | Fax: +27 (0)40 609 4050

The Municipal Manager
Kouga Local Municipality
P.O Box 21
JEFFREYS BAY
6330

Dear Mr C du Plessis

Municipal Infrastructure Grant (MIG) Programme: Registration of Project: MIG /MIS Form ID: 458320 – Upgrading of Kwanomzamo WWTW

Approval Ref No. EC2022/23/11/147

The above mentioned project has been evaluated and registered provisionally as follows:

Total Project cost	:	R 42 360 556.91
MIG amount provisionally registered	:	R 42 360 556.91
Public sector amount registered	:	R 0.00
Cost per household (Total)	:	R 8 489.00
Cost per household (MIG)	:	R 8 489.00
Number of households	:	6 542
Total employment generation	:	R 200 000.00
No. of people employed	:	20
Person days of employment generated	:	1 000

NB: If the project is not implemented within three-years of approval by the District Appraisal Committee it will be deregistered and municipality will be requested to re-prioritise.

All conditions as agreed upon by the Municipal Manager in the Project Registration Form must be adhered to.

Yours in Service Delivery

T. F. Majavu
Provincial MIG Senior Manager
Department of Cooperative Governance and Traditional Affairs

Date: 02/12/2022

Copy: Mr. W. Heydrenreich: Senior Manager MSI: DCOG

Annexure D

KOUGA local municipality
Good Governance through Service Excellence

Cape St Francis
Hankey
Humansdorp
Jeffreys Bay
Loerie
Oyster Bay
Patensie
St Francis Bay
Thornhill

Postal: PO Box 21, Jeffreys Bay, 6330
Tel: 042 200 2200 / 042 200 8300
Fax: 042 200 8606
Email: registry@kouga.gov.za
Website: www.kouga.gov.za

11 October 2023

LEKRATEK WATER TECHNOLOGY (PTY) LTD

OUR REFERENCE:
Contract No. 222/2019

Lektratek Water Technology (Pty) LTD
P.0. Box 20283
NOORDBRUG
2522

Dear Sir/Madam

TENDER NO 222/2019 - PLANT DESIGN AND BUILD FOR THE UPGRADE AND REFURBISHMENT OF THE KWANOMZAMO HUMANSDORP WASTEWATER TREATMENT WORKS: ADDITIONAL WORKS ORDERS

Further to the letter dated 12 September 2023 where the full Scope of Work was re-instated and an additional 20% Variation Approved to the value of R36,993,818.62, the following Works Orders are hereby also included in your Scope of Work:

- Order 229464 to the value of R2,132,220.02 for EME cost;
- Order 229463 to the value of R5,632,424.29 for Additional costs.

Your appointment value is hereby subsequently increased to R44,758,462.93 (inclusive of VAT and Escalation).

Kindly direct enquiries in this regard to Mr. J. du Toit at telephone no. 042-2002200 / email: jdutoit@kouga.gov.za.

Yours faithfully

Mr. C DU PLESSIS
MUNICIPAL MANAGER
KOUGA MUNICIPALITY

KOUGA
local municipality
Good Governance through Service Excellence

Cape St Francis
Hankey
Humansdorp
Jeffreys Bay
Loerie
Oyster Bay
Patensie
St Francis Bay
Thornhill

Postal: PO Box 21, Jeffreys Bay, 6330
Tel: 042 200 2200 / 042 200 8300
Fax: 042 200 8606
Email: registry@kouga.gov.za
Website: www.kouga.gov.za

You are therefore requested to accept the offer in writing, indicating your capacity and commitment to deliver as and when the need arises.

For LEKRATEK WATER TECHNOLOGY (PTY) LTD

I ALWYN ZAAYMAN *(full name and surname)* duly authorized representative of LEKTRATEK WATER *(company name)* hereby accepts proposed rates as presented above.

Acceptance **Date:**

2023-10-19

Authorized Signatory

Annexure E

water & sanitation
Department:
Water and Sanitation
REPUBLIC OF SOUTH AFRICA

MIG

(MUNICIPAL INFRASTRUCTURE GRANT)
23/24 Financial Year

UPGRADING AND REFURBISHMENT OF KWANOMZAMO WASTEWATER TREATMENT WORKS

TECHNICAL REPORT

19 July 2022

ISSUED BY:	PREPARED BY:
KOUGA LOCAL MUNICIPALITY	**ZUTARI (PTY) LTD**
KOUGA local municipality Good Governance through Service Excellence	ZUTARI IMPACT. ENGINEERED.
CONTACT DETAILS: Mr Jacques du Toit – Area Engineer Woltemade Street Jeffrey's Bay 6330 Tel: 042 200 2200 Email: jdutoit@kouga.gov.za	**CONTACT DETAILS:** Mr Johan van der Mescht – Lead Civil Engineer Lion Roars Office Park Cnr Heugh Road & 3rd Avenue Walmer 6070 Tel: 041 503 3900 Cell: 084 581 9964 Email: johan.vandermescht@zutari.com

TABLE OF CONTENTS

1 Introduction....4
2 Existing Works....4
2.1 Existing Sanitation Network....4
2.2 Existing Wastewater Treatment Works....6
2.2.1 Reactor Volume....7
2.2.2 Aeration Requirements....7
2.2.3 Secondary Setting Tank Capacity....7
2.2.4 Summary of Existing Process Unit Capacities....7
3 Population Growth....8
4 Future Flow Estimates....9
5 Wastewater Source....12
5.1 Raw Sewage Characteristics....12
6 Proposed works....13
6.1 Design Considerations....13
6.1.1 Hydraulic Considerations....13
6.1.2 Process Configuration....14
6.1.3 Sludge Handling....14
6.1.4 Effluent Disinfection....14
6.2 Scope of the Upgrading....15
7 Integral parts and estimated cost....18
7.1 Direct costs....18
7.2 Indirect costs....19
7.3 Budget summary....19
8 Operation and Maintenance Arrangement....20
9 Viability....21
10 Legal Requirements....21
11 Socio-economic Considerations....21
11.1 Employment generation....21
11.2 Employment policy....22

11.3 Training needs Analysis and Framework 22
11.4 Planned Training Activities.....22
11.5 Sanitation, Health and Hygiene.....22
12 Conclusion 22
APPROVALS 24
ANNEXURE A 25

1 Introduction

This report discusses the upgrading and refurbishment requirements of the existing KwaNomzamo WWTW. It provides the necessary information regarding the upgrading, refurbishment, operation and maintenance requirements to restore the works to its full operating potential and discharge an acceptable treated final effluent, suitable for irrigation purposes or other re-use.

The report also discusses the extension requirements of the existing works to accommodate future anticipated wastewater flows. However, in the absence of existing flow records, it should be emphasized that although the best available information was used in the planning of future wastewater requirements, developmental trends in the catchment area should be periodically reviewed and the report revised or adjusted accordingly.

The status quo of the existing wastewater infrastructure is discussed in more detail in the Conditional Assessment Report (Aurecon Report No. 9399), dated 25 August 2014, and the updated Conditional Assessment of Existing Infrastructure Report (11 September 2019).

2 Existing Works

The existing KwaNomzamo WWTW is situated in Humansdorp, approximately 15 km north of St Francis Bay in the Eastern Cape at coordinates 34° 02' 19.11" South and 24° 47' 04.35" East. Access to the works is directly from the R330, the link road between Humansdorp and St Francis Bay.

2.1 Existing Sanitation Network

Information on historic and current wastewater flow data arriving at the works is currently not available as the measuring unit located at the head of the works is non-functional. However, the Department of Water and Sanitation (DWS) Green Drop records indicate that the design capacity of the works is 2.5 Ml/day, while the works is currently operating at 3.5 Ml/day.

Rudimentary flow measurements taken in the flume at the inlet works (shown in the table below) correspond more or less with the DWS data above.

Table 2.1: Flow measurements taken at KwaNomzamo WWTW

Measuring flow in the flume at the inlet works	Flow	
	Ml/day	l/s
Flow measured on 11 Nov 2014 at 08:00 (D = 175 mm)	3.21	37.2
Flow measured on 25 Nov 2014 at 11:00 (D = 200 mm)	3.94	45.6

The contribution to the municipal wastewater stream of two existing “wet” industries in town, Humansdorp Abattoir and Woodlands Dairy, is significant. Sewage flow estimates, based on the volume of potable water consumption by both industries in 2014, are provided in **Table 2.2** below.

Table 2.2: Humansdorp Abbatoir & Woodlands Dairy – Sewage flow estimates (2014)

Humansdorp Abattoir - sewage flow estimates	
Month	**Potable water supply (kl)***
Jan-14	316
Feb-14	344
Mar-14	319
Apr-14	750
May-14	1307
Jun-14	960
Jul-14	932
Aug-14	815
Sep-14	862
Oct-14	642
Nov-14	1038
Average	**753**

Average daily consumption (kl)
25

Average daily wastewater flow, estimated at 80% of potable water use (kl)
20

*Meter reading data supplied by the Kouga Municipality

Woodlands Dairy - sewage flow estimates	
Month	**Potable water supply (kl)***
Jan-14	31428
Feb-14	28232
Mar-14	32556
Apr-14	44001
May-14	34470
Jun-14	29836
Jul-14	39900
Aug-14	33687
Sep-14	38059
Oct-14	40314
Nov-14	34781
Average	**35206**

Average daily consumption (kl)
1174

Average daily wastewater flow, estimated at 80% of potable water use (kl)
939

It should be noted that about a third of the volume of wastewater flowing to the KwaNomzamo WWTW originates from Woodlands Dairy (refer **Table 2.3** below). There is a proposal to reduce the wastewater flow from Woodlands Dairy through on-site recycling. However, at this stage it is not known how soon such a facility will be constructed and commissioned.

A flow analysis of the total drainage area served by the KwaNomzamo WWTW shows that the (theoretical) average dry weather flow (ADWF) to the works should be in the order of **2.5 Ml/day**, as indicated in the table below.

Table 2.3: Humansdorp East Drainage Area - Flow analysis (January 2015)

Humansdorp Sewer Master Plan								
Drainage Area:			Humansdorp East					
Draining to:			Kwanomzamo Wastewater Treatment Works					
Development stage:			Status quo					
Area/Suburb	Land use / Zoning	Socio-economic status	No of erven	No of persons per erf	No of persons per area	Daily wastewater flow per capita (l)	Average dry weather flow	
							kl/day	l/s
Boskloof	Residential 1 (single)	High income	237	4.8	1137.6	156	177.75	2.06
	Residential 2 (townhouses)	High income	13	3.5	45.5	114	5.20	0.06
McMelville	Residential 1	High income	52	4.8	249.6	156	39.00	0.45
Industrial Area	Wet industry: Woodlands Dairy	n/a	n/a	n/a	n/a	n/a	938.82	10.87
	Wet industry: Abattoir	n/a	n/a	n/a	n/a	n/a	20.08	0.23
	Dry industries	n/a	10	10	100	140	14.00	0.16
Panorama	Residential 1	Medium income	85	4.8	408	139	56.67	0.66
Humansdorp Central	Residential 1 (single)	High income	372	4.8	1785.6	156	279.00	3.23
	Residential 2 (townhouses)	High income	18	3.5	63	114	7.20	0.08
	Commercial	n/a	143	5	715	90	64.35	0.74
	Schools (Nico Malan)	n/a	1	1500	1500	40	60.00	0.69
	Schools (in town)	n/a	1	1000	1000	40	40.00	0.46
	School hostel (Nico Malan)	n/a	1	500	500	150	75.00	0.87
	Tourist camps, motels & caravan parks	n/a	1	200	200	90	18.00	0.21
	Hospital	n/a	1	200	200	450	90.00	1.04
Kwanomzamo	Residential 1 (existing)	Low income	1503	5.5	8266.5	60	495.99	5.74
	Schools	n/a	2	1500	3000	40	120.00	1.39
Total flow to WWTW (ADWF)							2501	28.95

2.2 Existing Wastewater Treatment Works

The existing works makes use of the 'Carousel' type extended aeration ditch system. The works consists of the inlet works comprising a mechanical screen and vortex de-gritter; an up-flow anaerobic sludge blanket tank; an orbital ditch reactor; four secondary settling tanks; three sludge ponds; mechanical sludge dewatering and a chlorine disinfection facility.

An assessment of the existing process unit capacities was done by using the steady-state model simulation of the ditch reactor to mimic the Modified Ludzack-Ettinger (MLE) process for biological nitrogen removal. An ADWF of 2.5 Ml/day was used as the historic design flow capacity of the works. The simulation was carried at 14°C and 22°C as the minimum and maximum process temperatures.

Assuming flow velocities of below 0.3 m/s in the channels, longer hydraulic retention times and plug-flow conditions, the position of the anoxic zones could be estimated further downstream of the brush aerators where all freely dissolved oxygen has been utilised, i.e. mid-way between Aerator No. 2 and No. 3 as well as mid-way between Aerator No. 1 and SST Inlet Box No. 3. The reactor thus will operate in an aerobic-anoxic-aerobic-anoxic sequence from the point of entry. The a-recycle ratio (in channel recirculation) was calculated to be 1.3:1.

2.2.1 Reactor Volume

At 2.5 Ml/day, the total reactor process volume required is 4 867 m^3 comprising 1 835 m^3 anoxic and 3 032 m^3 aerobic zones. The existing reactor volume is only 2 460 m^3. With this volume, the reactor capacity is limited to 1.25 Ml/day given the same raw sewage characteristics and loads.

2.2.2 Aeration Requirements

At 2.5 Ml/day, and with average influent COD value of 2 553 mg/l, the net total oxygen requirement at maximum temperature for the reactor is 4 194 kg O^2/day (including oxygen recovered by denitrification). A lower DO concentration of 1.5 mg/l was selected to enhance denitrification but at the same time not suppress nitrification.

A peak oxygen demand factor of 1.2 was selected for the peak oxygen demand. The total shaft power requirement of the surface aerators was therefore calculated at 235 kW. Assuming a line to shaft efficiency of 80%, four brush aerators with 55 kW motors are required. However, the maximum industrial motor size supplied for brush aerators is 45 kW. Currently only 3 x 45 kW brush aerators are installed. Therefore the current aeration capacity as it stands is not adequate. Also, not all three aerators are always in operation due to mechanical breakdowns.

2.2.3 Secondary Setting Tank Capacity

The flux theory principle was used in determining the capacity of the clarifiers with a flux rating correction factor of 1.25. A higher diluted sludge volume index (DSVI) of 150 ml/g was used for design purposes. The settling area required is calculated at 712.5 m^2. At present only 2 x 10 m diameter and 2 x 16 m diameter SSTs are installed which give a total settling area of 559.2 m^2. Therefore, the current SST settling area is also not adequate.

2.2.4 Summary of Existing Process Unit Capacities

Table 2.4 below summarises the existing unit process capacities.

Table 2.4: Summary of existing process unit capacities

Parameter	Current capacity	Required capacity
Design flow	1.25 Ml/day	2.5 Ml/day
Reactor Volume	2 460 m^3	4 867 m^3
Aeration requirements	135 kW	235 kW
SST capacity	559.2 m^2	712.5 m^2

3 Housing backlog – immediate priorities

Approximately 450 informal dwellings (shacks) have been erected on the western side of the existing treatment works, adjacent to KwaNomzamo. The Kouga Municipality's immediate priority is to relocate some of the shack dwellers to a soon-to-be-developed area known as KwaNomzamo 400. As the name indicates, the number of low income housing units to be constructed is approximately 400. The two maps below (Figures 3.1 and 3.2) indicate the extent of the area identified for development.

Figure 3.1: Land identified for proposed KwaNomzamo 400 development

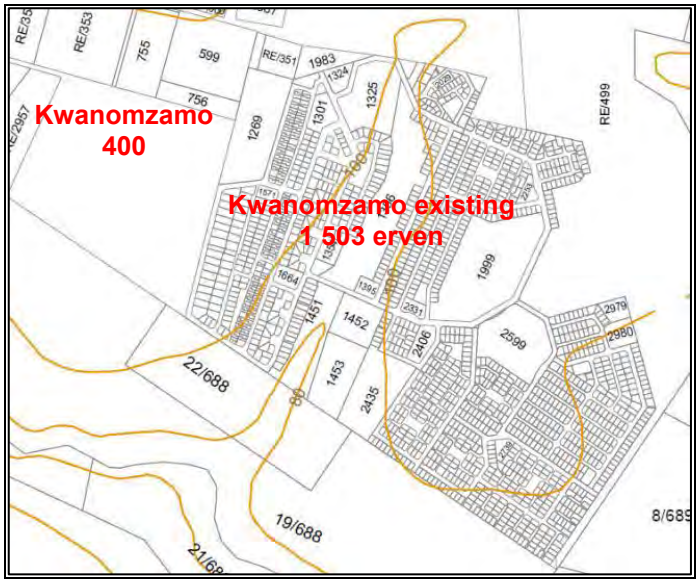
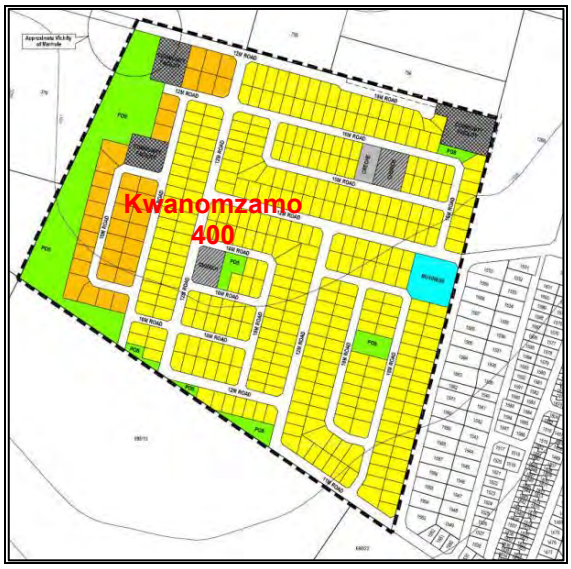


Figure 3.2: Proposed town planning layout for KwaNomzamo 400 development



4 Future Flow Estimates

The impact of the proposed development known as KwaNomzamo 400 on flow to the WWTW is illustrated in **Table 4.1** below.

Table 4.1: H/dorp East Drainage Area - Flow analysis with 400 low income households added

Humansdorp Sewer Master Plan								
Drainage Area:			**Humansdorp East**					
Draining to:			**Kwanomzamo Wastewater Treatment Works**					
Development stage:			**Phase 1: Kwanomzamo 400**					
Area/Suburb	**Land use / Zoning**	**Socio-economic status**	**No of erven**	**No of persons per erf**	**No of persons per area**	**Daily wastewater flow per capita (l)**	**Average dry weather flow**	
							kl/day	**l/s**
Boskloof	Residential 1 (single)	High income	237	4.8	1137.6	156	177.75	2.06
	Residential 2 (townhouses)	High income	13	3.5	45.5	114	5.20	0.06
McMelville	Residential 1	High income	52	4.8	249.6	156	39.00	0.45
Industrial Area	Wet industry: Woodlands Dairy	n/a	n/a	n/a	n/a	n/a	938.82	10.87
	Wet industry: Abattoir	n/a	n/a	n/a	n/a	n/a	20.08	0.23
	Dry industries	n/a	10	10	100	140	14.00	0.16
Panorama	Residential 1	Medium income	85	4.8	408	139	56.67	0.66
Humansdorp Central	Residential 1 (single)	High income	372	4.8	1785.6	156	279.00	3.23
	Residential 2 (townhouses)	High income	18	3.5	63	114	7.20	0.08
	Commercial	n/a	143	5	715	90	64.35	0.74
	Schools (Nico Malan)	n/a	1	1500	1500	40	60.00	0.69
	Schools (in town)	n/a	1	1000	1000	40	40.00	0.46
	School hostel (Nico Malan)	n/a	1	500	500	150	75.00	0.87
	Tourist camps, motels & caravan parks	n/a	1	200	200	90	18.00	0.21
	Hospital	n/a	1	200	200	450	90.00	1.04
Kwanomzamo	Residential 1 (existing)	Low income	1503	5.5	8266.5	60	495.99	5.74
	Kwanomzamo 400	**Low income**	**400**	**5.5**	**2200**	**60**	**132.00**	**1.53**
	Pola Park	Low income	0	5.5	0	60	0.00	0.00
	Erf 2599	Low income	0	5.5	0	60	0.00	0.00
	Shukushukuma	Low income	0	5.5	0	60	0.00	0.00
	Infill	Low income	0	5.5	0	60	0.00	0.00
	Portion 22 of Farm 668	Low income	0	5.5	0	60	0.00	0.00
	Schools	n/a	2	1500	3000	40	120.00	1.39
Total flow to WWTW (ADWF)							**2633**	**30.48**

As can be seen in **Table 4.1** above, the flow to the KwaNomzamo WWTW will increase from **2.5 Ml/day** to **2.63 Ml/day** once the proposed KwaNomzamo 400 development has been connected to the municipal sewerage system.

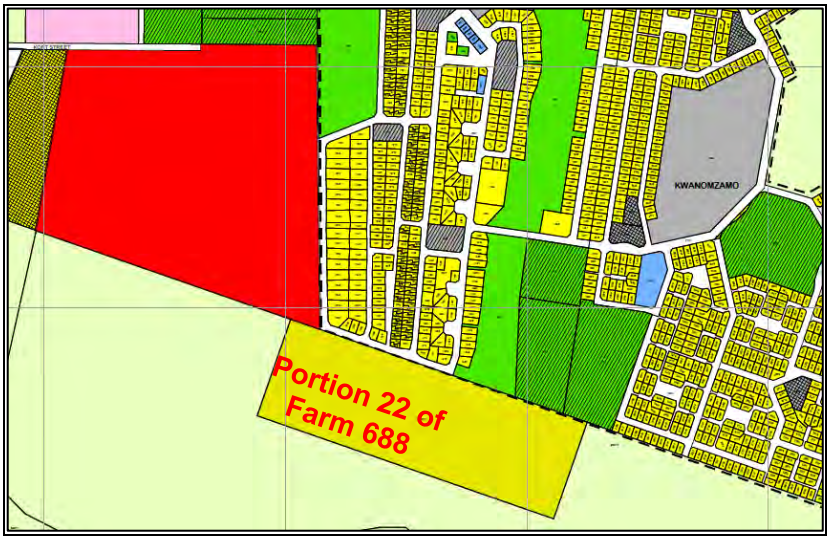
Future development in the Humansdorp East Drainage Area includes:

- Infill development within and along the outskirts of KwaNomzamo, as indicated in **Figure 4.1** below; and
- Portion 22 of Farm 688 shown in **Figure 4.2** below.

Figure 4.1: Proposed town planning layout for KwaNomzamo infill development (450 erven)



Figure 4.2: Ptn 22/688 - Land identified for future low income residential development as per Humansdorp SDF (200 erven approx.)



With the area fully developed, flow to the KwaNomzamo WWTW will increase to **2.85 Ml/day**, as indicated in **Table 4.2** below.

Table 4.2: H/dorp East Drainage Area - Flow analysis at full development

Humansdorp Sewer Master Plan	
Drainage Area:	**Humansdorp East**
Draining to:	**Kwanomzamo Wastewater Treatment Works**
Development stage:	**Phase 2: Full development**

Area/Suburb	Land use / Zoning	Socio-economic status	No of erven	No of persons per erf	No of persons per area	Daily wastewater flow per capita (l)	Average dry weather flow	
							kl/day	l/s
Boskloof	Residential 1 (single)	High income	237	4.8	1137.6	156	177.75	2.06
	Residential 2 (townhouses)	High income	13	3.5	45.5	114	5.20	0.06
McMelville	Residential 1	High income	52	4.8	249.6	156	39.00	0.45
Industrial Area	Wet industry: Woodlands Dairy	n/a	n/a	n/a	n/a	n/a	938.82	10.87
	Wet industry: Abattoir	n/a	n/a	n/a	n/a	n/a	20.08	0.23
	Dry industries	n/a	10	10	100	140	14.00	0.16
Panorama	Residential 1	Medium income	85	4.8	408	139	56.67	0.66
Humansdorp Central	Residential 1 (single)	High income	372	4.8	1785.6	156	279.00	3.23
	Residential 2 (townhouses)	High income	18	3.5	63	114	7.20	0.08
	Commercial	n/a	143	5	715	90	64.35	0.74
	Schools (Nico Malan)	n/a	1	1500	1500	40	60.00	0.69
	Schools (in town)	n/a	1	1000	1000	40	40.00	0.46
	School hostel (Nico Malan)	n/a	1	500	500	150	75.00	0.87
	Tourist camps, motels & caravan parks	n/a	1	200	200	90	18.00	0.21
	Hospital	n/a	1	200	200	450	90.00	1.04
Kwanomzamo	Residential 1 (existing)	Low income	1503	5.5	8266.5	60	495.99	5.74
	Kwanomzamo 400	**Low income**	**400**	**5.5**	**2200**	**60**	**132.00**	**1.53**
	Pola Park	**Low income**	**251**	**5.5**	**1380.5**	**60**	**82.83**	**0.96**
	Erf 2599	**Low income**	**101**	**5.5**	**555.5**	**60**	**33.33**	**0.39**
	Shukushukuma	**Low income**	**92**	**5.5**	**506**	**60**	**30.36**	**0.35**
	Infill	**Low income**	**6**	**5.5**	**33**	**60**	**1.98**	**0.02**
	Portion 22 of Farm 668	**Low income**	**200**	**5.5**	**1100**	**60**	**66.00**	**0.76**
	Schools	n/a	2	1500	3000	40	120.00	1.39
Total flow to WWTW (ADWF)							**2848**	**32.96**

5 Wastewater Source

5.1 Raw Sewage Characteristics

2-hour composite samples of raw sewage were taken on 21 October 2014 over a 24 hour period and analysed by Talbot & Talbot Laboratories. The flow-weighted concentrations for the various parameters are indicated in **Table 5.1** below.

Table 5.1: Raw sewage characteristics (flow-weighted concentrations)

Parameter	Unit	Measured Value	Typical SA Domestic*
Influent Chemical Oxygen Demand (COD)	(mg COD/ℓ)	2553.06	500 - 800
Influent Total Kjedahl Nitrogen (TKN)	(mg N/ℓ)	88.98	35 - 80
Free and Saline Ammonia (FSA)	(mg N/ℓ)	19.20	25 - 65
Influent Total Phosphorous (TP)	(mg P/ℓ)	17.22	8 - 18
Influent Total Suspended Solids (TSS)	(mg TSS/ℓ)	876.11	270 - 450
Influent Volatile Suspended Solids (VSS)	(mg VSS/ℓ)	782.50	-
Influent Inorganic Suspended Solids (ISS)	(mg ISS/ℓ)	93.61	-
Total Settleable Solids (TotSetS)	(mg/ℓ)	185.6	150 - 350
TKN/COD Ratio	(mg N/mg COD)	0.035	0.07 – 0.10
VSS/TSS Ratio	(mg VSS/mg TSS)	0.893	-

* Typical values for Domestic wastewater in South Africa was obtained from WRC (1994), Theory, Design and Operation of Nutrient Removal Activated Sludge Processes

It can be seen from the above table that **the COD concentration is much higher as compared to typical values for ordinary domestic sewage**. This is mainly due to the dairy and abattoir wastewater discharges to the works. The filtered COD concentration is also high at 829 mg/l compared to the total settleable solids (186 mg/l), suggesting that much of the COD is in a suspended and soluble state. The above concentrations were used in the steady-state (constant flow and load) model simulation for the activated sludge process to assess the theoretical capacity of the existing process units.

Woodlands Dairy has in the meantime installed and commissioned a wastewater recycling plant at their premises in Humansdorp's industrial area. This has significantly reduced both the volume and the organic load which was

previously discharged into the existing municipal sewerage system. This has a positive impact at the KwaNomzamo WWTW in terms of both the quantity and quality of the wastewater arriving at the works. In addition, with the recycling plant in use, the amount of fats and oils in the flow is reduced, thus improving on the treatment process efficiency.

6 Proposed works

6.1 Design Considerations

This section focuses on the requirements for the upgrading of the existing wastewater infrastructure with the purpose of reinstating the works to its full operating potential, as well as to propose a capacity extension to accommodate additional flow and organic load.

The process design of the upgraded works will be aimed at obtaining the effluent standards to the General Limit. These standards will be submitted to the Department of Water Affairs (DWA) for evaluation and approval. However, it must be noted that a Special Limit has been assigned to this particular works as indicated on the DWA's Green Drop records.

6.1.1 Hydraulic Considerations

The upgraded treatment works should ultimately be capable of accommodating an Average Dry Weather Flow (ADWF) of 3.0 Ml/d (35 l/s) as outlined in Section 2.3. (Note: This should be verified with the Municipality's up-to-date Sewer Master Plan and Integrated Development Plan).

Using the contributing population of 20 900 and based on the Mutschmann & Stimmelmayr's formula (PF = 6.003 x $P^{-0.1109}$), a peak dry flow factor of 2.0 is derived. Thus peak daily flow is calculated at 70 l/s. Allowing for 100% stormwater infiltration, instantaneous peak wet weather flow is calculated at 140 l/s.

Thus, the following flows were adopted for design purposes:

- Minimum Night Flow = 14 l/s
- Average Dry Weather Flow = 35 l/s
- Peak Dry Weather Flow = 70 l/s
- Peak Wet Weather Flow = 140 l/s

The existing inlet works can accommodate a maximum flow of 85 l/s. It is proposed that a second mechanical screen and degritter be constructed and installed to increase the hydraulic capacity to 170 l/s. Both screens shall

operate during peak wet weather flow conditions. It also proposed that a passive by-pass facility be constructed in instances of total screen failure or during power failure.

6.1.2 Process Configuration

In order to accommodate the current capacity short-coming (-1.25 Ml/day) as well as the additional hydraulic load (-1.2 Ml/day), it is proposed that a separate reactor lane of 1.75 Ml/day be constructed in addition to the oxidation ditch. With this arrangement the oxidation ditch shall treat 1.25 Ml/day and the new reactor treat 1.75 Ml/day.

Preliminary design calculations indicate that the new reactor should have a volume of 3 408 m^3 with one SST of 25.2 diam. or two SSTs of 17.8m diam. each. The corresponding aeration capacity is 198 kW in total.

6.1.3 Sludge Handling

Sludge wasting shall take place from either the underflow of the clarifiers or at the overflow of the reactor. Providing both these facilities will ensure that operational staff is able to waste large quantities of sludge via the underflow when the total sludge mass in the process needs to be reduced. The reactor overflow should however be used for sludge wasting during normal circumstances to control the sludge age.

Operating the plant at a sludge age of 15 days and based on winter monthly average rainfall of 42 mm and evaporation of 51 mm for Humansdorp, the total required bed area for sludge drying allowing for a drying time of 9 days is calculated at 5 000 m^2, which translates into 10 beds of 20m wide x 25m long or 15.5 m wide x 32.5 m long each (with 1 extra bed added for cleaning purposes).

Although it is not to the client's preference to operate the existing belt press due to unavailability of the skilled personnel, it must be noted that this task can be outsourced to private entities to dewater the sludge on site. The training of the works personnel can be tailor-made through this initiative.

6.1.4 Effluent Disinfection

A new chlorine contact tank will be constructed to receive clarified effluent from the settling tanks where disinfection will take place. Disinfection of the treated effluent will be by calcium hypochlorite (HTH). The contact tank will have a retention time of 40 minutes at ADWF and 20 minutes at PDWF.

It is proposed that HTH be dosed inside the chlorine contact tank in water-suspension form by preparing the solution in two JoJo tanks located next to the contact tank. One JoJo tank will be sized to last for seven days. The final effluent outflow will be measured by a V-notch weir plate located at the outlet of the contact tank.

6.2 Scope of the Upgrading

It is proposed that the upgrading to the KwaNomzamo WWTW be linked to the commissioning of an effluent treatment facility at Woodlands Dairy. With on-site treatment of the dairy's effluent the COD levels will be reduced from more than 2 500 mg/l to the equivalent concentration present in domestic sewage (500 – 800 mg/l). In addition, the current flow of approximately 939 kl/day will be reduced by at least 50% as shown in **Table 6.1** below.

Table 6.1: ADWF to KwaNomzamo WWTW with 50% reduction in flow from Woodlands Dairy

Humansdorp Sewer Master Plan								
Drainage Area:			Humansdorp East					
Draining to:			Kwanomzamo Wastewater Treatment Works					
Development stage:			Phase 2: Full development & Recycling at Woodlands Dairy					
Area/Suburb	Land use / Zoning	Socio-economic status	No of erven	No of persons per erf	No of persons per area	Daily wastewater flow per capita (l)	Average dry weather flow	
							kl/day	l/s
Boskloof	Residential 1 (single)	High income	237	4.8	1137.6	156	177.75	2.06
	Residential 2 (townhouses)	High income	13	3.5	45.5	114	5.20	0.06
McMelville	Residential 1	High income	52	4.8	249.6	156	39.00	0.45
Industrial Area	Wet industry: Woodlands Dairy	n/a	n/a	n/a	n/a	n/a	469.41	5.43
	Wet industry: Abattoir	n/a	n/a	n/a	n/a	n/a	20.08	0.23
	Dry industries	n/a	10	10	100	140	14.00	0.16
Panorama	Residential 1	Medium income	85	4.8	408	139	56.67	0.66
Humansdorp Central	Residential 1 (single)	High income	372	4.8	1785.6	156	279.00	3.23
	Residential 2 (townhouses)	High income	18	3.5	63	114	7.20	0.08
	Commercial	n/a	143	5	715	90	64.35	0.74
	Schools (Nico Malan)	n/a	1	1500	1500	40	60.00	0.69
	Schools (in town)	n/a	1	1000	1000	40	40.00	0.46
	School hostel (Nico Malan)	n/a	1	500	500	150	75.00	0.87
	Tourist camps, motels & caravan parks	n/a	1	200	200	90	18.00	0.21
	Hospital	n/a	1	200	200	450	90.00	1.04
Kwanomzamo	Residential 1 (existing)	Low income	1503	5.5	8266.5	60	495.99	5.74
	Kwanomzamo 400	**Low income**	**400**	**5.5**	**2200**	**60**	**132.00**	**1.53**
	Pola Park	**Low income**	**251**	**5.5**	**1380.5**	**60**	**82.83**	**0.96**
	Erf 2599	**Low income**	**101**	**5.5**	**555.5**	**60**	**33.33**	**0.39**
	Shukushukuma	**Low income**	**92**	**5.5**	**506**	**60**	**30.36**	**0.35**
	Infill	**Low income**	**6**	**5.5**	**33**	**60**	**1.98**	**0.02**
	Portion 22 of Farm 668	**Low income**	**200**	**5.5**	**1100**	**60**	**66.00**	**0.76**
	Schools	n/a	2	1500	3000	40	120.00	1.39
Total flow to WWTW (ADWF)							**2378**	**27.52**

The above calculations were done for the full-development scenario. ADWF now reduces to only **2.38 Ml/day** – an indication of the positive impact the proposed Woodlands Dairy Effluent Treatment Plant has on creating additional spare capacity at the municipal WWTW.

The upgrading required will thus be predominantly focussed on the refurbishment of mechanical and electrical equipment to improve the existing works' operational efficiency and shall include the following:

- Replacement of hand-raked screen at UASB
- New sludge pumps at UASB
- New gearboxes and motors for horizontal brush aerators
- Refurbishment of blades of horizontal brush aerators and bridge structure
- Provide additional aerator since higher aeration capacity required

- Replacement of clarifiers weir plates and baffle plates
- Emptying of clarifiers and inspecting bridge structure
- Refurbishment / replacement of bridge structure as required
- Replacement of drive train (motor, gearbox and wheels)
- Refurbishment of Archimedes screw that has been removed
- Provision of new motor and gearbox for both Archimedes Screw pumps
- New WAS pumping system (pumps, pipework, valves etc.)
- A new MCC for the Archimedes Screw Pumps and WAS pumps.
- Formalise and neaten sodium hypochlorite disinfection system and provide contact tank for disinfection purposes
- Reinstate sludge dewatering belt press. This will include refurbishment of compressor, washwater pumps and piping as well as polyelectrolyte system.

Notes on electrical MCCs:

- A new MCC will have to be provided for the new equipment at the inlet works.
- The existing MCC for the sludge pumps can be re-used if the replacement pumps sizes remain the same.
- The existing MCC for the brush aerators can be re-used but will have to be extended to allow for a 1 x 45 kW additional aerator.

The civil portion of the scope of works shall include construction of the following:

- Chlorine contact tank
- Ten 20m wide x 25m long or (ten 15.5m wide x 32.5m long) sludge drying beds
- Additional 45 kW aerator platform and bridge structure
- Perimeter security fencing

Limited funding was made available in 2021 to commence with the upgrading of the KwaNomzamo WWTW, and Phase 1 of the above scope was completed in June 2021. With limited funding only the inlet works could be upgraded, with this Phase 1 including the following scope:

- New inlet works building and platforms
- New hand rake screen
- New skid shuttle cars
- New inlet channel gates
- New security fencing at the inlet works, main gate and lighting
- New administration building and MCC control room
- New inlet works MCC
- New mechanical front rake screen
- New blower and washer compactor
- New vortex degritter

- New grit classifier
- Transformer upgrades

Refer to **Annexure A** for more details of the work completed under Phase 1 of the upgrade.

7 Project Budget

7.1 Direct costs

The construction cost estimate for Phase 2 is provided in **Table 7.1** below.

Table 7.1: Cost Estimate for Phase 2 (Refurbishment and upgrading)

Item	Description	Estimated Cost
1	**Civil Works:**	
1.1	Preliminary and General	R 780,000.00
1.2	Site clearance and earthworks	R 900,000.00
1.3	Chlorine contact tank	R 624,000.00
1.4	New chlorination building	R 444,000.00
1.5	Refurbishment of inlet works MCC building	completed
1.6	Refurbishment of office building	completed
1.7	Perimeter security fencing	R 2,400,000.00
	Subtotal	**R 5,148,000.00**
2	**Mechanical Works:**	
2.1	Preliminary and General, dismantling and removal of disused equipment	R 900,000.00
2.2	Emptying and cleaning of structures	R 720,000.00
2.3	New mechanical front rake screen	completed
2.4	New screening washer compactor	completed
2.5	Washwater pumps and supply to washer compactor	R 150,000.00
2.6	Mixer equipment and degritter	completed
2.7	New blower and motor for degritter (standby)	completed
2.8	New pipework and valves	R 180,000.00
2.9	New grit classifier	completed
2.10	Removal of redundant equipment	R 90,000.00
2.11	Replace hand-raked screen at inlet to UASB	R 24,000.00
2.12	New supernatant pumps and instrumentation	R 420,000.00
2.13	New gearboxes and motors for existing horizontal brush aerators	R 1,800,000.00
2.14	Refurbishment of blades of existing brush aerators and bridge structure	R 3,600,000.00
2.15	Replacement of clarifier weirs and baffle plates	R 720,000.00
2.16	Emptying of clarifiers, cleaning and removal of bridge structure	R 360,000.00
2.17	Replacement of bridge structure as required (incl. motor, gearbox and wheels)	R 3,600,000.00
2.18	New Archimedes screws	R 1,800,000.00
2.19	New motor and gearbox for both Archimedes Screw Pumps	R 480,000.00
2.20	New WAS pumping system (pumps, pipework, valves etc.)	R 480,000.00
2.21	New sludge withdrawal telescopic valves	R 180,000.00
2.22	New sodium hypochlorite dosing system	R 192,000.00
2.23	New sludge dewatering system and associated equipment (poly dosing, etc)	R 4,200,000.00
	Subtotal	**R 19,896,000.00**
3	**Electrical Works:**	
3.1	Electrical requirements for inlet works including new MCC and instrumentation	completed
3.2	Refurbishment and upgrading of MCC's at existing reactor and additional tier for Archimedes Screw pumps and WAS pumps	R 660,000.00
3.3	New MCC at dewatering system	R 360,000.00
3.4	Site lighting and security	R 720,000.00
3.5	Refurbishment of existing mini-sub	completed
	Subtotal	**R 1,740,000.00**
	Total Civil, Mechanical and Electrical Works	**R 26,784,000.00**
	Escalation Allowance @ 6%	R 1,607,040.00
	Contingency Allowance @ 15%	R 4,017,600.00
	Plus VAT@ 15%	R 4,017,600.00
	TOTAL COST (Incl. VAT)	**R 36,426,240.00**

7.2 Indirect costs

The budget for indirect costs is provided in the table below.

Table 7.2: Cost Estimate for Phase 2 (Refurbishment and upgrading)

Kwanonzamo WWTW - Phase 2 Upgrade - Budget for indirect costs					
Item no.	**Description**	**Unit**	**Quantity**	**Rate**	**Amount**
1	**Percentage based fees (ECSA 2014)**				
1.1	Inception	sum	1	R 141,504.34	R 141,504.34
1.2	Concept and Viability	sum	1	R 707,521.72	R 707,521.72
1.3	Design Development	sum	1	R 707,521.72	R 707,521.72
1.4	Documentation and Procurement	sum	1	R 424,513.03	R 424,513.03
1.5	Contract Admin and Inspection	sum	1	R 707,521.72	R 707,521.72
1.6	Close-out	sum	1	R 141,504.34	R 141,504.34
2	**Time based fees**				
2.1	Construction monitoring - part time	month	14	R 60,000.00	R 840,000.00
2.2	OHS compliance	month	14	R 20,000.00	R 280,000.00
2.3	ECO	month	14	R 12,000.00	R 168,000.00
2.4	Social facilitation	month	14	R 15,000.00	R 210,000.00
3	**Disbursements**				
3.1	Travel	km	14,280	R 5.50	R 78,540.00
3.2	Printing & communication	sum	1	R 20,000.00	R 20,000.00
Total					**R 4,426,626.88**
VAT (15%)					**R 663,994.03**
Total with VAT					**R 5,090,620.91**

7.3 Budget summary

The total project cost is summarised in the table below.

Table 7.3: Total project budget

Kwanonzamo WWTW - Phase 2 Upgrade - Budget summary		
Item no.	**Description**	**Amount**
1	**Indirect costs**	
1.1	Percentage based fees (ECSA 2014)	R 2,830,086.88
1.2	Time based fees	R 1,498,000.00
1.3	Disbursements	R 98,540.00
2	**Direct costs**	
2.1	Civil, Mechanical & Electrical Works	R 26,784,000.00
2.2	Escalation Allowance @ 6%	R 1,607,040.00
2.3	Contingency Allowance @ 15%	R 4,017,600.00
Total		**R 36,835,266.88**
VAT (15%)		**R 5,525,290.03**
Total with VAT		**R 42,360,556.91**

7.4 Cash flow

The projected cash flow for a 14-month construction period is provided below.

Table 7.4: Cash flow projections

Month	% Exp	Amount
Jul-2023	2.0%	R847,211
Aug-2023	4.0%	R1,694,422
Sep-2023	6.0%	R2,541,633
Oct-2023	8.0%	R3,388,845
Nov-2023	10.0%	R4,236,056
Dec-2023	12.0%	R5,083,267
Jan-2024	10.0%	R4,236,056
Feb-2024	12.0%	R5,083,267
Mar-2024	12.0%	R5,083,267
Apr-2024	10.0%	R4,236,056
May-2024	8.0%	R3,388,845
Jun-2024	6.0%	R2,541,633
Jul-2024	8.0%	R3,388,845
Aug-2024	6.0%	R2,541,633
Oct-2024	4.0%	R1,694,422
Nov-2024	2.0%	R847,211
Total	**100%**	**R42,360,557**

8 Operation and Maintenance Arrangement

In terms of the Government Gazette Notice No. R. 181 of 24 February 2006 – Draft Regulations for the Registration of Waterworks and Process Controllers - all wastewater works must be registered and classified in accordance with the Schedule II. It is further understood that the required personnel skills levels and qualifications to operate and control the works depend on the “CLASS” of the works following its registration.

According to Schedule II of the Regulations, the KwaNomzamo WWTW is classified as a **Class C** works and in terms of the new NQF qualifications, the following skills and qualification levels are thus required:

- The minimum OPERATOR classification is Class III. This means the operator must have passed Std 8 OR NTC 1 plus Operators Certificate with minimum 9 years’ experience. Alternatively, the operator must be in possession of a Certificate in Wastewater Process Operations (NQF 2) with minimum 5 years’ experience in accordance with the new National Qualifications Framework qualifications.

- The minimum SUPERVISOR classification is Class V. This means the supervisor must have a Certificate in Wastewater Process Operation (NQF 4) with minimum 10 years’ experience. The works supervisor does not have to be at the works at all times but must be available at all times.

- Operations and Maintenance Support Services - Electrician, Fitter and Instrumentation Technician. These personnel must be always available but may be in-house or outsourced.

9 Viability

The municipality does not have the resources to execute the works described above and requires outside assistance, therefore this application for MIG funding.

This project is ready for immediate implementation once funding is secured:

- A consulting engineer has already been appointed.
- Phase 1 designs have been completed.
- The tender and procurement process has been completed.
- A contractor is appointed.
- Phase 1 of the upgrade has already been completed (Inlet works mechanical & electrical equipment, security fencing and new administration building).
- Phase 2 of the upgrade is ready to commence as soon as funding is available.

10 Legal Requirements

No environmental authorisation is required as the scope of work will be limited to the upgrading of an existing facility and within the existing footprint.

11 Socio-economic Considerations

11.1 Employment generation

It is anticipated that about 20 local employment opportunities will be created during the Phase 2 construction. Most of the work will be of a specialised nature, which limits the number of unskilled workers who can be employed during construction.

The Contractor will be advised to also employ persons from designated groups, namely women and youth (any person under the age of 35 years).

11.2 Employment policy

Employment will be done in accordance with the Extended Public Works Programme (EPWP) and in full compliance with current labour laws. Labour-intensive activities will be itemised in the Bill of Quantities.

11.3 Training needs Analysis and Framework

During the trial operating period (TOP) municipal staff will need to be trained by the Contractor to properly operate and maintain the newly installed equipment.

11.4 Planned Training Activities

Non-accredited training of local labour will be done by the Contractor's staff to improve administrative and technical skills.

11.5 Sanitation, Health and Hygiene

Health and hygiene will be managed by the municipality under their normal social programmes. The Contractor will be required to submit a site-specific Health & Safety Plan in accordance with current OHS legislation. Monthly safety audits will be performed to ensure and (if required) enforce compliance.

12 Conclusion

In conclusion, the existing works can treat up to 1.25 Ml/day of raw wastewater given the current sewage characteristics and loads as measured, which means that the works is overloaded beyond its design treatment capacity of 2.5 Ml/day. This appraisal is assuming that all of the mechanical and electrical equipment and components of the works are in good working order.

In 2021, the inlet works and administration building was upgraded and is currently in good working order. This upgrade was funded by WSIG but was insufficient to do more than a small portion of the required refurbishment and upgrading identified in this technical report.

In lieu of the above, the following recommendations are proposed:

1. Refurbish and upgrade all dysfunctional mechanical and electrical equipment as identified in **Section 5, excluding the inlet works and administration building already completed in 2021**.
2. Start process of recruitment for the required operator skills as indicated in **Section 6** above.
3. Operate the works and monitor performance including flow measuring and recording.
4. Consider outsourcing the operation of the dewatering belt press to private entities.

APPROVALS

APPROVAL: [WSA Technical Director]

NAME:

DESIGNATION:

SIGNATURE:

DATE:

APPROVAL: [EC Provincial Head]

NAME:

DESIGNATION:

SIGNATURE:

DATE:

ANNEXURE A

Annexure A: Photo report on Phase 1 completed on 30 June 2021.

Before (Admin Building & Inlet Works)





After Phase 1 (Admin Building & Inlet Works – pictures below)

- New inlet works building and platforms
- New hand rake screen
- New skid shuttle cars
- New inlet channel gates
- New security fencing at the inlet works, main gate and lighting
- New administration building and MCC control room
- New inlet works MCC
- New mechanical front rake screen
- New blower and washer compactor
- New vortex degritter
- New grit classifier
- Transformer upgrades

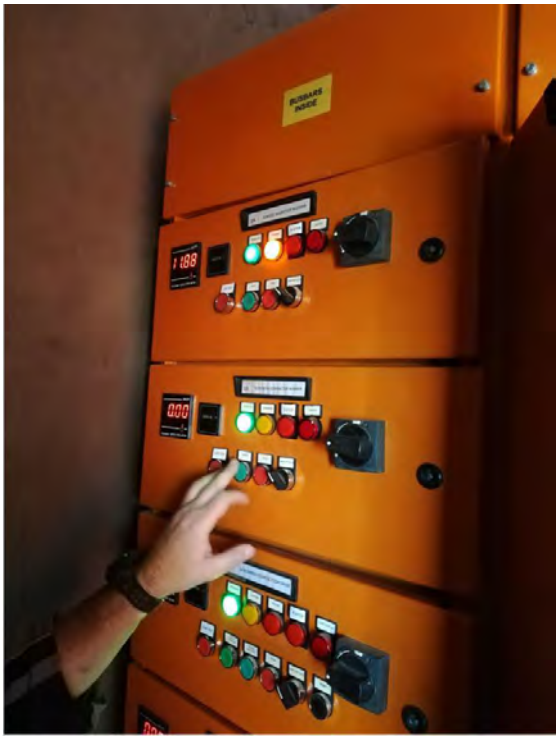












Annexure F

KOUGA LM FINAL MIG IMPLEMENTATION PLAN (AS AT 30 MARCH 2023): 2023/2024 FINANCIAL YEAR

Name of Municipality	KOUGA LOCAL MUNICIPALITY

FINAL PROJECT IMPLEMENTATION PLAN FOR 2023/2024 FINANCIAL YEAR

MIS Form ID	National Registration Number (as on the MIG-MIS)	Project Title	EPWP Y/N	MIG Category (B,P or E)	Project Type (water, sanitation etc)	Total Project Cost	Registered MIG Funds	Project Status (Not registered, Registered, Design & Tender, Contractor appointed,	Date: Consultant appointed or to be appointed	Date: Tender advertised or to be advertised	Date: Contractor appointed or to be appointed	Date: Project to be completed yy-mm-dd	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Total planned expenditure on MIG for 2023/24
327 687	CS2019/20/06/58	Upgrading of the sewage infrastructure in Hankey.	Y	B	Sanitation	R62 158 560.05	R62 158 560.05	Registered	JG Afrika	n/a	Dec-22	Dec-23	2 800 000	2 900 000	3 000 000	2 900 000	2 129 741	1 000 000	-	-	-	-	-	-	14 729 740,66
215 963	CS/EC/12950/13/18	Upgrading/Improvement of Sport facilities within Kouga region: Loerie Sports Facility	Y	P	Road	R29 757 396.00	R29 757 396.00	Registered	Bosch Projects	Dec-22	Dec-22	Oct-23	1 016 095	1 000 000	1 000 000	500 000	-	-	-	-	-	-	-	-	3 516 094,87
458 320	S/EC/19290/22/25	Upgrading of KwanoMzamo WWTW	Y	B	Sanitation	R42 360 556.91	R42 360 551.91	Registered	Zutari	N/a	Lekratek	Jun-25	50 000	50 000	50 000	304 164	1 500 000	1 500 000	1 500 000	1 500 000	1 500 000	1 500 000	1 273 408	1 500 000	12 227 572,42
458 559	EC2022/23/11/146	Upgrading of gravel roads in Kouga Phase 2	Y	P	Road	R37 038 263.90	R37 038 263.90	Registered	JG Afrika	N/a	N/a	Jun-25	1 200 000	1 200 000	1 200 000	-	-	-	-	80 000	80 000	80 000	-	-	3 840 000,00
461 213	EC2022/23/11/149	La Mer New Sewer Rising Main - Planning	Y	B	Sanitation	R1 480 050.00	R1 480 050.00	Registered	MJM	N/a	N/a	N/a	-	-	50 000	100 000	40 000	-	-	50 000	-	-	-	-	240 000,00
460 633	S/EC/19292/23/26	Jeffreys Bay Sewer Pipe Upgrade in Oceanview Planning stage	Y	B	Sanitation	R747 500.00	R747 500.00	Registered	Jul-23	N/a	N/a	N/a	-	-	-	50 000	50 000	50 000	-	100 000	-	50 000	-	50 000	350 000,00
460 801	S/EC/19293/23/26	Design for the refurbishment of the Weston Wastewater Treatment works and new sewer outfall and reticulation.	Y	B	Sanitation	R1 150 000.00	R1 150 000.00	Registered	Jul-23	N/a	N/a	N/a	-	-	50 000	50 000	120 000	-	80 000	50 000	50 000	-	95 242	-	495 241,75
461 916	EC2022/23/11/152	Design of new High Mast Lights- Planning	Y	E	Electricity	R645 150.00	R645 150.00	Registered	In place	N/a	N/a	N/a	-	-	50 000	50 000	-	-	-	-	-	-	-	-	R100 000,00
		PMU ADMIN (3% Top Slice)											155 696	155 696	155 696	155 696	155 696	155 696	155 696	155 696	155 696	155 696	155 696	155 696	1 868 350
																									37 367 000,00

This must be equal to the allocations published in the DoRA for the MIG.

SIGNED BY MUNICIPAL MANAGER (Or delegated person, include letter of delegation)

NAME: CHARL DU PLESSIS

SIGNATURE:

DATE: 26-Apr-23

CONTACT DETAILS: 422002200

Acting CHIEF FINANCIAL OFFICER

NAME:

SIGNATURE:

DATE: 25-04-23

CONTACT DETAILS:

MUNICIPAL INFRASTRUCTURE GRANT (MIG)

MANAGEMENT (PMU) DRAFT BUSINESS PLAN: - 2023/2024 FINANCIAL YEAR

Name of Municipality	Kouga Local Municipality

PERSONNEL EXPENDITURE

PMU Position	Person Nominated	Qualifications of nominated person	Contact Details	Monthly Billing	Annual Billing (Salary Only)
PMU Manager	Jacques Du Toit		jdutoit@kouga.gov.za 042 2002 ile ID 067 106 3091	R 52 163,00	R 625 956,00
PMU Technician	Bukeka Matshikili	NDiP: Civil Engineering	bmatshikili@kouga.gov.za 042 200 8387 083 256 5301	R 32 000,00	R 384 000,00
Data Capturer	Akhona Saul	Matric	asaul@kouga.gov.za 042 200 2200	R 5 000,00	R 60 000,00
Accountant	Laurian Plaatjies	BComm Accounting (Currently busy with CPMD)	lplaatjies@kouga.gov.za 042 200 2200	Seconded - Agreement not finalized	

NONE PERSONAL EXPENDITURE ITEMS

Expenditure Item	Monthly Expenditure	Annual Expenditure
Salaries, wages and allowances	R 119 496,40	R 1 433 954,88
Housing benefits	R 1 699,77	R 20 397,28
Social Contributions and accomodation	R 34 499,82	R 413 997,84
	R 155 695,99	R 1 868 350,00

SIGNED BY CFO) (Or delegated person, include letter of delegation)

NAME: SHUKREE ABRAHAMS

SIGNATURE:

DATE: 25-04-23

CONTACT DETAILS:

SIGNED BY MUNICIPAL MANAGER (Or delegated person, include letter of delegation)

NAME: CHARL DU PLESSIS

SIGNATURE:

DATE: 26-Apr-23

CONTACT DETAILS: 422 002 200

23/04/I&E12 **2022/23 ADJUSTMENTS BUDGET FOR THE APPROPRIATION OF ADDITIONAL FUNDS RECEIVED**

Resolved (6 April 2023)

1. That Council, by resolution taken by the majority of its full number, and in terms of Section 30(2) of the Local Government: Municipal Structures Act No. 117 of 1998 (as amended), read in conjunction with Section 28 of the Local Government: Finance Management Act, Act No 56 of 2003, approves the adjustments budget by the appropriation of an amount of R 8 100 000.00 and for the projects as set out below.

Town	Project Description	U-key Nr.	Allocated amount
Jeffreys Bay	Phase 1; Oceanview 200 electrification & Bulk.		R 3, 700,000.00
	66Kv construction of the overhead line between Melkhout substation and Jeffreys Bay.		R 4, 400,000.00
GRAND TOTAL			**R 8,100,000.00**

23/04/I&E13 **APPROVAL OF THE FINAL PROJECT IMPLEMENTATION PLAN (PIP) FOR THE 23/24 FY MIG ALLOCATED GRANT FUNDING**

Resolved (6 April 2023)

1. That the Item be approved by Council.

ANNEXURE "A"

PROJECT DESCRIPTION	PROJECT NR.	FUNDING	DRAFT ANNUAL BUDGET 2023/24	DRAFT ANNUAL BUDGET 2024/25	DRAFT ANNUAL BUDGET 2025/26
EXECUTIVE & COUNCIL					
Furniture and equipment	CP_9	Internal	10 000	10 460	10 941
			10 000	**10 460**	**10 941**
PLANNING, DEVELOPMENT & TOURISM					
Furniture and Office Equipment	CP_9	Internal	600 000	600 000	600 000
Township Economy Support (Agriculture)	CP17001	Internal	100 000	100 000	100 000
			700 000	**700 000**	**700 000**
COMMUNITY SERVICE					
Fire vehicle		Distr.	1 362 277	1 429 028	1 496 193
			1 362 277	**1 429 028**	**1 496 193**
INFRASTRUCTURE & ENGINEERING					
Energy Efficiency Projects	CP19003	EEDSM	3 478 260	4 347 826	-
OceanView 1250 Electrification	CP19004	INEP	4 086 956	11 478 260	9 565 217
Design of new High Mast Lights- Planning	CP19005	MIG	86 957	474 043	-
Design for the refurbishment of the Weston Wastewater Treatment works and new sewer outfall and reticulation.	CP78005	MIG	430 645	565 217	-
Upgrading of KwanoMzamo WWTW	CP78002	MIG	10 632 672	17 031 639	9 170 951
Upgrading of the sewage infrastructure in Hankey.	CP78001	MIG	12 808 470	-	-
La Mer New Sewer Rising Main - Planning	CP78003	MIG	208 695	347 826	730 434
Jeffreys Bay Sewer Pipe Upgrade in Oceanview Planning stage	CP78004	MIG	304 347	345 652	-
Upgrading/Improvement of Sport facilities within Kouga region: Loerie Sports Facility	CP56001	MIG	3 057 474	-	-
Upgrading of gravel roads in Kouga Phase 2	CP72002	MIG	3 339 130	13 400 143	23 614 614
Mimosa Street Pipeline Replacement	CP98012	WSIG	16 314 317	8 657 772	6 086 956
Paradise Beach Water Tower	CP9813	WSIG	9 772 639	37 880	-
			64 520 562	**56 686 258**	**49 168 172**
			66 592 839	**58 825 746**	**51 375 306**
Transfers recognised - Capital			65 882 839	58 115 286	50 664 365
Internally generated funds			710 000	710 460	710 941
			66 592 839	**58 825 746**	**51 375 306**

25/04/23

Annexure G

EXTRACT OF ORDINARY COUNCIL MEETING HELD ON 14 DECEMBER 2023

23/12/CWS1 REALLOCATION OF MIG FUNDS WITHIN CIVIL AND WATER ENGINEERING SERVICES DIRECTORATE

Resolved (14 December 2023)

1. That the Council, by resolution taken by the majority of its full number, and in terms of Section 30(2) of the Local Government: Municipal Structures Act No.1998 (as amended), read in conjunction with Section 28 of the Local Government: Finance Management Act, Act 56 of 2003, approves the following proposed amendments to the 2023/2024 Capital Budget:

Project Name	2023/2024 Approved Budget (Excl. VAT)	2023/2024 Proposed Adjustments (Excl. VAT)	Increase	Decrease
Upgrading of Loerie Sports Facility U-Key: 20230707065830	R3,057,474.00	R5,296,905.98	R2,239,431.98	
Upgrade Sanitation System of Old Hankey-	R10,632,672.00	R8,393,240.02		R2,239,431.98

23/12/CWS2 REALLOCATION OF WSIG FUNDS WITHIN CIVIL AND WATER ENGINEERING SERVICES DIRECTORATE

Resolved (14 December 2023)

1. That the Council, by resolution taken by the majority of its full number, and in terms of Section 30(2) of the Local Government: Municipal Structures Act No. 117 of 1998 (as amended), read in conjunction with Section 28 of the Local Government: Finance Management Act, Act 56 of 2003, approves the following proposed amendments to the 2023/2024 Capital Budget:

Project Name	2023/2024 Approved Budget (Excl. VAT)	2023/2024 Proposed Adjustments (Excl.VAT)	Increase	Decrease
Mimosa Street Pipeline Project U-Key: 202307065779	R16,314,317.00	R12,836,056.13		-R3,478,260.87
Connect two Boreholes in St Francis Bay	R0.00	R2,608,695.65	R2,608,695.65	
Consulting Services for the development of boreholes in	R0.00	R869,565.22	R869,565.22	

St Francis Bay, Hankey and Thornhill				

Annexure H

LEKTRATEK WATER TECHNOLOGY TEGNOLOGIE
A NEW DIMENSION IN WATER TREATMENT

(Pty) Ltd / (Edms)Bpk – Reg. No./Nr.: 1998/002622/07
Vat No./Nr.: 4040104863

22B Forsman Street
Potchefstroom, 2531
+27 18 293 0487/6
+27 86 532 6754
P.O. Box 20283
Noordbrug, 2522

Ref: 20458- L056-Project Budget Cut 26 April 2024

Zutari
Lion Roars Office Park
Walmer
Port Elizabeth
6070

ATTENTION: Mr Shaun Nel

CONTRACT NUMBER: 222/2019
PLANT DESIGN AND BUILD FOR THE UPGRADE AND REFURBISHMENT OF THE KWANOMZAMO HUMANSDORP WASTEWATER TREATMENT WORKS

With reference to the progress meeting held on 9 April 2024, the Client verbally informed the Contractor that the original MIG budget for FY 2023/2024, R 12 227 572.42 (stated in the appointment letter dated 12 September 2023) has been reduced to R6 657 701.00 (Excl. VAT for Direct and indirect costs).

Expenditure at the end of March 2024 are as follows:

Name	Amount (Excl. VAT)
Lektratek Water Technologies	R5,755,138.01
Zutari	R675,901.81
Total	**R6,431,039.82**
MIG Allocation FY 2023/2024	**R6,657,701.00**
Amount left for FY 2023/2024	**R226.661.18**

The Client indicated that they will try and secure approximately R 4 000 000 from KLM to subsidize the expected MIG budget deficiency, but unfortunately could not secure any additional funding. The Employer further indicated that all works certified up to June shall be paid in July 2024.

With reference to the above, Lektratek Water Technology (LWT) states the following:

1. LWT acknowledges the budget cut and the lack of funding for the project for the remainder of the financial year.

2. LWT will continue working on the project, but at a reduced pace to reduce company overheads and maintain a healthy cash flow.

3. LWT will continue to submit invoices for approved payment certificates for May and June 2024 to be paid in full in July 2024, once the budget for the new financial year is available.

4. The reduced budget and inturn the reduced progress, will most probably lead to an extention of time on the current program and LWT will therefor not be lable for any penalties in the regard.

We hope you find the above in order, kindly revert with a letter of acknowledgement/confirmation at your earliest convenience.

Best regards



Gezelle Bernard
Project Manager
M.Eng Mechanical (NWU)

Annexure I

KOUGA LM FINAL MIG IMPLEMENTATION PLAN (AS AT 11 MARCH 2024): 2024/2025 FINANCIAL YEAR

Name of Municipality	KOUGA LOCAL MUNICIPALITY

MIS Form ID	National Registration Number (as on the MIG-MIS)	Project Title	EPWP Y/N	MIG Category (B,P or E)	Project Type (water, sanitation etc)	Total Project Cost	Registered MIG Funds	Project Status (Not registered, Registered, Design & Tender, Contractor appointed,	Date: Consultant appointed or to be appointed	Date: Tender advertised or to be advertised	Date: Contractor appointed or to be appointed	Date: Project to be completed yy-mm-dd	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Total planned expenditure on MIG for 2024/25 (excl VAT)	Total planned expenditure on MIG for 2024/25 (incl VAT)
458 320	S/EC/19290/22/25	Upgrading of KwanoMzamo WWTW	Y	B	Sanitation	R42 360 556.91	R42 360 551.91	Registered	Zutari	N/a	Lekratek	Feb-25	4 000 000	3 000 000	4 000 000	3 200 000	2 000 000	3 600 000	2 500 000	2 000 000	2 000 000	1 500 000	1 000 000	369 587	29 169 587	33 545 025,00
458 559	EC2022/23/11/146	Upgrading of gravel roads in Kouga Phase 2	Y	P	Road	R37 038 263.90	R37 038 263.90	Registered	JG Afrika	30/04/2024	30/06/2024	Dec-25	50 000	50 000		-	-	-	-					50 000	150 000	172 500,00
461 213	EC2022/23/11/149	La Mer New Sewer Rising Main - **Planning**	Y	B	Sanitation	R1 480 050.00	R1 480 050.00	Registered	MJM	N/a	N/a	N/a	50 000	50 000	50 000	20 000	20 000	10 000	-				-	-	200 000	230 000,00
460 633	S/EC/19292/23/26	Jeffreys Bay Sewer Pipe Upgrade in Oceanview **Planning stage**	Y	B	Sanitation	R747 500.00	R747 500.00	Registered	Jul-23	N/a	N/a	N/a	20 000	20 000	20 000	15 000	5 500		-				-		80 500	92 575,00
501248	EC2023/24/22/264	Phillipsville Sportsfield Upgrade	Y	P	Sports facility	R11 393 193,75	R11 393 193,75	Registered	Jul-24	May-30	N/A	N/A	20 000	30 000	80 000	100 000	60 000		70 000	70 000	70 000				500 000	575 000,00
461 916	EC2022/23/11/152	Design of new High Mast Lights- **Planning**	Y	E	Electricity	R645 150.00	R645 150.00	Registered	In place	N/a	N/a	N/a	25 000	25 000	25 000	25 000	-	-	-	-	-	-	-	-	100 000	115 000,00
		PMU ADMIN (5% Top Slice)											132 457	132 457	132 457	132 457	132 457	132 457	132 457	132 457	132 457	132 457	132 457	132 457	1 589 478	1 827 900,00
																					TOTAL MIG ALLOCATION 24/25				**31 789 565**	**36 558 000**

SIGNED BY MUNICIPAL MANAGER (Or delegated person, include letter of delegation)

NAME: CHARL DU PLESSIS

SIGNATURE:

DATE: 08/04/2024

CONTACT DETAILS: 042 200 2200

CHIEF FINANCIAL OFFICER

NAME: RIAAZ LORGAT

SIGNATURE:

DATE: 08-04-2024

CONTACT DETAILS: 0422002200

This must be equal to the allocations published in the DoRA for the MIG.

KOUGA local municipality
Good Governance through Service Excellence

KOUGA MUNICIPALITY (EC 108)
ORDINARY COUNCIL MEETING
CIVIL & WATER SERVICES
OPEN
DATE: 31 MAY 2024
ITEM NO: **24/05/CWS15**

RESPONSE REPORT ON MOTION OF EXIGENCY HUMANSDORP WATER SUPPLY CRISES EXPERIENCED DURING THE PERIOD 18 TO 27 FEBRUARY 2024

1. Introduction

The purpose of this report is to provide a response to the Motion of Exigency due to the Humansdorp Water Supply Crises experienced during the period 18 to 27 February 2024, tabled and accepted by Council during the Ordinary Council meeting that was held on Wednesday, 28th February 2024. This report was to be submitted to the Accounting Officer within seven (7) days from the date of the said Council meeting.

2. Background

Humansdorp and its surrounding suburbs of Kruisfontein, Arcadia and KwaNomzamo experienced a water crisis during the period of 18 February 2024 to 27 February 2024. The crisis was caused by various factors depleting the water storage and reducing the yield from all four (4) of the water sources simultaneously. A few interventions were implemented to remedy the short supply. Although some of the interventions could bring only temporary relief, the full capacity of the water supply was restored and reservoirs at Humansdorp Water Treatment Plant (WTP) was fully replenished within 24 hours of these interventions. These interventions restored the water supply to all areas below the main reservoirs (Humansdorp and KwaNomzamo) which is supplied under gravity. The higher lying areas located above the Humansdorp WTP requires pumping of water and usually takes a few days longer to restore full operation due to various reasons as discussed in more detail below.

A pipe break on the pumping main from Humansdorp WTP to Kruisfontein hampered the efforts to restore water supply to the Kruisfontein area. The unfortunate timing of this break was a huge contributing factor which prolonged the water outage in the Kruisfontein area. The break occurred in a very challenging location which took longer than normal to repair. After the repairs were completed, pumping operations to the higher lying areas of Kruisfontein could resume but took several days to restore the reservoir levels as the entire water supply system consisting of several kilometers of pipelines and seven reservoirs had to be filled to get the system to acceptable operating pressure.

3. Discussion

3.1 Water storage

Humansdorp has enough combined water storage capacity to sustain the town's water demand for two days when all reservoirs are full. The capacity is considered adequate in terms of the "Red Book" guidelines which recommends a minimum storage of 48 hours of the average daily demand. The challenge, however, is that this combined storage capacity is spread over thirteen (13)

reservoirs scattered over the distribution area. Although the total storage capacity may be considered adequate, the distribution of water to these reservoirs is challenging. The distribution system consists of four pump stations each connected to the various reservoirs through old asbestos pipelines.

Kouga Municipality had to undertake critical maintenance on the Eskom supply to Humansdorp on 18 February 2024. See notice attached as **Annexure A**. This maintenance work resulted in the town's electrical supply being interrupted for more than 10 hours from 7:00 am to 17:00 pm resulting in an obvious reduction in water supply from various sources. The town's reservoirs were drawn down to very low levels (±30%) during this period. After the outage the country moved to stage 4 loadshedding for most of the remainder of the week. This had the result of up to 8 hours of pumping time lost per 24-hour period.

3.2 Water supply

Humansdorp has a total population of 29 158 residents. The average daily water demand for the area is ±5.4 ML/day. The water supply for this area is coming from the following 3 sources:

Source	Average Daily Yield	Total Daily Supply	Average Daily Demand
Fountains	2,0ML/day (37%)	5.4Ml/day (100%)	5.4Ml/day
Boreholes (8 No.)	1,8 ML/day (33%)		
Churchill Dam (NMBM)	1.6ML/day (30%)		

It is clear from the table above that the total water supply to Humansdorp is only sufficient to meet the average demand. There is no spare capacity to rebuild storage levels once reservoirs run dry.

In this situation the water flowing into a reservoir will flow straight out again without increasing the storage levels. Although additional groundwater capacity was developed over the past couple of years through DWS funded WSIG projects, the contribution from the other two sources (Churchill and fountains) have reduced over this period due to various factors discussed below.

3.3 Fountains

The fountain is located near Humansdorp just north of the N2, below the Zwartenbosch Golf Course. The fountain has been a very reliable water source for Humansdorp over the past decades. The fountain has provided a reliable flow of up to 2.4ML/day (100m³/hr) for several years. An average yield of 2.0ML/d can be expected.

During the past 7 years this region experienced a severe drought, and the area was classified as a disaster area. Even during this 7-year drought the fountain did not dry up. The flow did however reduce to 1.5ML/day (62.5m³/hr) at times.

The statistics clearly show that the yield from the fountain is directly connected to the rainfall. The flow of ±100m³/hr would persist for a few weeks after good rainfall, then slowly start to diminish and bottom out at ±62m³/hr over the next 4 weeks in the event of no rain.

During the past two months of January and February 2024, very little rainfall was recorded in this region resulting in a very dry period, during the hottest summer months. This situation caused the fountains flow to reduce from ±100m³/hr to ±63m³/hr in line with the historic pattern. This short dry period was described as a "mini drought". This situation reduced the daily yield to 1.5ML/d which is a 0.5Ml/d reduction compared to the average. Refer to **Annexure B** for photos of the flow meter recording hourly flow over the past couple of months. The meter readings clearly indicate the reduction in flow from November 2023 to February 2024 as well as the increased flow on 24 February 2024.

The following two systems were developed in the past to augment the flow from the fountain during these dry periods:

- The "tractor pump" is a pump driven by a tractor parked on the wall of the "Western dam". The tractor pump delivers water via a 2.2 km pipeline to the fountain inlet. This backup supply increases the flow from the fountains by ±40m³/hr. This backup supply was started up around the end of January 2024 due to the reduced yield from the fountain.
- The Zwartenbosch Golf Course irrigation dam is located ±1km north of the fountains. During the peak of the past drought an agreement was reached between KLM and the Zwartenbosch Golf Course that KLM can abstract surplus water from the dam. The dam was equipped with a pump located in the same building as the golf course irrigation pump. The pump delivers water via a pipeline to the inlet of the fountains. This system increases the flow from the fountains by approximately 40m³/hr.
  The control panel and electrical supply for this pump station was vandalised and could not be used. The procurement process to source a contractor to repair the vandalised control panel was expected to take at least 3 days. Due to the imminent water crisis a company from the private sector in Humansdorp offered to assist by repairing the vandalised equipment at their cost. The repair work was completed within 4 hours. (Refer to pump log and photos attached hereto as ***Annexure B*)**.

3.4 **Boreholes**

During the past 5 years KLM developed eight (8) new boreholes to augment the water supply during the drought. These boreholes contribute on average 1.8ML/d to the Humansdorp water supply. Four of the eight boreholes in the Melkhout area (HD1- HD4) are near one another and could therefore be connected to a generator. The remaining four boreholes are too far apart to be connected to a single generator and backup power is therefore not economically viable. This means that Humansdorp loses ±50% of its groundwater supply during power outages. The 10-hour electrical outage on the 18th of February 2024, and continuous loadshedding during the week thereafter, had a major impact on the water supply. This during a time when KLM was trying to restore reservoir levels.

In addition to the electrical challenges, the best performing borehole (HD14) developed an electrical fault causing the pump to trip every time after startup.

This borehole contributes ±700kl/d which equates to 13% of the town's consumption. A service provider was called in to investigate the problem. Initially it was suspected that the pump had a mechanical failure. After a process of elimination, the fault was narrowed down to a no-flow sensor. This sensor shuts off the pump to protect the pump when there is no flow in the pipeline. The sensor was repaired, and pump operation was restored on Wednesday, the 28th of February 2024. (Refer to photos attached hereto as ***Annexure B*).**

3.5 **Churchill supply (NMBM)**

KLM purchases treated potable water from the NMBM which is abstracted from the Churchill pipeline running past Humansdorp. Before the drought and associated water restrictions this pipeline used to deliver 90ML/d to the metro. Under these conditions the off take to Humansdorp had a pressure of ±4.2bar and delivered up to 4.0ML/d. As a result of the drought and strict water restrictions the metro had to reduce the usage from 90ML/d to 30ML/d. Due to the reduced pumping rate the pressure at the draw-off point has reduced from 4.2bar to ±2.5bar. Due to the reduced pressure the water could no longer reach the booster pump station located near the Humansdorp hospital. Around January 2023 KLM had to build a new pump station at the connection point to increase the pressure so water could reach the booster pump station. The net effect of this reduction in pipeline pressure was that Humansdorp can only draw ±1.5ML/d from this connection. This is a 63% reduction compared to previous volumes. This source which used to be one of Humansdorp's main supplies has over the past two years reduced to function as a backup supply only and is one of the main reasons why the supply can barely meet the daily demand.

3.6 **Interventions**

Several emergency interventions were implemented to mitigate the crisis in February 2024. These interventions included the following:

- KLM, through the assistance of Director Madatt applied for and received loadshedding exception from Eskom for Saturday and Sunday. This allowed all the boreholes to supply maximum yield. Refer to Annexure C1 for correspondence between KLM officials and Eskom.
- Director de Kock through the office of the Municipal Manager requested the metro to increase the Churchill pipeline pressure to improve the delivery on the pipeline. The metro responded within a couple of hours resulting in an increase in pressure from 2.4 bar to almost 5 bar. As a result, the delivery increased by 30% from 1.8ML/d to ±2.3ML/day. Refer to Annexure C2 for a transcript of above-mentioned correspondence as well as the pressure log on the Churchill system (past 30 days).
- The vandalised equipment at the Zwartenbosch golf course pump was repaired on Saturday, the 24th of February 2024. That source was immediately brought online via the fountains pipeline. By Saturday evening the suction reservoir at Humansdorp WTP was full and pumping resumed at full capacity.
- During this water outage period, water carting took place to all the affected areas by means of KLM's in-house water carting fleet which consists of a 16 000-litre tanker and a 6 000-litre tanker. During this crisis period the water tanker from the Humansdorp Fire Department was also deployed for water carting. In addition to our own fleet, we desperately

tried to source further water carting support from four (4) service providers (New Plant, JBay Plant Hire, NoLans and Pollution Control).

- These service providers indicated unavailability due to them being contracted to the Oyster Bay Road project or tucks being polluted with grey water used for construction sites. A fifth service provider could assist but the truck was only available from Thursday, the 29th of February 2024.
- Many challenges were experienced with the water carting operation. Several JoJo tanks were found to be leaking after being stabbed full of holes. Vandalised and stolen taps left the tanks unserviceable, some tanks were removed from the original location or even found broken.

3.7 **Kruisfontein supply**

The effect of load shedding on the distribution pumping system has been minimised by deploying generators at all pump stations, albeit at an astronomical running cost. The water hammer effect when a pump suddenly shuts down because of a power failure can cause extreme pressure fluctuations within the pipelines which is very difficult to manage. The old asbestos pipes cannot handle these pressure fluctuations and often burst under these conditions.

The 200mm asbestos pumping main from the Humansdorp WTP to Gill-Marcus's reservoirs is approximately 3.4km in length. The pipeline endures pressures of up to 8 bar operating pressure at the lowest point in the river crossing. This pressure can spike drastically due to the "water hammer" effect. The pipeline experienced a major pipe failure on Saturday, the 24th of February 2024 after pumping resumed. Repair was anticipated to take place on Saturday during the late afternoon and into the evening, however, due to safety and difficult site conditions, which includes a 500m walk through thick bushes, the work had to be abandoned at sundown to be resumed the next morning. Repair work was completed on Sunday around 12 noon.

The pumping system to Kruisfontein supplies seven reservoirs as well as several connections straight into the reticulation network. Due to the layout and configuration of the supply to Kruisfontein the system starts filling the pipe network and reservoirs starting from the lowest areas. Only after the low areas are filled, can the pressure build up to reach the next storage reservoir while the lower areas still draw water from the pipeline thus resulting in a constant draw off from the pipeline. The net result is that only a small percentage of the initial pumped volume reaches the Gill Marcus reservoirs. Due to the reduced flow, the last reservoirs at the end of the line takes a couple of days to fill.

When any reservoir reaches critically low levels, the sedimentation that settled at the bottom of the reservoir is disturbed by water flowing into the reservoir. This water will be drawn into the supply network causing the water to appear dirty. The remedy is to flush the dirty water from the system by opening the furthest fire hydrants or scour valves at the end of the network. This operation can however not take place until there is sufficient water in the system.

Water supply to the residents of the higher areas in Kruisfontein was therefore only fully restored by Wednesday, the 27th of February 2024.

3.8 **Mitigation plan**

The following mitigation measures are planned to improve the water supply to the Kruisfontein area and to try and combat / avoid a repeat of the crisis experienced in February.

Action	Cost	Target date
Increase gravity supply to the Gill-Marcus plant to reduce reliance on pumping. This can be achieved by diverting borehole HD6, 12 and 13 from the Humansdorp WTP to Gill Marcus WTP.	±R 60 000	Completed 1 March 2024
Upgrade the Gill Marcus WTP to enable removal of metals (iron and manganese). This project has already been funded through internal funding. Tender in process.	±R3.5mil	30 June 2024
Replace faulty outlet valves and float valve at Tamboer reservoir to enable bypass pumping to Gill Marcus.	±R10 000	15 March 2024
Install valves on several off-takes along the pumping main to ensure that water is firstly reserved in reservoirs prior to reticulating to areas.	±R18 000	30 June 2024
Replace section of old asbestos pipe at river crossing on Kruisfontein rising main with HDPE. Comprehensive SCM process has to be followed.	±R400 000	30 June 2024

4. **Financial Implications**

Completed by BTO -	Not applicable
Project Description	
Ukey no.	
Budgeted Amount	
Amount spent and committed to date	
Amount Available	
Comment	
BTO Signature	

5. **Applicable Legislation**

Water Services Act.

6. **Legal Implications**

None

7. **Other Implications**

None.

8. **Comments by Directorates:**

8.1 **Chief Financial Officer:**

Report noted

8.2 **Acting Director: Planning & Development**

Noted

8.3 **Director: Civil & Water Services**

The current and various water resources mentioned above, the treatment of water, reticulation thereof, the storage and distribution infrastructure, the location thereof, the condition and operations thereof as well as the growing demand on water by the many areas depending upon such, all has to be seen as closely linked and interdependent. The balancing of supply and demand as well as the slightest influence from any of the interdependent variables, such as uncontrollable loadshedding, vandalism and pipe failure, highlights the fact that the water supply to the Humansdorp area requires close and real time management, monitoring and early responses With this said, I am confident that the newly appointed area engineer, professionally so registered with the Engineering Council of South Africa, together with the support from various role players in this directorate, are committed to research and implement best practices, mitigate all possible influences in order render the services require. This will kindly be requested be supported by sufficient allocated budget as the planning and cost estimates become available.

8.4 **Director: Electro-Mechanical Services**

Notices for any power outage are published two weeks in advance, historically the team would fill reservoirs the evening before and ensure generators are filled up and in an operational condition. I suggest we adopt and maintain this procedure.

8.5 **Director: Community Services**

Noted.

8.6 **Deputy Municipal Manager**

Noted.

8.7 **Municipal Manager**

Noted.

9. **Delegated Authority**

Council

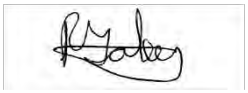
10. **Recommendations**

10.1 That the report on motion of exigency at the Humansdorp water supply crises experienced during the period from 18 to 27 February 2024, be noted.

Item prepared by the Manager: Water and Sanitation: 

Item approved by the Director Civil and Water Services: 

Item endorsed by the Municipal Manager: 

Item noted by Portfolio Chairperson: 

Annexure A

KOUGA
local municipality
Good Governance through Service Excellence

Cape St Francis
Hankey
Humansdorp
Jeffreys Bay
Loerie
Oyster Bay
Patensie
St Francis Bay
Thornhill

Postal: PO Box 21, Jeffreys Bay, 6330
Tel: 042 200 2200 / 042 200 8300
Fax: 042 200 8606
Email: registry@kouga.gov.za
Website: www.kouga.gov.za

NOTICE NUMBER: 25/2024

INTERRUPTION OF ELECTRICITY SUPPLY:

AREA AFFECTED KOUGA: Humansdorp ONLY

STREETS AFFECTED:

All consumers within the Humansdorp supply network

Kindly note that the electricity supply will be interrupted on the date and time as indicated below. This interruption is necessary for MV maintenance and repairs by **KOUGA MUNICIPALITY, ELECTRICAL SERVICES, HUMANSDORP**, on the main intake, switching stations and MV infrastructure coursed by the impact of loadshedding and MV trips due to copper theft.

All electrical appliances must be treated as live during this down period.

The shutdown is permitted to increment weather.

Your co-operation is highly appreciated.

DATES	TIME
18 February 2024	07:00 am – 17:00 pm
25 February 2024 (Alternative date)	07:00 am – 17:00 pm

Yours faithfully

MR. C. DU PLESSIS
MUNICIPAL MANAGER

P.O. BOX 21
JEFFREYS BAY
6330

Annexure B

FOUNTAIN FLOW METER



2023-11-29: Full flow 99.7m³/hr



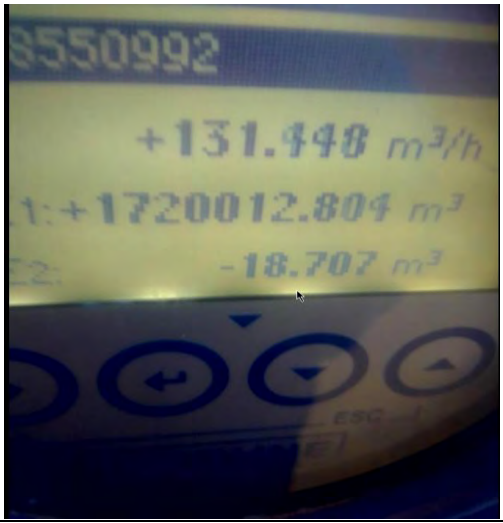
2024-01-09: Reduced flow 81.9m³/hr



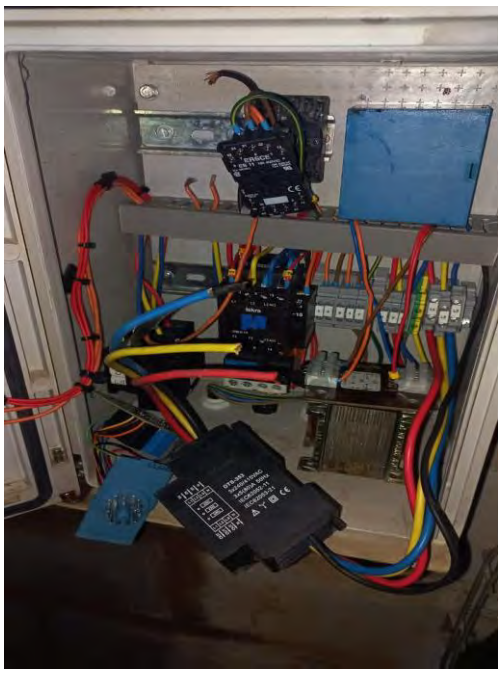
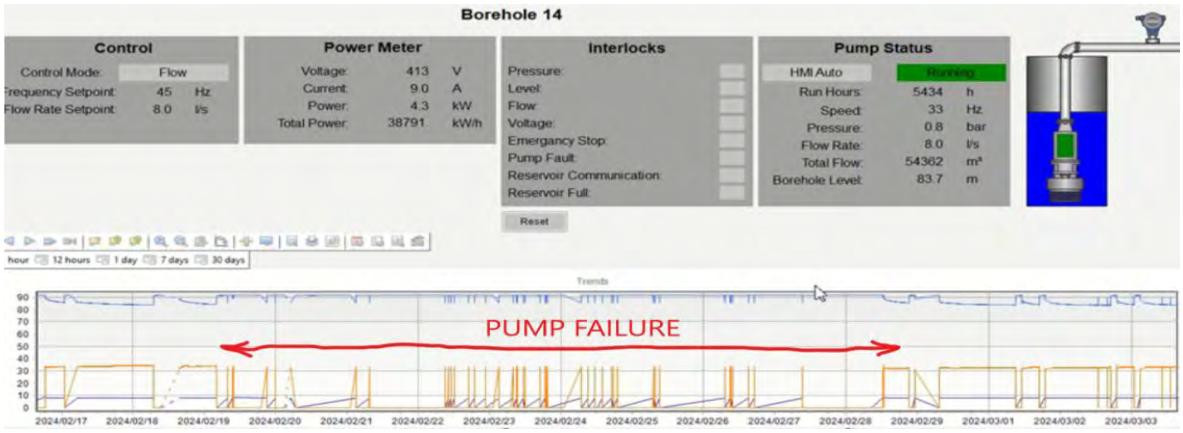
2024-01-30: Reduced flow 77.5m³/hr



2024-02-22: Reduced flow 67.7m³/hr





2024-02-24: Increased flow 131.4m³/hr Including tractor pump + Golf Course	2024-02-25: Increased flow 152.4m³/hr Including tractor pump + Golf Course
 2024-02-22: Vandalised Golf Course Pumps	 2024-02-22: Vandalised Golf Course Pumps
 Borehole HD14 – Pump failure (19 to 28 February 2024)	
 2024-02-28: Borehole HD14 No-Flow sensor repaired	

Annexure C1

CORRESPONDENCE BETWEEN KLM AND ESKOM

FW: HUMANSDORP EXEMPTION 24 TO 15 February 24



Theodore Madatt
To Andre Botha

Reply | Reply All | Forward

Fri 2024/03/01 14:22

From: Theodore Madatt
Sent: Saturday, February 24, 2024 11:01 AM
To: 'Stanley April' <AprilS@eskom.co.za>
Cc: Charles De Kock <cdekock@kouga.gov.za>; Charl du plessis <cduplessis@kouga.gov.za>
Subject: HUMANSDORP EXEMPTION 24 TO 15 February 24

Good day Stanley

I trust that you well. Please assist Kouga, we currently facing a dire situation in Humansdorp with regards to water supply.

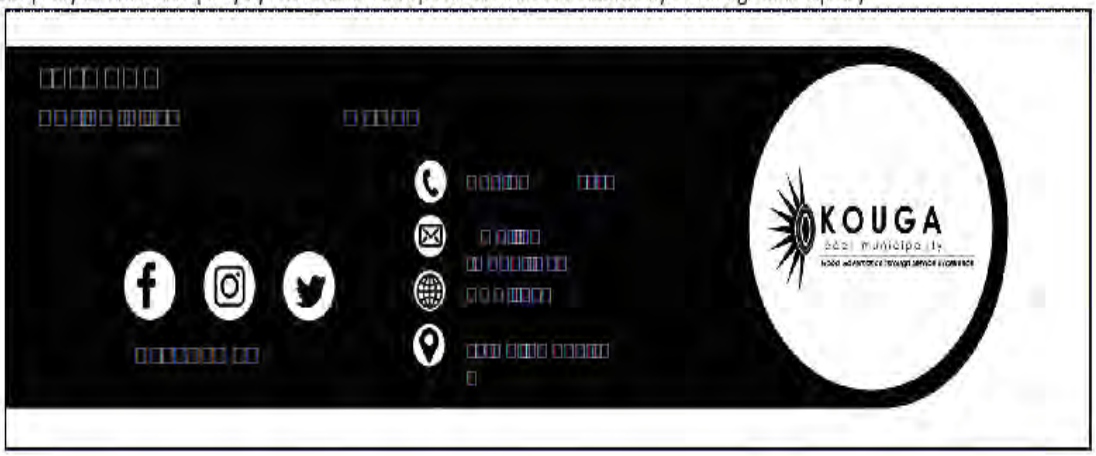
The hospital is severely affected as well as important industry supply the country with products.

Kouga hereby request exemption from loadshedding for the remainder of the weekend, this include the 24th until the 26th. This will be of great assistance to Kouga.

I trust that you will arrange this considering the humanitarian crisis that follow water shortage.

Regards

Disclaimer: E-Mail sent by the Kouga Municipality is to be treated as confidential, and the information in it may not be used or disclosed except for the purpose for which it has been sent. If you have reason to believe that you are not the intended recipient of this communication, please contact the sender immediately. Please then delete the message and do not disclose its contents to any person. Neither the sender nor Kouga Municipality accepts any liability whatsoever as a result of the further dissemination of this message. Whilst all reasonable steps are taken to avoid corruption of data or information, we do not accept any liability should such corruption occur. No employee or agent is authorised to conclude any binding agreement on behalf of the Kouga Municipality with another party by e-mail without express written confirmation by the Kouga Municipality.



Transcript of WhatsApp correspondence between Dir. Theo Madatt and Eskom

[14:23] Stanley (Eskom):
Good day, Theo.
What they want is also these reservoirs that are affected and and their names.
CBS 2 is feeding the whole Humansdorp.

[14:23] Theo Madatt:
1. Humansdorp main reservoir.
2. Humansdorp booster pump.
3. Humansdorp Churchill pump.
4. Melkhout supply boreholes.
5. Humansdorp provincial hospital reservoir.
6. Gill Markus mains reservoir.

[14:23] Stanley (Eskom):
I am still talking to the committee awaiting their decision.

[14:23] Theo Madatt:
Good day Stanley,
Please assist Kouga, we have severe water shortages.
This is affecting emergency and essential services within Humansdorp.

The reasons for this emanated from 50% of our water consumption being sourced through boreholes. These boreholes are not equipped with generators as their location is extremely remote and prone to vandalism.

The alternative source is from the Nelson Mandela metro's Churchill pumpstation, the pressure is extremely low and require electricity to be pumped continuously. Loadshedding severely affect this. Once it is off for 2 hours, and the pressure very low, slack is mixed with the water causing discoloring in the water.

Also, a risk should fire occur in our area, this could be life threatening.

The hospital has absolutely no water.

Due to this an entire process need to start to clean that water.

We are unable to restore our reserves due to interruptions. We really just need about the two days to build up our reserves and be able to serve communities with water which is a basic service.

We thank you in advance.

Regards
Theo

[14:23] Theo Madatt:
Thanks Stan, we have another emergency meeting at 14:30. I was about to follow up with you.

[14:23] Stanley (Eskom):
Thanks, I have sent to the committee.

[14:23] Stanley (Eskom):
Good day, Theo
The exemption will be granted for 2 days.

[03/01, 14:23] Theo Madatt:
Thanks Stan sorry for our weekends being stuffed up all the time.

Annexure C2

CORRESPONDENCE BETWEEN KLM AND NMBM

Transcript of Whatsapp correspondence between Dir C. de Kock and Chandre (NMBM bulk distribution)

2024/02/23, 21:11 - Charles De Kock:
Good evening, Chandre. My apology for this late message. I trust you are well.
We are having extreme water shortages in Humansdorp. Loadshedding and vandalism to our boreholes have us gone dry. The weekend ahead is going to be a huge challenge.
Is it perhaps possible to raise the Churchill pipeline pressure for 2-3 days to allow us a little more water off take?
How else could you perhaps assist?

Thank you.
Charles

2024/02/23, 21:16 - Chandre:
Good evening. I'm well thanks, hope you are as well.
Will see what we can do over the next few days

2024/02/23, 21:18 - Charles De Kock:
Thank you, Chandre. It will greatly assist. Residents are standing in streets queueing for water.

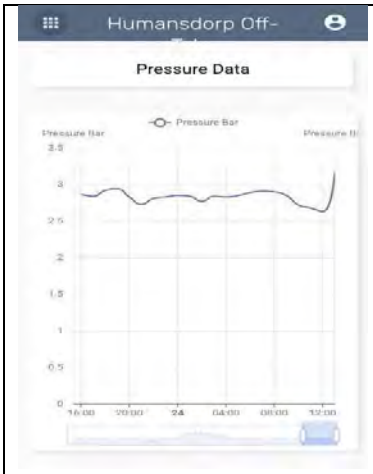
2024/02/24, 07:34 - Charles De Kock:
Good morning, Chandre. Can I ask that as soon as you guys have adjusted, I be notified so that we can prepare accordingly. Tx a million.

2024/02/24, 10:27 - Chandre:
We made a change earlier. I'm keeping an eye to see if pressure is climbing.

2024/02/24, 10:29 - Charles De Kock:
Tx Chandre. Please keep me posted. Much appreciated.

2024/02/24, 10:56 - Chandre:
You should see a difference soon.

2024/02/24, 14:15 - Chandre: IMG-20240224-WA0038.jpg (file attached)



2024/02/24, 14:15 - Chandre:
Pressure climbing nicely. above 3bar

2024/02/24, 14:16 - Charles De Kock:
Super. Tx Chandre. Really appreciate your intervention. Nice to have you guys as our neighbors. Tx again.

2024/02/26, 16:10 - Chandre:
Good evening. How's it going that side?

2024/02/26, 18:05 - Charles De Kock:
Hi Chandre.
On Saturday I also requested ESCOM exemption. That brought a huge relief, and we could max inflow. Had a huge mainline pipe failure on Saturday night which was repaired only on Sunday due to challenging site conditions. Flow increasing steadily into reticulation. We are not out the woods yet but getting there.
I have to officially thank you guys for the relief you assisted with. To who do I send that comms?

2024/02/26, 18:45 - Chandre:
That's not necessary. But you can direct that correspondence to Barry Martin if you wish 👍

2024/02/26, 18:52 - Charles De Kock:
Will do. Tx again Chandre for assisting us. What exactly did you do to raise the pressure?

CHURCHILL CONNECTION - PRESSURE LOG (PAST 30 DAYS)



The pressure log indicates a clear increase in pressure from 2.7bar to 5.0bar for the period 14 February to 16 February 2024.

REPORTS BY THE PORTFOLIO CHAIRPERSON: COMMUNITY & SAFETY SERVICES

KOUGA
local municipality
Good Governance through Service Excellence

KOUGA local municipality
Good Governance through Service Excellence

KOUGA MUNICIPALITY (EC 108)
ORDINARY COUNCIL MEETING
COMMUNITY SERVICES
OPEN
DATE: 31 MAY 2024
ITEM NO: **24/05/CSS13**

REVIEW AND UPDATE OF KOUGA LOCAL MUNICIPALITY DISASTER MANAGEMENT PLAN 2023/2024

1. **Introduction**

The purpose of this report is to present to the Council an update on the review and update of the Kouga Local Municipality Disaster Management Plan.

2. **Background**

In terms of Regulation 53 of the Disaster Management Plan for Municipal Areas under Chapter 5 of the Disaster Management Act 57 of 2002. Each municipality must, within the applicable Municipal Disaster Management Framework, regularly review and update its plan, and through appropriate mechanisms, processes, and procedures established in terms of Chapter 4 of the Local Government Municipal Systems Act, 2000 (Act No. 32 of 2000) consult the local community on the preparation or amendment of its Plan.

- The notice of public Participation process: Kouga Disaster Management Plan - Review Public inputs on the Disaster Management Plan had been disseminated for public comments from 27 February 2024 to 15 March 2024.
- The Disaster Management Plan remained open for public comments at the following municipal offices and libraries during normal office hours (Mon – Thursday - 7:30 – 16:15 & Friday 07:30 - 15:00) or to be viewed on the Municipal Website www.kouga.gov.za and on the Municipal Notice Boards at Jeffreys Bay Municipal Offices, Humansdorp Municipal Offices, St Francis Bay Municipal Offices, Hankey Municipal Offices, Patensie Municipal Offices, Humansdorp Library, Jeffreys Bay Library, Kruisfontein Library, Ukhanyiso Library, Patensie Library, Loerie Library, Hankey South Library, Hankey North Library, Weston Library, Sewende Laan Library and Thornhill Library.
- No public inputs or comments were received.
- The document was circulated and workshopped at the Disaster Management Advisory Forum meeting that was held on 8 March 2024.
- The forewords by the Sarah Baartman District Mayor and Kouga Local Municipality Mayor were amended due to the positional changes within these offices. The Kouga Local Municipality Municipal Manager updated the foreword for the new financial year.
- The status quo of the document remains the same.
- No financial implications were incurred throughout the process.

3. **Discussion**

See Annexure A for the Disaster Management Plan

4. **Financial Implications**

Completed by BTO -	Not Applicable
Project Description	
Ukey no.	
Budgeted Amount	
Amount spent and committed to date	
Amount Available	
Comment	

5. **Applicable Legislation**

Disaster Management Act 57of 2002, Chapter 5, Regulation 53
Local Government Municipal Systems Act, 2000 (Act No. 32 of 2000), Chapter 4

6. **Legal Implications**

The approved Disaster Management Plan must be implemented once approved by Council.

7. **Other Implications**

None

8. **Comments by Directorates:**

8.1 **Chief Financial Officer:**

Report noted.

8.2 **Acting Director: Planning & Development**

Noted

8.3 **Director: Civil & Water Services**

Item noted.

8.4 **Director: Electro-Mechanical Services**

Item supported.

8.5 **Director: Community & Safety Services**

Item supported.

8.6 **Deputy Municipal Manager**

Noted.

8.7 **Municipal Manager**

Noted.

9. **Delegated Authority**

Council

10. **Recommendations**

10.1 That the reviewed Disaster Management Plan be noted.

10.2 That the reviewed Disaster Management Plan be approved by Council.

Item prepared by the: Manager Fire & Disaster

Item approved by the: Director – Community & Safety Services

Item endorsed by the Municipal Manager:

Item noted by Portfolio Chairperson:

ANNEXURE A

Kouga Local Municipality



Disaster Management Plan

Plan Number:	**Date of Approval:**
Date of Effect:	**Date of Approval:**

FOREWORD

This plan was developed to comply with the legislative requirements as contemplated in the Disaster Management Act, No 57 of 2002, Disaster Management Amendment Act, No 16 of 2015, and The Policy Framework for Disaster Risk Management, 2005.

This plan gives effect to the fundamental requirements of the Disaster Management Act. It focuses on providing a coordinated and integrated approach to Disaster Management that focuses on preventing or reducing disaster risk and facilitating emergency preparedness to rapidly and effectively respond to disasters.

The focus of Disaster Management is to create a safe and secure environment where the lives and property of people are the central priority.

The purpose of this plan is to give effect to the responsibilities assigned to municipalities in Chapter 5 of the Disaster Management Act.

STATEMENT OF COMMITMENT BY THE EXECUTIVE MAYOR OF THE SARAH BAARTMAN DISTRICT MUNICIPALITY



Sarah Baartman Executive Mayor: Cllr Deon De Vos

Whilst hazards are inevitable, and the elimination of all risks impossible, there are many technical measures, traditional practices, and public experiences that can reduce the extent or severity of economic, environmental, and social disasters." South Africa is susceptible to a range of hazards, both natural and technological, which can impact significantly on national and municipal development strategies and initiatives.

The sustainability of such initiatives will therefore depend very much on how successfully risks associated with these hazards can be managed. This Disaster Management Plan has been developed by the Sarah Baartman District Municipality Disaster Management Centre, with significant input from the Sarah Baartman District Municipality Disaster Management Advisory Forum. The plan provides a framework through which holistic and comprehensive risk management can be undertaken within the Sarah Baartman District.

The focus, as required by the Disaster Management Act, 2002, and within the legislated disaster management framework, is on minimizing the effects of hazards on local communities by ensuring a co-ordinated effort in risk management within the Sarah Baartman District utilizing partnerships of Provincial Government, District and Local Municipalities, and non-governmental bodies with responsibility or capacity in disaster risk management and emergency response.

The Plan outlines the national disaster management framework. The plan further identifies the risk environment for Sarah Baartman District and outlines the key institutional and programming components relative to effective risk management and emergency response. The Plan is not designed to usurp the incident management responsibilities of the various emergency services or other organizations within the community that respond to events that fall within their normal daily activities. Instead, the plan is designed to enhance the capacity of the emergency services to plan for and respond to emergencies more effectively.

This is achieved through the combined processes of hazard and risk analysis, which provides more realistic base information upon which to frame operational plans and procedures. The Plan is a dynamic document that may be extended in the future to incorporate any additional risk treatment options as they are identified following formal hazard and risk analysis. The Plan will also be amended in line with changes in the legislation and current best practices, and to reflect lessons learned from the impact of hazards and other disaster situations that may arise.

Honourable Mayor

STATEMENT OF COMMITMENT BY THE EXECUTIVE MAYOR OF THE KOUGA LOCAL MUNICIPALITY



Kouga Executive Mayor: Cllr Hattingh Bornman

Municipalities play a key role in bringing together stakeholders to prevent and manage potential disasters that may befall a region, including minimising the impact a disaster may have on the socio-economic welfare of communities.

To this end, Kouga Municipality has compiled the following Disaster Management Plan (DMP), aimed at promoting an integrated and coordinated system of disaster management for the region, with special emphasis on prevention and mitigation by all role-players.

The Kouga region has not been alien to disasters, be it the COVID-19 pandemic, drought, floods, run-away fires, or rising sea levels threatening coastal properties and infrastructure.

With climate change expected to increase the frequency and intensity of extreme weather-related occurrences, it is now more important than ever that we stand and act together to keep Kouga safe, serviced, and growing.

The political leadership of the institution is fully committed to ensuring a responsive, accountable, efficient, and effective system of disaster management.

Various partnerships are already in place to help reduce the risk of disasters happening and to build the resilience of communities. On behalf of the Kouga Council, I wish to thank each one of these community, business, and government partners for recognising the importance of collective action.

I further wish to thank our Disaster Management officials for facilitating the compilation of this plan. Studies have shown that effective disaster management is critical in ensuring sustained service delivery. The DMP will, therefore, also form an integral part of the municipality's Integrated Development Plan (IDP) going forward.

Honourable Executive Mayor

STATEMENT OF COMMITMENT BY THE KOUGA LOCAL MUNICIPALITY'S MUNICIPAL MANAGER



Kouga Municipal Manager : Charl Du Plessis

Kouga Local Municipality herewith presents its Disaster Management Plan (DMP) in compliance with Section 53 of the Disaster Management Act, 2002 (Act No. 57 of 2002, DM Act). The Disaster Management Act requires our municipality to prepare a disaster management plan for its area according to the predominant disaster risks affecting the area and such a plan must form an integral part of the municipality's Integrated Development Plan.

Kouga Municipality recognizes the importance of providing services in an efficient and sustainable manner. Studies and observed practical evidence have demonstrated that Disaster Risk Reduction (DRR) is a critical contributor in ensuring sustained service delivery, as it plays a key role in safeguarding lives and infrastructure.

The effects of changes in climate and weather patterns, call for a closer relationship between risk reduction development and management programs. Within this context, in line with our government's outcomes approach to service delivery and development, our Municipality has committed to ensuring a responsive, accountable, effective, and efficient system of disaster management.

This Plan thus seeks to promote an integrated and coordinated system of disaster management with special emphasis on prevention and mitigation by all role players involved in disaster management and communities.

Disaster Risk Management is and will always be everybody's business. We all have a role to play in the reduction of its affects. I commend this Plan and appreciate the efforts of all involved in shaping robust communities in our municipalities.

Municipal Manager

Kouga Local Municipality

PREFACE

This document should be read in conjunction with the Sarah Baartman District Disaster Management Framework and Sarah Baartman Disaster Risk Assessment.

This plan contains the following chapters as contemplated in the National Disaster Management Centre Guidelines:

- Chapter 1: Introduction and background
- Chapter 2: Constitutional, Legislative and Policy Mandates
- Chapter 3: integrated institutional capacity
- Chapter 4: Risk Assessment
- Chapter 5: Disaster Risk Reduction
- Chapter 6: Preparedness planning
- Chapter 7: Response
- Chapter 8: Recovery
- Chapter 9: Testing and review of the plan
- Chapter10: Contact details and reference documents.

Careful consideration should be given to the required responsibilities of all local municipal departments and entities towards Disaster Management.

DISTRIBUTION RECORD				
NO	**DEPARTMENT OF PERSON NAME AND DESIGNATION**	**ELECTRONIC OR PRINTED COPY**	**DATE**	**SIGNATURE**
1	Director – Community Services			
2	Manager Waste & Environment			
3	Manager Parks & Public Amenities			
4	Chief Safety & Security			
5	Chief Fire & Disaster			
6	Disaster Management Practitioner			
7	Environmental Specialist			
8	Senior Environmental Health Practitioners x2			
9	Director Infrastructure & Engineering			
10	Manager Electrical			
11	Manager			
12	Manager Occupational Health & Safety			
13				
14				
15				

TABLE OF CONTENTS

Foreword ..... **ii**
Foreword by The Executive Mayor ..... Error! Bookmark not defined.
Statement of commitment by the Executive Mayor of the Kouga Local Municipality ..... **iii**
Statement of commitment by the Municipal Manager of the Kouga Local Municipality ..... **iv**
Preface ..... **v**
List of Abbreviations ..... **xi**
Terminology ..... **xii**
1. Chapter 1: Introduction and background **1**
1.1 Disaster management plan 1
1.1.1 The disaster management planning process 1
1.2 Stakeholder consultation 3
1.3 Municipal Profile 3
1.3.1 The geographical profile 3
1.3.2 Demographic profile – Kouga Local Municipality 5
2. Chapter 2: Constitutional, Legislative and Policy Mandates **6**
2.1 Constitutional mandates 6
2.2 National and International Standards 6
2.3 Legislative requirements 6
2.3.1 The legal and policy requirements for a disaster management plan 6
2.3.2 Regulations In terms of Act 57 of 2002 9
2.3.3 International guidelines 10
2.3.4 The role of disaster management in South Africa and requirements of the Disaster Management Act 10
2.3.5 The link with sustainable development 14
3. Chapter 3: Integrated institutional capacity **17**
3.1 Institutional Arrangements 17
3.1.1 The Status of Disaster Management in Kouga Local Municipality 17
3.1.2 An overview of the arrangements for integrated institutional capacity for disaster management in the municipality 17
3.1.3 The District Municipal Disaster Management Centre 21
3.1.4 Decentralised arrangements for the integrated execution of disaster management policy in the area of Kouga Local Municipality 23
3.1.5 Sarah Baartman District and Kouga Disaster Management Advisory Forums 24
3.1.6 Volunteer Unit 24
3.1.7 Technical Task Teams / Technical Advisory Committee 25
3.1.8 Ward structures 25
3.1.9 Assignment of responsibilities 25
3.1.10 Specific roles and responsibilities for municipal departments and organs of state 27
3.1.11 Cross border arrangements 28

3.1.12 Memorandum of understanding between stakeholders on disaster management planning and implementation for all role players in the municipality....29

4. Chapter 4: Risk Assessment....29

4.1 Municipal disaster risk assessment and profile....29

5. Chapter 5: Disaster Risk Reduction....33

5.1 Strategic approach to disaster risk reduction....36

5.1.1 Strategic Disaster Risk Reduction....36

5.2 Protection of critical infrastructure....38

6. Chapter 6: Preparedness planning....39

6.1 Education, Training, Public Awareness and research....39

6.2 Information Management and Communication....40

6.3 Early warning systems....42

6.3.1 Early warning through normal functioning....42

6.3.2 Early Warning as a result of participation in Provincial Disaster Management Advisory Forum 43

6.3.3 South African Weather Services....43

6.4 Contingency planning....44

6.5 Planning Calendar....45

6.6 Funding arrangements....45

6.6.1 Funding of post-disaster recovery and rehabilitation....46

6.6.2 Procurement of essential goods & services....47

7. Chapter 7: Response....49

7.1 Immediate and effective response....49

7.2 Declaration of a state of disaster....51

7.2.1 Section 2. Instances where the Disaster Management Act does not apply....51

7.2.2 Section 23. Classification and recording of disasters....52

7.2.3 Section 49. Disasters occurring or threatening to occur in municipal areas....53

7.2.4 Section 55. Declaration of a local state of Disaster....53

7.3 Disaster relief....57

8. Chapter 8: Recovery....57

8.1 Post disaster impact assessments....57

8.2 Logistics....57

8.2.1 Role of Logistics in Mitigation Activities....57

8.2.2 Overview of Logistics....59

8.2.3 Components and Requirements of Logistical System Structure of a Logistical System....59

8.2.4 Required Facilities and Equipment....61

8.2.5 Role Players in Logistics....61

8.2.6 The Logistical Plan....61

9. Chapter 9: Testing and review of the plan....62

9.1 Evaluation of response and contingency planning....62

9.2 Integrated reporting, monitoring and evaluation....62

9.2.1 Simulations exercises and drills....63

10. Chapter 10: Contact details and reference documents 63
11. References 64
Appendices ..... Error! Bookmark not defined.
Appendix A: Action plan for further implementation of disaster management in Kouga Local Municipality 66

LIST OF TABLES

Table 1-1: Kouga Local Census data (Statistics South Africa, 2012) and (Statistics South Africa, 2017).....5

Table 3-1: strengths, weaknesses, opportunities and threats for disaster management in the Kouga Local Municipality (SWOT) 23

Table 3-2 Volunteer Distribution in the Kouga Local Municipality 24

Table 3-2: Disaster management summary roles and responsibilities-powers & functions.....26

Table 3-3: Primary responsibilities of stakeholders.....27

Table 4-1: Prioritized risks for the Kouga Local Municipality (Aurecon South Africa (Pty) Ltd, 2017) 31

Table 5-1: Risk reduction project proposals 33

Table 6-1: Funding arrangements for disaster management 42

Table 8-1: Logistical functions and facilities 61

Table 10-1: List of supporting documents 63

LIST OF FIGURES

Figure 1-1: Disaster Management Planning Process.....2

Figure 1-2: Kouga Local Municipality location 4

2-1: Integration of Disaster Management 12

Figure 2-2: National, provincial and municipal disaster management frameworks and disaster management plans across the spheres of government 13

Figure 2-3: Sustainable Development Goals.....14

Figure 3-1: Municipal Top structure.....18

Figure 3-2: Disaster Management Structure 19

Figure 3-3: integrated institutional arrangements for disaster management.....20

Figure 4-1: The basic stages of disaster risk assessment 30

Figure 6-1: Model of an integrated information management and communication system for disaster risk management 41

Figure 7-1: Process of declaration of states of disaster 55

Figure 7-2: Internal process following during declaration of a disaster 56

Figure 8-1: Logistical system.....60

LIST OF ABBREVIATIONS

ABBREVIATION	MEANING
AFAM	African Aid Material Curriculum
AIDS	Acquired immunodeficiency syndrome
CBO	Community Based Organisation
COVID-19	Novel Corona Virus 2019
DEFF	Department of Environment Forestry and Fisheries
DM	Disaster Management
DMAF	Disaster Management Advisory Forum
DMF	Disaster Management Framework
GDP	Gross domestic product
IDP	Integrated Development Plan
ISO	International Organization of Standardization
JOC	Joint Operational Centre
KPA	Key Performance Area
MDMC	Municipal Disaster Management Centre
MIG	Municipal Infrastructure Grant
MM	Municipal Manager
NDMC	National Disaster Management Centre
NDMF	National Disaster Management Framework
NGO	Non-governmental organizations
SABS	South African Bureau of Standards
SANS	South African National Standard
SDF	Spatial Development Framework
SWOT	Strengths, Weakness, Opportunities, and Threats
UN	United Nations
UNDAC	United Nations Disaster Assessment and Coordination

Terminology

"**adaptation**" means—

(a) in relation to human systems, the process of adjustment to actual or expected climate and its effects, to moderate harm or exploit beneficial opportunities; and

(b) in relation to natural systems, the process of adjustment to actual climate and its effects;

"**climate change**" means a change in the state of the climate that can be identified by changes in the variability of its properties and that persists for an extended period, typically decades or longer;

"**disaster**" means a progressive or sudden, wide- spread or localised, natural or human-caused occurrence which—

(a) causes or threatens to cause—

(i) death, injury or disease;

(ii) damage to property, infrastructure or the environment; or

(iii) significant disruption of the life of a community; and

(b) is of a magnitude that exceeds the ability of those affected by the disaster to cope with its effects using only their own re- sources;

"**disaster management**" means a continuous and integrated multi-sectoral, multi-disciplinary process of planning and implementation of measures aimed at—

(a) preventing or reducing the risk of disasters;

(b) mitigating the severity or consequences of disasters;

(c) emergency preparedness;

(d) a rapid and effective response to disasters; and

(e) post-disaster recovery and rehabilitation.

"**disaster risk reduction**" means either a policy goal or objective, and the strategic and instrumental measures employed for—

(a) anticipating future disaster risk;

(b) reducing existing exposure, hazard or vulnerability; and

(c) improving resilience;

"**district municipality**" means a municipality that has municipal executive and legislative authority in an area that includes more than one municipality, and which is de- scribed in section 155 (1) of the Constitution as a category C municipality;

"**ecosystem**" means a system of relationships between animals and plants and their environment;

"emergency preparedness" means—

(a) a state of readiness that enables organs of state and other institutions involved in disaster management, the private sector, communities and individuals to mobilise, organise and pro- vide relief measures to deal with an impending or current disaster or the effects of a disaster; and

(b) the knowledge and capacities developed by governments, professional response and recovery organizations, communities and individuals to effectively anticipate, respond to and recover from the impacts of likely, imminent or current hazard events or conditions;

"**integrated development plan**", in relation to a municipality, means a plan envisaged in section 25 of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000);

"local disaster" means a disaster classified as a local disaster in terms of section 23;

"local municipality" means a municipality that shares municipal executive and legislative authority in its area with a district municipality within whose area it falls, and which is described in section 155 (1) of the Constitution as a category B municipality;

"**mitigation**", in relation to—

(a) a disaster or disaster risk, means the lessening of the potential adverse impacts of physical hazards, including those that are human- induced, through actions that reduce hazard, exposure and vulnerability; or

(b) climate change, means a human intervention to reduce the sources or enhance the sinks of greenhouse gases;

"**municipal disaster management centre**" means a centre established in the administration of a municipality in terms of section 43;

"**municipal entity**" means a municipal entity defined in section 1 of the Local Government: Municipal Systems Act, 2000;

"**municipality**" means a municipality as contemplated in section 2 of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000);

"**municipal legislation**" means municipal by-laws;

"**municipal manager**" means a person appointed as such in terms of section 82 of the Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998);

"municipal organ of state" means—

(a) a municipality;

(b) a department or other administrative unit within the administration of a municipality, including an internal business unit referred to in section 76 (a) (ii) of the Local Government: Municipal Systems Act, 2000; or

(c) a municipal entity;

"**national disaster management framework**" means the national disaster management framework prescribed in terms of section 6;

"**post-disaster recovery and rehabilitation**" means efforts, including development, aimed at creating a situation where—

(a) normality in conditions caused by a disaster is restored by the restoration, and improvement, where appropriate, of facilities, livelihoods and living conditions of disaster-affected communities, including efforts to reduce disaster risk factors;

(b) the effects of a disaster are mitigated; or

(c) circumstances are created that will reduce the risk of a similar disaster occurring;

"**prevention**", in relation to a disaster, means measures aimed at stopping a disaster from occurring or preventing an occurrence from becoming a disaster;

"**provincial organ of state**" means a provincial department or provincial public entity defined in section 1 of the Public Finance Management Act, 1999 (Act No. 1 of 1999);

“**risk assessment**” means a methodology to deter- mine the nature and extent of risk by analysing potential hazards and evaluating existing conditions of vulnerability that together could potentially harm exposed people, property, services, livelihoods and the environment on which they depend;

“**statutory functionary**” means a person performing a function assigned to that person by national, provincial or municipal legislation;

“v**ulnerability**” means the conditions determined by physical, social, economic and environmental factors or processes, which increase the susceptibility of a community to the impact of hazards.

CHAPTER 1: INTRODUCTION AND BACKGROUND

DISASTER MANAGEMENT PLAN

The Kouga Local Municipality prepared this Level 2 Disaster Management Plan, in which the scope, objectives, management issues and other elements pertaining to disaster management are outlined.

The National Disaster Management Framework, Section 3.1.1.2, defines a Level 2 Disaster Management Plan as follows:

"*A Level 2 Disaster Risk Management Plan applies to national, provincial and municipal organs of state that have established the foundation institutional arrangements and are building the essential supportive capabilities needed to carry out comprehensive disaster risk management activities. It includes establishing processes for a comprehensive disaster risk assessment, identifying and establishing formal consultative mechanisms for development of disaster risk reduction projects and introducing a supportive information management and communication system and emergency communications capabilities*."

The Plan states actions to prevent and mitigate disasters and how risk reduction measures are dealt with in the long-term as well as managing emergencies in the shorter term. It includes aspects of preparedness, response and recovery. Provision is also made for the periodic reviews and updates of the plans.

This Plan establishes the arrangements for disaster management within The Kouga Local Municipality and has been prepared in accordance with the requirements of the Disaster Management Act, 57 of 2002 (the Act) and Disaster Management Amendment Act, 16 of 2015.

Section 43 (3) of the Disaster Management Act as amended states:

"*A local municipality must establish capacity for the development and co-ordination of a disaster management plan and the implementation of a disaster management function for the municipality which forms part of the disaster management plan as approved by the relevant municipal disaster management centre."*

This Plan should be read in conjunction with "The Sarah Baartman District Disaster Management Plan", Sarah Baartman Disaster Risk Assessment as well as Provincial and National legislation, policy and guidelines.

This living document is a collation of information and inputs received from the different stakeholders and need to be constantly reviewed and updated.

The disaster management planning process

The disaster management planning process is depicted in the diagram below. Communication takes place throughout the disaster management planning process and is key to the ultimate acceptance ownership of the plan.:

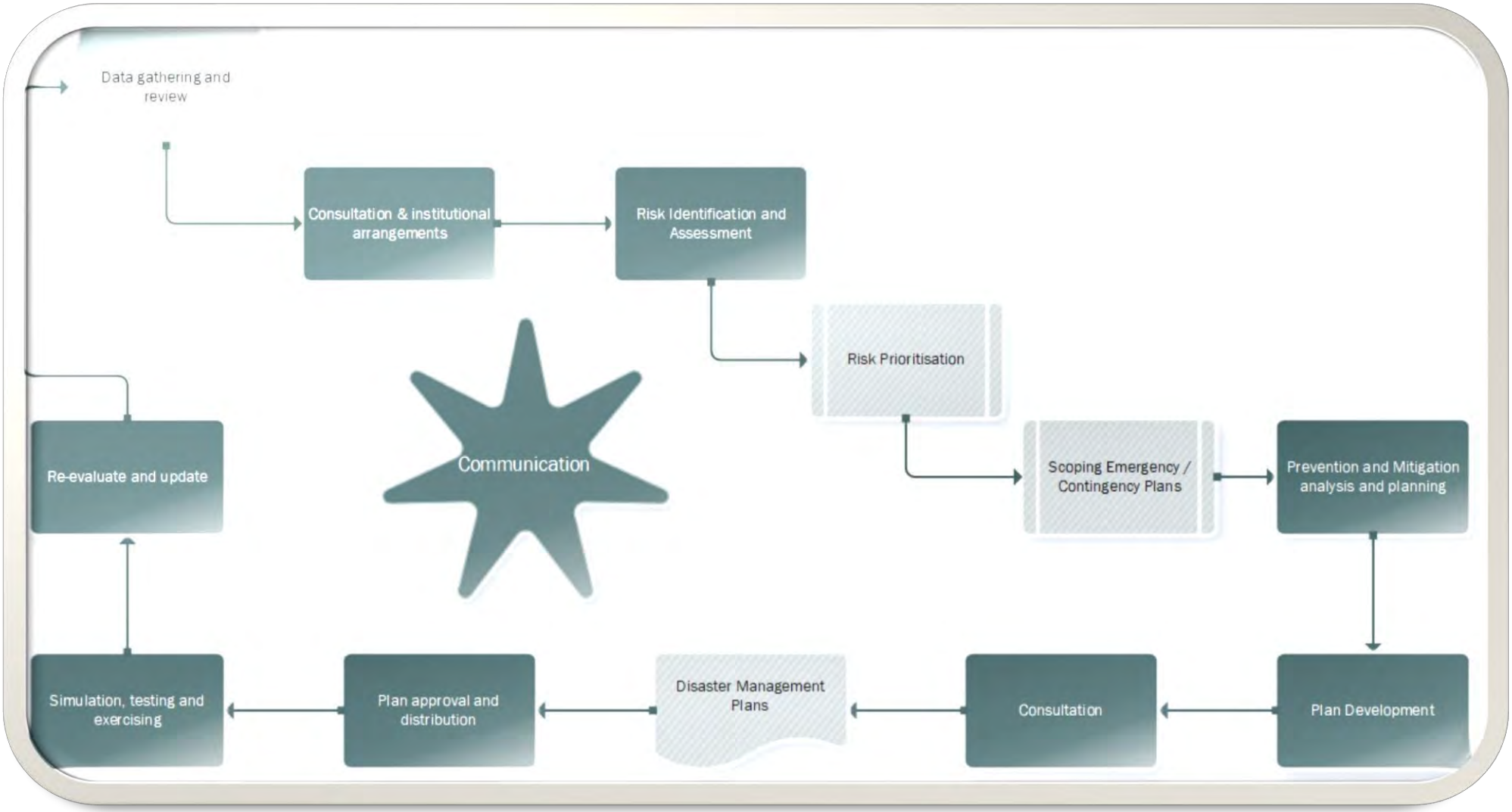


Figure 1: Disaster Management Planning process

STAKEHOLDER CONSULTATION

Consultations were undertaken with:

Kouga Municipality, 15 October 2019, Jeffreys Bay;
Dr. Beyers Naude Municipality, 16 October 2019, Graaf Reinet;
Ndlambe Municipality, 16 October 2019, Port Alfred;
Blue Crane Route Municipality, 17 October 2019, Somerset East;
Makana Municipality, 17 October 2019, Grahamstown;
Kou-Kamma Municipality, 22 October 2019, Kareedouw;
Sundays River Valley Municipality, 22 October 2019, Kirkwood;
Sarah Baartman District Municipality, 23 October 2019, Port Elizabeth.

During these sessions the contents of the Disaster Management Plan was discussed, and all participants were asked for inputs and comments. The comments received was then reviewed and incorporated into this document.

MUNICIPAL PROFILE

THE GEOGRAPHICAL PROFILE

Kouga Municipality falls within the jurisdiction of Sarah Baartman District Municipality within the Eastern Cape. It comprises the coastal region stretching from the Van Stadens River in the east to the Tsitsikamma River in the west, and the fertile Gamtoos Valley characterised by fertile floodplains associated with low-lying land. Steep and less fertile slopes are also found at the edges of the valley.

There are numerous areas of wetland adjacent to the region's rivers and on the coastal platform. These wetlands are extremely sensitive to disturbances such as agricultural activities and development. The wetlands accommodate high species diversity and fulfil natural water purification and flood retention roles.

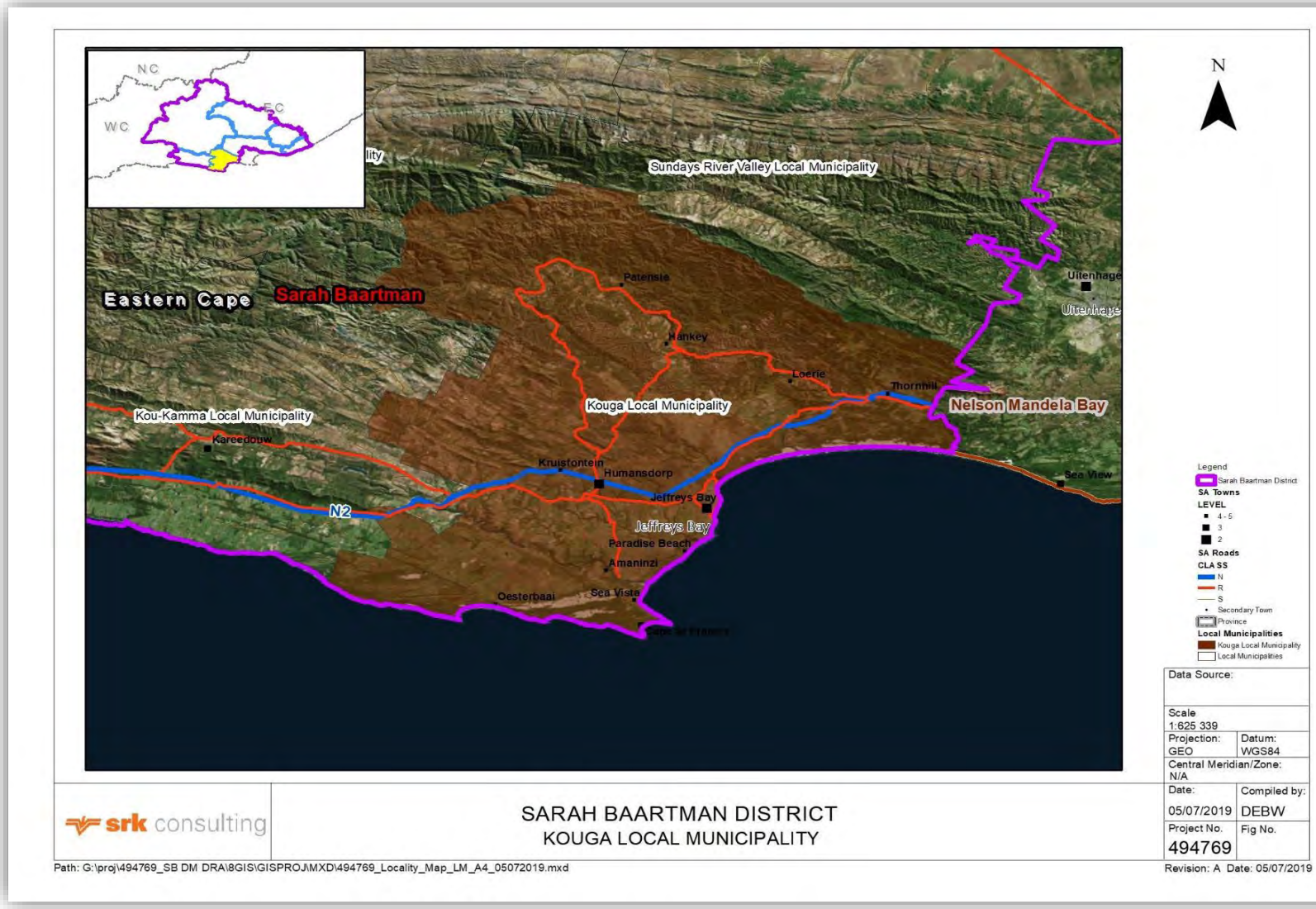


Figure 2: Kouga Local Municipality Location

There are seven (7) local municipalities within Sarah Baartman District Municipality which includes Dr Beyers Naude, Blue Crane Route, Makana, Ndlambe, Sundays River Valley, Kouga and Kou-Kamma.

DEMOGRAPHIC PROFILE – KOUGA LOCAL MUNICIPALITY

LOCAL MUNICIPALITIES COMPRISING THE SARAH BAARTMAN DISTRICT

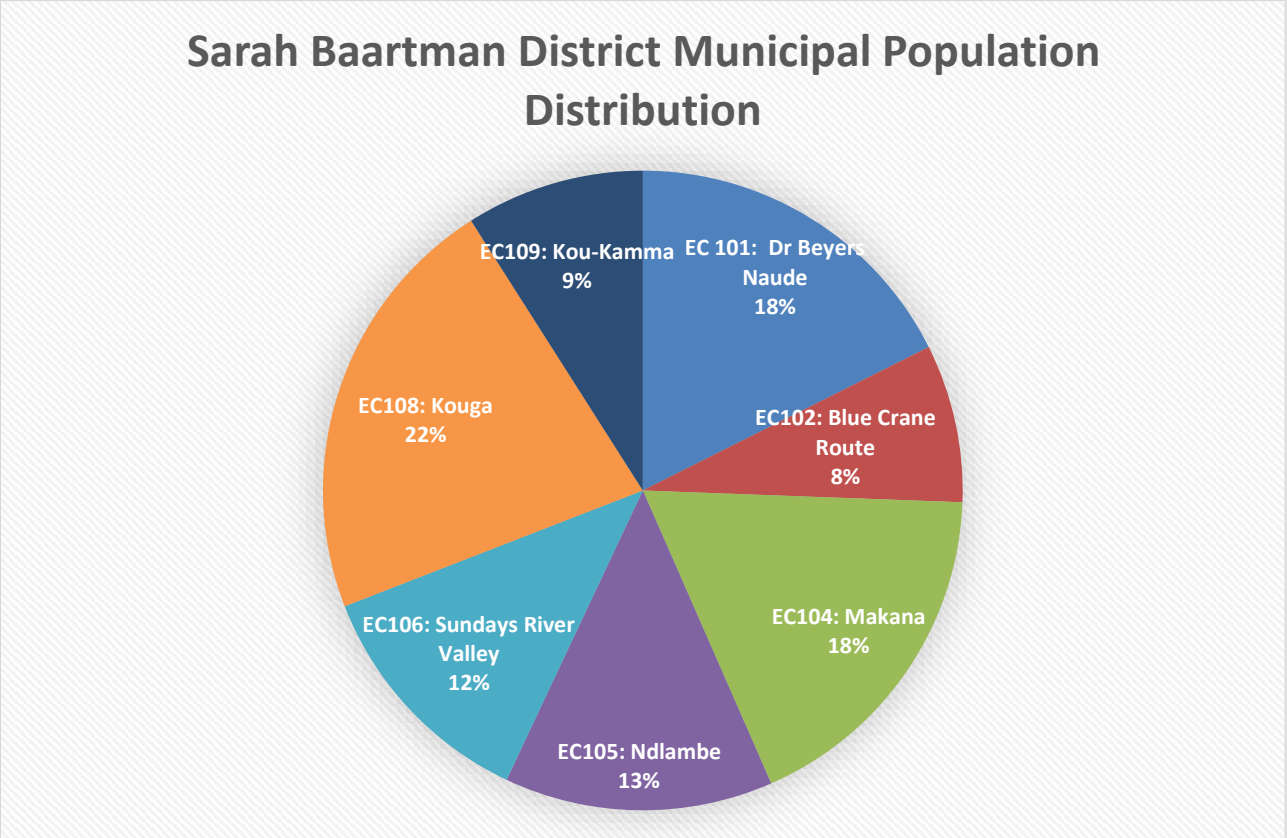
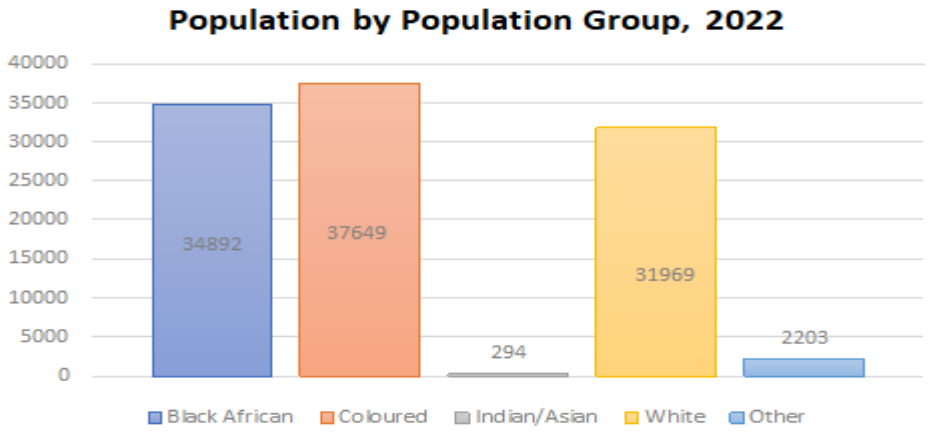
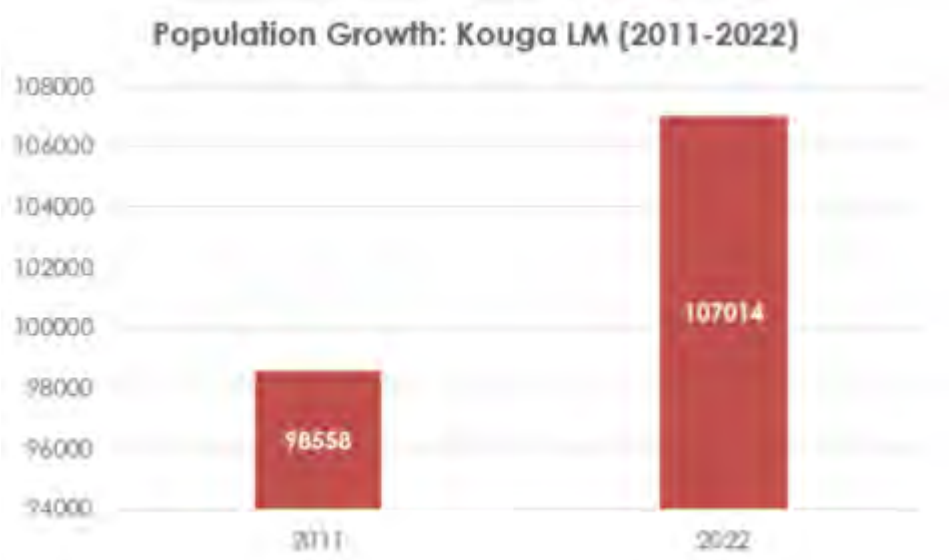


Figure 1-3 Percentage of total population distribution for Sarah Baartman District Municipality (Statistics South Africa, 2012)

POPULATION BY POPULATION GROUP

Table Error! No text of specified style in document.**1: Kouga Local Census data statistics (South Africa 2022)**





CHAPTER 2: CONSTITUTIONAL, LEGISLATIVE AND POLICY MANDATES

CONSTITUTIONAL MANDATES

The primary responsibility for disaster management in South Africa rests with the government.

In terms of section 41(l)(b) of the Constitution of the Republic of South Africa, all spheres of government are required to "*secure the well-being of the people of the Republic*";

Disaster management is listed as a functional area in Part A of Schedule 4 of the Constitution, meaning that both the national and provincial spheres of government are competent to develop and execute laws within this area and have powers and responsibilities in relation to disaster management;

Disaster management has also been 'assigned' to local government through the promulgation of the Disaster Management Act, 2002 (Act no 57 of 2002) as amended by Act 16 of 2015.

NATIONAL AND INTERNATIONAL STANDARDS

SABS TC 292 (National Disaster Management Committee) is the successor of the ISO / SABS TC 223 Committee in South Africa. The SABS TC 292 drives the development of Disaster Management standards in line with Section 7(2)(c)(iii) of the Disaster Management Act. In executing its disaster management function, the Kouga Local Municipality will take guidance and cognisance from national and international standards on disaster management, including SANS 10263-1, 2 and 3.

LEGISLATIVE REQUIREMENTS

THE LEGAL AND POLICY REQUIREMENTS FOR A DISASTER MANAGEMENT PLAN

The Act calls and/or makes provision for a range of actions to be taken by a Local municipality that has, in accordance with legislation established a Disaster Management Centre.

These actions include:

Establishment and implementation of a Disaster Management Framework;

Appointment of a Head of the Centre and suitably qualified staff.

Adhere to requirements of assistance and communication with National and Provincial Disaster Management Centres;

Promote prevention and mitigation;

Monitor and measure performance of disaster management plans;

Assess and classify events as disasters;

Annual reporting;
Establishment of an Advisory Forum; and
Formulating disaster management plans.

Section 53 of the Act, requires the following pertaining municipal disaster management plans:

"(1) Each municipality must—

(a) conduct a disaster risk assessment for its municipal area;

(b) identify and map risks, areas, ecosystems, communities and households that are exposed or vulnerable to physical and human-induced threats;

(c) prepare a disaster management plan setting out-

(i) the way in which the concept and principles of disaster management are to be applied in its municipal area, including expected climate change impacts and risks for the municipality;

(ii) its role and responsibilities in terms of the national, provincial or municipal disaster management framework;

(iii) its role and responsibilities regarding emergency response and post-disaster recovery and rehabilitation;

(iv) its capacity to fulfil its role and responsibilities;

(v) particulars of its disaster management strategies; and

(vi) contingency strategies and emergency procedures in the event of a disaster, including measures to finance these strategies;

(d) co-ordinate and align the implementation of its plan with those of other organs of state and institutional role-players;

(e) provide measures and indicate how it will invest in disaster risk reduction and climate change adaptation, including ecosystem and community-based adaptation approaches;

(f) develop early warning mechanisms and procedures for risks identified in the municipal area; and

(g) regularly review and update its plan.".

Important to note are the requirements (by the Act, as amended) for disaster management planning by Municipal Organs of State other than Municipalities. According to the National Disaster Management Framework a: *"organ of state" means— (a) any department of state or administration in the national, provincial or local sphere of government; or (b) any other functionary or institution— (i) exercising a power or performing a function in terms of the Constitution or a provincial constitution; or (ii) exercising a public power or performing a public function in terms of any legislation, but does not include a court or a judicial officer;*

Section 52 further elaborates on the requirement

"52. Preparation of disaster management plans by municipal organs of state other than municipalities. —

(1) Each municipal organ of state other than a municipality must—

(a) conduct a disaster risk assessment for its functional area;

(b) identify and map risks, areas, ecosystems, communities and households that are exposed or vulnerable to physical and human-induced threats;

(c) prepare a disaster management plan setting out—

(i) the way in which the concept and principles of disaster management are to be applied in its functional area, including expected climate change impacts and risks for that municipal entity or administrative unit;

(ii) its role and responsibilities in terms of the national, provincial or municipal disaster management framework;

(iii) its role and responsibilities regarding emergency response and post-disaster recovery and rehabilitation;

(iv) its capacity to fulfil its role and responsibilities;

(v) particulars of its disaster management strategies; and

(vi) contingency strategies and emergency procedures in the event of a disaster, including measures to finance these strategies;

(d) co-ordinate and align the implementation of its plan with those of other organs of state and institutional role-players;

(e) provide measures and indicate how it will invest in disaster risk reduction and climate change adaptation, including ecosystem and community-based adaptation approaches;

(f) develop early warning mechanisms and procedures for risks identified in its functional area; and

(g) regularly review and update its plan.";

(2) (a) A municipal [entity] organ of state referred to in subsection (1) must submit a copy of its disaster management plan, and of any amendment to the plan, to the [National Centre and the] relevant [provincial and] municipal disaster management [centres] centre.

(b) If a municipal [entity] organ of state fails to submit a copy of its disaster management plan or of any amendment to the plan in terms of paragraph (a), the [National Centre or] relevant [provincial or] municipal Disaster Management Centre must report the failure to the executive mayor or mayor, as the case may be, of the municipality concerned, who must take such steps as may be necessary to secure compliance with that paragraph, including reporting the failure to the municipal council.".

Once the above plans have been developed by all Municipal Organs of State, they will further inform this Local Municipal Disaster Management Plan.

Of further importance to note are the stipulations of section 54 of the Act:

“54. Responsibilities in event of local disaster. —

(1) Irrespective of whether a local state of disaster has been declared in terms of section 55-

(a) the council of a metropolitan municipality is primarily responsible for the co-ordination and management of local disasters that occur in its area; and

(b) the council of a district municipality, acting after consultation with the relevant local municipality, is primarily responsible for the co-ordination and management of local disasters that occur in its area.

(2) A district municipality and the relevant local municipality may, despite subsection (1)(b), agree that the council of the local municipality assumes primary responsibility for the co-ordination and management of a local disaster that has occurred or may occur around the local municipality.

(3) The municipality having primary responsibility for the co-ordination and management of a local disaster must deal with a local disaster

(a) in terms of existing legislation and contingency arrangements, if a local state of disaster has not been declared in terms of section 55(1); or

(b) in terms of existing legislation and contingency arrangements as augmented by by-laws or directions made or issued in terms of section 55(2), if a local state of disaster has been declared.

(4) This section does not preclude a national or provincial organ of state, or another municipality or municipal organ of state from aiding a municipality to deal with a local disaster and its consequences."

The above section implies that a municipality's council is responsible for all disastrous incidents (i.e. incidents that, as per the definition of a disaster according to the act, cannot be dealt with by those affected by it using only their own resources) irrespective of whether a state of disaster has been declared. It should however be implemented in collaboration with the local municipality(s) in who's jurisdiction the incident occurs.

REGULATIONS IN TERMS OF ACT 57 OF 2002

National, Provincial and Municipal may make regulations in terms of:

Section 27(2) National;
Section 41(2) Provincial; and
Section 55(2) Municipal.

The National Covid 19 regulations issued during the National Disaster in 2020 was issued under Section 27 of the Disaster Management Act

Section 55(2) and (3) states the following: *"If a local state of disaster has been declared in terms of subsection (1), the municipal council concerned may, subject to subsection (3), make by-laws or issue directions, or authorise the issue of directions, concerning—*

(a) the release of any available resources of the municipality, including stores, equipment, vehicles

and facilities;

(b) the release of personnel of the municipality for the rendering of emergency services;

(c) the implementation of all or any of the provisions of a municipal disaster management

plan that are applicable in the circumstances;

(d) the evacuation to temporary shelters of all or part of the population from the disaster stricken

or threatened area if such action is necessary for the preservation of life;

(e) the regulation of traffic to, from or within the disaster-stricken or threatened area;

(f) the regulation of the movement of persons and goods to, from or within the disaster stricken

or threatened area;

(g) the control and occupancy of premises in the disaster-stricken or threatened area;

(h) the provision, control or use of temporary emergency accommodation;

(i) the suspension or limiting of the sale, dispensing or transportation of alcoholic beverages in the disaster-stricken or threatened area;

(j) the maintenance or installation of temporary lines of communication to, from or within the disaster area;

(k) the dissemination of information required for dealing with the disaster;

(l) emergency procurement procedures;

(m) the facilitation of response and post-disaster recovery and rehabilitation; or

(n) other steps that may be necessary to prevent an escalation of the disaster, or to alleviate, contain and minimise the effects of the disaster.

(3) The powers referred to in subsection (2) may be exercised only to the extent that this is necessary for the

purpose of—

(a) assisting and protecting the public;

(b) providing relief to the public;

(c) protecting property;

(d) preventing or combating disruption; or

(e) dealing with the destructive and other effects of the disaster."

INTERNATIONAL GUIDELINES

Disaster management in the Kouga Local Municipality will be implemented in line with provincial, national and international guidelines.

The Sendai Framework for Disaster Risk Reduction 2015-2030 aims to achieve the substantial reduction of disaster risk and losses in lives, livelihoods and health and in the economic, physical, social, cultural and environmental assets of persons, businesses, communities and countries over the next 15 years.

The Framework was adopted at the Third UN World Conference on Disaster Risk Reduction in Sendai, Japan, on March 18, 2015.

The Framework outlines seven clear targets and four priorities for action to prevent new and reduce existing disaster risks:

1. Understanding disaster risk;
2. Strengthening disaster risk governance to manage disaster risk;
3. Investing in disaster reduction for resilience and;
4. Enhancing disaster preparedness for effective response, and to "Build Back Better" in recovery, rehabilitation and reconstruction.

The Sendai Framework targets are:

1. Substantially reduce global disaster mortality by 2030, aiming to lower the average per 100,000 global mortality rate in the decade 2020–2030 compared to the period 2005–2015;
2. Substantially reduce the number of affected people globally by 2030, aiming to lower the average global figure per 100,000 in the decade 2020–2030 compared to the period 2005–2015;9
3. Reduce direct disaster economic loss in relation to global gross domestic product (GDP) by 2030;
4. Substantially reduce disaster damage to critical infrastructure and disruption of basic services, among them health and educational facilities, including through developing their resilience by 2030;
5. Substantially increase the number of countries with national and local disaster risk reduction strategies by 2020;
6. Substantially enhance international cooperation to developing countries through adequate and sustainable support to complement their national actions for implementation of the present Framework by 2030;
7. Substantially increase the availability of and access to multi-hazard early warning systems and disaster risk information and assessments to people by 2030.

THE ROLE OF DISASTER MANAGEMENT IN SOUTH AFRICA AND REQUIREMENTS OF THE DISASTER MANAGEMENT ACT

The approach to disaster risk in South Africa has undergone major reform since 1994, when government took the decision to move away from the prevailing philosophy and practice that disasters were inevitable and could only be dealt with once they had occurred. As early as 1990, South Africa had aligned itself with new international developments in the field of disaster management. These included an emphasis on the use

of disaster risk reduction strategies to build resilience and promote sustainable livelihoods among ‘at risk’ individuals, households, communities and environments.

A wide process of consultation was embarked upon, which culminated in the publication of the Green Paper, in 1998, and the White Paper on Disaster Management, which was gazetted in 1999. Based on these documents, the Disaster Management Act, Act 57 of 2002 was promulgated in 2002. In terms of a proclamation in Government Gazette, Vol. 465, No. 26228 of 31 March 2004, the President proclaimed 1 April 2004 as the date of commencement of the Act in the national and provincial spheres and 1 July 2004 in the municipal sphere. Subsequent to this the Act has been amended in 2015 and the amendments were incorporated into this plan.

In giving effect to the fact that disaster management is the responsibility of a wide and diverse range of role players and stakeholders, the Act emphasises the need for uniformity in approach and the application of the principles of co-operative governance. In this regard, it calls for an integrated and coordinated disaster management policy, which focuses on risk reduction as its core philosophy. In order to achieve consistency in approach and uniformity in the application of the Act, section 6 of the Act mandates the Minister to prescribe a national disaster management framework. In accordance with this mandate, the National Disaster Management Framework (NDMF) was gazetted on 29 April 2005 (Government Gazette, Vol. 478, No. 27534). The Act was amended in 2015 and these amendments have been incorporated into this plan.

In terms of section 41(1)(b) of the Constitution of the Republic of South Africa, Act 108 of 1996, all spheres of government are required to ‘secure the well-being of the people of the Republic. According to Part A, Schedule 4, disaster management is a functional area of concurrent national and provincial legislative competence. However, section 156(4) of the Constitution does provide for the assignment to a municipality of the administration of any matter listed in Part A Schedule 4 which necessarily relates to local government, if that matter would most effectively be administered locally and if the municipality has the capacity to administer it. The assignment of the function must, however, be by agreement and may be subject to certain conditions.

In this context, Schedules 4 and 5 of Part B of the Constitution require local government to provide for functions which are closely linked to disaster management. In particular, section 152(1)(d) requires local government to ‘promote a safe and healthy environment’. It is in this context then that the Minister has elected to assign the function, by way of national legislation, to municipalities. Accordingly, in terms of the Act, the function is assigned to the Municipal Council of the Kouga Local Municipality through agreement with the Sarah Baartman District Municipality.

The field of disaster management covers a broad spectrum and affects a range of role players. The integration and context of disaster management in the country is further indicated in the diagrams below:

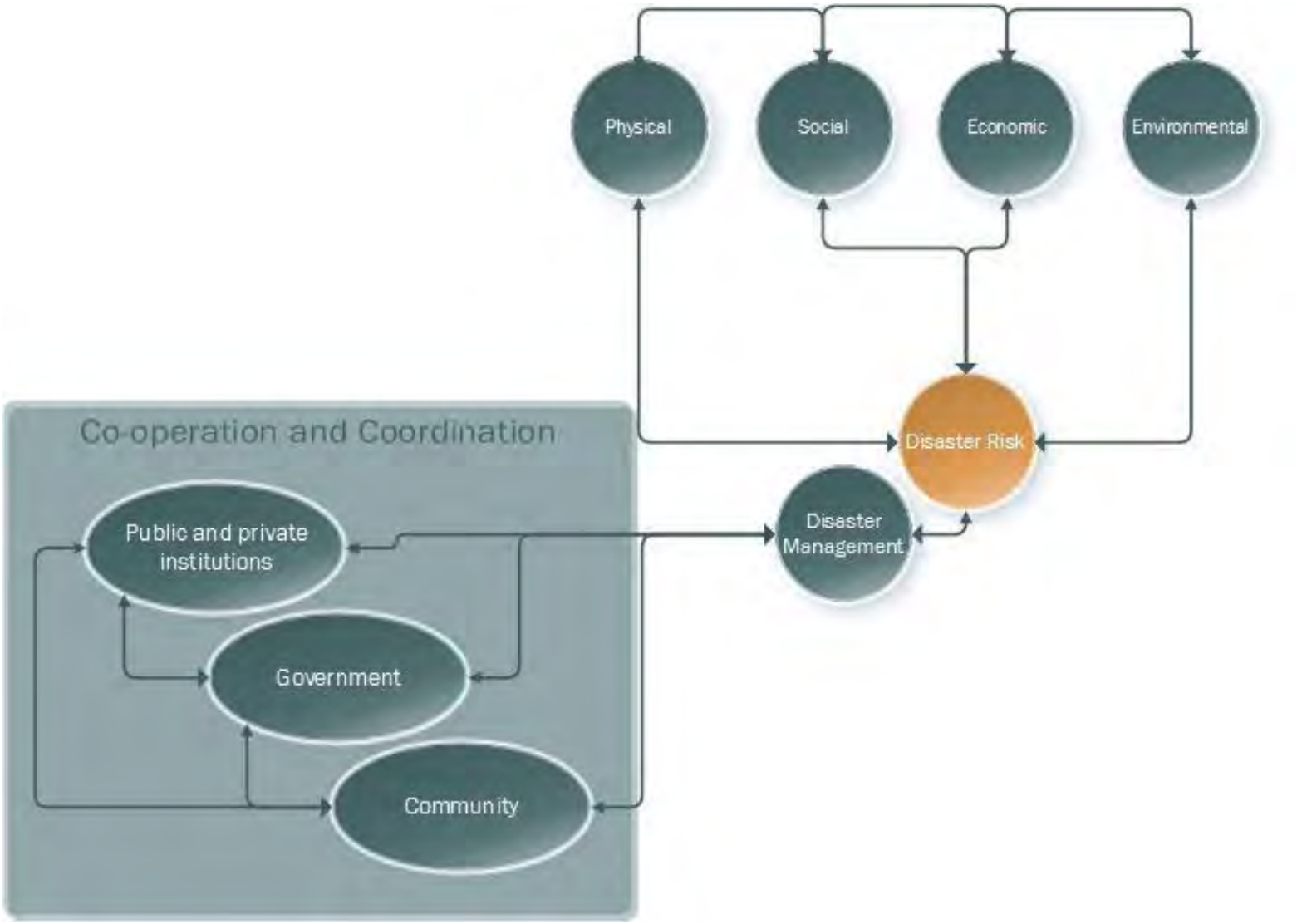


Figure 3: Integration of Disaster Management

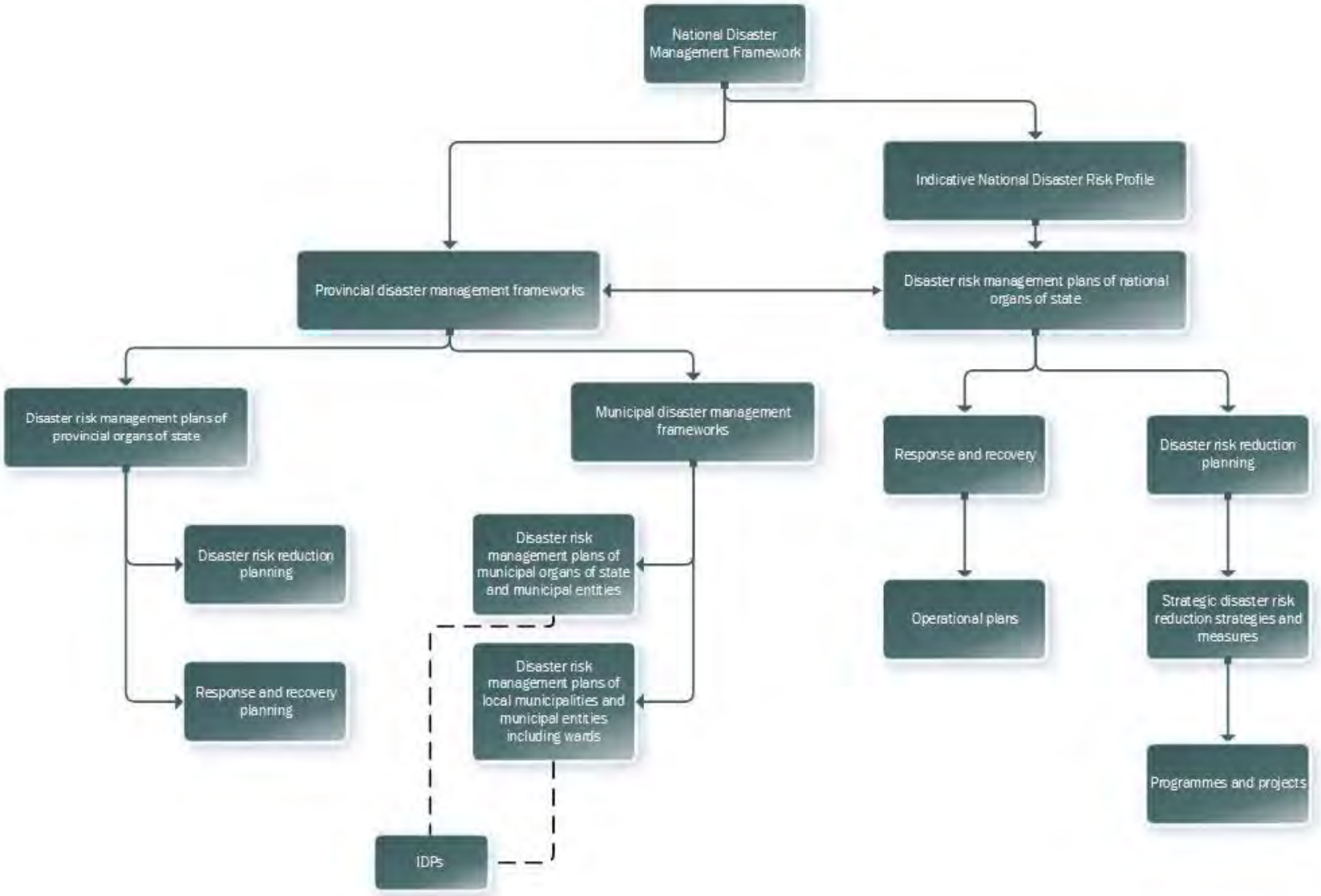


Figure 3: National, Provincial and Municipal Disaster Management Frameworks and Disaster Management Plans across the Spheres of Government

It should be noted that a disaster management framework acts as the foundational policy guideline *(Section 3.1.1.1 of the National Disaster Management Framework)* for ***what*** needs to be addressed through the disaster management efforts in The Kouga Local Municipality and the disaster management plans specifies in more detail ***how*** these requirements and policies are implemented.

The Link with Sustainable Development

The aim of the Integrated Development Plans (IDP) of the Kouga Local Municipality is to promote sustainable development and uses the spatial development framework (SDF) to visualize future development.

In terms of Section 26(g) of the Municipal Systems Act, 200, Act 32 of 2000, a Municipality's IDP must contain a disaster management plan. Development projects in the Municipality, as contained in the Municipality's IDP, is thus interlinked with disaster management planning and activities. Risk reduction projects identified as part of disaster management planning, such as those identified in this plan and the contingency plans developed and risk assessments should be included into the local Municipal IDP as the IDP focuses on sustainable development.

The 2030 Agenda for Sustainable Development Goals (United Nations, 2019) were adopted by the member states of the United Nations in 2015. The idea behind this adoption is for member states to work towards a world that enjoys peace and success and that this continues into the future.

In order to achieve this, 17 Sustainable Development Goals were agreed to.



Figure 4: Sustainable Development Goals

Goal 1. End poverty in all its forms everywhere

This goal is aimed at eliminating extreme poverty deemed to be people living on less than $1.25 per day by 2030. The goal further aims at reducing poverty of men, women and children, of all ages and across all nationalities, by at least half. It also looks at providing "social protection systems and measures for all".

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

The target by 2030 is to end hunger and ensure that all people have access to sufficient food. This would go hand in glove with increasing agricultural activity by 50% and ensuring that the income of small-scale farmers

is increased. The aim is further to ensure that there is sustainable food production across all systems and that this positively impacts on climate change adaptation.

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

The target is to reduce the global maternal mortality rate and to end preventable deaths in newly born babies as well as in children under 5 years of age. The targets also aim at ending "*AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases*."

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

The targets are all related to primary and secondary education being made available to all people including women, persons with disabilities, indigenous people, "children in vulnerable situations" and for increasing skills levels so that gainful employment is made possible. All this needs to be done by also improving the number of qualified teachers.

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

The targets associated with this goal include the ending of discrimination of women and girls, the ending of all violence against them, ensuring that women have equal opportunity and rights across all sectors of society as well as leadership roles.

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

The targets aim to achieve, by 2030, access to safe, affordable drinking water while providing equitable sanitation and hygiene while also giving attention to the needs to women and girls. The targets also consider the water-related eco-systems and the protection of mountains, forests, wetlands and the like.

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

The targets, by 2030, aim to ensure that there are energy services that all people can access and that much of it is obtained through renewable energy processes.

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

The 2030 aim is to increase economic growth, to increase economic productivity by doing things differently including by means of diversification and innovation and to achieve a position where all men and women and the youth have jobs in either the formal or informal sectors.

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

The targets for 2030 include the development of quality, sustainable and resilient infrastructure for economic development to occur and for it to be sustained. This goal also targets the achievement of maintainable and robust infrastructure development in developing countries.

Goal 10. Reduce inequality within and among countries

The targets here are related to achievement of equality, across all sectors, as it relates to social, economic and political inclusion.

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

The targets for 2030 include that access to adequate, safe, affordable housing and basic services is achieved and that slums and upgraded so that human dignity prevails.

Goal 12. Ensure sustainable consumption and production patterns

The targets include the achievement of sustainable management and use of natural resources. This would improve the health of the environment as well as of humans.

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

The targets are related to climate change and to increasing climate change adaptation and there-by reducing climate related hazards and reducing natural disasters.

"*Acknowledging that the United Nations Framework Convention on Climate Change is the primary international, intergovernmental forum for negotiating the global response to climate change*."

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

The targets here aim to reducing marine pollution. This includes marine debris like single use plastic found in the oceans and inside the bodies of fish and other marine and water using animals. It also includes ending overfishing and the incorrect use of all water sources while increasing sustainable use of water resources.

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

The targets here relate to adherence to international agreements in respect of conservation, restoration and the "sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands". The targets also consider reversing desertification and restoring land that has been degraded, through natural and other means like droughts and floods.

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

The target aims to meaningfully reduce violence, and violent deaths in all forms. It also looks at ending violence against children, including exploitation, trafficking and abuse. The targets include reducing funding of weapons, reducing corruption and developing institutions which are accountable.

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

These targets relate to finance, technology, capacity-building, trade and systemic issues. They deal, in part, with developing nations strengthening their systems for tax collection, servicing international commitments and attaining long-term debt sustainability. On the technology front the targets aim to achieve "*cooperation on and access to science, technology and innovation*." The target also aims to improve international assistance for capacity-building in developing countries so that their sustainable development goals can be achieved. The systemic issues to be addressed and achieved include sustainable development through the consistence of policy implementation, being involved in multi-stakeholder partnerships and in so doing sharing knowledge, goals, technology and financial resources, increasing the use and availability of data which is separated by issues of gender, age, geography or any other cause. (United Nations, 2019)

CHAPTER 3: INTEGRATED INSTITUTIONAL CAPACITY

INSTITUTIONAL ARRANGEMENTS

THE STATUS OF DISASTER MANAGEMENT IN KOUGA LOCAL MUNICIPALITY

The Kouga Local Municipality has the following in place:

District Disaster Management Framework
A Disaster Management Plan (2015)
A Disaster Management Plan (this document)
Various Hazard-specific contingency plans
A Local Disaster Management Advisory Forum
24 Hour emergency call centre
An established Disaster Management Volunteer Unit
A Database of volunteers, private sector stakeholders, CBOs and NGO
An (District Based) integrated Disaster Management information system procured and implemented

An Overview of the Arrangements for Integrated Institutional Capacity for Disaster Management in the Municipality

The disaster management function and Kouga Local Disaster Management Centre/Office in the municipality resort under the Community and Emergency Management Services Cluster.

The organogram below indicates the main disaster management-related structure within the municipality.

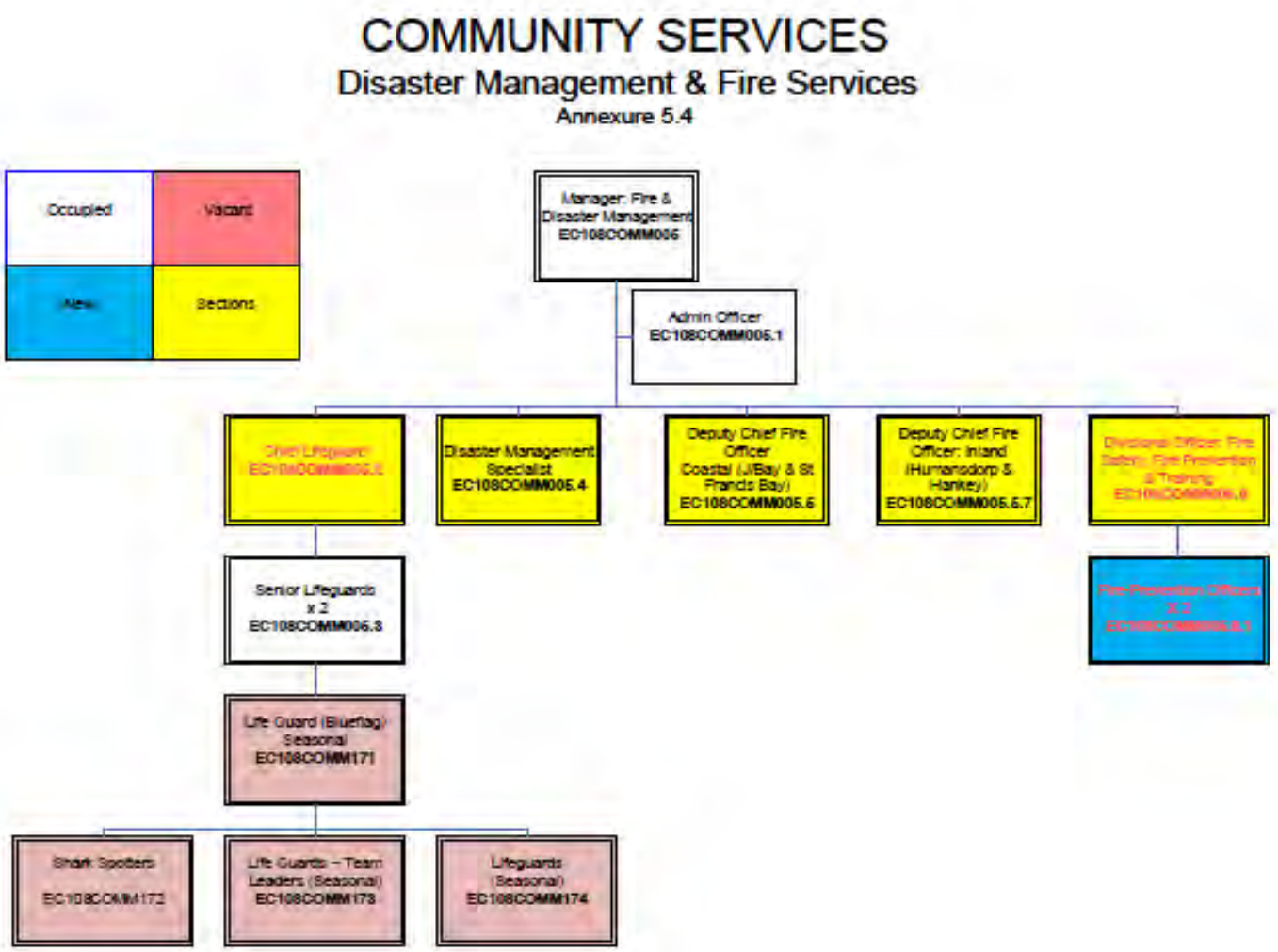


Figure 5: Municipal Structure

Community Services

Disaster Management and Fire Services

Disaster Management

Annexure 5.4.1

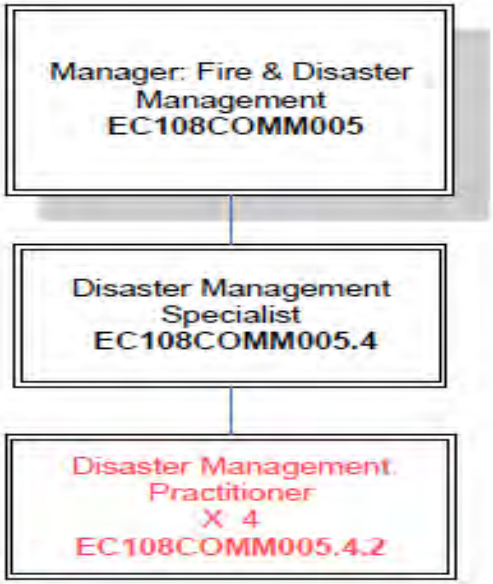


Figure 6: Disaster Management Structure

An overview of the arrangements for integrated institutional arrangements, as prescribed by the National Disaster Management Framework is summarised in the diagram below.

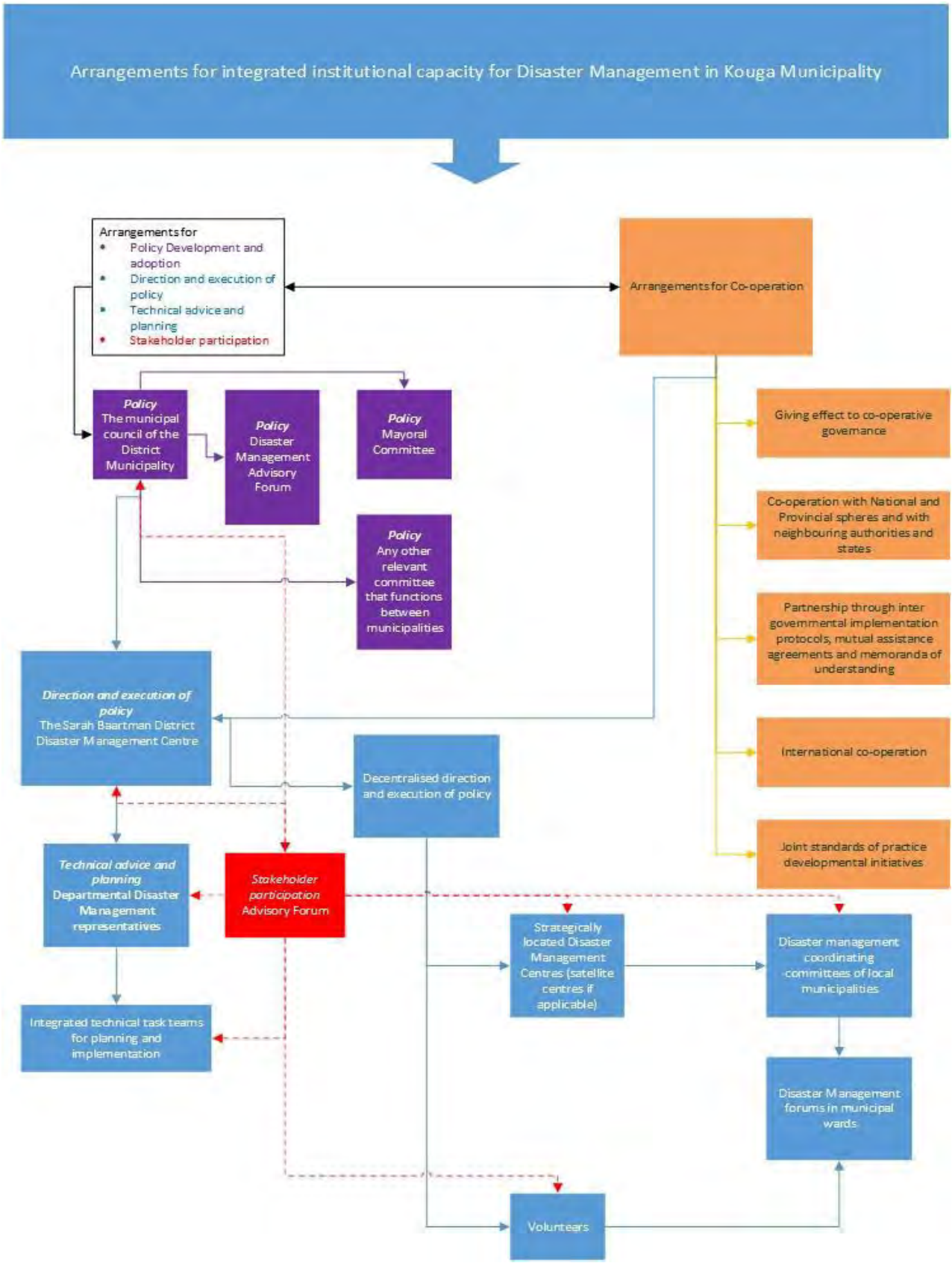


Figure 7: Integrated Institutional Arrangements for Disaster Management

THE DISTRICT MUNICIPAL DISASTER MANAGEMENT CENTRE

The District Municipal Disaster Management Centre (MDMC) is located at Govan Mbeki Street in Port Elizabeth.

The Disaster Management Unit / Centre falls under Department of Infrastructure Development and Community Services. The purpose of the Centre is to promote integrated, coordinated and multi-disciplinary Disaster Management and Fire Services.

The Disaster Management Centre for the District Municipality has a 24-hour control room and an Information System.

The function of firefighting is administered within the Disaster Management Centre and includes:

Planning, co-ordination and regulation of fire services throughout the Sarah Baartman District.;
Provision of specialized firefighting services such as mountain, veld and chemical services;
Coordinating of the standardization of infrastructure, vehicles, equipment and procedure; and
Training of fire officers.

The District Municipality enters into a Performance Partnership Service Level Agreement with its seven Local Municipalities annually to perform firefighting services on an agency basis.

The District Municipality is implementing specific projects such as (amongst others) construction of fire stations, emergency response centres, purchase of firefighting response vehicles, standardization of fire hydrants. The funds are budgeted annually for Disaster Management and Fire Services for projects and operational related costs.

To optimally perform all statutory responsibilities and to execute all directives of the Districts Disaster Management Framework, Sarah Baartman District Municipal Disaster Management Unit / Centre must be adequately resourced in terms of personnel and infrastructure. The NDMC provides guidance In this regard, by setting out the minimum standards required for setting up a Disaster Management Centre (The National Disaster Management Centre, 2008).

The Head of the Municipal Disaster Management Centre

In terms of section 45(1) of the Act, the municipal council must appoint a suitably qualified person as head of the municipal Disaster Management Centre. The appointment is subject to the applicable provisions of the Local Government: Municipal Systems Act No. 32 of 2000 (known as the Systems Act). The Head of the Centre should be appointed / situated at senior management level.

The head of the Sarah Baartman District Municipal Disaster Management Centre is responsible for the functioning of the Disaster Management Centre and the exertion of its powers and the performance of its duties. In this regard, the head takes all the decisions of the centre, except decisions taken by another person as a result of a delegation by the Head of the Centre. The head performs the functions of office in accordance with section 44 of the Act.

The Head of the Centre performs the functions of office:

- in accordance with the National Disaster Management Framework and the key responsibilities prescribed in the National Disaster Management Framework.
- in accordance with the disaster management policy framework of the Eastern Cape Province;
- in accordance with the Disaster Management Policy Framework of the Sarah Baartman District Municipality;
- subject to the municipal council's IDP and other directions of the council; and
- in accordance with the administrative instructions of the municipal manager.

Delegation or assignment of the powers of the Head of the Centre

The Head of the Centre may, in writing, delegate any of the powers or assign any of the duties entrusted to the municipal centre in terms of the Act to a member of staff of the Municipal Disaster Management Centre. The District Municipal Manager must give effect to such delegation or assignment of powers. Such delegation is, however, subject to limitations or conditions that the Head of the Centre may impose. Such delegation or assignment does not divest the head of the Municipal Disaster Management Centre of the responsibility concerning the exercise of the delegated power or the performance of the assigned duty.

The Head of The Municipal Disaster Management Centre may confirm, vary or revoke any decision taken in consequence of a delegation or assignment, but no such variation or revocation of a decision may detract from any rights that may have accrued as a result of such a decision.

Capacity Requirements

Section 43 of the Disaster Management Act of 2002, as amended, requires that:

"43. Establishment. — (1) Each metropolitan and each district municipality must establish in its administration a disaster management centre for its municipal area.

(2) A district municipality—

(a) must establish its disaster management centre after consultation with the local municipalities within its area; and

(b) may operate such centre in partnership with those local municipalities.

(3) A local municipality must establish capacity for the development and co-ordination of a disaster management plan and the implementation of a disaster management function for the municipality which forms part of the disaster management plan as approved by the relevant municipal disaster management centre.

(4) A local municipality may establish a disaster management centre in consultation with the relevant district municipality in accordance with the terms set out in a service level agreement between the two parties, in alignment with national norms and standards."

The strengths, weaknesses, opportunities and threats for disaster management in the Kouga Local Municipality

Table 2: Strengths, Weaknesses, Opportunities and Threats for Disaster Management in the Kouga Local Municipality (SWOT)

SWOT ANALYSIS	
STRENGTHS	**THREATS**
Mayor and MM pro disaster management Commitment of municipal area to Disaster Management Willingness to participate Support from the District.	Ageing infrastructure and fleet Vandalism Funding Commitment Succession planning Centre that is not accredited Legal noncompliance Community unrest Labour unrest Water Scarcity COVID-19 Infrastructure Capacity Political Sabotage
WEAKNESSES	**OPPORTUNITIES**
Funding Personnel shortages Training Aging Infrastructure and fleet Lack of suitable resources Centre that is not accredited	Training and development of skills Insurance companies to assist with social responsibilities Succession planning

Joint Operations Centre (JOC)

The Joint Operations Centre establishes a platform to manage multi-disciplinary / multi-dimensional response to a major emergency / disaster. The aim is to provide an appropriate operational environment within which all agencies can function and make decisions in a co-operative manner. This allows for strategic decision makers to stay informed of developments, manage deployments and resources on a prioritised basis. This in turn allows for recognition of changing dynamics of a multi-faceted incident and allow for seamless shift in control / co-ordination of the associated response activities from one agency to another depending on the most important remedial focus at any given time.

Decentralised arrangements for the integrated execution of disaster management policy around Kouga Local Municipality

The Head of the Centre must establish mechanisms to ensure integration and joint standards of practice in the execution of disaster management policy throughout the District and Kouga Local Municipality, linked with neighbouring municipalities.

The District Disaster Management Centre will constantly liaise with the local and neighbouring municipalities in disaster risk reduction and planning efforts.

Sarah Baartman District and Kouga Disaster Management Advisory Forums

Purpose

Section 44(1)(b) of the Disaster Management Act No. 57 of 2002 (Act) calls for an integrated and coordinated approach to disaster management in municipal areas. To make provision for the integration and coordination of disaster management activities and to give effect to the principle of co-operative governance in the Sarah Baartman District and Kouga Local Municipality, the municipal councils may establish a Disaster Management Advisory Forums. Section 51 of the Act makes provision for the establishment of such forums.

Legislative requirement
Management and administration

The Advisory Forum is established to coordinate and manage any disaster. The forum is chaired by the Portfolio Head/Committee Chair as well as the Director – Community Services Chief Fire and Disaster Management Services. The Disaster Management Centre/Office provides the secretariat for the Advisory Forum and ensures that accurate records of the activities of the forum are maintained.

Composition of the Disaster Management Advisory Forum

The advisory forum must comprise all the relevant stakeholders and role players in disaster management in the municipality, including non-governmental and community-based organisations, individuals or groups with special technical expertise, representatives of the local municipalities in the district and representatives of neighbouring district municipalities. A detailed standard for the establishment and functioning of the Advisory Forum will be drafted and approved by the Advisory Forum.

Current status of the local advisory forum

Kouga has an established Advisory Forum that has to meet on a quarterly basis. The terms of reference for the Advisory Forum will be developed will include reporting requirements.

Volunteer Unit

The volunteers are managed by Sarah Baartman District Municipality has a formally established disaster management volunteer unit in compliance with the National Regulations.

The management, requirements and processes relating to volunteers will be in accordance with the Act, its regulations and the National Disaster Management Framework. Different categories of volunteer units, as envisaged by the National Disaster Management Framework, will be established. The National Regulations pertaining to volunteers will be utilised as the basis for management of the unit.

A total of 34 volunteers within Kouga Local Municipality have been trained according to the African Aid Material (AFAM) curriculum which was specifically designed for the African Continent. Volunteers from the following areas have been trained:

Table 3 Volunteer Distribution in the Kouga Local Municipality

MUNICIPALITY	MUNICIPAL AREA	NUMBER OF VOLUNTEERS
Kouga Local Municipality	Hankey	19
	Jeffreys Bay	15

Technical Task Teams / Technical Advisory Committee

When an event is not a disaster, but Disaster Management still plays a significant role it is advisable to consider the establishment of a Technical Task Team to resolve that specific event. This in effect encourages multi-disciplinary responses to multi-faceted events. A Technical Task Team may also be appointed by the municipal Disaster Management Centre/Office prior to commissioning any disaster management projects for the municipality as and when required. The purpose of the Technical Task Team is to provide scientific and technical advice, to monitor the progress of disaster management projects and to assist with the validation and/or interpretation of the findings.

In addition, any municipal department and / or municipal entity in the municipality or a department intending to commission disaster management projects for its functional area may appoint a technical advisory committee to provide scientific and technical advice, to monitor the progress of the disaster management project and to assist with the validation and/or interpretation of the findings.

A technical advisory committee must function and meet as required in accordance with predetermined terms of reference, which must be documented and submitted to the Kouga Advisory Forum for approval before being formally adopted by a technical advisory committee.

The relevant departments and municipal entities in the municipality must, in consultation with the Kouga Advisory Forum to determine the intervals at which disaster management implementation for their functional areas should be reviewed.

It is advisable that all proposed disaster management projects planned by departments and municipal entities in the municipality be submitted to the Kouga Advisory Forum. In order to ensure that projects are integrated across departments and also accessed from a sustainable development viewpoint.

Ward structures

The existing ward structures and ward-committee meetings are utilised for implementing disaster risk reduction at ground level. Disaster management must be an agenda point of ward committee meetings.

Assignment of responsibilities

The following table summarises the main responsibilities of the different structures at Municipal level, regarding disaster management efforts:

Table4: Disaster Management Summary Roles and Responsibilities & Functions

DISASTER MANAGEMENT SUMMARY ROLES AND RESPONSIBILITIES & FUNCTIONS POPULATE: INPUT / IMPLEMENT / OBTAIN / DISSEMINATE						
COMPONENT:	**MAYOR AND MUNICIPAL MANAGER**	**COUNCIL**	**DISASTER MANAGEMENT OFFICIALS & VOLUNTEERS**	**DEPARTMENTS AND ORGANS OF STATE**	**ADVISORY FORUM**	**OTHER EXTERNAL ROLE PLAYERS**
Disaster Risk Management Policy	Input Obtain Disseminate Implement	Input Obtain Disseminate Implement	Input Obtain Disseminate Implement	Input Obtain Disseminate Implement	Input Obtain Disseminate	Input Obtain Disseminate Implement
Disaster Risk Assessment & Planning	Input Obtain Disseminate Implement	Input Obtain Disseminate Implement	Input Obtain Disseminate Implement	Input Obtain Disseminate Implement	Input Obtain Disseminate	Input Obtain Disseminate Plans: Implement
Declaring a State of Disaster	Input Obtain Disseminate Implement	Declare	Input Obtain Disseminate Implement	Input Obtain Disseminate Implement	Input Obtain Disseminate	Obtain Disseminate
Disaster Response and Recovery activities	Obtain Disseminate Implement	Input Disseminate Implement	Input Obtain Disseminate Implement	Input Obtain Disseminate Implement	Input Obtain Disseminate	Input Obtain Disseminate Implement
Designating members of the Advisory Forum & Volunteers	Input Disseminate Implement	Disseminate	Input	Obtain	Obtain Disseminate	Obtain Disseminate
Communication of information, training & research	Input Obtain Disseminate Implement	Input Obtain Disseminate Implement	Input Obtain Disseminate Implement	Input Obtain Disseminate Implement	Input Obtain Disseminate Implement	Input Obtain Disseminate
Reporting, Monitoring and Evaluation	Input Obtain Disseminate Implement	Input Obtain Disseminate Implement	Input Obtain Disseminate Implement	Input Obtain Disseminate Implement	Input Obtain Disseminate Implement	Input Obtain Disseminate Implement

Specific roles and responsibilities for municipal departments and organs of state
The following general responsibilities pertain to all municipal departments of the Kouga Local Municipality. These general responsibilities are the minimum requirements in order to give effect to the Disaster Management Plan. It should however be noted that these lists are not exhaustive and serve as a guide for departments to take their own iniiatives.

The district's main stakeholders in disaster management and their primary responsibilities are summarised in the table below:

Table 5: Primary Responsibilities of Stakeholders

STAKEHOLDER	PRIMARY ROLES AND RESPONSIBILITIES
The Municipal Council	The Municipal Council declares a state of disaster and receives and considers reports with regard to disaster risk management.
The Municipality's Municipal Manager	The Municipal Manager is overall responsible for governance in the Municipality, including effective disaster risk management.
The Municipality's Disaster Management Function	The Disaster Management Functions are overall disaster risk management and co-ordination, as per section 44 of the Disaster Management Act. Each Municipal Organ of State (which implies each Municipality Department and each Municipal Entity), will complete its own disaster management plan, to be incorporated into the Municipality's Municipal Disaster Management Plan.
Fire, Protection and Emergency Management Services	Assist with disaster risk reduction, implementation and co-operation.
The Disaster Management Volunteers	The formal, trained volunteer unit assist Disaster Management in their functions.
The residents and communities affected	Assist with disaster risk reduction and co-operation.
The Ward Councillors	The Ward Councillors assist with community liaison.
The Community Leaders	The Community Leaders assist with community liaison.
Fire Protection Associations	Disaster risk reduction, response and co-operation
Eastern Cape Wildlife	Disaster risk reduction, response and co-operation
Non-Governmental Organisations (NGOs) and Community Based Organisations (CBO's)	The NGOs and CBO's assists with disaster risk reduction and co-operation. Note: The nearest Red Cross Branch
Private sector and industry	Assist with disaster risk reduction and co-operation.
Health Care	Assisting with prevention/mitigation, response and recovery actions. Treating and transporting of patients.
Corporate Services and Financial Services	Assisting with administration, legal advice and funding.
Communication & Public Participation and Community Services	Assisting the disaster management function with communication and awareness.
Engineering, Development, Infrastructure & Technical Services and Community Services	Assisting with prevention/mitigation, response and recovery actions.
The South African Police Service	Assisting with prevention/mitigation and response actions. Public safety and crime prevention
South African Weather Service	Forecasting and issuing of severe weather warnings, including heavy rain, flash flooding,

STAKEHOLDER	PRIMARY ROLES AND RESPONSIBILITIES
	severe thunder, strong winds and conditions where severe veld fires are possible.
National Disaster Management Centre	National guidance and policy and institutional support to Province and Municipality on disaster risk management
Provincial Disaster Management Centre	Provincial guidance, policy and institutional support to Municipality on disaster risk management
Department of Environment, Forestry and Fisheries	Draft disaster management plans, relevant to the DEFF Implement drought and forest fire and fishery-related disaster risk management and report on disaster risk management and disaster risk reduction activities
Department of Social Development	Draft disaster management plans, involving the Department of Social Development Manage disaster relief Annual reports generated by the national Department of Social Development and its provincial counterparts must include an account of the number of households receiving social relief assistance.
Department of Local Economic, Tourism and Environmental Affairs	Draft disaster management plans, involving the Department of Environmental Affairs. Environmental management and impact assessments. Assisting with prevention/mitigation, response and recovery actions.
*The Department of Foreign Affairs	The lead national department responsible for promoting and facilitating South Africa's role in international co-operation in disaster risk management. It must, in liaison with the National Disaster Management Centre and the relevant organs of state, forge links with national agencies that render relief assistance internationally, as well as with international agencies, organisations and institutions involved in disaster risk management
Department of Cooperative Governance, Human Settlement and Traditional Affairs	Assisting with prevention/mitigation, response and recovery actions. Provision of emergency shelter.
Department of Health	Managing provincial hospitals and ambulance services and emergency medical care
Department of Education	Disaster Management education and awareness. Facilities could serve as emergency shelter or housing
Department of Justice	A key area for the Department of Justice and Constitutional Development will be to deal with all criminal cases in a fast and efficient way, especially where foreigners are involved.
Department of Home Affairs	Immigration Response

Cross border arrangements

The Kouga Local Disaster Management Centre / Office will constantly be in contact with Sarah Baartman District and neighbouring municipalities in disaster risk reduction and planning efforts.

Memorandum of understanding between stakeholders on disaster management planning and implementation for all role players in the municipality

The following principles will apply to all stakeholders in disaster management in Kouga Local Municipality:

Detailed disaster management planning, prevention, mitigation, response and recovery-related actions will be executed by all relevant institutions and stakeholders / role players in Kouga Local Municipality though applying the principles and requirements as foreseen by the Act, the National Disaster Management Framework, Provincial Disaster Management Framework, Sarah Baartman District Municipality Disaster Management Framework and this Plan.

Mutual Aid Agreements will be signed between relevant stakeholders.

The principles of co-operation, effective communication and information management, reporting and alignment (joint standards of practice) of planning and implementation on disaster management will at all times be adhered to by all institutions, stakeholders and role players.

Disaster management information and communication will be systematically co-ordinated and aligned throughout the Sarah Baartman District to ensure effective information management on a common platform.

Training, capacity building and research on disaster management will continually be executed at all levels of government, Kouga Local Municipality will strive to compliment this process whenever possible.

The involvement and co-operation of non-governmental role players and historical information, to be inter alia gathered through indigenous knowledge, is of paramount importance. Traditional leaders will be properly consulted and informed with regard to disaster management initiatives in their areas.

The local disaster management function will execute detailed research; obtain all required technical advice and inputs required and guide and monitor disaster management implementation, co-operation, communication and information dissemination in Kouga Local.

Chapter 4: Risk Assessment

Municipal Disaster Risk Assessment and Profile

Disaster risk assessments in the Local Municipality is executed as prescribed by the National Disaster Management Framework, summarised below:

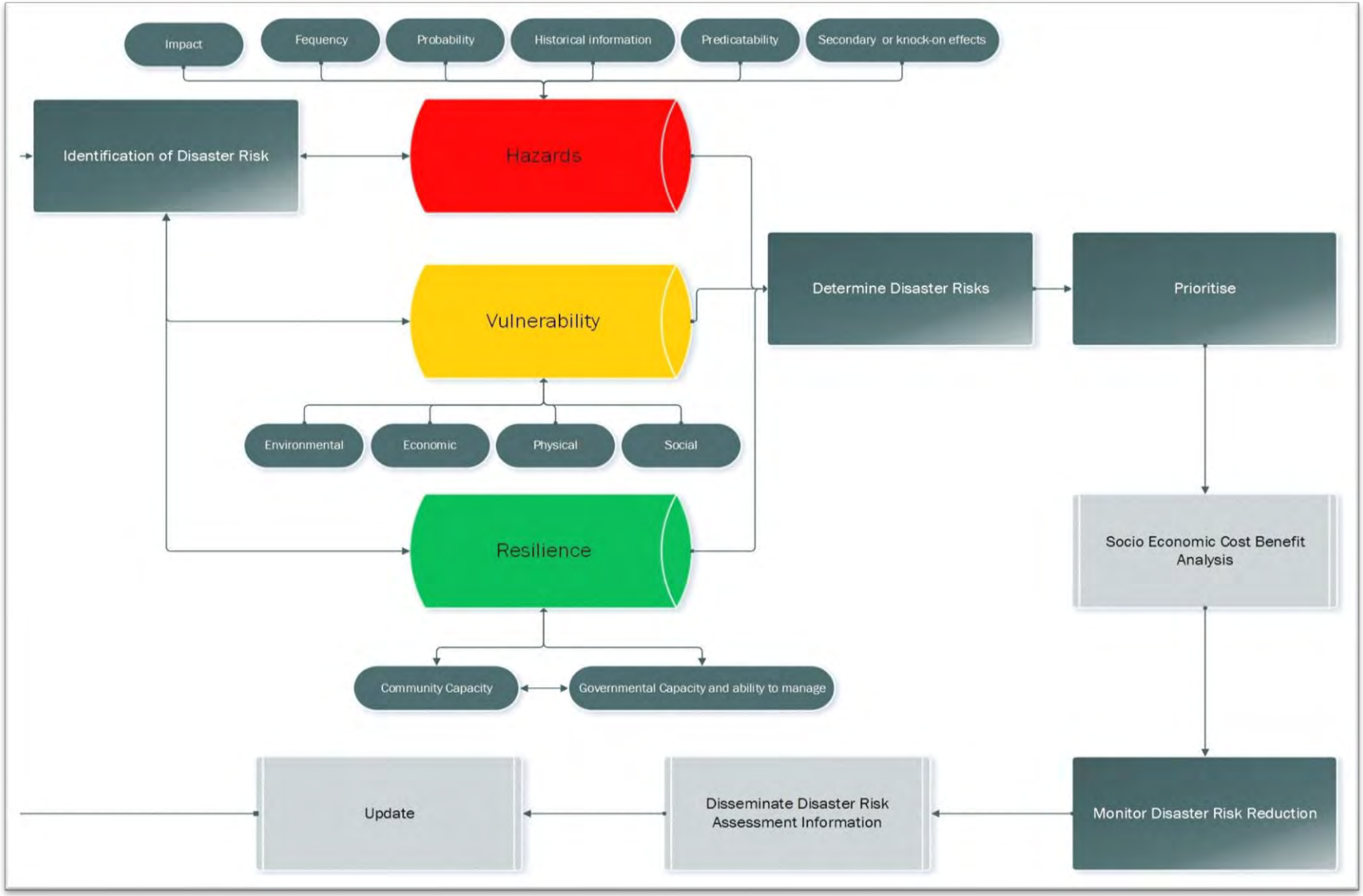


Figure 8: The Basic Stages of Disaster Risk Assessment

The risk profile for the Kouga Local Municipality is based on the data received and analysed from the workshop consultations, as well as the base data (including reports) collected during the study and from the Aurecon Disaster Risk Assessment concluded in November 2017. The data collected from the stakeholders was evaluated against the risk assessment results from the Aurecon Disaster Risk Assessment of 2017.

The prioritised risk profile for the Kouga Local Municipality is based on the data received from the Aurecon Report. The stakeholder perception data and local resilience information was considered and brought into context with the current set of perceived and real disaster risks. The Risk Prioritization for the Kouga Local Municipality is shown below. Please refer to the detailed disaster risk assessment report 2017 for more details pertaining to the district and local municipal disaster risks.

The following table contains the summarised results of the disaster risk assessment for Kouga Local Municipality.

Table 6: Prioritized Risks for the Kouga Local Municipality (Aurecon South Africa (Pty) Ltd, 2017)

LOCAL MUNICIPALITY	NO	DISASTER RISK	TOTAL
Kouga Local Municipality	1	Climate Change - Floods	1
	2	Human and Animal Epidemic Disease	1
	3	Fire (Formal)	1
	4	Road Incidents	1
	5	Climate Change - Drought	1
	6	Fire (Informal Settlement)	1
	7	Water Pollution	1
	8	Dangerous Electrical Connections	1
	9	Fire (Veldt)	1
	10	Illegal Uncontrolled Solid Waste Disposal	1
		Coastal Erosion	
		Dune Encroachments	
		Spillage of Hazardous Materials	
Kouga Local Municipality Total			10
GRAND TOTAL			**10**

The Municipal Disaster Risk Assessment (2017 report) has more information on priority risks.

The consultations highlighted several considerations and processes that are already in place.
The following was considered in the preparation of this Disaster Management Plan:

- Human diseases in Hankey may be related to the bucket system
- Drought, floods and fire regarded as the highest risk in Kouga.
- Road incidents (buses, taxis, hazardous materials)
- Informal settlement houses are susceptible to fires.
- In Oyster Bay - Dune movements due to winds as a result of human factors and unplanned building of homes. Dune are being rehabilitated.
- St Francis Bay Spit
- Estuaries
- Drought: There is a lack of rain in the catchment areas. Dam which feeds Kouga remains a concern and boreholes and springs are being negatively affected.
- Informal settlements structure is not planned, and so emergency services cannot access the areas. Also, illegal electricity connections remain a concern. Social functions (parties) cause people to be less concerned about safety. (alcohol use).
- Labour unrest
- Community unrest; Lack of temporary hospitals
- Lack of mass burial facilities

- No crematorium or medical waste treatment facility that is nearby
- Climate change – sea level rise
- Contagious Animal Diseases
- Natural dams a challenge
- Building in high risk areas.
- Bucket system is still a challenge.
- Sewer pollution in the Jefferies Bay area as pump stations are located along the sea and this is the lowest point and contours are used to move sewerage to the pump stations.
- Illegal electricity connections - two different suppliers (Customize for Kouga - Eskom)
- Veld fires: - dense vegetation FPA"s have been established. Also have a Risk reduction committee. Voluntary disaster teams available, clearing of alien vegetation
- Incident command centre that will have a system.
- Radio repeaters needed. Can communicate with neighbouring municipalities on two-way-radio.

There is a challenge with officials responding to the Joint Operations Centre (JOC) as they live far away and so it takes a while for them to arrive.

The use of an incident board is in place, but the information is not documented in hard or soft copy. Incident board is managed by the disaster management practitioner or the chairperson of the board.

A Terms of Reference for the JOC needs to be developed.

A Mass Casualty Plan is operational with the ambulance (provincial) and Pathology services responsible for the transportation of bodies.

It is the view of the consultations that the Province needs to be involved in dealing and funding mitigation for disaster risks as well as repairs and maintenance of bridges and other infrastructure that belongs to them.

The Local municipality is investigating appointing 40 fire reservists during the next financial year

Chapter 5: Disaster Risk Reduction

In terms of Section 26(g) of the Municipal Systems Act, 200, Act 32 of 2000, a Municipality's IDP must contain a disaster management plan. Development projects in the Municipality, as contained in the Municipality's IDP, is thus interlinked with disaster management planning and activities. Risk reduction projects identified as part of disaster risk management planning, such as those identified in this plan and the contingency plans and risk assessment should be included into the District and Local Municipal IDP's.

There are eight key planning points or requirements that must be applied by all municipal organs of state and municipalities when planning for disaster risk reduction initiatives. These must form part of the annual reporting of the municipalities and municipal organs of state to the Kouga Local Disaster Management Centre / Office.

1) Use the disaster risk assessment findings to focus planning efforts;
2) Establish an informed multidisciplinary team with capacity to address identified disaster risk and identify a primary entity to facilitate the initiative;
3) Actively involve the communities or groups at risk;
4) Address identified vulnerabilities in the municipal area wherever possible;
5) Plan for changing risk conditions and uncertainty, including effects of climate variability;
6) Apply the precautionary principle to avoid inadvertently increasing disaster risk;
7) Avoid unintended consequences that undermine risk avoidance behaviour and ownership of disaster risk; and
8) Establish clear goals and targets for disaster risk reduction initiatives, and link monitoring and evaluation criteria to initial disaster risk assessment findings.

Several hazard specific risk reduction project proposals are included in the Sarah Baartman Disaster Risk Assessment (page 404) (Aurecon South Africa (Pty) Ltd, 2017). The following list is an extract from this list

Table 7: Risk Reduction Project Proposals

NO	HAZARD	RISK REDUCTION PROJECT PROPOSALS
1	**Flooding**	Physical planning: poor physical planning causes flooding but where adequate drainage channels are constructed and ongoing maintenance the problem of flooding reduces. Engineering & Construction: engineering design and safety standards should be incorporated to assure structural integrity of buildings. Economic Measures: address flood related financial needs & investing in forecast-based financing of risk reduction and preparedness measures as climate changes might increase in the future. Management & Institutional: in order to achieve ideal flood forecasting and warning systems, cooperation involving stakeholders is necessary. For example, SA Weather Services can provide specific advisory services to local communities establishing flood warning systems. Societal Measures: traditional and indigenous practices of coping with floods are as important and vital as the modern approaches. Local knowledge approaches should be investigated as it is also the most valuable asset for flood management planning.

8	**Human and Animal Epidemic Disease**	Physical planning measures: hospitals to draw up plans for managing epidemics. Train hospital staff for in an emergency or disaster to better contribute to the emergency response. Providing support for patient transport. Engineering & construction measures: ensure that effective repair & maintenance services aimed at avoiding functional collapse of the hospital. Train engineering & maintenance staff in infection prevention and control procedures. Economic measures: Logistics management & stockpiles of special supplies and equipment are needed in readiness. Management & institutional measures: developing Hospital Emergency Risk Management Programme-including measures to protect staff, patients & visitors from infections. Establish hospital emergency committee & Incident Command Group. Societal measures: developing strategies & programs to disseminate information the public is likely to need with a view to reducing risks during an emergency.
5	**Fire: Structural (Formal Settlements). Fire: Structural (Informal Settlements).**	Physical planning measures: develop a District-Wide strategic framework for fire & burn prevention. Engineering & construction measures: smoke alarms provide an early warning system that alert people & permit time for an escape before a fire spreads, the implementation of this invention will reduce the risk of deaths in any form of settlements. Economic measures: prioritise funding & prevention training. Management & institutional measures: develop an information strategy & data collection system, because an effective information strategy would support response planning & prevention, hazard identification & risk assessments. Societal measures: Educational strategies for the public & communities with regards to fire awareness, safety & prevention.
4	**Road Incidents**	Physical planning: looking into the possibility of introducing less safe travel choices. For example rail has shown to be a more safe form of travelling than motorized modes of travelling. Engineering & Construction measures: development of local road safety schemes that road safety engineers and urban designers can use in a wide range of measures to improve the safety of the road environment for all road users and to encourage increased use of streets as places that meet the needs of pedestrians, cyclists, and public transport users. Economic: Speed enforcement detection devices can be effective in reducing RTA's and associated injuries. Appointing and training police for policing on roads can have a beneficial effect on road traffic facilities and crashes. Management & Institutional measures: Introduce proper land use planning, and residential, commercial, and industrial policies to be enforced. Develop of Road Traffic Accidents Response Strategies. Societal measures: enforce seat-belt wearing use as research has shown that seat-belts reduce the risk of death in a crash by approximately 60%. Safety education programs for pedestrians. Driver training/education programs. Awareness, communication, and collaboration are key to establishing and sustaining national road safety efforts.

2	**Drought**	Physical planning: limit evaporation from swimming pools and other man-made water bodies through implementing appropriate physical planning measures and by-laws. Study and understand the impact of climate change on development. Promote awareness and cultivation of drought-resistant crops. Build proper storage and preservation facilities by agricultural produce. Engineering & Construction: Monitor observation and production boreholes. Implement water pressure management systems to reduce water network losses. Finding and repairing underground water leaks (on going). Economic Measures: address drought related financial needs through operating budgets & forecast-based financing of risk reduction & preparedness measures. Introducing the stepped tariffs system of billing. Facilitate affordable and accessible insurance for emerging businesses and small-scale farming communities. Management & Institutional Measures: appoint a drought task team with a focus on establishing a multidisciplinary team of stakeholders and securing partnerships. Establish clear drought planning purposes and objectives. Societal Measures: capacitate rural & urban communities to identify areas where water losses and leakages can and do occur and provide an efficient reporting process. Develop awareness training and workshops in high-risk areas. Develop & inform communities of response actions to early warning systems.
6	**Water Pollution**	Physical planning: develop and maintain control measures for effective curbing of water pollution resulting from pollutants seeping into rusted galvanized iron pipes, and flood/underground seepage of human and material wastes. Engineering & construction measures: Economic measures: Providing incentives for environmentally sound behavior, raising revenue to help finance pollution control activities, and ensuring that water quality objectives are achieved at the least possible (overall) cost to society. Management & institutional measures: develop a Water Pollution Control Compliance on Construction Sites for Resident Engineers Policy. Ensure compliance with this policy. Adapting practices such as organic farming and integrated pest management could help protect waterways. Develop Wastewater discharge regulation. Societal measures: develop intervention projects pertaining to environmental hazards are often more sustainable if they address the driving forces behind pollution at the community level.
3	**Fire (Veld)**	Physical planning measures: Fire response team working close to fire-fighting equipment. Ensure on-going testing of firefighting equipment. Engineering & Construction measures: Ensure that infrastructure within the perimeter of the veldfire should be inspected for damage and repaired if necessary. Economic measures: address veld fires/wildfires related financial needs through operating budgets & forecast-based financing of risk reduction & preparedness measures in order to ensure that resources will respond quickly. Management & Institutional measures: Ensure designated management staff are available for veld fires/Wildfires response. Ensure that proactive fire management measures are undertaken as planned. Ensure standby operational on a roster

		basis. Establish agreements with a neighbouring estate whereby fires on the property are reported on the owner's behalf. Keep informed of fire weather conditions and forecasts. In terms of resources, fire response agreements should be in place either with neighbouring estates that have sufficient resources to respond or with a third-party agent. Societal measures: educate the public that open fires are only permitted in authorized fireplaces. Plan and make known escape routes for everyone on the ground and in the air. Restrict public access to the recently burnt areas if dangerous or ecologically sensitive. Post a lookout for danger and safety aspects.
7	**Illegal Uncontrolled Solid Waste Disposal**	Physical planning: good municipal solid waste management practices requires collection of critical information which is not just for keeping the records up to date but used effectively for taking corrective measures as well as proper planning for the future. Establishment of landfill sites as well as street bins distribution to minimize illegal solid waste dumping. Engineering & construction measures: investment for bulk infrastructure development for the establishment of regional waste disposal sites and bulk waste transfer stations within the district. Economic measures: Implement and ensure the user-pays principle applied for waste management. Management & institutional measures: ensure rules & regulations governing waste management are enforced at all times. Preparing & implementing an IWMP & development of a framework for IDPs & ensuring that IWMPs inform the IDP Process. Societal measures: establishment of waste minimisation programmes, environmental education, and awareness campaigns and workshops.

The Kouga Municipal Disaster Management Centre / Office must ensure that response and recovery plans and disaster risk reduction plans, programmes and projects are incorporated into IDP's, Spatial Development Frameworks, environmental management plans and other strategic developmental plans and initiatives in the Kouga Local Municipality and in the local municipalities in the district.

Strategic approach to disaster risk reduction

Strategic Disaster Risk Reduction

The dictionary defines a strategy as follows: "*A plan of action designed to achieve a long-term or overall aim. "Time to develop a coherent strategy" synonyms: master plan, grand design, game plan, plan of action, plan, policy, proposed action, scheme, blueprint, programme, procedure, approach, schedule."*

Disaster risk reduction, through proper planning and management is the new key driving principle in disaster management.

Disaster risk reduction is the concept and practice of reducing disaster risks through systematic efforts to analyse and manage the causal factors of disasters, including through reduced exposure to hazards, lessened vulnerability of people and property, wise management of land and the environment, and improved preparedness for adverse events.

Disaster risk reduction is therefore part of disaster management but does not focus primarily on (although it does link with) disaster response and recovery.

Disaster Risk Reduction should not be implemented in an isolated manner. It takes cognisance of international agreements and guidelines.

Disaster risk reduction is closely linked with sustainable development. Development projects should be informed by disaster risk reduction planning and activities.

Disaster risk reduction is influenced by several factors (such as climate change, economic and regional growth and development, capacity to implement planning, etc.) and the municipality has to think carefully and in new ways about effectively reducing its disaster risks.

The Kouga Local Municipal follows a priority strategic approach to disaster risk reduction. This strategy aims to achieve the following objectives:

To establish and incorporate the foundational guiding arrangements for disaster risk reduction in the Kouga Local Municipality.

To increase awareness and knowledge of disaster risk reduction methods and opportunities.

To inform the legal and institutional basis for efficient disaster risk reduction planning and implementation.

To contribute towards the inclusion of disaster risk reduction into development policy, programmes and projects.

To establish a strategic platform for public-private-sector co-operation in disaster risk reduction.

To contribute to community resilience against the threats and effects of disasters.

The success of this strategy will lie in its effective implementation and monitoring throughout the municipality. This can however only be achieved through co-operation and partnership between all stakeholders in disaster risk reduction.

The following factors are important to ensure the effectiveness of implementing the strategic goals and initiatives:

Political buy-in and support.

Strategic leadership by management.

Uniform standards supported by national policy and legislation.

Stakeholders and responsible agencies need to accept responsibility and be held accountable for neglecting responsibilities in terms of disaster risk reduction.

Capacity and awareness at local level.

Appropriate systems and technologies.

Private-sector support.

Optimising the use of resources: Using fewer resources to achieve more.

The involvement and co-operation of non-governmental role players and historical information, to be inter alia gathered through indigenous knowledge, is of paramount importance.

The Disaster Management Centre / Office must establish mechanisms to ensure integration and joint standards of practice in the execution of disaster management policy.

The following general principles guide the above goals:

Enhance and support advocacy on disaster risk reduction.

Work within current reality - optimising usage of existing resources and capacity, whilst awaiting additional funding and capacity, is very important.

Plan pro-actively and not re-actively for disaster risk reduction.

Adopt a more holistic approach to disaster risk reduction and building resilience. The ‘silos should be broken’ and all risk factors should be recognised and addressed holistically and in an integrated manner.

Utilise the historic indigenous knowledge of the people when disaster risks are assessed.

Utilise private sector advertisement funding to further disaster risk reduction advocacy and information sharing.

Communities need to understand the benefits from contributing to disaster risk reduction and support disaster risk reduction initiatives: Disaster risk reduction can save their lives and property.

Effective law enforcement is critical for disaster risk reduction.

Communities should be active participants in disaster risk assessments and disaster risk reduction planning and programmes.

Work, within the correct and sensitive protocols, with traditional leaders and Community-Based Organisations.

Maintain a balance when assigning resources between proactive and reactive measures.

Understand that national / regional programmes such as poverty reduction is mid to long-term goals, but disaster resilience should be built / enhanced within current reality as well. Poor and vulnerable people, communities and groups should be assisted to become more resilient within their current realities.

Cross-cutting considerations such as gender (for example, the value of utilising woman in disaster risk reduction), youth (sustainable disaster risk reduction starts with the children), people with disabilities, people with less access to facilities and risk transfer-mechanisms such as insurance, must be taken cognisance of in disaster risk reduction planning and initiatives.

Because disaster risks cannot be totally eliminated, the remaining economic risks need to be shared, spread or financed so that individual people, companies and communities are not forced into poverty or bankruptcy if a disastrous event occurs. Mechanisms for sharing or transferring risk are an important component of disaster risk reduction. At the national or district level, this can be achieved through the establishment of reserve funds, contingent credit arrangements, or purchase of offshore insurance or disaster bonds. These usually require supporting arrangements at international level through the private sector or multilateral banks. At local level, the insurance industry can become a partner in disaster risk reduction and communities can be encouraged (through incentives agreed upon with insurance companies) to ensure themselves against loss.

In terms of Section 26(g) of the Municipal Systems Act, Act 32 of 2000, a Municipality's IDP must contain a disaster management plan. Development projects in the Municipality, as contained in the Municipality's IDP, is thus interlinked with disaster management planning and activities. Risk reduction projects identified as part of disaster management planning, such as those identified in this plan and the contingency plans to be developed and risk assessments should be included into the Municipality and local Municipal IDPs.

Sarah Baartman District Municipality has defined strategic objectives in order to reach the overarching goal of developing more resilient communities in the Sarah Baartman Municipal Area. One of the objectives is to improve capacity of Local Municipalities to provide a timely and appropriate response to disasters complex emergencies, and other crises. The strategic objectives include the following:

Assisting Local Municipalities with the development of fire services plans for their areas;

Assisting each Local Municipality with the implementation of its fire services plan by rendering support with:

- Establishment of satellite fire stations in identified areas;
- Recruitment of fire fighters, reservists and/or volunteers;
- Restoration of fire hydrants district wide;
- Acquisition of fire/rescue vehicles, equipment and tools; and
- Training of fire officers, fire fighters, reservists and volunteers.

Lobbying for funding to assist local municipalities with implementation of their fire services plans;

Preparing business plans where necessary to secure funding; and

Make general public aware of the dangers of fires.

Protection of critical infrastructure

Critical infrastructure includes assets and networks, physical or virtual, which is essential for the functioning of a society and economy.

This infrastructure is found in the following sectors/areas:

- Energy
- Communications
- Transportation
- Health Systems
- Public Safety and Security
- Public Administration
- Financial Sector
- Educational Systems
- Water and Sewerage
- Agriculture and Food
- Chemicals and Hazardous Materials

Critical infrastructure in the Municipality should be pro-actively protected and a critical infrastructure protection plan need to be developed by the Municipality.

Chapter 6: Preparedness planning

Education, Training, Public Awareness and Research

Communication and stakeholder participation in disaster management in The Kouga Local Municipality was executed through a consultative process, initiated by the Sarah Baartman District Municipality disaster management function in conjunction with the Kouga Local Municipality.

The development of disaster management information is critical in ensuring that the community and all facets of the public and private sector are well informed and prepared for any disaster which may occur.

In order to give proper effect to preparedness planning, it is necessary that the local disaster management focal point “Disaster Management Centre / Office”, together with the District Disaster Management Centre, develops a plan of action which will engage all the departmental, community, traditional, private and commercial stakeholders. These stakeholders need to be trained in preparedness techniques.

These processes will include the development of disaster management information leaflets, training programmes, media and local-level meetings with disaster management role players, including non-governmental institutions (to be preferably invited / co-opted on the local disaster management committee) and the local traditional and community leaders, schools, clinics and communities.

Although the main responsibility to plan for, ensure budgeting and executing education, training and research (and the publication and communication of the results thereof) lies with the Kouga Local Municipality disaster management function and Municipal departments, organs of state and municipal entities will also address these elements pro-actively. This will be co-ordinated through to the Kouga Local disaster management function and the results communicated to the Eastern Cape Provincial Disaster Management Centre, National Disaster Management Centre and the local disaster management committee.

Training on disaster management in The Kouga Local Municipality will be in accordance with the National Disaster Management Framework and National Guidelines in this regard. Training can be of an accredited or non-accredited in nature. Practical, ‘hands-on’ training of The Kouga Local Municipality and local municipal disaster management officials need to be executed to ensure that at least the following capabilities have been efficiently established in the Kouga Local Municipality disaster management function:

Public Awareness: Public Awareness campaigns are ongoing
Education: to have brochures, talks and presentation for disaster management for schools

Training: training of staff on emergency evacuation and ensuring that emergency evacuation takes place at schools
Integrating all of the above into an effective the Kouga Local Disaster Management operation.

Communication and stakeholder participation in disaster management in the Kouga Local Municipality is executed through a consultative process, education and public awareness, initiated by the Kouga Local Municipality disaster management function. These processes include the development of disaster management information leaflets, training programmes, media and local-level meetings with disaster management role players, including non-governmental institutions (to be preferably invited / co-opted on the local disaster management committee) and the local traditional and community leaders, schools, clinics and communities.

Disaster management actions and initiatives, such as results of important meetings and new projects, will be communicated to the communities via media or otherwise.

The Kouga Local Disaster Management and Sarah Baartman Disaster Management will formulate and implement appropriate disaster management public awareness programmes that are aligned with the national disaster management public awareness strategy and will play an active part in engaging schools to ensure a practical approach to education and awareness programmes.

School level disaster management awareness programmes in The Kouga Local Municipality will be conducted, assessed and adapted on an annual basis. Community resilience-building is crucial and a first capacity-building priority is the consultative development of a uniform approach to community-based risk assessment for municipalities and non-governmental and community-based organisations throughout The Kouga Local Municipality this will contribute considerably to forge links between disaster risk reduction and development planning in disaster-prone areas and communities.

Information Management and Communication

The Kouga Local Municipality will adhere to the *Integrated Information Management and communication model* as contained in the National Disaster Management Framework, summarised below:

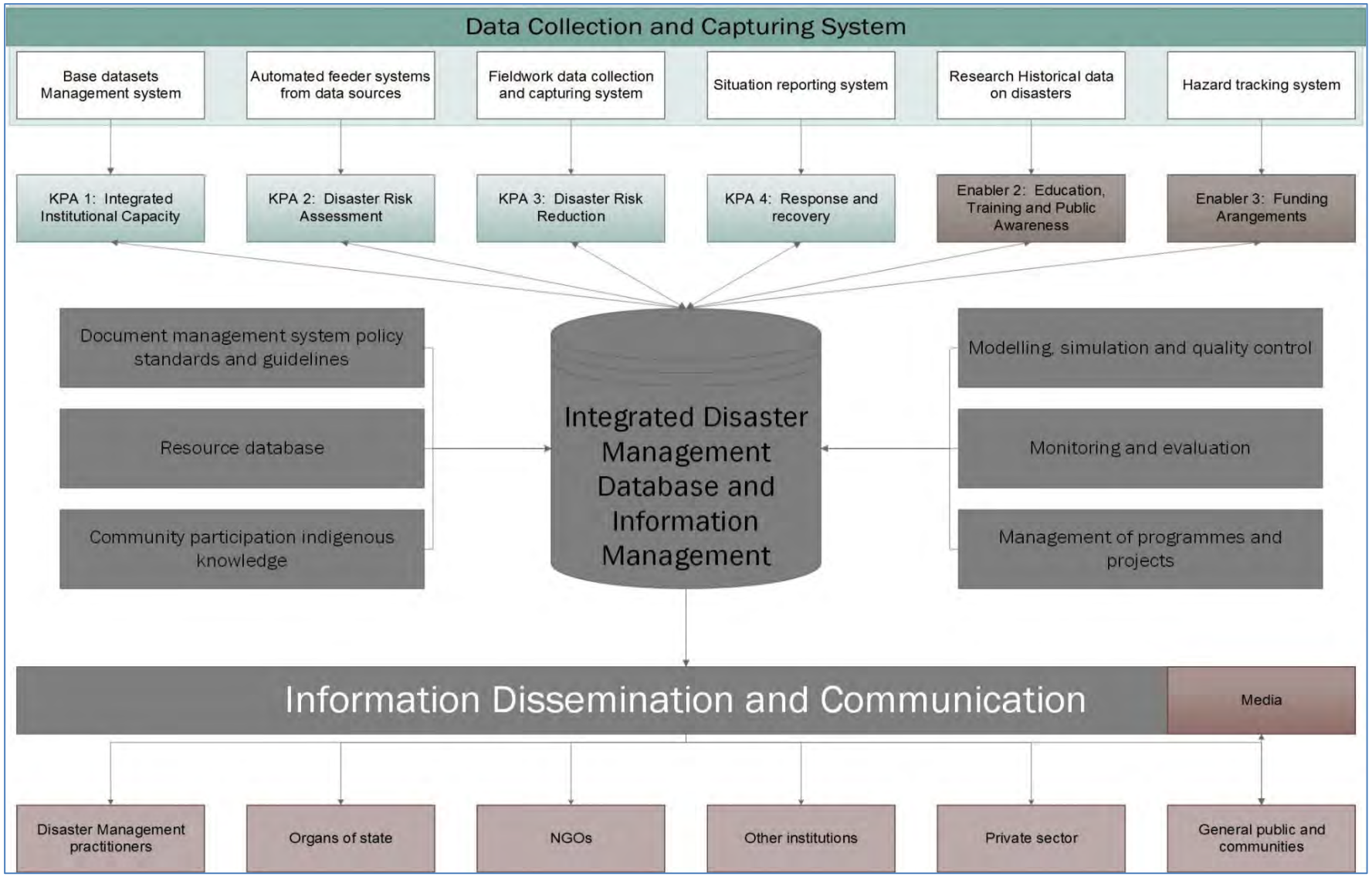


Figure Error! No text of specified style in document.**9: Model of an Integrated Information Management and Communication System for Disaster Risk Management**

Effective communication is paramount to effective disaster management planning and implementation. Each stakeholder's communication, dispatching and other procedural arrangements are governed by its functional role and its related standard operating procedures. Details of specific disaster incident communication protocols are contained in the disaster contingency plans, where such details are required.

Communication during a disaster or major incident needs to be fast and require the provisioning of accurate information. Designated resources that would be favourably positioned to convey messages and collect information would be communications officers (emergency control centre) who would act as a communication and information coordinating hub and municipal representatives who would be in familiar with and trusted by local communities.

The involvement of communities is becoming more prominent to ensure resilience and sustainability.

At the heart of participative strategies is the requirement for a sustainable municipal representative that communities will trust and allow should meetings be held for capacity building or information dissemination.

The nature of communication and information management before an incident is largely gathering and making information available regarding the incident. During the incident it is critical to maintain situational awareness and understanding. In order to fulfil this requirement speed of delivery, accessibility and accuracy is very important. SMSs, direct phone calls and even two-way radios are preferred mechanisms. After an incident the coordination of recovery actions would need to take place. For this purpose, emails and meetings would be sufficient.

Early warning systems

The Kouga Local Disaster Management Centre / Office must ensure the technical identification and monitoring of prevailing hazards and must prepare and issue hazard warnings of significance to the municipality and inform the District Disaster Management Unit. The Kouga Local Disaster Management Centre / Office must develop and implement communication mechanisms and strategies to ensure that such warnings are disseminated immediately to reach at-risk communities, areas and developments as speedily as possible. The Kouga Local Disaster Management Centre / Office must identify and establish strategic inter sectoral, multi-disciplinary and multi-agency communication mechanisms and must ensure that such communication mechanisms are accessible to at-risk communities and areas in the district.

The Kouga Local Disaster Management Centre / Office must facilitate the development of a communication plan for the district which must be documented.

Early warning through normal functioning

In cases where a hazard is encountered and has the potential to develop into a disaster, it is important that appropriate actions are taken. This can include:

- Initiation of preventative or mitigation measures;
- Awareness to create a broader understanding within the public sector and within government sectors; and
- Using reporting structures/channels so that details of identified hazards, that have the potential to lead to disasters are appropriately communicated to relevant stakeholders.

This is a continuous process and will be enhanced by a greater understanding of disaster management throughout the municipality. However, in order to give effect to the above, it would be necessary to incorporate disaster risk reduction into all activities, projects, and development plans in the municipality.

This means that when there is a need for communication with the Inter-governmental Committee when an early warning or disaster hazards are identified/discovered so that the proper attention can be given to the

warning/hazard. It is only when Early Warning/hazard becomes mainstreamed as part of disaster risk reduction that the true benefit will emerge, and disaster gain made.

There is a need for Early Warning of disaster hazards to be communicated to all sectors (various departments within the municipality). It is only when these are ingrained into the fabric of the employee's functions that proper Early Warning notices can be communicated to decision-makers.

Early Warning as a result of participation in Provincial Disaster Management Advisory Forum

Kouga has an established Disaster Management Advisory Forum that meets at least once every quarter.

As a result, they are provided with information of risks that affect other municipalities and stakeholders. Risks that negatively impact on the municipality must be addressed proactively by the Inter-governmental Committee.

South African Weather Services

SAWS has an extremely important Early Warning function due to the high percentage of disasters that are weather related

Impact based Early Warning

The current traditional Severe Weather Warning System (SWWS) in South Africa issues warnings based on weather related thresholds. Typically, such warnings could be of "heavy rain with more than 50 mm in 24 hours". This warning has no real meaning in a local area where only 30 mm, or another area where more than 100 mm of rainfall is required to cause flash flooding that could close bridges or flood properties. An Impact-based (ImpB) Early Warning System (EWS) is not based on weather thresholds, but rather on increasing severity levels of impact, considering the localised socio-economic vulnerability to distinguish between less severe and more severe events.

Currently SAWS is still issuing the traditional threshold warnings as the ImpB EWS is still being piloted/tested while the dissemination tools are being put in place so that the ImpB Warnings can be issued seamlessly.

To fully implement ImpB Warnings there will be a need for Local Municipalities to provide information on the impacts that could be expected for their various mandates.

This information is of utmost importance for the Kouga municipality given the prioritised hazards in the municipality include drought and flood, which are weather-related.

Fire Danger Index

In order for SAWS to comply with the legislative requirements of, for example, the Veld and Forest Fire Act (refer to Chapter 2), it monitors the current and predicted state of the Fire Danger Index (FDI) across South Africa on a daily basis and issues predictions based on the expected future state of FDI over the next few days. As per the requirements of the Veld and Forest Fire Act, the public are furnished with a basic indication (in a binary yes/no sense) whether there is expected to be an "extremely dangerous" level of FDI. For more specialised users, such as NDMC, PDMC, Agriculture and Forestry (forest/plantation managers), SAWS issues more detailed information.

The SAWS make use of Lowveld Fire Index when generating Fire Danger Index (FDI)-related watches and warnings for South Africa. As such, the FDI formula makes use of four (4) basic meteorological parameters, namely: (a) surface (@2m) air temperature (b) relative humidity (%) (c) surface wind speed (@10m) as well as (d) the "antecedent rainfall" occurring over a 21 day period, prior to the current time. When the calculated

FDI meets or exceeds 75 (the lower threshold for the “extremely dangerous” category an FDI warning will be generated and distributed to various media (printed, social media, TV, radio, electronic).”

The FDI forms part of televised weather bulletins and provide valuable information to not only the fire services fraternity but also to law enforcement and the public. Within the Cape Province and other areas this has been used most significantly to ensure that the fire services are properly prepared to deal with the fire hazards as these can quickly get out of control, especially on very hot and windy days. While the public are able to participate in ensuring that the risk of fire in hazardous areas is reduced by not having open flames on days which a high fire index.

It is also through a system of Early Warning that disaster risks can be reduced, and preparedness and mitigation measures implemented.

This is beneficial for Kouga Local Municipality due to the fire risks in the municipality.

Early Warning planning

As Kouga Municipality is in the process of developing a Level 2 DMP the Early Warning Planning will be in line with the disaster risk assessment and this will further enable the Municipality to develop more focused early warning mechanisms. As a result, this will enable planning for high level risk. This will also impact the dissemination of warnings and appropriate reactions within the municipality as well as the neighbouring municipalities. Also, important as part of the expansion and improvement of early warning mechanisms is the inclusion of understanding and interpretation of early warning in awareness programmes so the end user receiving the warning is able to interpret the message correctly.

Contingency planning

In terms of sections 52 and 53 of the Disaster Management Act, Act 57 of 2002, (the Act) each municipality and municipal organ of state must draft disaster management plans for their area.

“52. Preparation of disaster management plans by municipal organs of state other than municipalities.—
(1) Each municipal organ of state other than a municipality must—

(a) conduct a disaster risk assessment for its functional area;

(b) identify and map risks, areas, ecosystems, communities and households that are exposed or vulnerable to physical and human- induced threats;

(c) prepare a disaster management plan setting out—

(i) the way in which the concept and principles of disaster management are to be applied in its functional area, including expected climate change impacts and risks for that municipal entity or administrative unit;

(ii) its role and responsibilities in terms of the national, provincial or municipal dis- aster management framework;

(iii) its role and responsibilities regarding emergency response and post-disaster recovery and rehabilitation;

(iv) its capacity to fulfil its role and responsibilities;

(v) particulars of its disaster management strategies;

(vi) contingency strategies and emergency procedures in the event of a disaster, including measures to finance these strategies; .

(vii) specific measures taken to address the needs of women, children, the elderly and persons with disabilities during the disaster management process;

(d) co-ordinate and align the implementation of its plan with those of other organs of state and institutional role-players;

(e) provide measures and indicate how it will invest in disaster risk reduction and climate change adaptation, including ecosystem and community-based adaptation approaches;

(f) develop early warning mechanisms and procedures for risks identified in its functional area; and

(g) regularly review and update its plan."

To clarify this further it is important to understand the definition of a "municipal organ of state" as defined in the Disaster Management Act no 57 of 2002: "*municipal organ of state" means—*

(a) a municipality;

(b) a department or other administrative unit with- in the administration of a municipality, including an internal business unit referred to in section 76 (a) (ii) of the Local Government: Municipal Systems Act, 2000; or

(c) a municipal entity;"

The District Disaster Management Centre / Unit is therefore responsible for the application of the Act, however, the local disaster management office must assist in the provision of guidance to municipal departments, local municipalities and other municipal entities as indicated above are primarily responsible, and can be held liable for their Disaster Management Plans.

In terms of section 54 of the Act, a Municipality must deal with a local disaster through existing legislation and contingency arrangements, even if a local state of disaster is not declared.

In terms of the National Disaster Management Framework, contingency planning is defined as follows:

"The forward planning process for an event that may or may not occur, in which scenarios and objectives are agreed, managerial and technical actions defined, and potential response systems put in place to prevent, or respond effectively to, an emergency situation."

Contingency plans for all major disaster risks will be developed.

The Kouga Local Municipality have developed hazard specific contingency plans for:

Seasonal preparedness plan that is updated yearly

Planning Calendar

There is a seasonal nature to a many hazards and events. Examples of these are grass or veld fires that predominantly happen in winter, and events such as the Major Events The Kouga Local Disaster Management Centre / Office should keep a "Planning Calendar" for such events that can be reviewed and ensure update planning is completed on an annual basis.

Funding arrangements

Funding arrangements for disaster management are specified in the National Disaster Management Framework as indicated below and these guidelines will be followed in the municipality.

Table 8: Funding Arrangements for Disaster Management

ACTIVITY	FUNDING SOURCE	FUNDING MECHANISM
Start-up activities (KPA 1, Enabler 1)	National government	Conditional grant for local government – district and metropolitan municipalities, where
		Conditional grant for provinces with counter-funding component1
		Budget of national departments
Disaster risk management ongoing operations (KPAs 2 and 3)	National and provincial government	Own departmental budgets
	New assignment to local government	Increase in the I (Institutional) component of the equitable share of local government
Disaster risk reduction (KPAs 2 and 3)	National departments	Own budgets
	Provincial departments	Own budgets but can be augmented by application for funding to the NDMC for special national
	District municipalities	Own budgets but can be augmented by application for funding to the NDMC for special national
	In the case of low-capacity, resource-poor municipalities2	Additional funding released from the NDMC targeted at these categories of municipalities
Response, recovery and rehabilitation and reconstruction efforts (KPA 4)	National government	Own budget for those departments frequently affected by disasters
		Access to central contingency funds
		Reprioritise within capital budgets for infrastructure reconstruction
	Provincial government	Own budget, particularly for those departments frequently affected by disasters
		Conditional infrastructure grants
		Access to central contingency fund once threshold is exceeded on a matching basis
		Reprioritize within capital budget for infrastructure reconstruction
	Local government	Access to central contingency fund once threshold is exceeded
		Conditional infrastructure grant, i.e. Municipal Infrastructure Grant (MIG)
Education, training and capacity-building programmes (Enabler 2)	All spheres of government	Own budgets and reimbursement through
		Public awareness programmes and research activities can also be funded through the private sector, research foundations, NGOs

Section 7.6.2 of the NDMF states that *"Cost expenditure on routine disaster management activities must be funded through the budgets of the relevant organs of state. Preparedness must be funded through the budgets of national, provincial and local organs of state as part of their routine disaster management activities".*

Considering the above it is evident that the municipality must fund and implement disaster management from their own budgets.

Funding of Post-Disaster Recovery and Rehabilitation

In the case of post-disaster recovery and rehabilitation, section 56 of the Act states:

"56. Guiding principles (1) This Chapter is subject to sections 16 and 25 of the Public Finance Management Act, 1999, which provide for the use of funds in emergency situations.

(2) When a disaster occurs, the following principles apply:

(a) National, provincial and local organs of state may financially contribute to response efforts and post-disaster recovery and rehabilitation.

(b) The cost of repairing or replacing public sector infrastructure should be borne by the organ of state responsible for the maintenance of such infrastructure."

Procurement of Essential Goods & Services

To understand the importance of this it should be viewed in context

Section 53(2) of the Disaster Management Act states the following:

"(2) A disaster management plan for a municipal area must—

(a) form an integral part of the municipality's integrated development plan;

(b) anticipate the types of disaster that are likely to occur in the municipal area and their possible effects;

(c) place emphasis on measures that reduce the vulnerability of disaster-prone areas, communities and households;

(d) seek to develop a system of incentives that will promote disaster management in the municipality;

(e) identify the areas, communities or households at risk;

(f) take into account indigenous knowledge relating to disaster management;

(g) promote disaster management research;

(h) identify and address weaknesses in capacity to deal with possible disasters;

(i) provide for appropriate prevention and mitigation strategies;

(j) facilitate maximum emergency preparedness; and

(k) contain contingency plans and emergency procedures in the event of a disaster, providing for—

(i) the allocation of responsibilities to the various role-players and co-ordination in the carrying out of those responsibilities;

(ii) prompt disaster response and relief;

(iii) the procurement of essential goods and services;

(iv) the establishment of strategic communication links;

(v) the dissemination of information; and

(vi) other matters that may be prescribed."

Kouga Local Municipality must have an emergency procedures for the procurement of essential goods and services.

Section 55(2) states the following:

"(2) If a local state of disaster has been declared in terms of subsection (1), the municipal council concerned may, subject to subsection (3), make by-laws or issue directions, or authorise the issue of directions, concerning—

(a) the release of any available resources of the municipality, including stores, equipment, vehicles and facilities;

(b) the release of personnel of the municipality for the rendering of emergency services;

(c) the implementation of all or any of the provisions of a municipal disaster management plan that are applicable in the circumstances;

(d) the evacuation to temporary shelters of all or part of the population from the disaster- stricken or threatened area if such action is necessary for the preservation of life;

(e) the regulation of traffic to, from or within the disaster-stricken or threatened area;

(f) the regulation of the movement of persons and goods to, from or within the disaster- stricken or threatened area;

(g) the control and occupancy of premises in the disaster-stricken or threatened area;

(h) the provision, control or use of temporary emergency accommodation;

(i) the suspension or limiting of the sale, dispensing or transportation of alcoholic beverages in the disaster-stricken or threatened area;

(j) the maintenance or installation of temporary lines of communication to, from or within the disaster area;

(k) the dissemination of information required for dealing with the disaster;

(l) emergency procurement procedures;

(m) the facilitation of response and post-disaster recovery and rehabilitation; or

(n) other steps that may be necessary to prevent an escalation of the disaster, or to alleviate, contain and minimise the effects of the disaster."

Kouga Local Municipality in conjunction with the District may, when a local state of disaster has been declared, make by-laws or issue directions, or authorise the issue of directions, concerning emergency procurement procedures.

It should be noted that procurement of essential goods and services should take place during all stages of disaster management, including disaster risk reduction, response and recovery.

Procurement for disaster risk reduction will happen in accordance with the relevant legislation and Kouga Local Municipality procurement policies and procedures. Procurement for disaster recovery and reconstruction will happen in accordance with section 56 of the Act.

Emergency procurement during a disaster and for disaster relief will take place in accordance with Section 55 of the Act.

The contingency arrangements for emergency procurement should a local state of disaster not be declared will be as follows:

The Disaster Management Centre / Office to be informed of any emergency procurement requirements during a disaster or major incident;

The Director Community Services will have access to the Municipal Manager to request emergency procurement in the required format;

The Municipal Manager will urgently attend the approvals for the emergency procurement.

Chapter 7: Response

Immediate and effective response

To clarify this, it is important to take note of first section in the Disaster Management Act, 57 of 2002. The purpose of the Act states the following:

"To provide for—

an integrated and co-ordinated disaster management policy that focuses on preventing or reducing the risk of disasters, mitigating the severity of disasters, emergency preparedness, rapid and ***effective response*** *to disasters and post-disaster recovery and rehabilitation;*
the establishment and functioning of national, provincial and municipal disaster management centres;
disaster management volunteers; and
matters incidental thereto."

What constitutes an integrated, co-ordinated, rapid and effective response? This can only be achieved through planning, implementation and exercise. A Technical Advisory Committee will be appointed by the Kouga Local Advisory Forum. A response policy will be drafted. This document must address amongst other factors the following:

Effective communication
Who is in command?
Co-ordination of response
Roles and Responsibilities

Section 54 of the Disaster Management Act states the following:

"54. Responsibilities in event of local disaster.—

(1) Irrespective of whether a local state of disaster has been declared in terms of section 55—

(a) the council of a metropolitan municipality is primarily responsible for the co-ordination and management of local disasters that occur in its area; and

(b) the council of a district municipality, acting after consultation with the relevant local municipality, is primarily responsible for the co- ordination and management of local disasters that occur in its area.

(2) A district municipality and the relevant local municipality may, despite subsection (1) (b), agree that the council of the local municipality assumes primary responsibility for the co-ordination and management of a local disaster that has occurred or may occur in the area of the local municipality.

(3) The municipality having primary responsibility for the co-ordination and management of a local disaster must deal with a local disaster—

(a) in terms of existing legislation and contingency arrangements, if a local state of disaster has not been declared in terms of section 55 (1); or

(b) in terms of existing legislation and contingency arrangements as augmented by by-laws or directions made or issued in terms of section 55 (2), if a local state of disaster has been declared."

Each of the departments involved have specific response and/or recovery roles and functions, which includes the following generic requirements.

The Departmental Heads: must ensure that Disaster Risk Management Plans are compiled and maintained within their respective departments, with specific reference to the following:

Compilation of pro-active departmental disaster risk management programmes to support disaster risk reduction;

Compilation of reactive departmental disaster management plans to ensure service continuation during emergency/disaster situations;

Submit departmental disaster management plans to the Head of Disaster Management and ensure regular review of such plans; and

Provide a representative at the Disaster Operations Centre if this has been activated.

Section 55 of the Disaster Management Act stipulates the following:

"*55. Declaration of local state of disaster.—*

(1) In the event of a local disaster the council of a municipality having primary responsibility for the co-ordination and management of the disaster may, by notice in the Provincial Gazette, declare a local state of disaster if—

(a) existing legislation and contingency arrangements do not adequately provide for that municipality to deal effectively with the disaster; or

(b) other special circumstances warrant the declaration of a local state of disaster.

(2) If a local state of disaster has been declared in terms of subsection (1), the municipal council concerned may, subject to subsection (3), make by-laws or issue directions, or authorise the issue of directions, concerning—

(a) the release of any available resources of the municipality, including stores, equipment, vehicles and facilities;

(b) the release of personnel of the municipality for the rendering of emergency services;

(c) the implementation of all or any of the provisions of a municipal disaster management plan that are applicable in the circumstances;

(d) the evacuation to temporary shelters of all or part of the population from the disaster- stricken or threatened area if such action is necessary for the preservation of life;

(e) the regulation of traffic to, from or within the disaster-stricken or threatened area;

(f) the regulation of the movement of persons and goods to, from or within the disaster- stricken or threatened area;

(g) the control and occupancy of premises in the disaster-stricken or threatened area;

(h) the provision, control or use of temporary emergency accommodation;

(i) the suspension or limiting of the sale, dispensing or transportation of alcoholic beverages in the disaster-stricken or threatened area;

(j) the maintenance or installation of temporary lines of communication to, from or within the disaster area;

(k) the dissemination of information required for dealing with the disaster;

(l) emergency procurement procedures;

(m) the facilitation of response and post-disaster recovery and rehabilitation; or

(n) other steps that may be necessary to prevent an escalation of the disaster, or to alleviate, contain and minimise the effects of the disaster.

(3) The powers referred to in subsection (2) may be exercised only to the extent that this is necessary for the purpose of—

(a) assisting and protecting the public;

(b) providing relief to the public;

(c) protecting property;

(d) preventing or combating disruption; or

(e) dealing with the destructive and other effects of the disaster.

(4) By-laws made in terms of subsection (2) may include by-laws prescribing penalties for any contravention of the by- laws.

(5) A municipal state of disaster that has been declared in terms of subsection (1)—

(a) lapses three months after it has so been declared;

(b) may be terminated by the council by notice in the Provincial Gazette before it lapses in terms of paragraph (a); and

(c) may be extended by the council by notice in the Provincial Gazette for one month at a time before it lapses in terms of paragraph (a) or the existing extension is due to expire."

The Kouga Local Disaster Management Centre / Office will draft these bylaws in conjunction with Sarah Baartman District to ensure continuity in the District and have them approved with the provision that they should only be valid if a State of Disaster has been declared.

Declaration of a state of disaster

There are a number of sections in Act 57 of 2002 as amended Act 16 of 2015 that contains stipulations that affects the declarations of a Disaster. These sections include:

Section 2. Instances where the Disaster Management Act does not apply;
Section 23. Classification and recording of Disasters. When is a Disaster a:
- Local Disaster
- Provincial Disaster
- National Disaster

Section 27. Declaration of a National state of Disaster
Section 35. Disaster occurring or threatening to occur in provinces
Section 41. Declaration of Provincial state of Disaster
Section 49. Disasters occurring or threatening to occur in municipal areas
Section 55. Declaration of a local state of Disaster

It is important to note that none of these sections can be applied in isolation and cognisance should be taken of all these sections during the declaration of a Disaster. The following section highlights these stipulations that are more applicable to declaring a Local state of Disaster.

Section 2. Instances where the Disaster Management Act does not apply

"2. Application of Act. (1) This Act does not apply to an occurrence falling within the definition of "disaster" in section 1—

(a) if, and from the date on which, a state of emergency is declared to deal with that occurrence in terms of the State of Emergency Act, 1997 (Act No. 64 of 1997); or

(*b) to the extent that that occurrence can be dealt with effectively in terms of other national legislation—*

(i) aimed at reducing the risk, and addressing the consequences, of occurrences of that nature; and

(ii) identified by the Minister by notice in the Gazette.

(2) The Minister may, in consultation with Cabinet members responsible for the administration of national legislation referred to in subsection (1) (b), issue guidelines on the application of that subsection.

(3) Where provincial legislation regulating disaster management in a province is inconsistent with this Act, this Act prevails over the provincial legislation subject to section

146 of the Constitution."

Section 23. Classification and Recording of Disasters

"23. Classification and recording of disasters.

(1) When a disastrous event occurs or threatens to occur, the National Centre must, for the purpose of the proper application of this Act, determine whether the event should be regarded as a disaster in terms of this Act, and if so, the National Centre must immediately—

(a) assess the magnitude and severity or potential magnitude and severity of the disaster;

(b) classify the disaster as a local, provincial or national disaster in accordance with subsections (4), (5) and (6);

(bA) inform the relevant provincial disaster management centre of the decision on the classification of the disaster made in terms of para- graph (b); and

(c) record the prescribed particulars concerning the disaster in the prescribed register.

(2) When assessing the magnitude and severity or potential magnitude and severity of a disaster, the National Centre—

(a) must consider any information and recommendations concerning the disaster received from a provincial or municipal disaster management centre in terms of section 35 or 49; and

(b) may enlist the assistance of an independent assessor to evaluate the disaster on site.

(3) The National Centre may reclassify a disaster classified in terms of subsection (1) (b) as a local, provincial or national disaster at any time after consultation with the relevant provincial or municipal disaster management centres, if the magnitude and severity or potential magnitude and severity of the disaster is greater or lesser than the initial assessment.

(4) A disaster is a local disaster if—

(a) it affects a single metropolitan, district or local municipality only; and

(b) the municipality concerned, or, if it is a district or local municipality, that municipality either alone or with the assistance of local municipalities in the area of the district municipality is able to deal with it effectively.

(5) A disaster is a provincial disaster if—

(a) it affects—

(i) more than one metropolitan or district municipality in the same province; or

(ii) a single metropolitan or district municipality in the province and that metropolitan municipality, or that district municipality with the assistance of the local municipalities within its area, is unable to deal with it effectively; and

(b) the province concerned is able to deal with it effectively.

(6) A disaster is a national disaster if it affects—

(a) more than one province; or

(b) a single province which is unable to deal with it effectively.

(7) Until a disaster is classified in terms of this section, the disaster must be regarded as a local disaster.

(8) The classification of a disaster in terms of this section designates primary responsibility to a particular sphere of government for the co-ordination and management of the disaster, but an organ of state in another sphere may assist the sphere having primary responsibility to deal with the dis- aster and its consequences."

Section 49. Disasters occurring or threatening to occur in Municipal Areas

"49. Disaster occurring or threatening to occur in municipal areas.—

(1) When a disastrous event occurs or is threatening to occur in the area of a municipality, the disaster management centre of the municipality concerned must determine whether the event should be regarded as a disaster in terms of this Act, and, if so, must immediately—

(a) initiate efforts to assess the magnitude and severity or potential magnitude and severity of the disaster;

(b) inform the National Centre and the relevant provincial disaster management centre of the disaster and its initial assessment of the magnitude and severity or potential magnitude and severity of the disaster;

(c) alert disaster management role-players in the municipal area that may be of assistance in the circumstances; and

(d) initiate the implementation of any contingency plans and emergency procedures that may be applicable in the circumstances.

(2) When informing the National Centre and the relevant provincial disaster management centre in terms of subsection (1) (b), the municipal disaster management centre may make such recommendations regarding the classification of the disaster as may be appropriate."

Section 55. Declaration of a Local State of Disaster

"55. Declaration of local state of disaster.—

(1) In the event of a local disaster the council of a municipality having primary responsibility for the co-ordination and management of the disaster may, by notice in the Provincial Gazette, declare a local state of disaster if—

(a) existing legislation and contingency arrangements do not adequately provide for that municipality to deal effectively with the disaster; or

(b) other special circumstances warrant the declaration of a local state of disaster.

(2) If a local state of disaster has been declared in terms of subsection (1), the municipal council concerned may, subject to subsection (3), make by-laws or issue directions, or authorise the issue of directions, concerning—

(a) the release of any available resources of the municipality, including stores, equipment, vehicles and facilities;

(b) the release of personnel of the municipality for the rendering of emergency services;

(c) the implementation of all or any of the provisions of a municipal disaster management plan that are applicable in the circumstances;

(d) the evacuation to temporary shelters of all or part of the population from the disaster- stricken or threatened area if such action is necessary for the preservation of life;

(e) the regulation of traffic to, from or within the disaster-stricken or threatened area;

(f) the regulation of the movement of persons and goods to, from or within the disaster- stricken or threatened area;

(g) the control and occupancy of premises in the disaster-stricken or threatened area;

(h) the provision, control or use of temporary emergency accommodation;

(i) the suspension or limiting of the sale, dispensing or transportation of alcoholic beverages in the disaster-stricken or threatened area;

(j) the maintenance or installation of temporary lines of communication to, from or within the disaster area;

(k) the dissemination of information required for dealing with the disaster;

(l) emergency procurement procedures;

(m) the facilitation of response and post-disaster recovery and rehabilitation; or

(n) other steps that may be necessary to prevent an escalation of the disaster, or to alleviate, contain and minimise the effects of the disaster.

(3) The powers referred to in subsection (2) may be exercised only to the extent that this is necessary for the purpose of—

(a) assisting and protecting the public; (b) providing relief to the public;

(c) protecting property;

(d) preventing or combating disruption; or

(e) dealing with the destructive and other effects of the disaster.

(4) By-laws made in terms of subsection (2) may include by-laws prescribing penalties for any contravention of the by- laws.

(5) A municipal state of disaster that has been declared in terms of subsection (1)—

(a) lapses three months after it has so been declared;

(b) may be terminated by the council by notice in the Provincial Gazette before it lapses in terms of paragraph (a); and

(c) may be extended by the council by notice in the Provincial Gazette for one month at a time before it lapses in terms of paragraph (a) or the existing extension is due to expire".

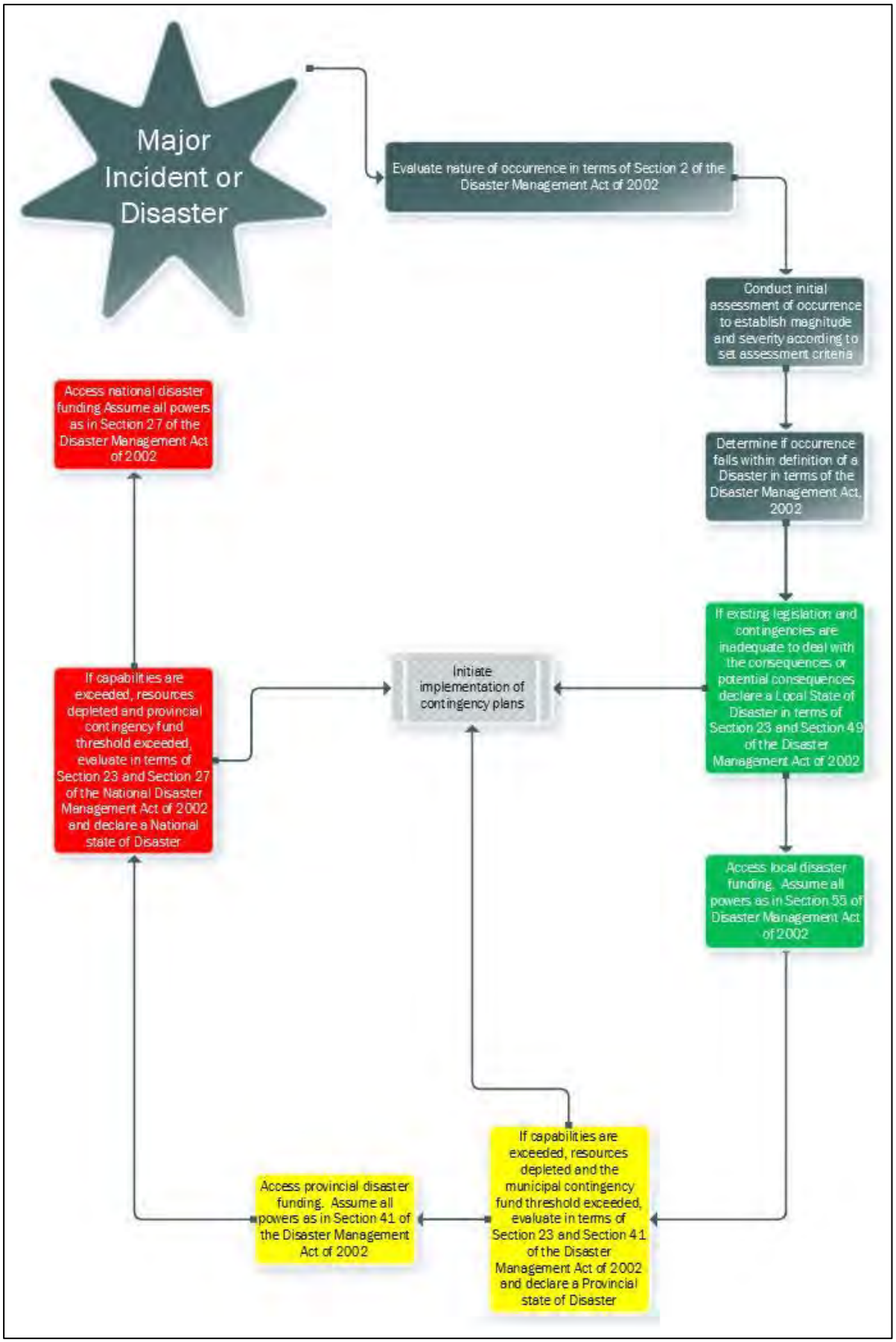


Figure 10: Process of Declaration of States of Disaster

The internal process following during declaration of a disaster is summarised below:

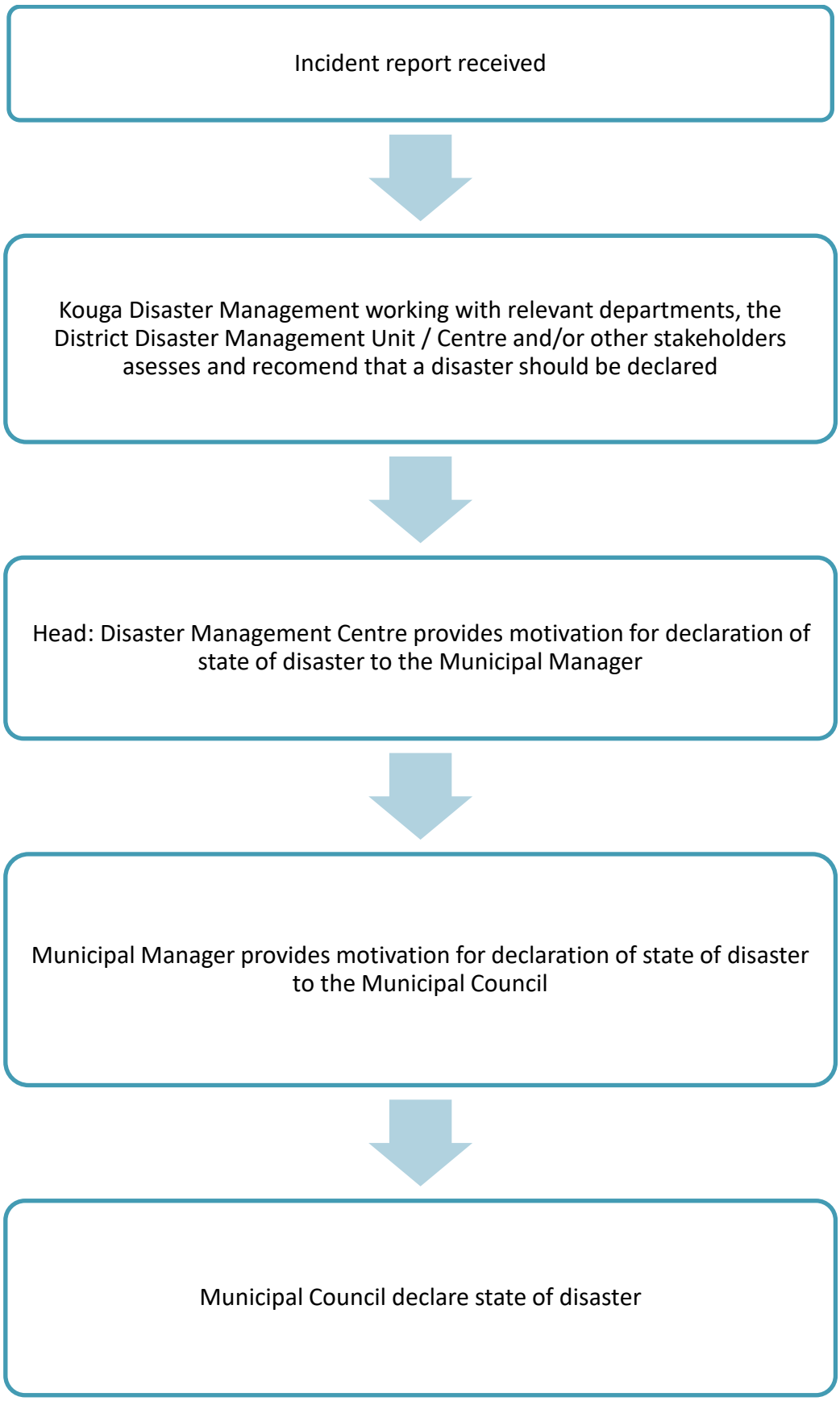


Figure 11: Internal Process Following During Declaration of a Disaster

Disaster relief

The National Disaster Management Framework defines Relief as follows:

"The provision of assistance or intervention during or immediately after a disaster to meet the life preservation and basic subsistence needs of those people affected. It can include the provision of shelter, food, medicine, clothing, water, etc."

The Kouga Local Disaster Management Centre / Office will establish a Technical Task Team to formulate a Disaster Relief Strategy which will inter alia address the following matters:

Database of resources
Manpower & resource contingencies
Effective needs assessments
Education as part of relief provision and sustainable relief provision, linking to prevention/mitigation
Relief protocols, including communication
Emergency kits
Venues for relief
Relief reporting
Funding & procurement

Chapter 8: Recovery

Post disaster impact assessments

After a disaster, the following disaster impact assessment activities will be undertaken, including an impact analysis relating to:

Direct and indirect impact on communities;
Social impact;
Agricultural impact;
Infrastructural impact, including critical infrastructure;
Environmental impact; and
Economic impact.

Logistics

Whether during disaster response, or while implementing mitigation activities, the basic task of a logistics system is to deliver the appropriate supplies, in good condition, in the quantities required, and at the place and time they are needed. The type of supplies or goods transported in the specific logistical system will be influenced by the operation and activities supported by the logistical system, for example, if the aim is emergency relief, the good might include food or shelter items; while, if a reconstruction or rehabilitation initiative is implemented, the goods transported might include equipment, or construction material. Therefore, irrespective of the disaster phase for which the logistical system is required and implemented (prevention, mitigation, response, recovery), some general considerations can be identified.

The aim of this section is to provide an overview of a general logistical system, and to provide guidance on conducting planning for logistical support during disaster mitigation activities.

Role of Logistics in Mitigation Activities

For the purpose of this discussion, Mitigation activities will be considered to include components such as Preparedness, Recovery and Reconstruction. Mitigation activities can generally also be grouped into two

levels, namely structural and non-structural. Structural measures refer to any physical construction to reduce or avoid possible impacts of hazards, which include engineering measures and construction of hazard-resistant and protective structures and infrastructure. Non-structural measures refer to policies, awareness, knowledge development, public commitment, and methods and operating practices, including participatory mechanisms and the provision of information, which can reduce risk and related impacts. In terms of logistical systems in support of mitigation activities, and in line with the above-mentioned definition, the aim of mitigation logistics will be to ensure appropriate mitigation related supplies or goods, in good condition, in the quantities required, are available at the place and time they are needed in order to implement preparedness, recovery and reconstruction activities. These items can include, amongst others:

- Equipment
  - Construction (Concrete Mixers and Pumps, Scaffolding, Construction Plant, Earthwork Machinery, etc.)
  - Communication and Information Technology (Radio broadcasting, receiving, Cabling, Networks, Servers, etc.)
    - Office Equipment (Computer, Photocopiers, Printers, Plotters, etc.)
- Tools
  - (Power tools, Hand tools, Cleaning tools, Machine tools, Measuring tools, Surveying tools, Electrical, Kitchen, etc.);
- Furniture
  - (Desks, tables, chairs, beds, etc.);
- Vehicles
  - (Air, Land, Water vehicles) (Freight transport, People carriers, Medical vehicles, communication vehicles, etc.);
- Construction Material
  - (Wood, Metals, Stone, Water, etc.);
- Food Material;
- Human Resources
  - (Specialists, support staff, construction workers, field workers, disaster victims, etc.); and
- Disaster Waste. Solid and liquid waste generated from a disaster, including
  - Concrete, steel, wood, clay and tar elements from damaged buildings and infrastructures;
  - Parts from the power and telephone grids such as electrical poles, wire, electronic equipment, transformers;
  - Parts from water and sewage distribution systems;
  - Natural debris such as clay, mud, trees;
  - Chemicals, dyes and other raw materials from industries and workshops;
  - Waste from relief operations;
  - Waste from disaster settlements and camps including food waste, packaging materials, excreta and other wastes from relief supplies; and

- Healthcare waste.

All of these items might be required to support the implemented mitigation activities, be it preparedness, recovery or reconstruction related.

Overview of Logistics

The UNDAC indicates that: *"Emergency logistics is a "systems exercise*" and requires:

Delivery of the appropriate supplies in good condition, when and where they are needed;
A wide range of transport, often improvised at the local level;
Limited, rapid, and specific deliveries from outside the area;
A system of prioritising various relief inputs;
Storing, staging, and moving bulk commodities;
Moving people;
Coordination and prioritization of the use of limited and shared transport assets; and
Possible military involvement in logistics support (especially in cases of civil conflict).

Main factors in the operating environment which shape the response are:

Capacity of the infrastructure;
Availability and quantity of transport assets in the country;
Politics of the situation; and
Civil conflict in the area of operations.

Even though the above relates specifically to 'Emergency logistics' the above-mentioned aspects apply equally to logistics during the mitigation phase.

Components and Requirements of Logistical System Structure of a Logistical System

A typical logistical system will generally consist of the following components:

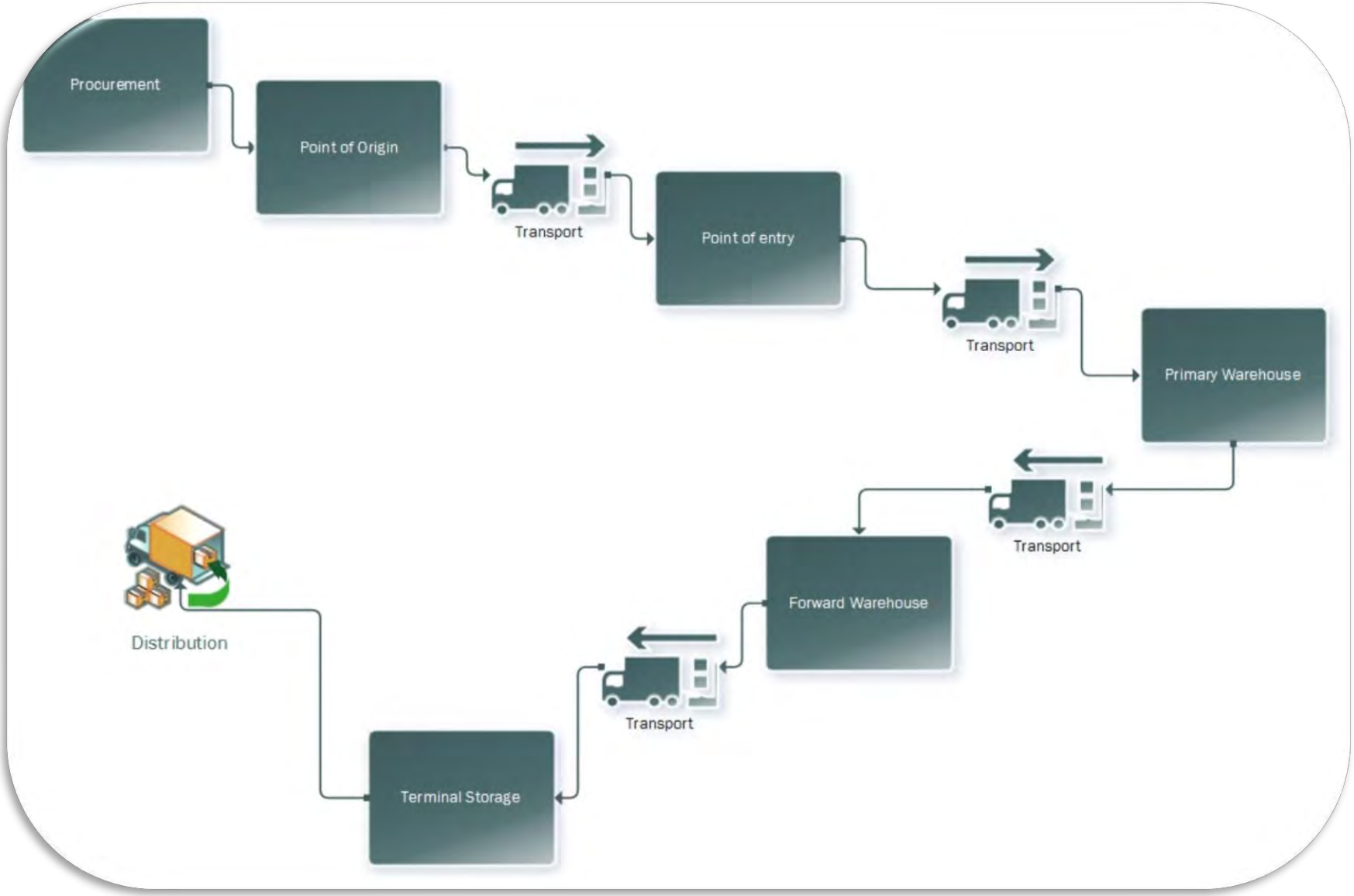


Figure 12: Logistical System

Generally speaking, the further down in the logistical flow, the smaller the required vehicles will be. The transportation means will usually start with ships, trains or aircraft, through big trucks with trailers or semi-trailers, to smaller trucks or even smaller 4x4 vehicles.

Required Facilities and Equipment
The following function will form part of the logistical system, while several facilities will be required to support these functions:

Table 9: Logistical functions and facilities

LOGISTICAL FUNCTIONS	LOGISTICAL FACILITIES
Management; Central support; Procurement; Port clearance; Warehouse/storage; Transport; Scheduling; Communications; Commodity control; and Distribution control.	Offices and administrative equipment; Warehouses at various levels; Fuel and spares stores; Workshops; Vehicle parks; Vehicles for management staff; Fleets of trucks; Special vehicles such as cranes, tankers and cargo-handling machines; Communications equipment; and Accommodations.

These functions and facilities should be considered when developing a logistical plan.

Role Players in Logistics
Several role-players are involved in the logistical process and should be considered in the logistical planning process. Some of the role-players involved in emergencies include:
Multilateral agencies: In general terms, these are organizations formed by several governments and include disaster assistance among their objectives, such as the United Nations. Their collaboration is generally focused on technical assistance related to the issues dealt with by their different agencies, sending of consultants and experts on these topics, and support to look for and channel assistance resources for the affected country. Multilateral agencies can often provide valuable expertise and support in terms of logistical processes.
Neighbouring communities or regions: It is common to have contributions in kind and spontaneous volunteers from municipalities neighbouring the affected area.
National or local government of the affected region or country: A major event usually brings about the intervention not only of the national authority on disasters but also of other governmental institutions. This is especially the case with logistics, where a range of different role players need to coordinate activities to ensure the availability, storage, transportation and delivery of goods or people. A key role-player in this regard will include border control / customs departments, who needs to ensure the swift processing and transportation of goods through the relevant ports of entry.
Military organizations: Usually they have a wide supply of equipment and experience that may be used to support logistic operations. These include means of transportation, manpower, bridge and road construction, etc. However, the use of this resource must be carefully appraised whenever the army is an active participant in a conflict, as in these cases it may be unwise to use it for security reasons.
Non-governmental organizations (NGO): These may be national or international and include religious and social organizations. The abilities, experience, and resources are usually very varied. There are international NGOs specializing in emergencies and with appropriate intervention skills and resources.
Specialized institutions: These groups may provide crucial technical assistance to deal with specific issues, such as vulnerability analysis, risk mitigation, needs assessment, or other more practical issues such as water quality, medical supply management, etc.
The private and commercial sector, national and international: This section may become involved at different levels ranging from donations to contracting their specialized services (transportation, storage room renting, equipment manufacturing, etc.).
Local population: The inhabitants of the disaster area are the first to provide aid and who also assist with contributions in kind for the victims. The role of local populations, familiar with the affected area, should not be underestimated.
The Logistical Plan

Planning and preparedness are vital to establish an adequate logistics system. This planning should be based on good knowledge of the geographic, social, political, and physical context in which the operations are to be implemented. After a suitable plan has been compiled, it is also important to ensure effective implementation through the required operations plan.

The plan should respond to the following questions with clear, detailed answers:

Which tasks are to be performed? How do they relate to other activities, and what is the sequence for their implementation?
Who are responsible for these tasks? (List specific organizations/departments).
Who will oversee the global coordination of the logistics system?
Which resources will be necessary? How and where will they be acquired?
Which alternative actions will be implemented in case the defined system breaks down?

Special procurement process that can be affected by existing procurement-related legislation.

CHAPTER 9: TESTING AND REVIEW OF THE PLAN

Evaluation of Response and Contingency Planning

An assessment or evaluation of the response efforts of the various departments and role-players. The results from the assessment will be used to determine the overall impact of the event on the Municipality, identify gaps in the current disaster contingency plans, and identify suitable improvements required to increase the resilience of the Municipality to disasters or extreme events.

This should be achieved by performing an analysis of the response efforts of the various departments and role-players after a disaster event. This can be achieved by firstly recapping the events according to records kept during the occurrence.

Study among others the following:

How was decision making? What needs to change to make this effective?
Were the resources adequate or were gaps identified?
Were the contingencies adequate, or do they need to be revised?
How was communication? Was gaps or problems identified?
What is the standard of personnel, were there gaps that need to be addressed through training?

This emphasises the need for simulations and exercises, especially to evaluate response before the occurrence of major incidents or Disaster.

Integrated Reporting, Monitoring And Evaluation

Section 48 of the Disaster Management Act requires that the Kouga Local Municipal Disaster Management Centre/Office in conjunction with Sarah Baartman District Disaster Management Centre must monitor compliance in terms of Section 52 and Section 53 of the Disaster Management Act. The Kouga Local Municipal Disaster Management Centre/Office must also report on these monitoring initiatives.

Taking into consideration the requirements of the National Disaster Management Framework, the following approach will be followed in this regard:

- Taking cognisance of the KPIs defined in the Sarah Baartman Disaster Management Framework
- Reviewing the results of disasters and major incidents in areas where these have occurred and developing contingency arrangements in the interim from lessons learned. This is a simplified example and does not aim to replace any formal reporting templates prescribed by the District, Provincial and or National Disaster Management Centre.
- Conducting rehearsal and simulation exercises.
- Constant progress reporting to the District, Provincial and National Disaster Management Centre, as may be required by these institutions and reports to the Municipal Council as required by Council.

Disaster Incident Reporting will occur in the formats prescribed by the Municipality and/or Provincial Disaster Management Centres externally and in the formats required by the Municipal Council internally. The Director Community Services should have direct access and report to the Municipal Manager in the case of a major incident or disaster. Integrated reporting, monitoring and evaluation.

Simulations Exercises and Drills
To respond effectively to the impact of disasters it is necessary to have a preparedness and response plan to facilitate organised and coordinated actions during an event. Plans are not theoretical exercises: they must be tested frequently so that they can be evaluated, adapted, and updated before and after an actual event.
Simulation exercises and drills are among the most useful tools for evaluating and testing these plans, and they have been used systematically over the years by organisations that work in disaster preparedness and response. They are also excellent tools for training, for evaluating tools and procedures, for decision making exercises, for developing teamwork, and for internal and external coordination.

Simulations
A simulation is a tabletop exercise that recreates a hypothetical disaster scenario where a group of participants must make decisions based on information that they receive during the exercise. Each participant is assigned a role in the exercise that can match his or her actual occupation. The events in the exercise happen in “simulated time” (representing days or weeks), during which the players receive information about situations that might arise during an emergency or disaster.

Drills
A drill is a practical exercise in managing operations which simulates damage and injuries in a hypothetical emergency. Participants face mock situations, using the skills and techniques that would be applied in real situations. Unlike the simulation exercises described in the previous section, drills require the actual mobilization and use of personnel and material resources.
Drills allow for the evaluation of procedures, tools, skills, and individual and institutional capacity in relation to disaster preparedness and response. Drills are carried out in “real” time and each of the participants assumes the role that he or she customarily performs in his/her regular work. Others will perform as victims or other roles.

CHAPTER 10: CONTACT DETAILS AND REFERENCE DOCUMENTS

In terms of the NDMC guidelines this chapter requires the contact details of role players and stakeholders as well as the reference documents referred to in the contents of the plan above.
This section is a dynamic section as the contact details and reference documents may change frequently.

An example of contact details that may change, is when a senior stakeholder is no longer part of the organisation and another is appointed in that space. An example of reference documents that may change is when key equipment removed service for an extended period and contingency arrangement need to be changed to take this in into consideration.

Since a Disaster Management Plan is required by Section 26(g) of Act 32 of 2000 (Local Government Systems Act) and Section 53(2) of Act 57 of 2002 as amended (Disaster Management Act) to be included in the Integrated Development Plan (IDP) of a Municipality, as a core component, it would be necessary to for the Municipal Council to approve any amendments to the Disaster Management Plan.

The IDP would have been approved by council and therefore any changes to an approved resolution of council would have to rescinded and re-approved.

These supporting documents are listed in in the table below as they will be updated on a regular basis.

Table 10: List of supporting documents

NO	NAME OF DOCUMENT
1	Departmental contact list
2	Database of resources (internal)
3	Database of resources (external)

4	List of Disaster Management Volunteers
5	List of community-based organisations (CBO) and Non-governmental organisations (NGO)
6	Disaster Management By-Laws

References

Aurecon South Africa (Pty) Ltd. (2017). *Sarah Baartman District Municipality Disaster Risk Assessment.* Cape Town: Aurecon South Africa (Pty) Ltd.

Kouga Local Municipality. (2019). *IDP.*

Republic of South Africa. (2002). Disaster Management Act (Act 57 of 2002). South Africa: Government Gazette.

Republic of South Africa. (2005). National Disaster Management Framework of 2005. South Africa: Government Gazette.

Republic of South Africa. (2015). *Disaster Management Amendment Act 16 of 2015.* Cape Town: Government Gazette.

Statistics South Africa. (2012, November). *Census 2011.* Pretoria: Statistics South Africa. Retrieved November 2012, from Census 2011: http://www.statssa.gov.za/timeseriesdata/pxweb2006/Database/South%20Africa/databasetree.asp

Statistics South Africa. (2012, November). *Census 2011 Database.* Pretoria: Statistics South Africa. Retrieved November 2012, from Census 2011: http://www.statssa.gov.za/timeseriesdata/pxweb2006/Database/South%20Africa/databasetree.asp

Statistics South Africa. (2017). *Community Survey 2016 Database.* Pretoria: Stats SA.

The National Disaster Management Centre. (2008). *Handbook 2. Establishin foundational institutional arrangement for disaster risk management.* Pretoria: National Disaster Management Centre.

United Nations. (2019, 12 03). *Sustainable Development Goals Knowledge Platform*. Retrieved from Sustainable Development Goals: https://sustainabledevelopment.un.org/?menu=1300

APPENDIX

APPENDIX A: ACTION PLAN FOR FURTHER IMPLEMENTATION OF DISASTER MANAGEMENT IN KOUGA LOCAL MUNICIPALITY

MAIN KEY PERFORMANCE AREAS AND INDICATORS	RESPONSIBLE DEPARTMENT / INSTITUTION	CURRENT STATUS AND OUTSTANDING ACTIONS	TARGET DATE FOR COMPLETION OF OUTSTANDING ACTIONS
Key performance area 1: establish integrated institutional capacity			
IMPERATIVE 1.1 Establish functionally effective arrangements for the development and adoption of an integrated policy for disaster management	Disaster Management Centre/Office	The Municipality Disaster Management Policy Framework must be updated.	2021
IMPERATIVE 1.2 Establish functionally effective arrangements for integrated direction and implementation of the Disaster Management Act, 2002; the National Disaster Management Framework; the provincial and municipality DMFs.	Disaster Management Centre/Office, in collaboration with all departments and external stakeholders	The Disaster Management Centre/Office is established and equipped, but vacant posts need to be filled. The Head of the Centre has been formally appointed. The following Technical Task Teams must be established: A Task Team in the Inter-departmental Committee dealing with Crisis Management, including Enterprise Risk Management, Business Continuity etc. must be established. A Task Team in the Inter-departmental Committee dealing with disaster recovery specifically, including planning, land use management, legal aspects, etc., must be established.	Urgently 2021 2021
IMPERATIVE 1.3 Establish functionally effective arrangements for stakeholder participation and the engagement of technical advice in disaster management planning and operations	Disaster Management Centre/Office	The Disaster Management Advisory Forum (DMAF) has been established. The external stakeholder involvement in the DMAF will be enhanced. Stakeholders are constantly being invited to planning and input sessions pertaining to disaster risk assessments and planning.	2021
IMPERATIVE 1.4 Establish functionally effective arrangements for national and regional cooperation for disaster management	Disaster Management Centre/Office	The Disaster Management Centre/Office is working in close collaboration with Provincial and National Disaster Management Centre/Offices and institutions, as well as neighbouring municipalities and the private sector. Memoranda of	

MAIN KEY PERFORMANCE AREAS AND INDICATORS	RESPONSIBLE DEPARTMENT / INSTITUTION	CURRENT STATUS AND OUTSTANDING ACTIONS	TARGET DATE FOR COMPLETION OF OUTSTANDING ACTIONS
		understanding/ mutual assistance agreements with main stakeholders need to be identified and finalised.	2021
Key performance area 2: conduct disaster risk assessments and monitor disaster risk to inform disaster management planning and disaster risk reduction undertaken by organs of state and other role players			
IMPERATIVE 2.1 Review disaster risk assessments to inform disaster management and risk reduction policies, planning and programming	Disaster Management Centre/Office	A scientific disaster risk assessment has been conducted in 2017 and the results of the assessment are available at the Disaster Management Centre/Office.	To be reviewed annually
IMPERATIVE 2.2 Generate an Indicative Disaster Risk Profile for the Municipality	Disaster Management Centre/Office	A disaster risk profile has been generated in 2017 and the results of the assessment are available at the Disaster Management Centre/Office.	To be reviewed annually
IMPERATIVE 2.3 Identify and establish effective mechanisms to monitor, update and disseminate disaster risk information	Disaster Management Centre/Office	This is being executed by the Disaster Management Centre/Office	Constant
IMPERATIVE 2.4 Identify and apply mechanisms to conduct quality control	Disaster Management Centre/Office	The municipal Disaster Management Centre/Office appointed and will further technical advisory committees comprising the relevant specialist scientific and technical expertise in the relevant sphere to assist with monitoring standards and progress of disaster risk assessments and with the validation and/or interpretation of findings.	Constant
Key performance area 3: develop and implement integrated and relevant disaster management plans and risk reduction programmes in accordance with approved frameworks			
IMPERATIVE 3.1 Compile and implement integrated and relevant disaster management plans	Disaster Management Centre/Office, all municipal departments and	This Disaster Management Plan and certain Contingency Plans have been drafted. Disaster plans for all municipal departments and entities must be drafted.	2022

MAIN KEY PERFORMANCE AREAS AND INDICATORS	RESPONSIBLE DEPARTMENT / INSTITUTION	CURRENT STATUS AND OUTSTANDING ACTIONS	TARGET DATE FOR COMPLETION OF OUTSTANDING ACTIONS
	Municipal Organs of State	Additional Contingency Plans for all known prioritised hazards need to be drafted by the Disaster Management Centre/Office. Off-site Disaster Management Plans for all MHIs need to be developed by the Disaster Management Centre/Office	2022 2022
IMPERATIVE 3.2 Determine municipal priority disaster risks and priority areas, communities and households	Disaster Management Centre/Office	A scientific disaster risk assessment has been conducted in 2017 and the results of the assessment are available at the Disaster Management Centre/Office.	To be reviewed annually
IMPERATIVE 3.3 Scope and develop disaster risk reduction plans, projects and programmes	Disaster Management Centre/Office, all municipal departments and Municipal Entities	This has been executed as part of the development of this plan, but still need to be executed by all municipal departments and Municipal Organs of State.	2022
IMPERATIVE 3.4 Incorporate disaster risk reduction efforts into strategic integrating structures and processes	Municipal Management, Disaster Management Centre/Office, all municipal departments and Municipal Entities	This Disaster Management Plan will be incorporated into the Municipal IDP. Risk-related information will be incorporated into spatial development and environmental management frameworks. Mechanisms to disseminate experience from pilot and research projects that explore the vulnerability reduction potential, appropriateness, cost-effectiveness and sustainability of specific disaster risk reduction initiatives will be further established. Case studies and best-practice guides in disaster risk reduction, facilitated by the municipal Disaster Management Centre/Office, will be generated and disseminated. Disaster risk reduction programmes, projects and initiatives need to be implemented by municipal departments and any other municipal entities. Regulations, standards, minimum criteria, by-laws and other legal instruments that encourage risk-avoidance behaviour need to be constantly enforced by municipal departments and other entities and documented in annual reports to the municipal Disaster Management Centre/Office, the National Disaster Management	2021 Constant Constant Constant

MAIN KEY PERFORMANCE AREAS AND INDICATORS	RESPONSIBLE DEPARTMENT / INSTITUTION	CURRENT STATUS AND OUTSTANDING ACTIONS	TARGET DATE FOR COMPLETION OF OUTSTANDING ACTIONS
		Centre/Office and the provincial Disaster Management Centre/Office concerned.	
Key performance area 4: develop and implement mechanisms to ensure appropriate and effective disaster response and recovery in accordance with statutory requirements			
IMPERATIVE 4.1 Identify and implement mechanisms for the dissemination of early warnings	Disaster Management Centre/Office, all municipal departments and Municipal Entities	Effective and appropriate early warning strategies will be further developed and implemented, and the information communicated to stakeholders to enable appropriate responses. Strategic emergency communication links will be further established in high-risk areas and communities.	Constant
IMPERATIVE 4.2 Develop and implement mechanisms for the assessment of significant events and/or disasters for the purposes of classification and declarations of a state of disaster to ensure rapid and effective response	Disaster Management Centre/Office	Uniform methods for the assessment and costing of significant events or disasters, which are consistent with national requirements, will be developed and adopted. Mechanisms for the rapid and effective classification of a disaster and the declaration of a state of disaster have been established. Mechanisms for conducting disaster reviews and reporting, including mechanisms to enable assessments that will comply with the provisions of sections 56 and 57 of the DM Act, have been developed and implemented. Research reports on significant events and trends are routinely submitted to the municipal Disaster Management Centre/Office, the National Disaster Management Centre/Office and the relevant provincial Disaster Management Centre/Office and are disseminated to stakeholders. Review reports on actual disasters are routinely submitted to the municipal Disaster Management Centre/Office, the National Disaster Management Centre/Office and the relevant provincial Disaster Management Centre/Office and are disseminated to stakeholders.	2023
IMPERATIVE	Disaster Management Centre/Office, all	The municipal departments and any other entities that should bear primary responsibility for contingency planning and the	

MAIN KEY PERFORMANCE AREAS AND INDICATORS	RESPONSIBLE DEPARTMENT / INSTITUTION	CURRENT STATUS AND OUTSTANDING ACTIONS	TARGET DATE FOR COMPLETION OF OUTSTANDING ACTIONS
4.3 Develop and implemented mechanisms to ensure integrated response and recovery efforts.	municipal departments and Municipal Entities	coordination of known hazards have been identified and allocated such responsibility. Stakeholders who must bear secondary responsibility for contingency planning and the coordination of known hazards have been identified and allocated such responsibility. Contingency Plans for certain known hazards have been developed and implemented by all municipal departments and any other municipal entities. Response and recovery plans are reviewed and updated annually. Field Operations Plans for the various activities associated with disaster response and recovery need to be developed, implemented and are reviewed and updated annually and after each significant event and/or disaster. Multi-agency responses need to be constantly managed in accordance with national regulations and directives and the relevant provincial disaster management policy framework and are reviewed and updated annually. Policy and directives for the management of disaster response and recovery operations need to be developed and gazetted or published and need to be adhered to. Constant simulation exercises (attended by senior managers of all departments and stakeholders) must be conducted with all relevant stakeholders, testing the effectiveness of disaster management planning and response, including communication effectiveness and integration.	2021 Ongoing
IMPERATIVE 4.4 Develop and adopt mechanisms for the management and distribution of disaster relief in accordance with national regulations and directives and the provincial DMF	Disaster Management Centre/Office, Housing	Disaster relief measures are managed in accordance with national regulations and directives and are progressively monitored and reviewed annually. Recommendations are made to the municipal Disaster Management Centre/Office, the National Disaster Management Centre/Office and/or the provincial Disaster Management Centre/Office concerned, on any adjustments according to lessons learnt.	Ongoing
IMPERATIVE	Disaster Management	Post-disaster technical task teams for rehabilitation and reconstruction projects need to be established and operate	Ongoing

MAIN KEY PERFORMANCE AREAS AND INDICATORS	RESPONSIBLE DEPARTMENT / INSTITUTION	CURRENT STATUS AND OUTSTANDING ACTIONS	TARGET DATE FOR COMPLETION OF OUTSTANDING ACTIONS
4.5 Develop and implement mechanisms to ensure that integrated rehabilitation and reconstruction activities are conducted in a developmental manner	Centre/Office, Infrastructure & Development, Housing & Land	effectively. Mechanisms for the monitoring of rehabilitation and reconstruction projects have been established and regular progress reports are submitted to the National Disaster Management Centre/Office and the provincial Disaster Management Centre/Office concerned.	
Enabler 1: Mechanisms have been identified and developed to ensure that all relevant data in respect of the information management system is gathered and captured simultaneously in the process of developing and implementing disaster management plans and risk reduction programmes	Disaster Management Centre/Office	Command and Control System has been procured. A Disaster Management Information System need to be procured.	2021
Enabler 2: Education, training, public awareness and research (knowledge management) needs in respect of disaster risk reduction planning and implementation have been analysed, and appropriate mechanisms have been identified and implemented to address the relevant needs	Disaster Management Centre/Office	Development of a disaster management communication and awareness strategy for the. Education, training, public awareness and research (knowledge management) needs in respect of response and recovery planning and operations have been analysed and appropriate mechanisms need to be identified and implemented to address the relevant needs.	2020 Ongoing
Enabler 3: A business plan and a budget for the development and implementation of disaster management plans and risk reduction programmes have been prepared, submitted and approved for the current and ensuing financial year Bylaws for emergency procurement in terms of sections 54 and 55 of the Act need to be promulgated.	Disaster Management Centre/Office, all municipal departments and Municipal Entities Disaster Management	A business plan and a budget for the development and implementation of response and recovery operational plans is prepared, submitted and approved for the current and ensuing financial year.	Annually 2021

MAIN KEY PERFORMANCE AREAS AND INDICATORS	RESPONSIBLE DEPARTMENT / INSTITUTION	CURRENT STATUS AND OUTSTANDING ACTIONS	TARGET DATE FOR COMPLETION OF OUTSTANDING ACTIONS
	Centre/Office and Municipal Council		