



GREATER
KOKSTAD
MUNICIPALITY

PROVINCE OF KWAZULU-NATAL

GREATER KOKSTAD MUNICIPALITY –VOL I 2018/19 ANNUAL REPORT

"A People-Centred City of Economic Possibilities by 2047"

JUNE 30, 2019
ADAM KOK III BUILDING
75 Hope Street

CONTENTS

CHAPTER 1 – MAYOR’S FOREWORD AND EXECUTIVE SUMMARY	7
COMPONENT A: MAYORS FOREWORD	7
COMPONENT B: EXECUTIVE SUMMARY	9
1.1. MUNICIPAL MANAGER’S OVERVIEW	9
1.2. MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW	11
1.3. SERVICE DELIVERY OVERVIEW	26
1.4. FINANCIAL HEALTH OVERVIEW	29
1.5. ORGANISATIONAL DEVELOPMENT OVERVIEW	30
1.6. AUDITOR GENERAL REPORT	30
1.7. STATUTORY ANNUAL REPORT PROCESS	30
CHAPTER 2 – GOVERNANCE	32
COMPONENT A – POLITICAL AND ADMINISTRATIVE GOVERNANCE	32
2.1. POLITICAL GOVERNANCE	32
2.2. ADMINISTRATIVE GOVERNANCE	36
COMPONENT B: INTERGOVERNMENTAL RELATIONS	40
2.3. INTERGOVERNMENTAL RELATIONS	40
COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION	41
2.4. PUBLIC MEETINGS	41
2.5. IDP PARTICIPATION AND ALIGNMENT ..	46
COMPONENT D: CORPORATE GOVERNANCE	46
2.6. RISK MANAGEMENT	46
2.7. ANTI-CORRUPTION AND FRAUD	50
2.8. SUPPLY CHAIN MANAGEMENT	50
ASSESSMENT OF THE PERFORMANCE OF EXTERNAL SERVICE PROVIDERS	52
2.9. BY-LAWS	65
2.10. WEBSITES	66
2.11. PUBLIC SATISFACTION ON MUNICIPAL SERVICES	66
CHAPTER 3 – SERVICE DELIVERY PERFORMANCE (PERFORMANCE REPORT PART I)	67
COMPONENT A: BASIC SERVICES	68

3.1.	WATER & SANITATION (WATER SERVICES) PROVISION	68
3.2.	ELECTRICITY	68
3.3.	WASTE MANAGEMENT	70
3.4.	HOUSING.....	73
3.5.	FREE BASIC SERVICES AND INDIGENT SUPPORT	84
COMPONENT B: ROADS		84
3.6.	ROADS.....	84
3.7.	WASTE WATER (STORMWATER DRAINAGE).....	87
COMPONENT C: ECONOMIC DEVELOPMENT AND SPATIAL PLANNING		88
3.8.	SPATIAL PLANNING	91
3.9.	LOCAL ECONOMIC DEVELOPMENT	93
3.9.1.	POLICY FORMULATION	95
3.9.2.	PARTNERSHIPS	96
3.9.3.	AGRICULTURE	97
3.9.4.	JOB CREATION AND EXPANDED PUBLIC WORKS PROGRAMME (EPWP)	98
3.9.5.	POVERTY ALLEVIATION	100
COMPONENT D: COMMUNITY AND SOCIAL SERVICES		101
3.10.	LIBRARIES, COMMUNITY FACILITIES	101
3.11.	CEMETERIES AND CREMATORIALS.....	103
3.12.	CHILD CARE, AGED CARE, SOCIAL PROGRAMMES	104
COMPONENT E: SECURITY AND SAFETY		107
3.13.	POLICE.....	107
3.14.	POLICE	108
3.15.	FIRE SERVICES AND DISASTER RISK MANAGEMENT	109
RISK PRIORITISATION TABLE FOR THE GREATER KOKSTAD MUNICIPALITY (NOVEMBER 2017)		111
3.16.	OTHER (DISASTER MANAGEMENT, ANIMAL LICENSING AND CONTROL, CONTROL OF PUBLIC NUISANCE AND OTHER).....	113
COMPONENT F: SPORT AND RECREATION		113
3.17.	SPORT AND RECREATION	114
COMPONENT G: CORPORATE POLICY OFFICES AND OTHER SERVICES		115
3.18.	FINANCE	115
3.19.	HUMAN RESOURCES SERVICES	116

3.20.	LEGAL, RISK MANAGEMENT AND PROCUREMENT SERVICES	119
	COMPONENT H: ORGANISATIONAL PERFORMANCE SCORECARD (ANNUAL PERFORMANCE REPORT)	124
	CHAPTER 4 – ORGANISATIONAL DEVELOPMENT PERFORMANCE (PERFORMANCE REPORT PART II)	177
	COMPONENT A: INTRODUCTION TO THE MUNICIPAL PERSONNEL	177
4.1.	EMPLOYEE TOTAL, TURNOVER AND VACANCIES	177
	COMPONENT B: MANAGING THE WORKFORCE	178
4.2.	POLICIES	179
4.3.	INJURIES, SICKNESS AND SUSPENSIONS	180
4.4.	PERFORMANCE REWARDS	182
	COMPONENT C: CAPACITATING THE MUNICIPAL WORKFORCE	182
4.5.	SKILLS DEVELOPMENT AND TRAINING	183
	COMPONENT D: MANAGING THE WORKFORCE EXPENDITURE	185
4.6.	EMPLOYEE EXPENDITURE	185
	CHAPTER 5 – FINANCIAL PERFORMANCE	186
	COMPONENT A: STATEMENTS OF FINANCIAL PERFORMANCE	187
5.1.	STATEMENT OF FINANCIAL PERFORMANCE	187
5.2.	GRANTS	187
5.3.	ASSET MANAGEMENT	187
5.4.	FINANCIAL RATIOS BASED ON KEY PERFORMANCE INDICATORS	194
5.5.	DEBTORS	195
5.6.	ASSESSMENT BY THE ACCOUNTING OFFICER ON ANY ARREARS ON MUNICIPAL TAXES AND SERVICE CHARGES	196
	COMPONENT B: SPENDING AGAINST CAPITAL BUDGET	196
5.7.	CAPITAL EXPENDITURE	196
5.8.	CAPITAL SPENDING ON 5 LARGEST PROJECTS	197
5.9.	BASIC SERVICE AND INFRASTRUCTURE BACKLOGS – OVERVIEW	197
	COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENTS	198
5.10.	CASH FLOW	198
5.11.	BORROWING AND INVESTMENTS	198
	CHAPTER 6 – AUDITOR GENERAL FINDINGS AND ACTION PLAN	198
	COMPONENT A: 2018/19 AUDIT REPORT	198

COMPONENT B: ACTION PLAN	208
Incorrect classification of expenditure	208
Provision of impairment incorrectly classified as general expenditure	208
Incorrect disclosure of irregular expenditure identified in the current year but incurred in the prior year	208
Splitting of quotations into parts	209
Highest bidder not awarded	209
Bid adjudication committee incorrectly constituted	209
Non-tax compliant supplier awarded	210
Local content	210
B-BBEE points incorrectly awarded	210
Non-compliance identified on investment with Ithala Bank	211
Assets recorded at R1 or R0 values in the FAR	211
Completeness of related party note disclosure	211
Indicators and targets not well defined	211
Reported outputs not reliable	212
Misstatement was identified between the reported achievement and the evidence submitted for audit	212
High Level Review of AFS: Inconsistencies and omissions identified	213
Depreciation rates: Difference between AFS rates and actual depreciation rates used	213
There was a difference between the depreciation rates disclosed on the annual financial statements and the rates actually used on the Fixed Asset Register (FAR)	213
Finished projects not fully capitalised to property, plant and equipment	213
Trade payable incorrectly classified as accrual	213
VAT incorrectly accounted for rental of facilities and equipment	213
Difference noted upon recalculating revenue from rental of facilities and equipment	213
Revenue not completely recorded	214
Indigent consumers: deceased consumers receiving free basic services	214
Indigent consumers: consumers employed in government	214
Indigent consumers: indigent listed as directors of	214
Indigent receivables: duplicate beneficiaries	214
Indigent consumers: Spouses of indigent employed in government	214
Indigent consumers: Spouse of indigent consumer listed as a company director	214

Differences noted upon recalculating revenue from licences and permits	214
Revenue received from refuse removal is incomplete.....	214
Incorrect tariffs being used to bill customers for electricity	214
Unjustified deviation	214
Suppliers' in service of the state	214
Suppliers in which close family members'/business partners or associates of employees have an interest.....	215
Interest employees	215
employees have been identified as having interest in certain suppliers.....	215
APPENDICES.....	216
APPENDIX A: AUDIT COMMITTEE REPORT	216
APPENDIX B: FIRST TO THIRD TIER ADMINISTRATIVE STRUCTURE	222
APPENDIX C: WARD INFORMATION	223
APPENDIX E - FUNCTIONS OF MUNICIPALITY.....	224
ATTACHMENTS	226
 VOLUME II – AUDITED 2018/2019 ANNUAL FINANCIAL STATEMENTS.....	226
2018/2019 OVERSIGHT REPORT.....	293
1. INTRODUCTION.....	294
2. PREPARATION OF THE OVERSIGHT REPORT.....	295
3. COMPOSITION AND FUNCTIONING OF MUNICIPAL PUBLIC ACCOUNTS COMMITTEE.....	298
4. ANNUAL REPORT COMPLIANCE ASSESSMENT.....	301
5. CONCLUSION AND RESOLUTIONS.....	317
6. REPORT PREPARED BY.....	318

ABBREVIATIONS

Abbreviation	Name
MSA	Municipal Systems Act, 32 of 2000 (MSA)
MPPMR	Municipal Planning and Performance Management Regulations, 2001
MFMA	Municipal Finance Management Act, 56 of 2003
IDP	Integrated Development Plan
SDBIP	Service Delivery & Budget Implementation Plan
IGR	Intergovernmental Relations
MM	Municipal Manager
MANCO	Management Committee
EXCO	Executive Committee
CoGTA	Cooperative Governance & Traditional Affairs
AG(SA)	Auditor-General South Africa
NGO	Non-Governmental Organization
NPO	Non-Profit Organization
CBO	Central Government Offices
OSS	Operation Sukuma Sakhe
OMM	Office of the Municipal Manager
CSD	Corporate Services Department
CSS	Community and Social Services
EDSP	Economic Development and Spatial Planning
BTO	Budget and Treasury Office
ITS	Infrastructure and Technical Services

COMPONENT A: MAYORS FOREWORD

The Financial year 2018/2019 was a different year from the previous years for the Greater Kokstad Municipality. A lot of strategic changes were implemented as a result the municipality experienced a lot of improvements in various areas, more especially on Financial management. The smooth functioning of the Council and implementation of Council Resolutions were amongst the things that have contributed to most of the achievements of the Greater Kokstad Municipality.

Council was able to play its oversight role and provide guidance to the functioning of the Municipality with a caution of not interfering on administration matters. This municipality has managed to maintain good working relations with the Administration and that contributed much to improved service delivery to Kokstad community.

As many Municipalities in the country we are also experiencing the challenges of Unemployment, Poverty and inequality. Our struggle is based on overcoming the triple challenge of poverty, unemployment and inequality. This is a continuous process which we commit to address in our planning in every financial year. In our efforts to address that, there were a number of issues that needed to be considered so as to enable the environment and place suitable measures in place.

In 2017 the Council resolved to re- direct its vision towards improving the economy of the Greater Kokstad and to be in a position to attract potential investors. The vision was set to be a 30-year plan, which we are striving towards realising it. *'A People Centred City of Economic Possibilities by 2047'*. Was adopted as a new Greater Kokstad Vision. This vision paves the way towards building a better Kokstad, where the conservation of natural resources is key for the sustainable development of future generations. It also refers to socio-economic development improvement that will ensure investors are attracted and jobs are created in a period not less than 30 years.

In 2018 January we have experienced a shift in terms of leadership at a national government level which in no doubt changes that came with that shift had an impact at this lower level of Government. There were announcements made by National and Provincial government which required the implementation from our side as the local Government. The 2018 State of the Nation Address announced on several areas that need attention by Government, based on the National Development Plan, those include amongst others the industrialisation, mining and beneficiation, revitalising the Agriculture/ Agro-processing, energy, small business development, managing working conflict, prioritise tourism to mention the few.

As part of responding to those announcements Greater Kokstad municipality has ensured the establishment of Economic Development and Spatial Planning as a department that will deal with issues of Local Economy and Development. We have started in most areas where the support to small businesses and cooperatives is being provided by the municipality to local businesses. The Municipality has prioritised the development of our local economy in various forms, including training and providing business equipment. We believe this will sustain their businesses and create more jobs in the area. The Greater Kokstad Municipality and the Harry Gwala District Municipality were the first municipalities to hold their growth and development summit in 2018. This shows the commitment and dedication we have in improving the lives of our people for the better.

The 2018/2019 IDP outlined the strategic objectives of the Greater Kokstad Municipality, which were realised by the approved budget and the Service delivery & Budget implementation Plan (SDBIP). The Greater Kokstad Council has managed to achieve most of its targets as outlined in the IDP for 2018/2019 financial year. The key strategic objectives that were leading the municipality towards the realisation of its objectives; Amongst others include the following:

Creating a conducive organisational environment that attracts, retains, and develops best talent to enhance organisational performance; ensure improved access to appropriate basic services and infrastructure; Facilitate economic growth, development and creation of decent employment opportunities; Achieve holistic human development and capacitation for the realization of skilled and employable workforce; Ensure that our people have access to community facilities and services; Aspire to healthy, safe and crime free communities; ensure strengthened participative, transparent and accountable governance in the municipality; Ensure an integrated and aligned development planning; Realise a completely protected environment; Facilitate the creation of a disaster ready community. During the 2018/19 financial year the Municipality worked very hard to ensure that the entire above are achieved for the benefit of the Kokstad Community.

We have registered several Achievements as this municipality, we managed to put in place measure to prevent and fight against Fraud and Corruption. We have launched the fraud and prevention strategy where the anti-fraud hotline was marketed to community members with the purpose of educating to report suspicious acts of corruption by Municipal officials, Councillors and the community itself.

Another milestone for this Council was to ensure Council stability throughout the year where the Council was able to perform its duties as prescribed by legislation. The benefit that we saw from the stability of the Council include amongst others, Financial Stability where the municipality was rated among the best performing municipality in the country in the areas of financial management.

Several Service Delivery projects that were planned for the 2018/2019 financial year were achieved, although we have experienced some challenges in some of them which then caused delays in finishing the projects. Our service provider for the Sports Complex was under performing hence the municipality terminated their contract and reappointed. However, I want to highlight that the Municipality managed to curb all those challenges and I can safely say the projects are in completion stage now.

The municipality fast-tracked the employment of the Executive manager Economic Development and Spatial Planning as well as the Executive Manager Community and Social Services. A highly experienced managers who have worked tirelessly to turn the situation around for the Municipality.

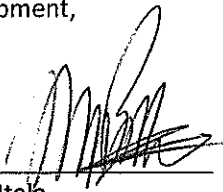
In terms of Public Participation, the municipality has a stable and functional ward committee system, which enables the municipality to ensure public participation is conducted. The Municipality also has a functional Rapid response team which deals with burning matters on the ground. Public hearings and roadshows are amongst methods that are utilised by the Municipality in communications and Public Participations. The state of Municipal Address held in April 2019 provides a platform for the municipality to provide an annual feedback to communities on the activities of the municipality throughout the year. We have since improved a lot on our strategies of communications and Public Participation.

The Municipality will continue to make improvements where and when necessary so as to improve on service delivery and in changing the lives of the people for the better.

Conclusion:

The collective leadership of this municipality will continue to ensure that the municipality is providing and delivering on its mandate of delivering services to people of Kokstad and the surrounding areas. We will ensure that we perform our oversight task and the management is committed in implementing Council policies.

Yours in development,



Councillor B.M Mtofo
HIS WORSHIP THE MAYOR
GREATER KOKSTAD MUNICIPALITY

COMPONENT B: EXECUTIVE SUMMARY

1.1. MUNICIPAL MANAGER'S OVERVIEW

This report marks the end of financial year 2018/19. It is legislatively binding for the Municipality to monitor and evaluate its performance for each financial year. As the Greater Kokstad Municipality we are therefore duty bound to do the same. Let me highlight that this is the second annual report of this Council which was elected and commenced its duties on the 18 of August 2016. We held a three-day strategic planning in October 2017 where we adopted constructive resolutions that were aiming to turnaround the municipality. Part of what we agreed upon was to maintain a vision **"A PEOPLE CENTERED CITY OF ECONOMIC POSSIBILITIES by 2047"**, which will usher us in realizing the ruling party's envisaged radical economic transformation in South Africa.

I would like to take this opportunity and extend the word of gratitude to the Greater Kokstad Municipality Management for taking the responsibility given to them by Council, while the leadership of the Institution was busy with the recruitment processes of the Executive Managers for Economic Development and Spatial Planning as well as Community and Social Services. This annual report is the evidence that indeed leadership was provided.

Section 121 of the Municipal Finance Management Act No 56 of 2003; stipulate that a municipality must prepare for each financial year an annual report. The Council of a municipality must within 9 months after the end of a financial year deal with the annual report of the municipality

Section 127 (2) of the Municipal Finance Management Act no 56 of 2003 further state that the Mayor of a Municipality must within seven Months after the end of the financial year, table in the Municipal Council the annual report. The Greater Kokstad Municipality is complying with the legislation; hence the annual report is ready to be tabled in the Council.

This Annual Report will give a detailed performance report of the Municipality during the financial year 2018/19, the financial performance and the service delivery and budget plan. This is will show how far the municipality performed against the targets that were set beginning of the financial year. The report will be available for public view and comments, by so doing we promote accountability and transparency.

Chapter 13 of the National Development Plan explains amongst other things, the Intergovernmental Relations issue proactive approach to identify and resolve problem. The Greater Kokstad Municipality is very active within the structures of the Intergovernmental Relations, from the District Mayoral Forum, MUNIMEC, and Premier's Coordinating forum, and Municipal Manager's Forum. This assist the Municipality in ensuring the Good Governance within the institution is properly implemented.

We believe that implementation of this approach will further assist the Municipality in ensuring the delivery of services to the community. The municipality has employed door to door campaign approach in attempt intensify the debt collection strategy. The Campaign is aimed to remind Government departments and community members to pay their debts with the municipality so that we can continue to render services to the public without any challenges of budget constraints. This is the approach we will continue to use to improve our debt collection strategy.

The strategic goals of the municipality include the "Radical Economic Transformation towards inclusive Economic Growth". In realizing this goal, the Municipality has established the new department of Economic Development and Spatial Planning which will lead us directly to a city that will attract investors, that has a well-planned infrastructure and progressive Local Economic Development Programmes. The Local Economic Development will assist to come up with economic development strategy that will ensure that the Municipal Vision becomes a reality.

I am pleased to announce that; the Municipality has received the 6th consecutive Unqualified Audit Opinion from the Auditor General for the financial year 2018/2019. This is an achievement given the challenges the municipality was facing in the previous years.

We are working tirelessly to achieve the Clean Audit Opinion collectively the Council and Management. The Municipal Manager with his Management has been given that task of delivering the Clean Audit for the people of Kokstad. Our groundwork has started by ensuring that all critical posts are filled by qualified personnel.

I will end by urging Councillors to continue do their oversight work and the Management continue to implement Council Policies and resolutions as expected and give the community services that they deserve.

We are working together in promoting accountability and Transparency, sound governance and sound financial management for us to comply with all legislations that will lead us to a Clean Audit opinion.

Yours Sincerely



MR LULAMILE MAPHOLOBA
MUNICIPAL MANAGER

1.2. MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW

Greater Kokstad Municipality provides Electricity, Refuse Removal, & Housing as part of the Basic Services. It also provides Roads, Storm-water & Drainage together with Local Economic Development and the approval of local building plans to local communities.

The Greater Kokstad Council adopted its development vision, mission and core values as follows:

“A People-Centred City of Economic Possibilities by 2047”

The formulation of Greater Kokstad Municipal Vision is based on the objective of the Local Government as enshrined on the Constitution of the Republic of South Africa, Act 108 of 1986: Section 152 which prescribes the following as the principal mandates of the Local Government.

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

The mission statement of Greater Kokstad Municipality is:

- **Providing quality and sustainable services with diligence and compassion**
- **Rendering good and transparent corporate governance to promote economic prosperity**

1.2.1. VALUES OF GREATER KOKSTAD MUNICIPALITY

- **Caring:** Showing compassion whilst delivering services to its citizens
- **Accountability:** Taking responsibility for decisions and actions taken.
- **Transparency and honesty:** openness and public involvement in municipal affairs.
- **Integrity:** professionalism, a commitment to ethics, and focus on justice and fairness and accountability.
- **Efficiency:** results orientation, cost effectiveness, superior performance, customer satisfaction.
- **Professionalism:** executing the mandate with diligence.
- **Fairness:** treat all those who do work with the municipality equally.
- **Dignity:** respect for everybody.
- **Respect:** treating all clients and partners with respect.

1.2.2. DEVELOPMENT GOALS

Development goals for the GKM were developed based on the provincial goals as outlined in the PGDS and are as follows:

- Ensure that all people have access to basic services
- Safe, healthy and sustainable living environment
- Employment of all employable people
- Increased investor confidence in the GKM
- To provide strong and decisive leadership
- Developed and capacitated institution
- To ensure human and utilization of natural resources are in harmony
- To foster social compact
- To create options for people on where and how they opt to live, work, play and pray.

1.2.3. POLULATION

The following table summarises key municipal statistics, and is explained briefly below:

Demographic Indicators	2016 Census Survey	2011 Census	2001 Census
Population Size			
Total Population	76 753	65 981	56 528
Age Structure			
Population under 15	32.9%	30.6%	30.9%
Population 15 to 64	64.9%	66.7%	66.7%
Population over 65	2.2%	2.7%	3%
Dependency Ratio			
Per 100 (15-64)	54.0	49.9	51.4%
Sex Ratio			
Males per 100 females	92.5	94.4	100.3
Population Growth			
Per annum	3.44%	1.55%	9.74%
Labour Market			
Unemployment rate (official)	31%	28.9%	41.2%
Youth unemployment rate (official) 15-34	n/a	36.3%	50.1%
Education (aged 20 +)			
No schooling	1.6%	4.1%	10.2%
Matric	34.9%	28.3%	18%
Higher education	9.5%	10.8%	7.7%
Household Dynamics			
Households	24 397	19 140	19 625
Average household size	3.1	3.1	2.7
Female headed households	43.7%	41.6%	43.9%
Formal dwellings	86.3%	83.6%	67.3%

Demographic Indicators	2016 Census Survey	2011 Census	2001 Census
Housing owned	56.7%	36.3%	28.2%
Household Services			
Flush toilet connected to sewerage	66.2%	60.1%	59.5%
Weekly refuse removal	72.7%	74.0%	60.7%
Piped water inside dwelling	27.0%	36.1%	14.7%
Electricity for lighting	88.6%	80.7%	49.9%

Table 1: Municipal Summary of Key Statistics

Source: www.statssa.gov.za

The population of the Greater Kokstad forms part of the ultimate objective of the development process, as well as being a subject in the process, since the people provide labour and entrepreneurship for production and consume the output of production. Likewise, demographic processes e.g. fertility, mortality and migration determine the demographic outcomes such as size, age-sex structure and spatial distributions of the population which affect the functioning of socio-economic processes of land use, labour absorption, consumption and expenditure which in turn define the socio-economic outcomes in terms of income, employment, education, health, housing etc. In short, this analysis will shade some light on the dynamics of the Greater Kokstad Municipal population, which can then be used to develop strategic interventions.

These demographics characteristic analyses the socio-demographic and human settlement characteristics of the Greater Kokstad Municipality.

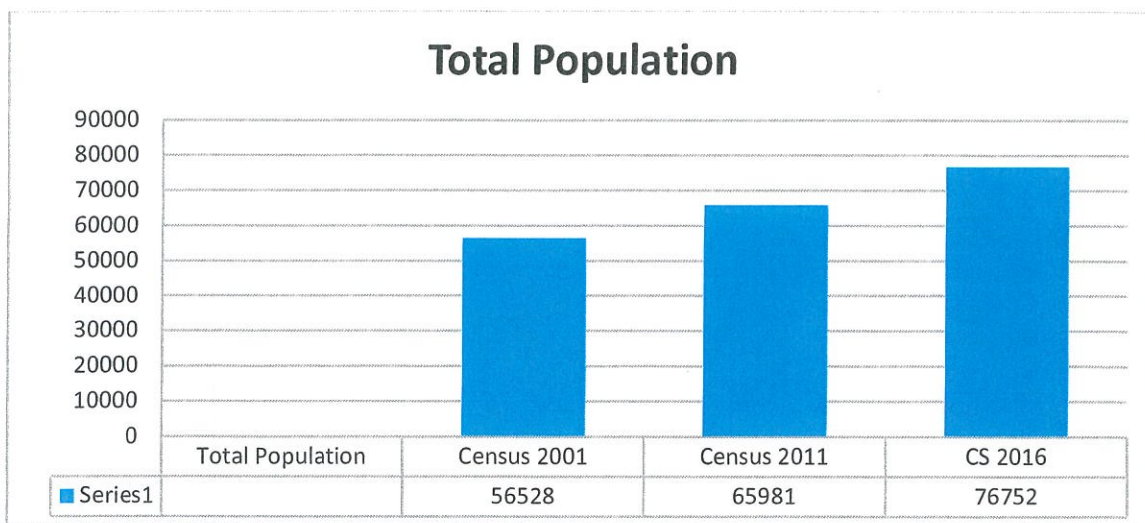
POPULATION SIZE

The Greater Kokstad Municipality covers a total area of 2 680km². It is a category B Municipality situated within the Harry Gwala District of KwaZulu-Natal.

Initially Statistics South Africa (Statssa) conducted a population census once every 5 years i.e. 1996 and 2001, this interval was however changed to 10 years and thus the last census was in 2011. In between the census, Statssa conducts a Community Survey (CS) and the last one was in 2016. According to Statssa a population census, as defined by the United Nations, is "the total process of collecting, compiling, evaluating, analysing and publishing or otherwise disseminating demographic, economic and social data pertaining, at a specified time, to all persons in a country or a well-defined part of the country"; i.e. a total count of the population. The CS on the other hand is a large-scale household survey conducted by Statistics South Africa to bridge the gap between censuses. i.e. it is a representative sample of the population.

As a result of this, the information from the Community Survey is only provided at a Municipal level and not at ward level as compared to the 2011 census which goes down to the ward level and beyond. Prior to the release of the CS results in 2016 there was a re-demarcation of the municipal wards. Statssa thus had to delay the release of the CS results and realign the ward boundaries to the newly demarcated ward boundaries e.g. population figures for Greater Kokstad from the CS before factoring in the new demarcation was 65 981; but after factoring in the re-demarcation it is 76 753.

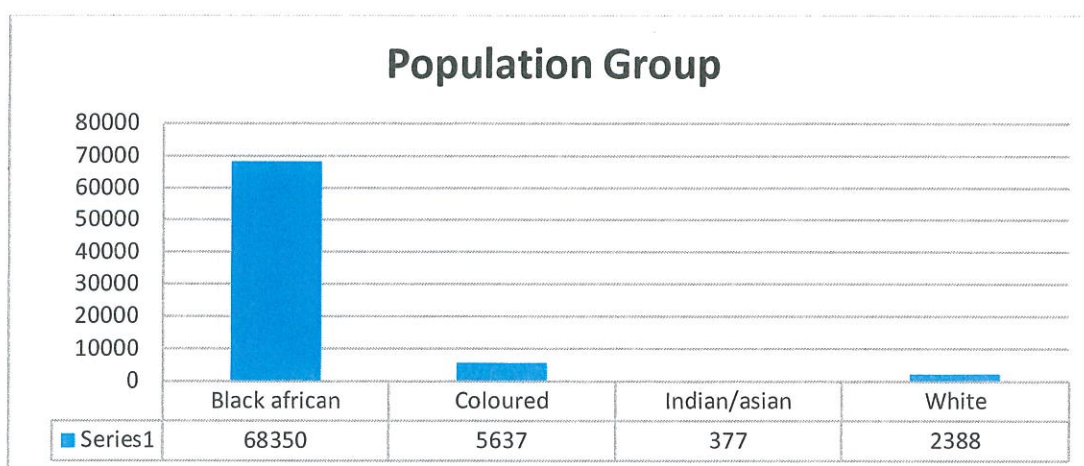
According to Statistics South Africa, Community Census 2001, 2011 and Community Survey 2016, the total population of the Municipality was as follows: -



Source: Stats SA: Census 2001-2011; COMMUNITY SURVEY 2016

The table below illustrates the distribution of the population based on racial groups.

Table 1: Population Distribution per race (% of population)



Source: Stats SA: COMMUNITY SURVEY 2016

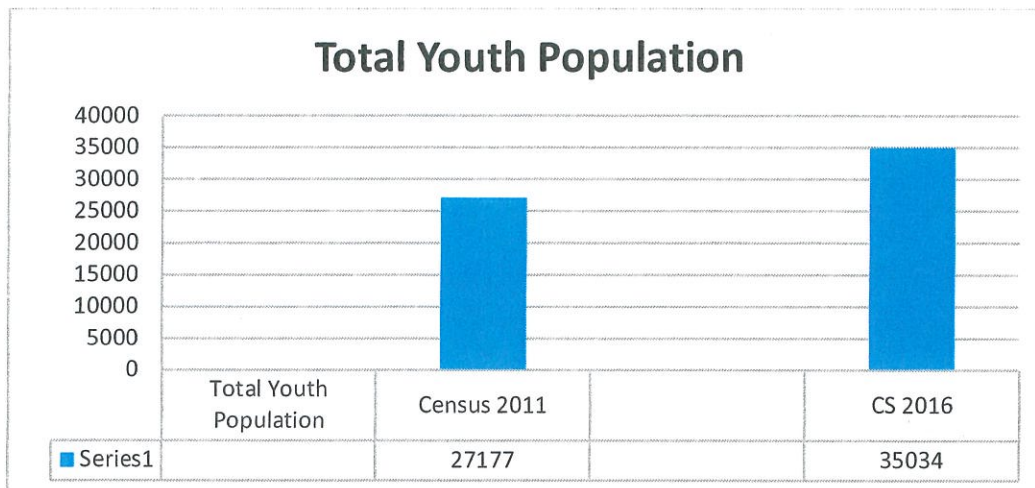
Both statistics on table 1 above show that black people are dominant in the Municipality followed by coloured people, then white people. Indians or Asians are the smallest population group in the municipality.

AGE DISTRIBUTION

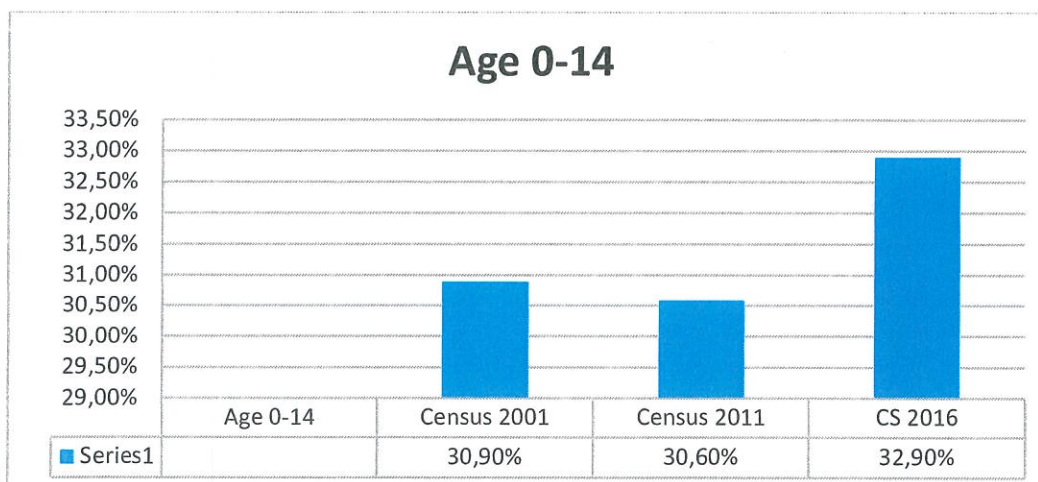
The Greater Kokstad Municipality shows a significant proportion of youth dependency. The overall population is split between youth (0-14), working class (15 – 64) and the elderly (+ 65).

According to Statistics South Africa Community Survey 2016, the youth population accounts for 32.9%, while the working age population accounts for a majority of the population at 64.9%, while the elderly population only makes up 2.2 of the population.

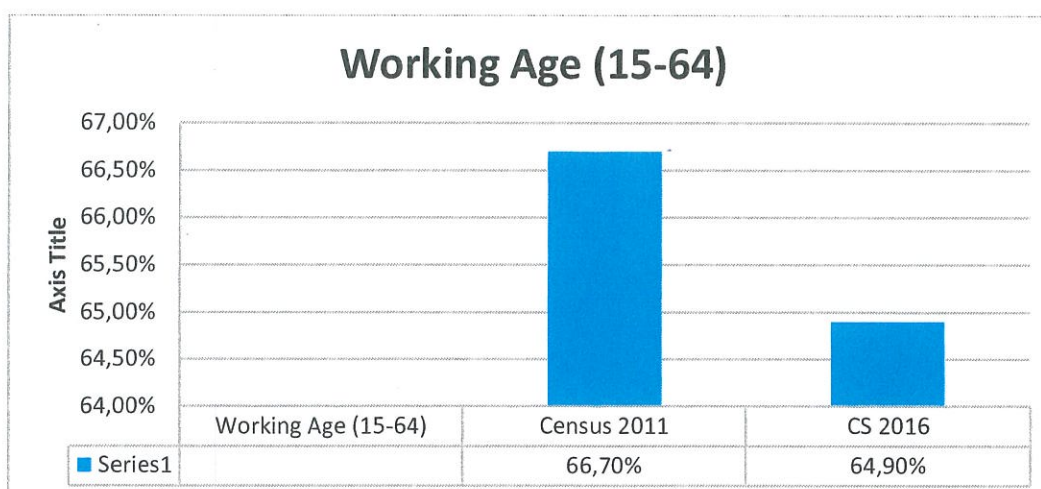
According to the Statistics South Africa Community Survey of 2016, the municipality has seen a rise in the youth population from 27 177 in 2011 to 35 034 in 2016 and working-class populations of 66.7%, and an increase in the number of elderly people from 2.7% in 2011 to 3% in 2016 within the municipality.



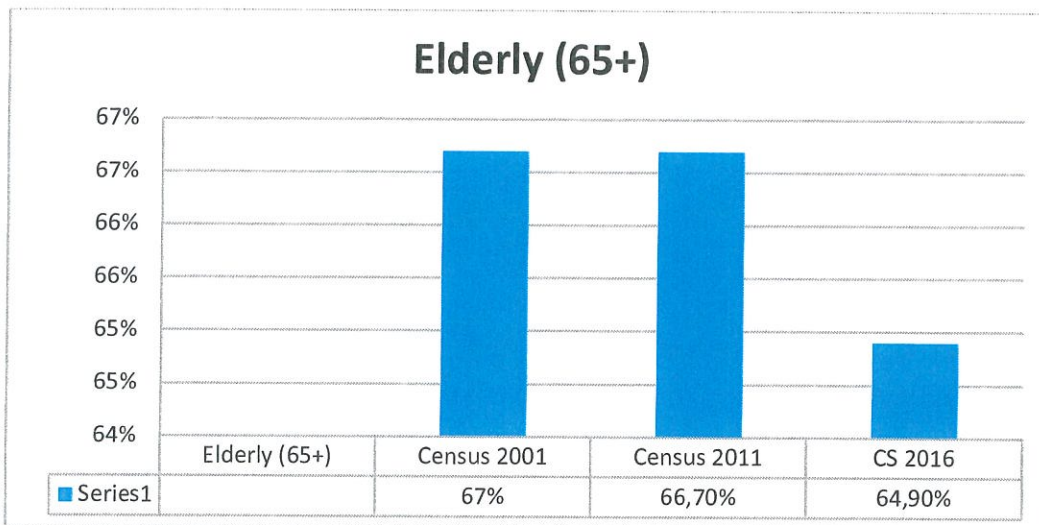
Source: Stats SA: Census 2001-2011; COMMUNITY SURVEY 2016



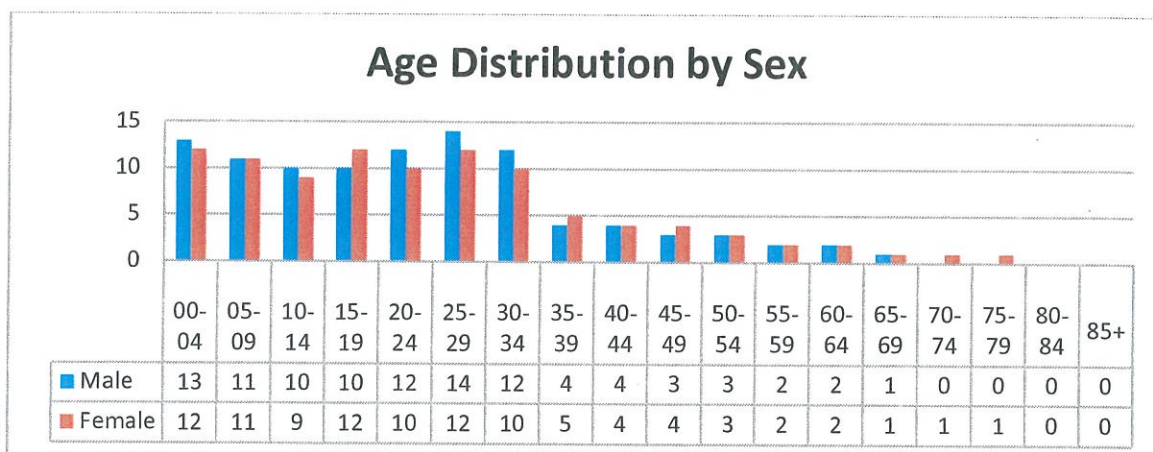
Source: Stats SA: Census 2001-2011; COMMUNITY SURVEY 2016



Source: Stats SA: Census 2001-2011; COMMUNITY SURVEY 2016



Source: Stats SA: Census 2001-2011; COMMUNITY SURVEY 2016



Source: Stats SA: Census 2001-2011; COMMUNITY SURVEY 2016

From the statistics, it can be concluded that the elderly population has increased to 3%.

As shown in graph above, the Greater Kokstad population is relatively young, with 70% of the population being youth under the age of 35. About 35% of the population is still school going pointing out a need to strength the existing FET College and to attract more institutions of higher learning in the future. This relatively young population signifies high potential for population growth in the future which further exacerbates the supply and demand scenario for more housing, education and health services in the foreseeable future. This means that the municipality, sector departments and NGOs must direct their development plan in favour of the youth. This brings us to the key issues of concern in the area such as the high unemployment rate, lack of skills, HIV&AIDS and substance abuse.

The segment of the population falling within the 15 – 64 age groups (which makes approximately 67% of the population) would essentially be classified as the potentially economically active population of Greater Kokstad Municipality. This data also means that there must be improved in-take of social security grants especially the child support grants within the municipal area and economic growth to provide jobs for the economically active population. The Municipality has a relatively small percentage of elderly people, which brings to question

whether people are not living to old-age, owing to untimely deaths or whether there is a generation of people that have left the area and are enjoying old age elsewhere.

1.2.4. EDUCATION

The education levels represented below states that a majority of the population has a primary and secondary education. However, the tertiary education sector is very underdeveloped.

This poses a major challenge for the Municipality, as this indicates that there are a limited number of qualified or skilled individuals within the labour pool.

From the statistic obtained, it can be concluded that a majority of the youth move away to obtain a tertiary education. From the statistic obtained, it can be concluded that the most persons with institutional education are located within ward 4 which accounts for 18.02% of the population who has a formal education. This is closely followed by wards 1, 6 and 8 which accounts of 17.37%, 14.62% and 13.81%, respectively, of the population who has a formal education.

According to the Statistics South Africa Census 2011, 83.87% of the Municipal population has some form of formal education. However, according to the Statistics South Africa Community Survey 2016, this percentage has increase by 2.59% to 86.46%, which equates to 66 355 persons as depicted in the table below:

	KZN433: Greater Kokstad	KZN434: Ubuhlebezwe	KZN435: Umzimkhulu	KZN436: Dr Nkosazana Dlamini-Zuma	Grand Total
Grade 12/Standard 10/Form 5/Matric/NCV Level 4/ Occupational certificate NQF Level 3	15839	15523	16508	13032	60901
NTC I/N1	56	48	103	37	243
NTCII/N2	22	48	128	45	242
NTCIII/N3	43	117	32	43	235
N4/NTC 4/Occupational certificate NQF Level 5	261	301	340	179	1081
N5/NTC 5/Occupational certificate NQF Level 5	105	38	117	29	288
N6/NTC 6/Occupational certificate NQF Level 5	249	77	525	12	863
Certificate with less than Grade 12/Std 10	14	30	23	-	67
Diploma with less than Grade 12/Std 10	113	74	109	136	433
Higher/National/Advanced Certificate with Grade 12/Occupational certificate NQF	242	699	526	328	1795
Diploma with Grade 12/Std 10/Occupational certificate NQF Level 6	1152	1088	1264	622	4127
Higher Diploma/Occupational certificate NQF Level 7	788	400	387	273	1848
Post-Higher Diploma (Master's	521	362	537	301	1721
Bachelor's degree/Occupational certificate NQF Level 7	528	467	1007	545	2548

Honours degree/Post-graduate diploma/Occupational certificate NQF Level 8	212	377	428	178	1194
Master's/Professional Master's at NQF Level 9 degree	35	89	47	54	224
PHD (Doctoral degree/Professional doctoral degree at NQF Level 10)	22	26	40	30	118
Other	127	437	251	310	1125
Do not know	415	155	165	148	884
Unspecified	211	235	735	122	1303
No schooling	9769	23392	41823	19694	94679
Grade 0	3419	5999	10050	6010	25478
Grade 1/Sub A/Class 1	2538	4641	6718	4604	18501
Grade 2/Sub B/Class 2	1383	3918	6141	4124	15566
Grade 3/Standard 1/ABET 1	2627	5735	10313	6172	24848
Grade 4/Standard 2	2709	5405	10932	6784	25830
Grade 5/Standard 3/ABET 2	3096	5545	11327	5880	25848
Grade 6/Standard 4	3388	6364	13303	5835	28890
Grade 7/Standard 5/ABET 3	3726	4736	8684	5977	23123
Grade 8/Standard 6/Form 1	4150	6538	11729	7017	29434
Grade 9/Standard 7/Form 2/ABET 4/Occupational certificate NQF Level 1	5416	7224	14140	8156	34935
Grade 10/Standard 8/Form 3/Occupational certificate NQF Level 2	6666	8361	14792	10441	40260
Grade 11/Standard 9/Form 4/NCV Level 3/ Occupational certificate NQF Level 3	6908	9900	14061	11361	42230
Grand Total	76753	118346	197286	118480	510865

Source: Stats SA: Census 2011; COMMUNITY SURVEY 2016

1.2.5. HIV/AIDS

The municipality is dealing with HIV issues through Local Aids Council which is chaired by the Mayor and Ward Aids Council chaired by ward Councillors. Department of Health is playing central role in relation to prevention and management of the HIV pandemic.

Here is the HIV Management Statistics within the Greater Kokstad Municipal area of jurisdiction:

Data	1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter
Infant PCR test around 10 weeks	139	44	47	48
Infant PCR test positive around 10 weeks	0	0	0	0
HIV test around 18 months	101	36	28	37
HIV test positive around 18 months	0	0	0	0
Inpatient death under 5 years total	4	3	1	0
Children under 12 years sexually assaulted rate	33,3	100	0	0
Maternal death in facility	0	0	0	0

Data	1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter
TB client 5 years and older start on treatment	107	33	30	44
ART client remains on ART end of month - total	29812	9530	10084	10198
Antenatal 1st visit before 20 weeks rate	64,5	67,7	61,1	64,4
Antenatal client starts on ART rate	100	100	100	100
Antenatal client HIV 1st test positive rate	12,3	13,1	14,2	9,6
HIV test around 18 months positive rate	0	0	0	0
Infant PCR test positive around 10 weeks rate	0	0	0	0
Antenatal 1st visit before 20 weeks	300	107	88	105
Antenatal client HIV 1st test	357	122	120	115
Antenatal client HIV 1st test positive	44	16	17	11
Antenatal client starts on ART	52	19	19	14
Antenatal client eligible for ART initiation	52	19	19	14
Antenatal client already on ART at 1st visit rate	73,4	74,2	71	75,6
Antenatal 1st visit total	465	158	144	163
Antenatal client HIV re-test positive	1	0	1	0
Live birth to HIV positive woman	164	53	64	47
Medical male circumcision 15 years and older	176	49	34	93
Medical male circumcision 10-14 years	13	1	0	12
Delivery in facility - total	473	156	165	152
Delivery 10-14 years in facility	0	0	0	0
Delivery 15-19 years in facility	93	27	26	40
STI treated new episode	1566	537	596	433
Screen for TB symptoms 5 years and older	32800	9964	11221	11615
Screen for TB symptoms under 5 years	9318	3673	2888	2757
HIV client tested - male	2878	915	951	1012
HIV client tested (excluding antenatal) - female	4005	1084	1529	1392
HIV test positive - new male	190	62	60	68
HIV test positive - new (excluding antenatal) female	322	104	124	94
Female condoms distributed at facility	2320	1110	900	310
Male condoms distributed at facility	173100	77300	27200	68600
Sexual assault prophylaxis (starter pack issued)	4	2	2	0

Data	1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter
Sexual assault case seen - new	4	2	2	0
Child referred from Phila Mntwana Centre - Immunization	23	14	4	5
Child offered deworming at Phila Mntwana Centre by CCGs	15	0	0	15
Child referred from Phila Mntwana Centre - Diarrhea	13	5	5	3
Child referred from Phila Mntwana Centre - TB	0	0	0	0
Child screened at Phila Mntwana Centre	1018	302	396	320
Vitamin A - CCG	159	58	44	5

1.2.6. SPATIAL REALITIES

Chapter 4; Part A to E of SPLUMA outlines requirements of SDF's at National, Provincial and at Municipal level with various sections providing prescription for each sphere of government with regard to the SDF preparation and content, section 12 of SPLUMA specifically requires that all spheres of government compile SDF's for their areas of jurisdiction; Part E provides for the preparation and content of a Municipal SDF. Part E defines the status of a SDF.

The GKM SDF serves as a strategy to interpret and represent the Spatial Development Vision of the Municipality. The vision must be designed to enable sustainable development throughout the municipality while the planning process will address the challenge to balance imperatives of economic efficient, social and environmental integrity.

Furthermore, SPLUMA Section 20 provides that Municipal SDF's, must be prepared as part of a Municipality's Integrated Economic Development Plan in accordance with section 26 (e) of the Local Government Municipal Systems Act No. 32 of 2000.

In the past many Municipalities, have developed SDF's, either in silos or supported (technically and/or financially) by the Department of Rural Development and Land Reform (DRDLR) or by their respective Provinces. Different SDF development approaches were applied depending on who was managing or has been contracted to undertake the project.

In 2010 DRDLR commissioned the development of Comprehensive SDF Guidelines as a response to the current modus-operandi. The process of developing the guidelines was extensive and inclusionary. All relevant stakeholder was consulted, and the comments received were instrumental in shaping the final product. These guidelines will form part of the SPLUMA regulations in as fast as the development of SDF's concerned. These guidelines have been implemented and tested since their development to ascertain their effectiveness in addressing the current challenges and shortcomings with regards to the development process and the content of the SDF's.

The SDF must have a set of objectives, strategies and policy guidelines that direct development and development options to ensure that the envisaged long term urban and rural structure and target deliverables are realised. The SDF should find a balance between Environmental and Development especially since the economic base (agriculture, tourism, retail and manufacturing) are reliant on the natural resources of its

existence. This objective shall be achieved by the development of a SDF in GKM in compliance with the provisions of these guidelines.

The SDF shall be amended accordingly and made credible. Compliance with the following important aspects of an SDF indicated in the Chapter 4 of SPLUMA must be adhered to. Section 12 subsection (1) (a) to (o) stipulates generally the areas an SDF must cover. In particular, section 21 (a) to (p) prescribes over and above the parameters of preparing for the development of a MSDF.

The SDF must give effect to the development principles contained in SPLUMA:

- _ Spatial Justice
- _ Spatial Sustainability
- _ Efficiency
- _ Spatial Resilience
- _ Good Administration

Greater Kokstad Municipality has three urban nodes Kokstad Town, Swartberg and Franklin. Kokstad Town is the major economic center due to its strategic location in terms of transport network, economic and administrative activities. The National Route (N2) links the area to the major economic nodes such as Port Shepstone and Durban in the KwaZulu-Natal Province and Mthatha in the Eastern Cape Province. The R56 links Kokstad to Ixopo and Pietermaritzburg. The strategic location of Kokstad creates opportunities for economic growth. Emanating from the spatial location of the area is high population growth rate due to high migration of people from the Eastern Cape and Lesotho into the area in search for employment opportunities. The municipality is therefore faced with a challenge of planning, providing basic services, housing and creating employment opportunities for its growing communities.

There are also land reform projects in rural areas like Pakkies 1 and 2 and Kransdraai. Apart from the built environment, there are also agriculture, indigenous forests and areas of biodiversity. The municipality acknowledges the relationship between the built and the natural environment and has adopted an integrated approach to development and protection of the natural environment.

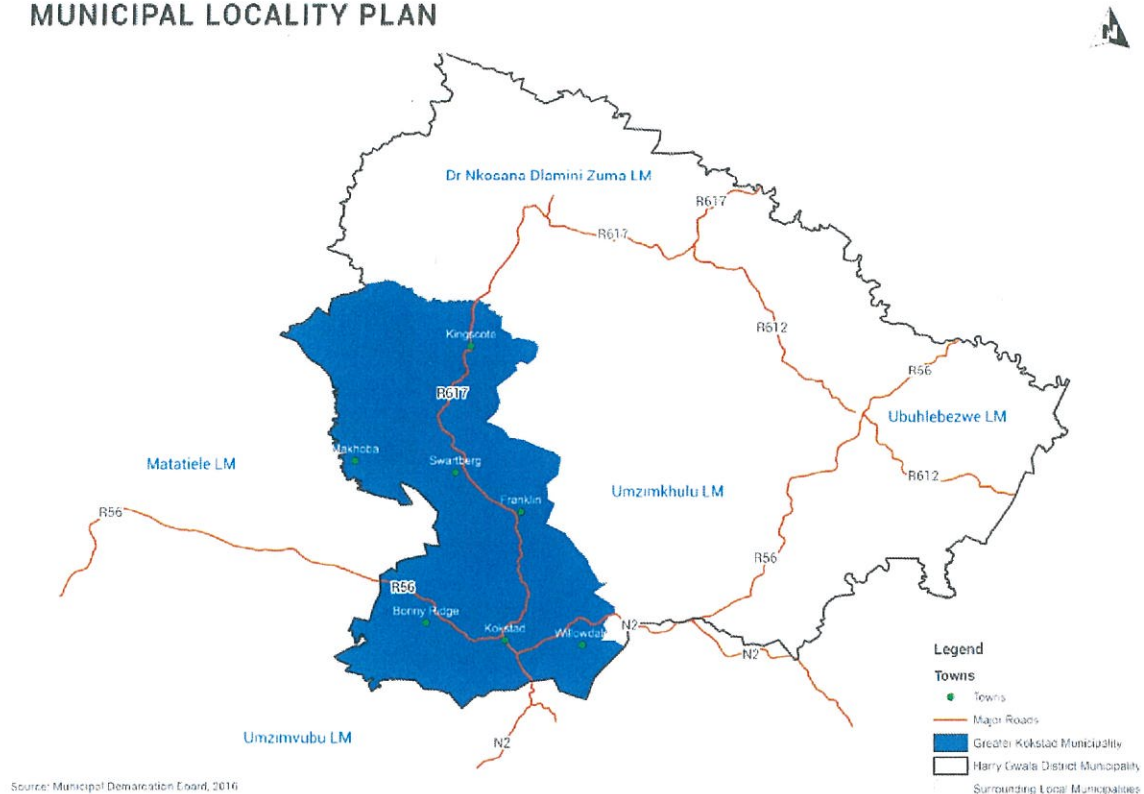
One major spatial challenge facing the municipality is illegal occupation of land for housing purposes. The municipality has no systems in place to deal with the situation. However, the implementation of Land Use Management System and the preparation of by-laws (to be prepared after the Land Use Scheme has been completed) will enable the municipality to control land use and apply to court to demolish any structure that is in contravention of its Land Use Scheme. This will contribute towards orderly and harmonious development.

The following spatial characteristics, issues and challenges impact on the future development of the Greater Kokstad Municipality and need to be taken forward in the IDP Process:

- Illegal occupation of land for informal housing purposes.
- Mushrooming of informal settlements on flood line and protected wetland areas.
- Kokstad town is presently not presenting a very good image for Greater Kokstad Municipality, due to the character of key infrastructure.
- There is minimal integration of environmental, land use and transport management system.
- A need exists to redirect growth and development to the previously disadvantaged areas and areas of economic opportunity while focusing on the redevelopment of deteriorating areas within the municipal area.

- There has been a substantial increase in the number of illegal small business operators that are conducting business from home without permission. This has given rise to traffic and safety problems as these areas were not designed for such purposes.
- Infrastructure like roads, electricity, and telephones, the main services are in the urban areas.

MUNICIPAL LOCALITY PLAN



1.2.7. LAND REFORM

The implementation of the land reform program within Greater Kokstad Municipality has progressed very slowly. There are a number of land claims that have been lodged on farms in Greater Kokstad.

The priority redistribution is in the Pakkies area (PORTION 3(1) OF THE FARM MELKSPRUIT NO 293.) The only transferred redistribution claim within the study area is the Kokstad Commonage redistribution project. It includes the farm Kranzfontain and is located to the east and south east of Bhongweni.

The map below indicates all the land reform projects within the Greater Kokstad municipality.

The role of local government in supporting the land reform program remains one of the poorly defined and uncoordinated activities in the integrated development planning process. The land reform affects the local communities, yet it is implemented by a national government department with limited consideration of the IDPs.

The primary aim of the Land Reform Program is to broaden access to land and address the historical imbalances in the land ownership pattern in South Africa. It is a complex program and affects a number of development sectors including agriculture, housing, conservation, commerce, and industry.

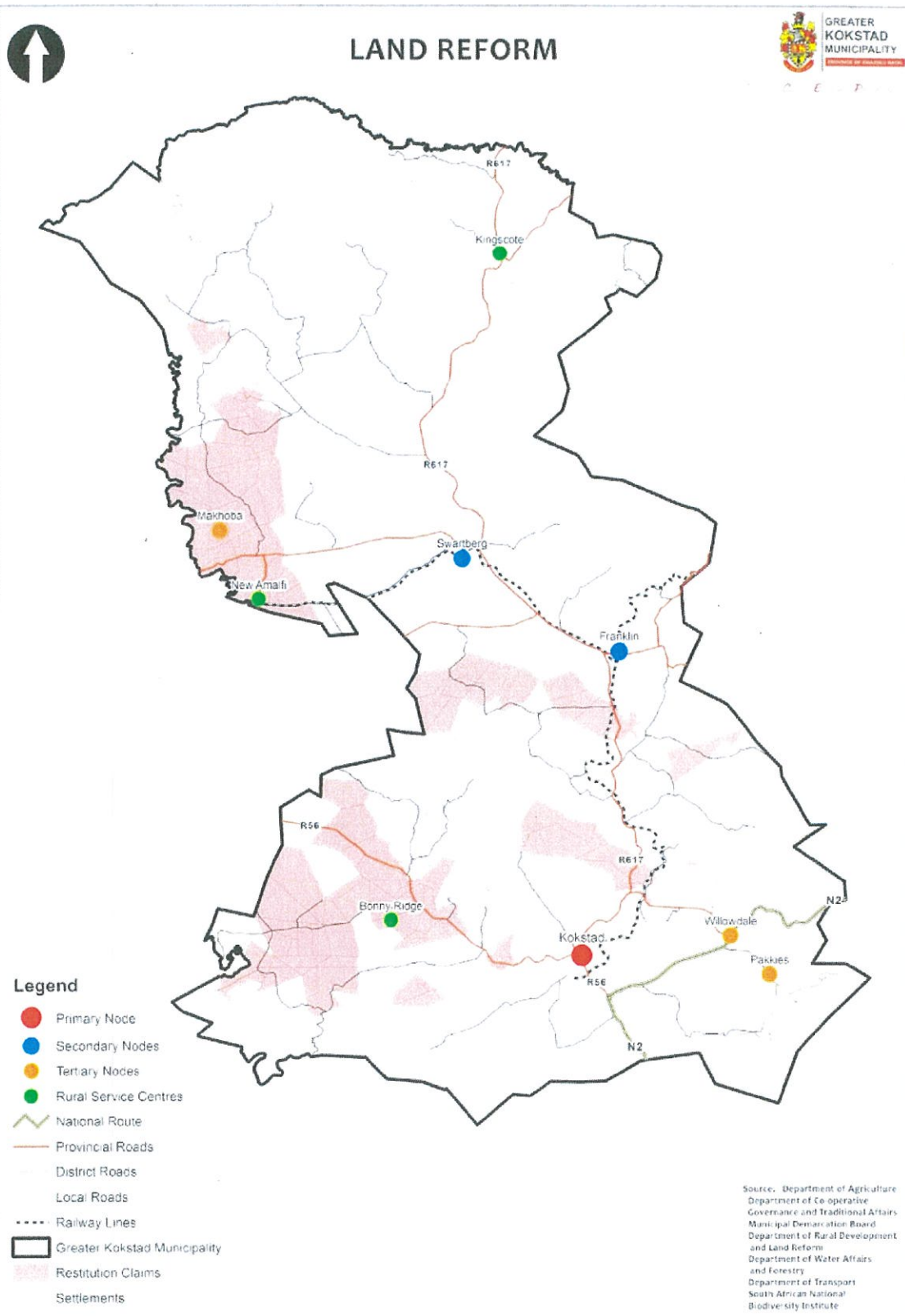
As such, it is imperative for the program to be implemented in a cooperative manner with all the spheres of government making firm commitments to support and integrate the program into their planning and service delivery initiatives.

Similarly, these documents do not provide an adequate strategic framework for dealing with the land question. Land issues are complex and intricate with some of them (labour tenants and land restitution) being rights driven. Therefore, land reform is considered as one of the most significant programs that promise to make a major contribution to economic growth, poverty alleviation, and nation building. As such, its implementation should be embedded in the notion of sustainable and integrated development.

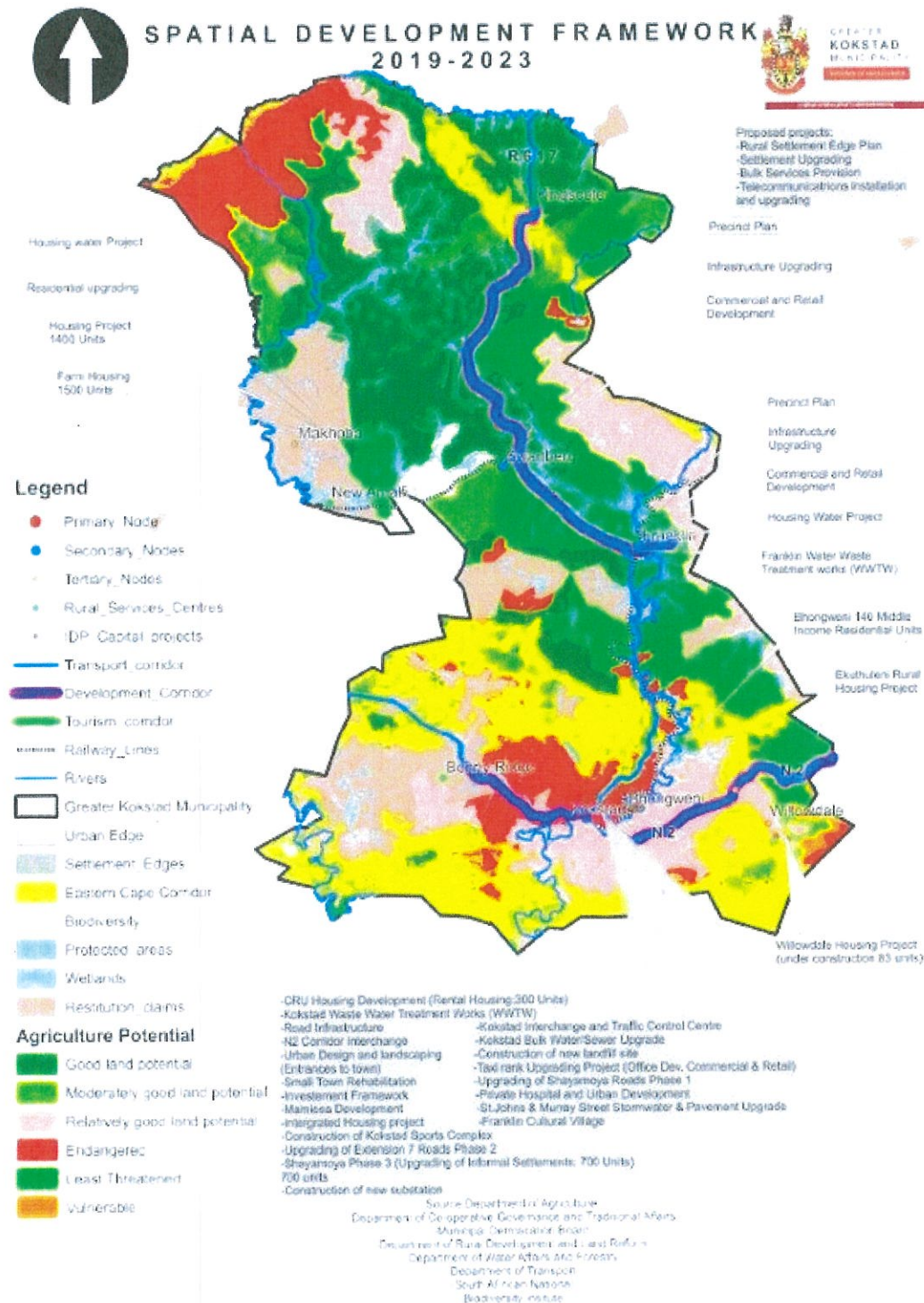
Notwithstanding the aforementioned limitations, the Municipality, in its progression to increase its ability to realise a development state hinged on secondary city status has identified the need to bring all fallow land back into production. As such, one of the priorities to be realised through the GKM and UKZN partnership is the identification of land that can be restored through extended partnerships with either resolved land claim beneficiaries or expectant beneficiaries.

Presently poor agricultural practises such as exceeding the carrying capacities for animal production and the lack of irrigation systems are fast depleting the natural resources in existence. The Municipality together with the Department of Agricultural and Rural Development together with the National Department of Rural Development and Land Reform have commenced with the development of the Agricultural Strategy for the municipal jurisdiction. Due to past uncoordinated approaches the development of such strategy could not be finalised in the 2017/2018 financial year.

The Municipality has however prioritised agriculture for the Franklin_Makhoba area as a strategic development node specific to agriculture and manufacturing. It is in this area that the Municipality intends to establish its Farmer Production Support Unit (FPSU) as part of the Agri-Parks concept.



Greater Kokstad Local Municipality (hereinafter referred to as 'GKM') currently has a 2019-2020 SDF, which in terms of legislation needs to be reviewed, therefore the GKM requested the services of one firm or a consortium of suitable qualified firms to conduct a review of the 2019-2020 SDF & alignment of information with the 2019-2020 IDP.



1.3. SERVICE DELIVERY OVERVIEW



The Greater Kokstad Municipality basic services as contained in our Municipal Indigent Policy is intended to provide norms and standards for a program to improve the lives of indigents and to improve access to free basic services. The policy recognized the need for inter-government co-operation in the process of dealing with indigents but places a specific emphasis on the municipal sphere, recognizing the important role local government has in effectively addressing the needs of indigent households. This requires local understanding and local initiative, co-ordination with support from national and provincial government. The indigent policy seeks to address the problem of institutional exclusion by facilitating the reform of the systems of local government in ways that ensure the inclusion of the poor in ways that will guarantee their access to affordable basic services.



The implementation of the indigent policy as the basis of providing Free Basic Services was done in context of socio-economic realities facing our communities such as:

- High level unemployment
- Low income earners that have limited affordability
- High incidents of child-headed households
- Natural attrition of elderly headed households within our society.

The Municipality indigent policy apply specifically to Free Basic Services program within Municipality i.e. free basic electricity, rates, burial and free basic refuse removal. We had 4 849 beneficiaries on this program in 2018/19 financial year compared to 4 543 beneficiaries in 2017/18. The equitable share allocated to the Municipality to provide free basic services is still in short supply.

Since 1994 GKM has made huge strides in the service delivery arena with electricity dominating ahead of others, this was made possible by funding from Department of Energy, Eskom and GKM own funding. For the 2018/2019 financial year the municipality managed to do 44 connections for permanent structures. There was also some 800 plus connections to informal settlements in Horseshoe and Marikana areas. The 100% connectivity of households in GKM is always a moving target; this is made impossible by widespread illegal settlements as more people are moving to Kokstad from neighbouring towns in anticipation of subsidized housing and better services.

Project Name	Pictures	Status	GKM	Other	Comments
Upgrading of 1000m of MV Cable Phase 3 (Ward 3)		The Project will be completed by 30 September 2019.	R3,000,000.00	Internal	The Project is ongoing with some 600m of MV Cable upgraded.
Upgrading of Mini sub-stations and Transformers (Ward 3)		The project has been completed.	R3,500,000.00	Internal	N/A

<p>Installation of Street Lights –Mid Block and Maximum Prison Route and High Mast Phase 1 in Horseshoe, Shayamoya and Marikana</p> 	<p>The Project has been completed.</p>	<p>R2,800,000.00</p>	<p>Internal</p>	<p>N/A</p>
<p>Electrification of Informal Settlements</p> 	<p>The project is ongoing with 717 houses having been connected in Horseshoe, Mphela, Chocolate city.</p>	<p>R1,225,865.38 R2,914,000.00 R5,000,000.00</p>	<p>Internal DoE (INEP) KZN CoGTA</p>	<p>Some informal settlements which were connected were hit by floods hence reducing the pace of the work.</p>

1.4. FINANCIAL HEALTH OVERVIEW

The municipality financial health continues to be strong despite challenging financial climate and the slowdown in the economy. The Municipality has collection rate of 90%. The municipality continues to intensify revenue enhancement initiatives; however, some customers have demonstrated affordability challenges due to the high levels of household debt in the country. To ensure that we guard against our most vulnerable customers, we have intensified awareness of the Municipality's indigent subsidy to ensure they are able to access free basic services without being targeted in our Credit control management processes. We have continued to encourage customers experiencing cash flow challenges to enter into alternative payment arrangements in order to improve the collection rate. The GKM remains committed to prudent management of its finances. Our Financial Plan will ensure continued financial sustainability and effective financial planning through prudent generation of annual operating surplus, and the creation of cash reserves to increase the level of infrastructure expenditure to improve service delivery. We have again achieved an unqualified audit opinion as was the circumstance in the previous financial year. This is a firm indication of the committed leadership which drives governance, compliance and strategic financial management.

Financial Overview: 2017/2018			
			R'000
Details	Original budget	Adjustment Budget	Actual
Income:			
Grants	92 027 000	120 911 000	114 625 057
Taxes, Levies and tariffs	292 636 000	290 751 000	261 765 538
Other	25 269 000	24 880 000	37 506 631
Sub Total	409 932 000	436 542 000	413 897 226
Less: Expenditure	405 192 000	399 844 000	(338 477 445)
Net Total*	4 740 000	36 698 000	75 419 781

Operating Ratios	
Detail	%
Employee Cost	35.6%
Repairs and Maintenance	6.2%
Finance Charges & Impairment	11.9%

The above ratios, which are closely monitored during the year, ensure that at all times the GKM remains focused on ensuring continued financial sustainability.

Total Capital Expenditure: 2016/17 – 2018/19			
			R'000
Details	2016/17	2017/2018	2018/2019
Original Budget	45 225 000	63 705 000	98 798 000
Adjustment Budget	65 710 497	93 987 000	134 354 000
Actual	37 337 616	72 594 155	88 368 050

The 2018/19 financial year capital budget marked a significant milestone once again with an approved adjusted capital budget of R134 million. Capital expenditure, as expressed by the additions capitalised in the

current year amounted to R88 million and work in progress amounting to R77 million (66% of approved capital budget).

1.5. ORGANISATIONAL DEVELOPMENT OVERVIEW

Organizational development serves to give effect to the strategy of an organization. It gives a platform for the organization to identify functions as well as posts that are required for it to achieve its mission and vision. Such a decision has to start with the type of structure which is suitable for the organization. The organizational structure of the municipality was reviewed and adopted by Council on 27 June 2019. The structure adopted for the 2019/2020 financial year was informed by the availability of the budget and, as such, some critical posts were not included in the structure.

The structure is being implemented and the recruitment process is being undertaken. Towards the end of the 2019 /2020 financial year the structure will be reviewed. The review will be more in-depth with a work-study exercise being undertaken. Such an exercise will ensure that organizational design and development is based on scientific principles and that the Municipality has enough posts in its staff establishment to carry out its mandate

1.6. AUDITOR GENERAL REPORT

The Municipality Obtained an Unqualified Audit Opinion for 2017/18 Financial Year

The Audit Report shall be included in chapter 6 of the 2018/19 Annual Report once issued by the AG(SA).

1.7. STATUTORY ANNUAL REPORT PROCESS

No.	Activity	Timeframe
1.	Finalize the 4th quarter Report for previous financial year	31 July 2019
2.	Submit draft Annual Report to Internal Audit	12 August 2019
3.	Audit/Performance committee considers draft Annual Report of municipality and entities (where relevant)	
4.	Mayor tables the unaudited Annual Report	
5.	Municipality submits draft Annual Report including consolidated annual financial statements and performance report to Auditor General	31 August 2019
6.	Annual Performance Report as submitted to Auditor General to be provided as input to the IDP Analysis Phase	
7.	Auditor General audits Annual Report including consolidated Annual Financial Statements and Performance data	1 September – 31 October 2019
8.	Municipality receives and start to address the Auditor General's comments	30 November 2019
9.	Mayor tables Annual Report and audited Financial Statements to Council complete with the Auditor- General's Report	31 January 2020
10.	Audited Annual Report is made public and representation is invited	01-14 February 2020
11.	Oversight Committee assesses Annual Report	17-28 February 2020

- | | | |
|-----|---|--------------------------------|
| 12. | Commencement of draft Budget/ IDP finalization for next financial year. Annual Report and Oversight Reports to be used as input | October 2019 – May 2020 |
| 13. | Annual Report and Oversight report presented to Council for adoption | 31 March 2020 |

Local authorities prepare annual reports to discharge their public accountability responsibilities. A local authority's annual report serves as a communication tool for providing wider information on activities carried out and services provided, and for comparing actual service delivery with forecast service delivery. The information in annual reports and summary annual reports should allow ratepayers, the community, and the wider public to assess how local authorities have performed in relation to stewardship of community assets, and the efficiency, effectiveness, and cost-effectiveness of operations.

Local authorities are also required to prepare an annual report that fairly reflects their achievements and results against their annual plan, with particular emphasis on comparisons with their forecast financial and non-financial performance.

The annual report should link forecast performance and actual performance. The annual report should compare forecast expectations to actual results, should "feed into" the next year's forecast, and should signal any intended changes in direction, services, or actions based on an analysis of the current year's performance.

CHAPTER 2 – GOVERNANCE

INTRODUCTION TO GOVERNANCE

Governance at Greater Kokstad Municipality is made up of Political & Administrative Governance, Inter-governmental Relations, and Public Accountability & Participation along with Corporate Governance. Political & Administrative Governance is the breakdown of Elected Councillors, the committees they sit on, & the number of meetings they attend. It further looks at the administrative aspect of the municipality in terms of the organizational structure being implemented and a distinction made of the business units and their respective functions. Intergovernmental Relations is basically the relationship that the municipality forges with other sector departments in order to carry out day to day activities, like National Treasury, the Auditor General & the Provincial Department of CoGTA. Public accountability is the way the Municipality operates with regards to the communities by way of holding community meetings, Izimbizo's, State of the Municipality Address and the process of ward committees dealing with issues within the wards. Corporate Governance looks at issues of transparency and accountability whereby the municipality outlines its top risks, and the way in which they run the Municipal Affairs. Together these important aspects intertwine and are forged to ensure all aspects of the municipality are properly functioning and that communities receive quality services at an affordable

COMPONENT A – POLITICAL AND ADMINISTRATIVE GOVERNANCE

2.1. POLITICAL GOVERNANCE

Greater Kokstad Municipality established portfolio committees namely, Executive Committee, Governance and community & Social services, Budget and Treasury & Infrastructure and Technical services, Economic Development and Spatial Planning committee and lastly Local Labour forum. These committees sit on monthly basis to oversee if that the day to day activities within the Municipality are dealt with correctly. The Council, MPAC and Audit committee sits on quarterly basis. An Audit Committee provides opinions and recommendations on financial processes and performance and provides comments to the Oversight Committee on the Annual Report.

2.1.1. POLITICAL STRUCTURE



2.1.2. COUNCILLORS

Greater Kokstad Municipality has 19 Councillors. Ten (10) Councillors are Ward Councillors and 9 Councillors are proportional. During 2018/19 financial year the Council lost one Ward 09 Council by the name of Councilor M Mgevu a representative from African National Congress.

Political parties in the Council are represented as follows:

POLITICAL PARTY	NO. OF COUNCILLORS
AFRICAN NATIONAL CONGRESS(ANC)	13 (however at year end they were 12 due to the passing of Councilor Mgevu)
DEMOCRATIC ALLIANCE(DA)	3
ECONOMIC FREEDOM FIGHTERS (EFF)	2
African Independent Congress (AIC)	1

2.1.3. COMMITTEE ALLOCATIONS JULY 2018 TO JUNE 2019

Committee Allocations July 2017 to June 2018		
Portfolio committee	Chairperson	Members
MPAC	Councilor H T Mngonyama	Councilor M Mgevu (deceased) and replaced by Councilor N Nguza; Councilor E Bhengu, Councilor B L Marncé;

Budget & Treasury and Infrastructure 7 Technical Services	Mayor: Councillor B.M Mtolo	Councillor M N Madikizela; Councillor Z.R Tshazi; Councillor k. Phuthuma
Governance Community Development & Social Services	Councillor deputy mayor KJ Walker	Councillor M Figlan, Councillor N Mfukuli, Councillor L. Fortein
Economic Development and Spatial Planning	Councillor N. Dumisa	Councillor N Mavuka; Councillor T.O Madikizela; Cllr Z. Tshangase; Councillor N. Lusawana
Local Labour Forum	Councillor Figlan	Cllr N. Nguza Cllr N. Mfukuli

2.1.4. WARD COUNCILLORS POLITICAL PARTY (2018-2019)

WARD COUNCILLORS LIST		
Ward No.	Name	Political Party
Ward 1	Cllr N. Lusawana	ANC
Ward 2	Cllr N. Nguza	ANC
Ward 3	Speaker, Cllr Z.A. Mhlongo	ANC
Ward 4	Cllr M. Figlan	ANC
Ward 5	Cllr N. Mavuka	ANC
Ward 6	Cllr N. Mfukuli	ANC
Ward 7	Cllr E. Bhengu	ANC
Ward 8	Cllr L.M. Madikizela	ANC
Ward 9	Cllr M. Mgewu (deceased)	ANC
Ward 10	Cllr. Tshazi	ANC

2.1.5. PROPORTIONAL REPRESENTATION (PR) COUNCILLORS BY POLITICAL PARTY (2018 – 2019)

PR COUNCILLORS LIST	
Name	Political Party
Mayor, Cllr B.M Mtolo	ANC
Deputy Mayor, Cllr K. Walker	ANC
Cllr T. Mngonyama	ANC
Cllr. T.O Madikizela	AIC
Cllr. M.N.Dumisa	DA
Cllr.K. Phuthuma	DA
Cllr. B.L Marnce	DA
Cllr L. Fortein	EFF

2.1.6. MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC)

The Municipal Public Accounts Committee is a committee of Council established under section 79 of the Municipal Structures Act, 1998. Section 79 allows for the co-option of advisory members to a Committee of Council, who are not members of the Council.

The Municipal Finance Management Act (MFMA) assigns specific oversight responsibilities to Council about the Annual Report and the preparation of an Oversight Report.

Given the processes required by Council to effectively undertake its oversight role, the establishment of MPAC of Council would provide the appropriate mechanism in which Council could fulfill its oversight responsibilities.

FUNCTIONS OF MPAC:

Below are some of the functions that MPAC must perform in executing and fulfilling its oversight role:

- ✓ Undertake a review and analysis of the Annual Report.
- ✓ Invite, receive, and consider inputs from Councillors and Portfolio Committees, on the Annual Report.
- ✓ Consider written comments received on the Annual Report from the public consultation process.
- ✓ Conduct Public Hearing(s) to allow the local community or any organs of state to make representations on the Annual Report.
- ✓ Receive and consider Council's Audit Committee views and comments on the annual financial statements and the performance report.
- ✓ Preparation of the draft Oversight Report, taking into consideration, the views and inputs of the public, representative(s) of the Auditor-General, organs of state, Council's Audit Committee and Councillors.

MPAC CONSTITUTION

The following members of Council are members of the Municipal Public Accounts Committee for Greater Kokstad Municipality:

- Cllr HT Mngonyama - Chairperson
- Cllr. M. Mgevu (deceased)
- Cllr. E. Bhengu
- Cllr. BL Marnece

2.1.7. THE EXECUTIVE COMMITTEE (EXCO)

The second layer of committees is the EXCO which reports in terms of section 44 of the Local Government: Municipal Structures Act, 1998 to the municipal Council on decisions made in terms of its delegated powers as well as recommendations made on those issues which require the Council's consideration.

EXCO consists of 3 members, namely, the Mayor, Deputy Mayor and 1 (one) another member. The Mayor is the Chairperson of the meeting, whilst the Deputy Mayor automatically becomes the Deputy Chairperson.

2.1.8. PORTFOLIO COMMITTEES (SECTION 80)

The third layer of committees are the Portfolio Committees (in terms of Section 80 of the Local government: Municipal Structures Act, 1998), which makes recommendations to the EXCO and report back on resolutions taken in terms of its delegated powers.

All Portfolio Committees report to the Executive Committee. The Executive Committee may refer a matter back to the Portfolio Committee for further consideration, amend or adopt the recommendations if it has delegated authority to do so, or submit its (Executive committee) recommendations to Council.

There are 3 (three) section 80 committees, namely:

- Economic Development and Spatial Planning Portfolio Committee
- Governance and Community Social Services Portfolio Committee
- Budget and Treasury and Infrastructure and Technical services Portfolio Committee

2.2. ADMINISTRATIVE GOVERNANCE

The Municipal Manager is the head of the municipal administration and provides policy direction. The roles and responsibilities of the Municipal Manager are comprehensively set out in Section 55 of the Municipal Systems Act with his role as the Accounting Officer being set out in Chapter 8 of the Municipal Finance Management Act, 56 of 2003. Through the Delegations Framework the MM has delegated certain functions to the relevant Executive Managers. The Executive Managers assume the roles as delegated and report formally to the MM during Top Manco meetings which take place on a weekly basis. One on one meetings also take place as and when required. Performance management also provide an opportunity for the MM to communicate performance targets and for the measurement of these on a quarterly basis.

There are five Business Units that mirror the committee portfolios also report to the Municipal Manager. They are:

- Corporate Services
- Budget & Treasury Office
- Community and Social Services
- Infrastructure and Technical Services
- Economic Development and Spatial Planning

Each of these Business Units is headed by an Executive Manager, who must ensure that services are effectively and efficiently delivered to the people of the Greater Kokstad Municipality. The municipal manager and his team of executive managers hold weekly meetings to discuss key strategic service deliverables, and to offer guidance on achieving IDP goals.

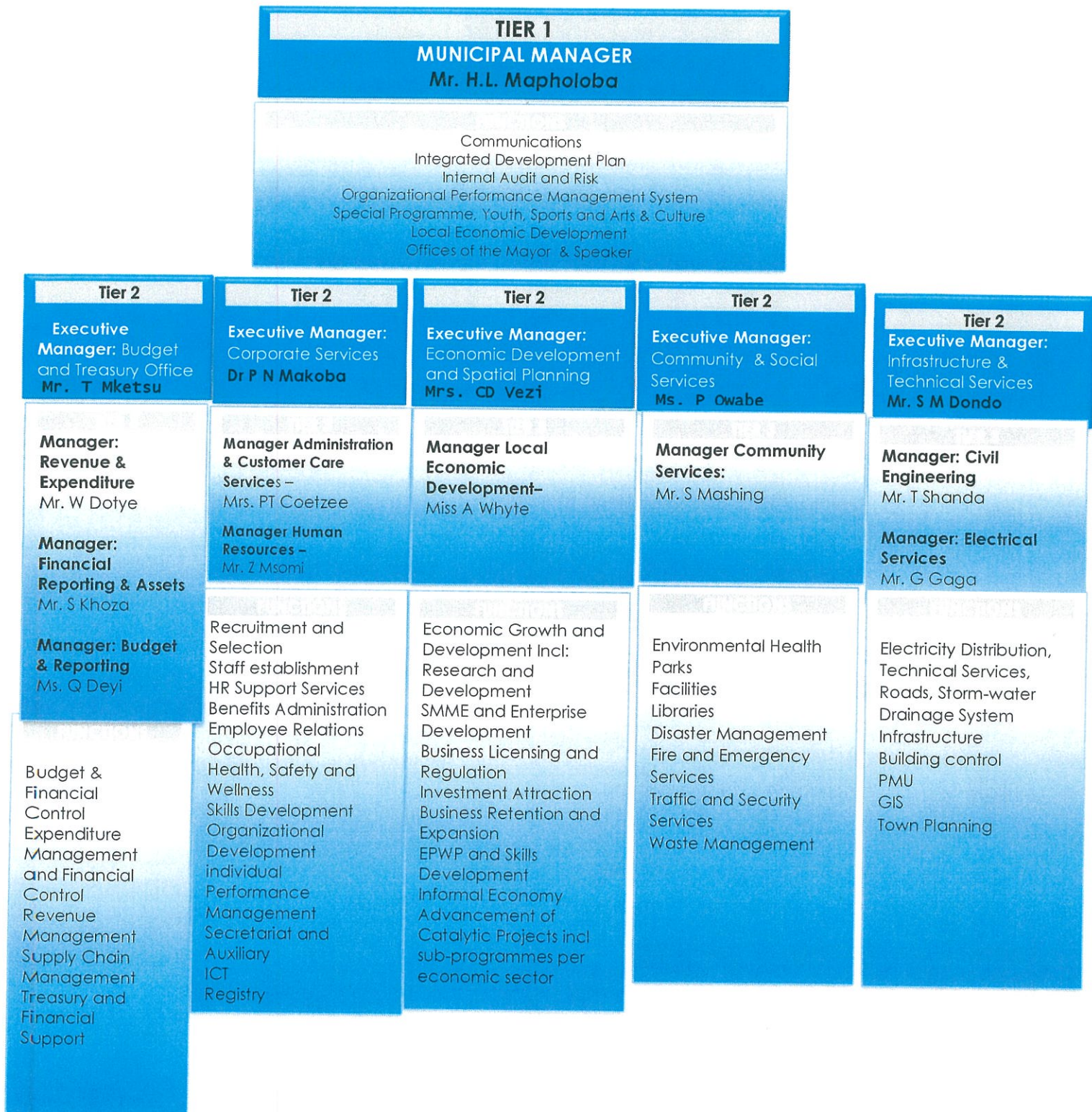
The administrative component is aligned with the six (6) National Key Performance Areas (named below); and they are linked to Back to Basic Pillars.

- Municipal Transformation and Institutional Development
- Basic Service Delivery

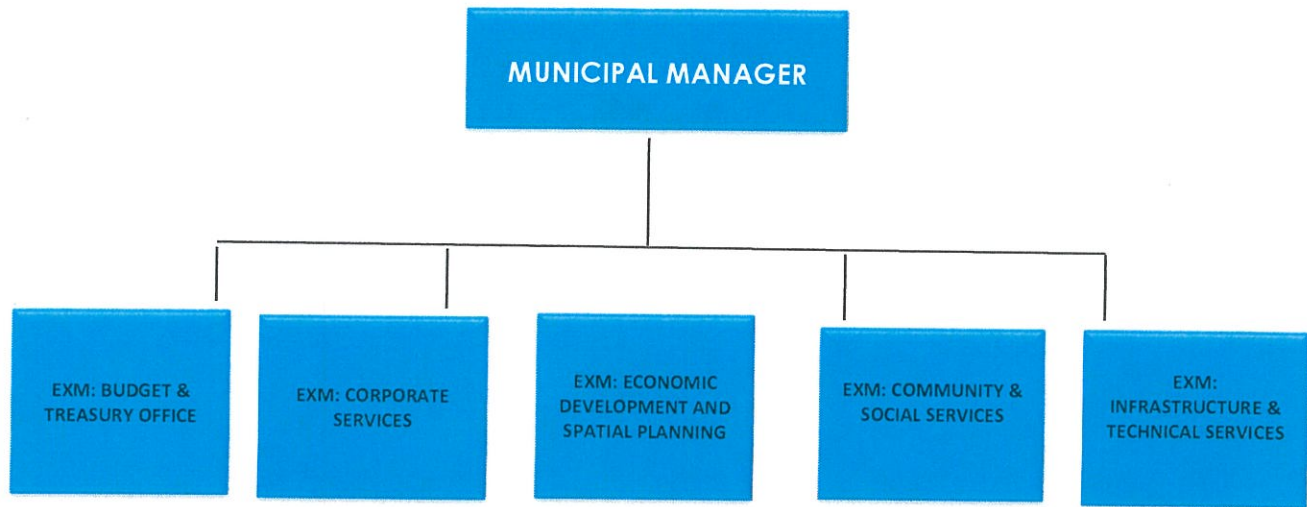
- Local Economic Development
- Municipal Financial Viability and Management
- Good Governance and Public Participation
- Cross-Cutting

The Municipal Manager's office has also assumed direct responsibility for Communications and Corporate Strategy as well as the drafting, management and implementation of Council's Integrated Development Plan (IDP). The Internal Audit Division also falls under the Office of the MM.

2.2.1. TOP ADMINISTARTIVE STRUCTURE



2.2.2. TOP STRUCTURE OF THE GREATER KOKSTAD MUNICIPALITY (TIER 1-3)



COMPONENT B: INTERGOVERNMENTAL RELATIONS

INTRODUCTION TO CO-OPERATIVE GOVERNANCE AND INTERGOVERNMENTAL RELATIONS

The intergovernmental relations Framework Act No 13 of 2005 provides for the establishment of Intergovernmental structures amongst the three spheres of Government, where issues of mutual interests are discussed and agreed upon. It also provides guidelines in which disputes amongst Government spheres and structures should be addressed before legal and court of laws can be involved in resolving the disputes. The Act clearly separate role players and their responsibilities in efforts of serving South African Citizens. Greater Kokstad Municipality fully participates in all IGR structures for the benefit of enhancing service delivery and ensuring the good working relations amongst Government spheres. The benefits of such relations are witnessed by several projects that are underway in Kokstad where the Municipality was funded by various Provincial Departments.

The Cultural village in Franklin is an example of such projects, the KZN Department of Cooperative governance and Traditional Affairs has funded the Project with the amount of R15 M. The Municipality has completed the phase 1 of the project where the whole site has been fenced. The second phase include the approval of the designs and the start of construction of structure will resume soon.

The KZN Department of Human Settlement working with Greater Kokstad Municipality has managed to increase the number of completed units in Makhoba Project where the total number of completed unit is now at 461 out of 1400, the project is in progress. Other Projects include the Operations Sukuma Sakhe (OSS) with 7 Units, this project has not yet started however was approved. The Foleshill farm housing project the contractor is on site already. Shayamoya phase 3 with 700 units and community residential unit with 300 units are approved and processes to start with construction are almost completed.

All information relating to grants received by the Municipality are disclosed in financial statements as required by the Municipal Finance Management Act no 53 of 2005.

All information related to grants received is disclosed as required in the annual financial statements.

2.3. INTERGOVERNMENTAL RELATIONS

2.3.1. NATIONAL INTERGOVERNMENTAL STRUCTURES

The Greater Kokstad municipality organized a traditional leader's workshop, where there was a misunderstanding in terms of traditional leaders' role in Council. The National House of Traditional Leaders and the KZN Provincial House of Traditional assisted the municipality in conducting a workshop which its aim was to clarify Kokstad Community on processes and Procedures that need to be followed for communities to be recognized as traditional communities and the traditional leader's recognition thereafter. The Provincial Department of Cooperative Governance and Traditional Affairs also played a huge role in facilitating the workshop. The workshop also clarifies the Griqua communities in the processes of

the signing of the bill by the President which will recognize Khoisan's and Griquas as traditional communities in South Africa.

2.3.2. PROVINCIAL INTERGOVERNMENTAL STRUCTURE

The Greater Kokstad Municipality is constantly attending and taking part in various Provincial IGR Structures such as the SALGA Committees at a Provincial level. Provincial COGTA Technical MuniMec and the political MuniMec. The objectives of the forums are to share knowledge and information. To articulate on policy matters that affect Municipalities for implementation and to seek assistance and advice on certain issues that requires the Provincial and National intervention on service delivery issues.

2.3.3. DISTRICT INTERGOVERNMENTAL STRUCTURES

The intergovernmental relations Act provides the role of the District municipalities in coordinating and supporting District IGR Structures, the Local Municipalities participate in the District Forums to share information and support in issues of mutual interest. There are various forums such as Mayors Forum, Speakers Forum, CFO's Forum and others. The Greater Kokstad Municipality has been actively participating in active forums however some are not active and that impose challenges to service delivery such as provision of water supply and sewer challenges, however the Municipality tries to maintain good communications channels with the District Municipality.

COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION

OVERVIEW OF PUBLIC ACCOUNTABILITY AND PARTICIPATION

Greater Kokstad Municipality has a Public Participation unit within the municipality which facilitates all public Participation activities. To enhance Public Participation, Ward committee structures were established in all wards, they act as advisory structure to the Council and as a bridge between the Municipality and the Community. There are also Community Development Workers which are deployed in wards, they assist in identifying service delivery gaps and advise the relevant departments for interventions

2.4. PUBLIC MEETINGS

2.4.1. COMMUNICATION, PARTICIPATION AND FORUMS

The Municipality has developed and adopted a Communication strategy which is reviewed on an annual basis. The Strategy has the Action plan which clearly states various platforms of communication with Communities. It also gives guidance on internal communications. The communications tools and channels are stated as well as the responsible communicators in line with communication protocol.

The platforms that the municipality has identified to utilise in communicating with the public include the following;

Community notice boards, Media briefings, Media statements, Municipal Newspaper which is a monthly publication, Municipal Social media page (Facebook), Face to face meetings such as Izimbizo, IDP and Budget Road shows, loud hailing for community meetings announcements, the use of Municipal Website on announcements of Meetings and other information that is of the interest of the community. Other tools are WhatsApp and SMS.

In terms of communicating with organised structures and Forums, the Municipality has established the Local Communicators Forum, which also serves as the Intergovernmental Structure and the Operation Sukuma Sakhe.

2.4.2. WARD COMMITTEES

Ward committees are advisory structures which make any recommendations on any matter affecting their wards. They are required to increase the participation of citizens in local government, by providing a

During the 2018/19 financial year Ward committees in all wards have performed their activities that includes: sitting of ward committee meetings, reporting back to the community on issues, attending and forwarding community quires to the Municipality, disseminating information to the community and reporting their activities on monthly basis, for the 2017/2018 financial year, there were supposed to be 80 Ward Committee meetings and 97 were held.

The Greater Kokstad Municipality set aside a budget to annually to capacitate the Ward committees so that they can execute their duties effectively. During 2018 /19 Financial year , ward committees received accredited training on Communication , facilitation , conflict and dealing with conflicts , and community diversity modules. On annual basis the Greater Kokstad Municipality holds the State of the Municipality Address (SOMA) to account to the community on achievements done by the government and the future plans of the Municipality. During 2018/19 the SOMA was held on the 25 April 2019 in Bhongweni Youth Centre. The programme is hosted by the Speaker and the Mayor tables the State of the Municipality.



It is during the Soma that His Worship, the Mayor on his social responsibility program supported the following beneficiaries:

WARD	BENEFICIARY	INPUTS
6	Power of Payer Pre-school	4 x10 000 Water tanks, 500 hall chairs and 4 tables, kid's toys, and Outdoor jungle gym
2	2 households	Blankets, mattresses, and groceries
4		Automotive wheelchair, bed, table and groceries
7	Simama Careers and Development Organisation	Laptop and the Printer



Public meetings are held on regular basis to keep the community informed on issues affecting service delivery. During the 2018/19 financial year, Greater Kokstad Municipality held community meetings in all wards.

80 Community meetings were planned and 91 were held, broken down as follows in the table below:

Public Meetings						
Ward	Nature and Purpose of meeting	Date of event	No. of Participating Municipal Councillors	No. of Participating Municipal Administrators	Number of Community members attended	Issue Addressed (Yes/No)
1	Community meetings					Yes 10
		23 October 2018	10	6	72	
		14 September 2018	1	2	72	
		25 August 2018	1	1	25	
		17 November 2018	1	1	39	
		14 February 2019	1	1	102	
		19 March 2019	1	1	56	
		29 March 2019	6	10	30	
		16 May 2019	1	1	99	
		15 June 2019	1	1	114	
		24 May 2019	1	1	102	

Public Meetings						
Ward	Nature and Purpose of meeting	Date of event	No. of Participating Municipal Councillors	No. of Participating Municipal Administrators	Number of Community members attended	Issue Addressed (Yes/No)
2	Community meetings					Yes 11
		7 July 2018	2	3	112	
		19 November 2018	3	2	37	
		17 February 2019	1	1	43	
		12 June 2019	1	6	405	
		22 January 2019	1	1	83	
		24 January 2019	1	1	111	
		15 March 2019	1	1	45	
		4 April 2019	1	1	58	
		5 May 2019	5	3	24	
		19 October 2018	8	6	205	
		13 October 2018	10	4	43	
3	Community meetings	12 September 2018	1	1	89	Yes
		5 December 2018	1	3	71	
		24 January 2019	1	3	84	
		11 April 2019	2	9	17	
		30 May 2019	1	2	105	
		7 SEPTEMBER 2018	1	1	27	
		3 JULY 2018	1	2	55	
		21 October 2018	5	4	54	
		6 February 2019	1	3	84	
		14 March 2019	1	3	24	
4	Community meetings	22 January 2019	1	1	76	Yes
		28 March 2019	4	5	43	
		21 May 2019	1	1	123	
		18 June 2019	1	1	88	
		04 September 2018	1	1	75	
		16 September 2018	1	1	60	
		18 October 2018	7	7	115	
5	Community meeting					Yes
		2 August 2018	2	7	48	
		13 December 2018	1	1	92	
		16 October 2018	9	13	35	
		9 July 2018	1	1	42	
		11 March 2019	1	5	130	
		27 March 2019	7	12	137	
		2 April 2019	1	-	21	
		30 April 2019	1	1	35	
6	Community meetings	31 March 2019	1	1	41	Yes
		10 February 2019	1	3	18	
		11 February 2019	1	2	41	

Public Meetings						
Ward	Nature and Purpose of meeting	Date of event	No. of Participating Municipal Councillors	No. of Participating Municipal Administrators	Number of Community members attended	Issue Addressed (Yes/No)
		23 May 2019	5	7	39	
		29 July 2018	9	8	39	
		20 October 2018	4	2	74	
		11 June 2019	1	1	70	
7	Community meetings					Yes
		23 October 2018	11	1	42	
		25 October 2018	3	11	63	
		18 July 2018	1	1	56	
		28 November 2018	10	5	43	
		23 January 2019	1	1	64	
		28 March 2019	3	5		
		14 February 2019	1	1	83	
		15 May 2019	1	1	67	
8	Community meetings					Yes
		04 November 2018	1	2	59	
		24 January 2019	1	3	102	
		19 August 2018	1	2	51	
		25 July 2018	4	5	84	
		05 February 2019	1	1	58	
		27 March 2019	7	12	137	
		19 June 2019	1	2	105	
		13 September 2018	1	2	31	
9	Community Meeting					Yes
		2 August 2018	3	9	48	11'
			2	7	48	
		29 September 2018	1	1	120	
		24 October 2018	10	11	51	
		24 October 2018	11	8	125	
		23 June 2019	1	1	122	
		2 April 2019	1	-	21	
		30 September 2018	1	1	72	
		18 June 2019	1	1	122	
		24 January 2019	1	1	98	
		27 March 2019	10	19	53	
		27 March 2019	7	12	137	
10	Community meeting	02 August 2018	2	7	48	Yes 8
		04 September 2018	1	2	54	
		25 October 2018	5	6	69	
		28 November 2018	10	7	46	

Public Meetings						
Ward	Nature and Purpose of meeting	Date of event	No. of Participating Municipal Councillors	No. of Participating Municipal Administrators	Number of Community members attended	Issue Addressed (Yes/No)
		23 January 2019	1	1	78	
		3 June 2019	1	1	44	
		07 February 2019	1	3	68	
		2 April 2019	1	-	21	

2.5. IDP PARTICIPATION AND ALIGNMENT

IDP Participation and Alignment Criteria*	Yes/No
Does the municipality have impact, outcome, input, output indicators?	Yes
Does the IDP have priorities, objectives, KPIs, development strategies?	Yes
Does the IDP have multi-year targets?	Yes
Are the above aligned and can they calculate into a score?	Yes
Does the budget align directly to the KPIs in the strategic plan?	Yes
Do the IDP KPIs align to the Section 56 Managers	Yes
Do the IDP KPIs lead to functional area KPIs as per the SDBIP?	Yes
Do the IDP KPIs align with the provincial KPIs on the 12 Outcomes	Yes
Were the indicators communicated to the public?	Yes
Were the four quarter aligned reports submitted within stipulated time frames?	Yes

COMPONENT D: CORPORATE GOVERNANCE

OVERVIEW OF CORPORATE GOVERNANCE

Corporate Governance at Greater Kokstad Municipality entails Risk Management, Anti-Corruption and Fraud and Supply Chain Management which is unpacked below.

2.6. RISK MANAGEMENT

MFMA section 62 (i) (c) requires a municipality to have and maintain an effective, efficient and transparent system of risk management.

Risk Management is crucial management tool which if implemented effectively allows management to take informed decision and ensure optimum achieve of municipal set goals and objectives. It assists management to better prepare for undesired risk events and to identify untapped opportunities.

The Greater Kokstad Municipality is progressively aligning itself with the principles of the King IV Report on Corporate Governance.

The municipality has established a Risk Committee that functions separately from the Audit Committee; which is intended at increasing prominence on the oversight role. The Chairperson of the Risk Committee tables its report both to the Audit Committee and Council. Again, this is aimed at drawing specific focus on risk management issues by Council.

With IT Governance which includes, IT risk management, management has during the 2018-2019 financial year developed an ICT risk profile which has managed to attract a R3.5 million investment by Council towards infrastructure upgrades which will address significant ICT risks, including those relating to disaster recovery, network stability and efficiency and significantly reduce operational downtime. This is a significant risk management achievement for the municipality.

The Accounting Officer has further ensured improved functionality of the ICT Steering Committee which amongst other things performs oversight and ensures resource provision for addressing IT risks.

In line with the municipality's risk management framework and strategy, management had expanded on the risk identification spectrum, having developed the following risk profiles:

- Supply Chain Management,
- Fraud risk and
- Occupational Health & Safety.

Having put on-going risk monitoring processes in place, management has achieved an 83% on the implementation of risk mitigation strategies. While there were still high-risk exposures, there has been improvement the efforts to address risks by management and much work also still needs to be done.

Management has done an annual re-evaluation of risks for the 2019/2020 financial, this process has enabled management to ensure continuation in addressing risk areas previously not addressed.

The municipality has invested efforts into educational and awareness programmes on fraud prevention and anti-corruption corruption. Management has also noted with concern the minimum use of the available whistle blowing mechanism and has developed an operational marketing plan, which is anticipated to yield positive impactful results in the fight against fraud and corruption.

Below are the municipality's Strategic risks and top 10 risks as for the period under review:

STRATEGIC RISKS

Below are the Strategic risks identified for the 2018/2019 financial year and have been managed through risk management processes employed by the municipality.

Custodian	Function Objective	Risk Identified	Risk Category	Inherent risk exposure		Residual Risk exposure	
				Index	Risk exposure	Index	Definition
Corporate Services	Achieve holistic human development and capacitation for the realization of skilled and employable workforce	Unco-ordinated approach to the development of sector specific skills.	Human Resources risk	80%	Critical	64%	Critical
Corporate Services	Optimise systems, administration and operating procedures.	Inability to provide strategic direction in terms of ICT to the institution	Information technology risk	72%	Critical	58%	Major
Budget and Treasury	Increased Revenue Base	Disinvestment	Financial risk	64%	Critical	51%	Major
Spatial Planning	the reduction of housing	Mushrooming of informal settlements	Service delivery risk	64%	Critical	51%	Major
Local Economic Development	Facilitate economic growth, development and creation of decent employment opportunities	Unco-ordinated approach to economic development initiatives	Economic risks	64%	Critical	51%	Major
Local Economic Development	Facilitate Investment Attraction, and Business Retention and Expansion	Inability to facilitate access to support existing business to strengthen and retain business	Economic risks	56%	Major	45%	Major

OPEARTIONAL TOP 10 RISKS

In terms of the municipality's risk management methodology, the residual risk exposure for the top 10 risks is above the acceptable levels and as indicated earlier, management has employed risk mitigation strategies which have been implemented and monitored throughout the year.

Custodian	Function Objective	Risk Identified	Risk Category	Inherent risk exposure		Residual Risk exposure	
				Index	Risk exposure	Index	Definition
Infrastructure, Technical Services	Maintain and improve municipal buildings and assets	Inadequate maintenance of municipal properties	Process/Operational risk	64%	Critical	64%	Critical
Corporate Services	Increased performance and efficiency levels.	Poor performance of service provider	Third party performance risk	72%	Critical	58%	Major
Corporate Services	Optimise systems, administration and operating procedures.	Exposure of critical data and information Technology Assets to damage or loss.	Information security risk	56%	Major	56%	Major
Corporate Services	Optimise systems, administration and operating procedures.	Inability to ensure Business continuity in events of disruption	Disaster recovery/ Business Continuity risk	90%	Critical	54%	Major
Corporate Services	Optimise systems, administration and operating procedures.	Inability to restore systems in event of a disaster	Disaster recovery/ Business Continuity risk	90%	Critical	54%	Major
Corporate Services	Optimise systems, administration and operating procedures	Non- Compliance with Occupational Health and Safety Act	Compliance risk	63%	Critical	50%	Major
Office of the Municipal Manager	Promote an effective Customer Care System based on Batho Pele Principles	Inadequate internal communication	Communication risk	80%	Critical	48%	Major
Community Development Services	Improved provision of Community and Social Services	Ineffective Waste Management.	Service delivery risk	80%	Critical	47%	Major
Office of the Municipal Manager	Strengthened governance, and reduced risk	Ineffective Risk Management System	Governance risk	75%	Critical	45%	Major
Corporate Services	Increased institutional capacity and promote transformation.	Ineffective Employee Wellness Programme.	Human resources risk	41%	Major	41%	Major
Corporate Services	Optimise systems, administration and operating procedures.	Loss of IT information and assets through employees and Councillors exiting the institution	Process/Operational risk	40%	Major	40%	Major

In terms of the municipality's risk management methodology, the residual risk exposure for the top 10 risks is above the acceptable levels and as indicated earlier, management has employed risk mitigation strategies which have been implemented and monitored throughout the year.

2.7. ANTI-CORRUPTION AND FRAUD

2.7.1. FRAUD AND ANTI-CORRUPTION STRATEGY

MFMA section 62 (i) (c) requires a municipality to have and maintain an effective, efficient and transparent system of risk management. The risk management system referred to in the act includes that of fraud risk management amongst others.

MFMA section 62 (i) (c) requires a municipality to have and maintain an effective, efficient and transparent system of risk management. The risk management system referred to in the act includes that of fraud risk management amongst others.

In a strive to eradicate fraud and corruption within the municipality, GKM Council has reviewed the fraud prevention strategy in order to progressively implement the programmes that will ensure achievement of the objectives of the municipality's Enterprise-wide risk management framework in relation to fraud risk management.

In the 2017/2018 financial, as part of its implementation of the fraud prevention strategy, GKM has established and launched an ANTI-FRAUD & CORRUPTION HOTLINE, which is intended to encourage individuals to freely report suspected or known acts of fraud and corruption within municipal processes and or involving the abuse and theft of municipal resources. The municipality embarked on a WALK against FRAUD & CORRUPTION in launching the hotline. The hotline is independently managed by a service provider, which submits reports on all report incidences to the municipality's independent ANTI-FRAUD Committee. The municipality has included the Anti-Fraud Committee scope to the existing Audit Committee in order to ensure complete independence in dealing with reported fraud and corruption allegations and to minimize cost of appointing an additional independent committee.

Furthermore, as part of the fraud prevention strategy, GKM has rolled-out an intensive education and awareness campaign on fraud and corruption to all municipal Councillors, officials and the entire Greater Kokstad Community. This is an on-going programme which is going to also focus much on the **promotion of ethical conduct and ethical leadership**. As at the end of the financial year, Council adopted amongst other municipal policies, the recently developed Code of Ethics which is complimentary to the codes of conduct for Councillors and municipal staff members, outlined in the Municipal Systems Act Schedule 1&2 respectively and the Bargaining Council disciplinary guidelines.

The GKM Code of Ethics has also been workshopped to the municipal Council and staff members.

2.8. SUPPLY CHAIN MANAGEMENT

OVERVIEW OF SUPPLY CHAIN MANAGEMENT

MFMA section 110 - 119; SCM Regulations 2005; Preferential Procurement Regulations 2017 and relevant MFMA circulars provides processes and guidance to help ensure that SCM provide appropriate means of procuring goods and services, offer best value for money and minimize the opportunities for fraud and corruption. The SCM unit is located within the Financial Services, The Chief Financial Officer is the Head of department and the unit has 8 permanent staff (3 x SCM officers, 3 x SCM Clerks, 2 x Stores Clerks) and (Manager –SCM). The unit operates under four Council adopted policies: Supply Chain Management Policy, Petty Cash Policy, Policy for the appointment of Consultants and SCM Policy for Infrastructure procurement and delivery management. There is a procedure manual which has been developed and checklist which continuously monitors implementation of all related legislative requirements. Provincial Treasury ensures that SCM officials are trained in the areas they operate in and further provides training to Bid Committees. Challenges that currently delays service delivery are Objections or Disputes, Submissions of poor-quality bid documents by bidders resulting in re-advertisement which is being addressed by prompt dispute resolution and LED initiative to Skilled Local Service Providers.

2.8.1. DEMAND MANAGEMENT

The Procurement Plan defines the Supply Chain Management needs of the organization, aligned to the municipality's IDP, Budget and Departmental SDBIP. The plan is for a minimum of one year but aligned to the IDP three-year period, this is especially critical in the case of capital projects requiring the issuing of bids for multiyear projects, as well as in order to obtain cost savings through longer term goods and service contracts (limited to a three-year period in terms of the MFMA). The main objective of the plan is to assist the service delivery business units to achieve their service delivery mandates and to meet their service delivery requirements without any SCM processes delays and this form the integral component of the entire process to ensure effectiveness, efficient and economical SCM processes.

2.8.2. ACQUISITION DEMAND

Written delegations have been approved whose thresholds are in line with regulation 12 of the SCM regulations and there has been compliance with the delegations throughout the year. A thorough review of all contracts and annual supplies contracts was done to identify contracts that have reached or about to reach their expiry period and are in the process of being re-advertised in the form of a contract register this process has been documented in all monthly reports submitted to management and Council.

Bid documentation were compiled and as far as possible aligned with circular 25. A thorough review of the bid documentation was done to ensure full compliance with circular 25 and circular 62.

Competitive bidding process is followed for procurement above R200 000 and a Bid committee structures were also established with new Bid Committee Members appointed at the start of the Financial Year. These bid structures have been implemented in accordance with regulation 27, 28 and 29 of the SCM regulations throughout the course of the year.

2.8.3. LOGISTICS MANAGEMENT (STORES MANAGEMENT)

Part of logistics management is to establish and implement 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; regular checking of stock; and monitoring and review of the supply vendor performance to ensure compliance with specifications and contract conditions for particular goods or services.

The stock count for the financial year 2018/19 proceeded smoothly with every member of the team demonstrating their efforts and energy in achieving a well-run physical count of stock. The purpose of conducting a stock count is to verify and ascertain and benchmark the stock records as reflected by the computer system and that of the physical stock on hand. Any discrepancies on stock are then reported and investigated and same is translated on computer system either losses or surpluses. Further to that the investigation is then conducted and necessary remedies made if any. Review of the supply vendor performance has been done every quarter to ensure that optimal performance and poor performance is detected early.

2.6.2. MONITORING OF SCM CONTRACTS

ASSESSMENT OF THE PERFORMANCE OF EXTERNAL SERVICE PROVIDERS

The monitoring of the service provider performance is ensured through the signing of the Service Level Agreement. It is currently being done by user department levels. The end user department should provide monthly reports to the SCM unit as well. Service providers who fail to perform are reported to SCM and the necessary action is taken including the termination of the contract or cancellation of an order.

Assessment Key	
Good (G)	The service has been provided at acceptable standards and within the time frames stipulated in the SLA/Contract
Satisfactory (S)	The service has been provided at acceptable standards and outside of the timeframes stipulated in the SLA/Contract
Poor (P)	The service has been provided at below acceptable standards

The following are the service providers engaged in the institution during the 2018/2019 financial year.

Bid Number	Name of external Service Provider	Date Contract Awarded	Service provided in terms of the SLA	Value of project	Comparison with previous year 2017/18		Current Financial Year 2018/19		Assessment of Service Providers Performance
					Target	Actual	Target	Actual	G S P
SECTION 32	DELTA BLUE	21/02/2011	COMPREHENSIVE REVIEW ON GREATER KOKSTAD MUNICIPALITY VAT RETURN	15% of net refund received by the Municipality from the SARS, the amount excludes VAT.	TO REVIEW VAT RETURNS FOR MUNICIPALITY	TO REVIEW VAT RETURNS FOR MUNICIPALITY	REVIEWED VAT RETURNS FOR MUNICIPALITY	REVIEWED VAT RETURNS FOR MUNICIPALITY	*
GKM13-13/14	CAPITAL AUTOMATION	01/10/2014	SUPPLY AND DELIVERY OFFICE MACHINES ON FULL MAINTENANCE LEASE	R 1 034 204.00	SUPPLY AND DELIVERY OFFICE MACHINES ON FULL MAINTENANCE LEASE	SUPPLY AND DELIVERY OFFICE MACHINES ON FULL MAINTENANCE LEASE	SUPPLY AND DELIVERY OFFICE MACHINES ON FULL MAINTENANCE LEASE	SUPPLY AND DELIVERY OFFICE MACHINES ON FULL MAINTENANCE LEASE	*
GKM 27/2012	BRANFIN TRADE 110 CC	04/12/2012	SERVICE PROVIDER FOR THE LEASE AND OPERATION OF CRIME PREVENTION SURVEILLANCE CAMERAS IN KOKSTAD CBD.	R 952,415.88	SERVICE PROVIDER FOR THE LEASE AND OPERATION OF CRIME PREVENTION SURVEILLANCE CAMERAS IN KOKSTAD CBD	SERVICE PROVIDER FOR THE LEASE AND OPERATION OF CRIME PREVENTION SURVEILLANCE CAMERAS IN KOKSTAD CBD	SERVICE PROVIDER FOR THE LEASE AND OPERATION OF CRIME PREVENTION SURVEILLANCE CAMERAS IN KOKSTAD CBD	SERVICE PROVIDER FOR THE LEASE AND OPERATION OF CRIME PREVENTION SURVEILLANCE CAMERAS IN KOKSTAD CBD	*
GKM 17/10	TGC CONSULTANTS	11/01/2011	SERVICE PROVIDER FOR THE ESTABLISHMENT AND THE DEVELOPMENT OF NEW LAND FILL SITE	R 1 113 994.73	SERVICE PROVIDER FOR THE ESTABLISHMENT AND THE DEVELOPMENT OF NEW LAND FILL SITE	SERVICE PROVIDER FOR THE ESTABLISHMENT AND THE DEVELOPMENT OF NEW LAND FILL SITE	SERVICE PROVIDER FOR THE ESTABLISHMENT AND THE DEVELOPMENT OF NEW LAND FILL SITE	SERVICE PROVIDER FOR THE ESTABLISHMENT AND THE DEVELOPMENT OF NEW LAND FILL SITE	*
GKM 22-15/16	TGC CONSULTANT	29/08/2016	DESIGN, TENDER AND CONSTRUCTION MANAGEMENT OF THE KRANZFONTEIN LAND SITE	R 1 106 313.00	DESIGN, TENDER AND CONSTRUCTION MANAGEMENT OF THE KRANZFONTEIN LAND SITE	DESIGN, TENDER AND CONSTRUCTION MANAGEMENT OF THE KRANZFONTEIN LAND SITE	DESIGN, TENDER AND CONSTRUCTION MANAGEMENT OF THE KRANZFONTEIN LAND SITE	DESIGN, TENDER AND CONSTRUCTION MANAGEMENT OF THE KRANZFONTEIN LAND SITE	*
SECTION 32	BIGEN AFRICA (PTY)LTD	01/09/2015	PROVISION OF DEBT COLLECTION SERVICES	Collection commission of 4.0% shall be payable for debts which are 60	TO PROVIDE DEBT COLLECTION SERVICES FOR THE MUNICIPALITY	PROVIDE DEBT COLLECTION SERVICES	PROVIDE DEBT COLLECTION SERVICES	PROVIDE DEBT COLLECTION SERVICES	*

Bid Number	Name of external Service Provider	Date Contract Awarded	Service provided in terms of the SLA	Value of project	Comparison with previous year 2017/18		Current Financial Year 2018/19		Assessment of Service Providers Performance
					Target	Actual	Target	Actual	G S P
				days, but less than 90 days overdue Vat excluded					
				Collection commission of 5.0% shall be payable for debts which are more than 90 days but less 120 days overdue, VAT excluded					
				Collection commission of 14.0% shall be payable for debts which are more than 120 days overdue, VAT excluded					
				If new "recoverable" debtors are identified are not currently included in the records of the Municipality 'a 10% fee paid by those debtors					
GKM 12-15/16	SIGMA IT (PTY)LTD	06/06/2016	PROVIDE ICT MANAGED SERVICES	R1,653,818.98	PROVIDE ICT MANAGEMENT SERVICES FOR THE MUNICIPALITY	PROVIDED ICT MANAGEMENT SERVICES AS SET OUT	PROVIDED ICT MANAGEMENT SERVICES AS SET OUT	PROVIDED ICT MANAGEMENT SERVICES AS SET OUT	*

Bid Number	Name of external Service Provider	Date Contract Awarded	Service provided in terms of the SLA	Value of project	Comparison with previous year 2017/18		Current Financial Year 2018/19		Assessment of Service Providers Performance		
					Target	Actual	Target	Actual	G	S	P
GKM 20-15/16	IQHAYIYA DESIGN WORKSHOP	30/06/2016	IMPLEMENTING AGENT FOR THE DEVELOPMENT OF THE GREATER KOKSTAD MUNICIPALITY SPORT COMPLEX	R 2 100 000.00	CIVIL CONSULTING SERVICES FOR THE SPORT COMPLEX	CIVIL CONSULTANT SERVICE FOR THE SPORT COMPLEX	CIVIL CONSULTANT SERVICE FOR THE SPORT COMPLEX	CIVIL CONSULTANT SERVICE FOR THE SPORT COMPLEX			*
GKM 03-17/18	BLUE LEAPORD (PTY)LTD	24/12/2016	PROVISION OF SUPPORT AND SUPPLY OF THREE CUSTOMER SATISFACTION	R 997 171.50	SUPPORT SERVICES FOR THE CUSTOMER CARE UNIT	SUPPORT SERVICE FOR THE CUSTOMER CARE UNIT	SUPPORT SERVICE FOR THE CUSTOMER CARE UNIT	SUPPORT SERVICE FOR THE CUSTOMER CARE UNIT			*
	MHP GEOSPACE (PTY)LTD	03/01/2017	PROPOSAL FOR THE GREATER KOKSTAD MUNICIPALITY GIS WEBSITE	R 397 358.40	PROPOSAL FOR THE GREATER KOKSTAD MUNICIPALITY GIS WEBSITE	PROPOSAL FOR THE GREATER KOKSTAD MUNICIPALITY GIS WEBSITE	PROPOSAL FOR THE GREATER KOKSTAD MUNICIPALITY GIS WEBSITE	PROPOSAL FOR THE GREATER KOKSTAD MUNICIPALITY GIS WEBSITE			*
GKM 05-16/17	CLEAN SPOT SOLUTIONS	18/01/2017	SUPPLY AND DELIVERY OF CLEANING MATERIAL AND TOILETRIES	R 1 142 638.47	SUPPLY AND DELIVER CLEANING MATERIAL AND TOILETRIES	SUPPLY AND DELIVER CLEANING MATERIAL AND TOILETRIES	SUPPLY AND DELIVER CLEANING MATERIAL AND TOILETRIES	SUPPLY AND DELIVER CLEANING MATERIAL AND TOILETRIES			*
GKM 19-16/17	ANDIMAHLE TRADING ENTERPRISE	17/03/2017	CONSTRUCTION OF SPORT COMPLEX	R 12 765 933.63	CONSTRUCTION OF SPORT COMPLEX	CONSTRUCTION OF SPORT COMPLEX	CONSTRUCTION OF SPORT COMPLEX	CONSTRUCTION OF SPORT COMPLEX			*
GKM 27-16/17	KELOTHLOKO JV MINATLOU	04/04/2017	CONDITIONAL ASSESSMENT AND REASSESSMENT OF ASSET	R 3 150 000.00	ASSESSMENT AND REASSESSMENT OF MUNICIPAL ASSETS	ASSESSMENT AND REASSESSMENT OF MUNICIPAL ASSETS	ASSESSMENT AND REASSESSMENT OF MUNICIPAL ASSETS	ASSESSMENT AND REASSESSMENT OF MUNICIPAL ASSETS			*
GKM 29-15/16	KANYISA PROPERTY AND MANAGEMENT SERVICES	21/04/2017	GENERAL VALUATION ROLL FOR THE FINANCIAL	R 2,256,217.00	TO PROVIDE GENERAL VALUATION SERVICES FOR THE MUNICIPALITY	TO PROVIDE GENERAL VALUATION SERVICES FOR THE MUNICIPALITY	TO PROVIDE GENERAL VALUATION SERVICES FOR THE MUNICIPALITY	TO PROVIDE GENERAL VALUATION SERVICES FOR THE MUNICIPALITY			*
GKM 39-16/17	CLEAN SPOT	01/07/2017	SUPPLY AND DELIVERY OF PROTECTIVE CLOTHING AND UNIFORM	R 5 359 025.10	SUPPLY AND DELIVERY OF PROTECTIVE CLOTHING AND UNIFORM	SUPPLY AND DELIVERY OF PROTECTIVE CLOTHING AND UNIFORM	SUPPLY AND DELIVERY OF PROTECTIVE CLOTHING AND UNIFORM	SUPPLY AND DELIVERY OF PROTECTIVE CLOTHING AND UNIFORM			*

Bid Number	Name of external Service Provider	Date Contract Awarded	Service provided in terms of the SLA	Value of project	Comparison with previous year 2017/18		Current Financial Year 2018/19	Assessment of Service Providers Performance			
					Target	Actual	Target	Actual	G	S	P
GKM 20-16/17	ILISO CONSULTING	06/06/2017	CONSULTING CIVIL ENGINEERING SERVICES FOR BHONGWENI ROADS AREA 5 & 6	R 381 140.00	TO PROVIDE CIVIL CONSULTING SERVICES FOR THE BHONGWENI ROADS AREA 5 & 6	TO PROVIDE CIVIL CONSULTING SERVICES FOR THE BHONGWENI ROADS AREA 5 & 6	TO PROVIDE CIVIL CONSULTING SERVICES FOR THE BHONGWENI ROADS AREA 5 & 6	TO PROVIDE CIVIL CONSULTING SERVICES FOR THE BHONGWENI ROADS AREA 5 & 6			*
GKM 18-16/17	SERENITY FINANCIAL SERVICES	2017/06/12	SHORT TERM INSURANCE FOR THE GREATER KOKSTAD MUNICIPALITY	Contract price for the first year is R 659 143.00, however for the second and third year depends on the total number of claims for the first year and on the number of additions to the existing asset register.	TO PROVIDE SHORT TERM INSURANCE FOR THE GREATER KOKSTAD MUNICIPALITY	TO PROVIDE SHORT TERM INSURANCE FOR THE GREATER KOKSTAD MUNICIPALITY	TO PROVIDE SHORT TERM INSURANCE FOR THE GREATER KOKSTAD MUNICIPALITY	TO PROVIDE SHORT TERM INSURANCE FOR THE GREATER KOKSTAD MUNICIPALITY			*
GKM 40-16/17	BRILLIANT TELECOMMUNICATION	2017/06/27	SUPPLY AND DELIVERY OF A COMPLETE VOIP TELEPHONE SYSTEM AND COMPREHENSIVE MANAGEMENT SYSTEM	R7400 000.00	SUPPLY AND DELIVERY OF A COMPLETE VOIP TELEPHONE SYSTEM	SUPPLY AND DELIVERY OF A COMPLETE VOIP TELEPHONE SYSTEM	SUPPLY AND DELIVERY OF A COMPLETE VOIP TELEPHONE SYSTEM	SUPPLY AND DELIVERY OF A COMPLETE VOIP TELEPHONE SYSTEM			*
SECTION 32	SSR SECURITY T/A MAHLUBI TRANSPORT AND PLANT HIRE	12/06/2017	REHABILITATION OF KOKSTAD ROADS PHASE	R 15,038,833.52	PROVIDE REHABILITATION SERVICES FOR KOKSTAD ROADS TO DESIGN THE NEW 20 MVA SUBSTATION FOR THE GREATER KOKSTAD MUNICIPALITY	PROVIDE REHABILITATION SERVICES FOR KOKSTAD ROADS TO DESIGN THE NEW 20 MVA SUBSTATION FOR THE GREATER KOKSTAD MUNICIPALITY	PROVIDE REHABILITATION SERVICES FOR KOKSTAD ROADS TO DESIGN THE NEW 20 MVA SUBSTATION FOR THE GREATER KOKSTAD MUNICIPALITY	PROVIDE REHABILITATION SERVICES FOR KOKSTAD ROADS TO DESIGN THE NEW 20 MVA SUBSTATION FOR THE GREATER KOKSTAD MUNICIPALITY			*
SECTION 32	BTMN ENGINEERS PTY LTD	2017/04/26	DESIGN OF THE NEW 20 MVA S/S, 132/111 KV LINE UPGRADE AND NEW 11	R 86 226 558. 89	TO DESIGN THE NEW 20 MVA SUBSTATION FOR THE GREATER KOKSTAD MUNICIPALITY	TO DESIGN THE NEW 20 MVA SUBSTATION FOR THE GREATER KOKSTAD MUNICIPALITY	TO DESIGN THE NEW 20 MVA SUBSTATION FOR THE GREATER KOKSTAD MUNICIPALITY	TO DESIGN THE NEW 20 MVA SUBSTATION FOR THE GREATER KOKSTAD MUNICIPALITY			*
GKM17-15/16	BSA CONSULTING	2016/11/01	PROVISION OF SUPPORT TO THE MUNICIPAL	R 401,400.00	SUPPORT TO THE MUNICIPAL	SUPPORT TO THE MUNICIPAL	SUPPORT TO THE MUNICIPAL	SUPPORT TO THE MUNICIPAL			*

Bid Number	Name of external Service Provider	Date Contract Awarded	Service provided in terms of the SLA	Value of project	Comparison with previous year 2017/18		Current Financial Year 2018/19		Assessment of Service Providers Performance		
					Target	Actual	Target	Actual	G	S	P
			CUSTOMER CARE UNIT		Target	Actual	CUSTOMER CARE UNIT	Actual			
GKM 17-17/18	ILANGA SECURIT	2017/07/01	SECURITY MANAGEMENT FOR GKM PREMISES	Appointed for amount of R 8 676.80 for grade D security officers, R 8 830.29 grade C security officers and R 6500.00 and R 3 5100.00-armed banking and Alarm monitoring	PROVIDE SECURITY SERVICES FOR THE GKM PREMISES	PROVIDE SECURITY SERVICES FOR THE GKM PREMISES	CUSTOMER CARE UNIT	PROVIDE SECURITY SERVICES FOR THE GKM PREMISES		*	
GKM 17-17/18	MBSA CONSULTING	2018/03/27	CONSULTANT FOR THE DEVELOPMENT OF THE ENERGY SECTOR	R 1850 00.00	TO DESIGN A AND DEVELOP THE ENERGY SECTOR PLAN	TO DESIGN A AND DEVELOP THE ENERGY SECTOR PLAN	CUSTOMER CARE UNIT	TO DESIGN A AND DEVELOP THE ENERGY SECTOR PLAN		*	
GKM 17-17/18	MN AFRICA CONSULTING ENGINEERS	2018/03/19	CONSULTANT FOR THE INSTALLATION OF STREET LIGHTS)	R 308,654.00	PROVIDE CONSULTING SERVICES FOR THE INSTALLATION OF STREET LIGHTS	PROVIDED CONSULTING SERVICES FOR THE INSTALLATION OF STREET LIGHTS	CUSTOMER CARE UNIT	PROVIDED CONSULTING SERVICES FOR THE INSTALLATION OF STREET LIGHTS		*	
GKM 55-16/17	AVX CONSULTING ENGINEERS	2018/05/07	REVIEW OF INTEGRATED WASTE MANAGEMENT PLAN DEVELOPMENT GKM	R 279,986.48	TO REVIEW THE INTEGRATED WASTE MANAGEMENT PLAN FOR THE GKM	REVIEWED THE INTEGRATED MANAGEMENT PLAN FOR THE GKM	CUSTOMER CARE UNIT	REVIEWED THE INTEGRATED MANAGEMENT PLAN FOR THE GKM		*	
SECTION 36	LUNGELO WAX MUSEUM	2018/02/12	ERECTION OF ADAM KOK III STATUE UNFRONT OF MUNICIPAL OFFICES	R 850,000.00	TO PROVIDE AND ERECT THE ADAM KOK III STATUE FOR THE MUNICIPALITY	TO PROVIDE AND ERECT THE ADAM KOK III STATUE FOR THE MUNICIPALITY	CUSTOMER CARE UNIT	TO PROVIDE AND ERECT THE ADAM KOK III STATUE FOR THE MUNICIPALITY		*	
GKM 21-17/18	EGXENI ENGINEERS CC	2017/04/03	UPGRADING OF BHONGWENI ROAD AREA 5 AND 6	R 8,400,000.00	UPGRADE THE BHONGWENI	UPGRADE THE BHONGWENI	CUSTOMER CARE UNIT	UPGRADE THE BHONGWENI		*	

Bid Number	Name of external Service Provider	Date Contract Awarded	Service provided in terms of the SLA	Value of project	Comparison with previous year 2017/18		Current Financial Year 2018/19		Assessment of Service Providers Performance		
					Target	Actual	Target	Actual	G	S	P
GKM 13-17/18	SHIKANI TRADING JV ETHALA CONSTRUCTION CC	2018/04/03	CONSTRUCTION OF KRANSFONTEIN LANDFILL	R19,809,018.00	CONSTRUCTION OF KRANSFONTEIN LANDFILL SITE	ROAD AREA 5 AND 6	CONSTRUCTION OF KRANSFONTEIN LANDFILL SITE	CONSTRUCTION OF KRANSFONTEIN LANDFILL SITE			*
GKM 08-17/18	ALFRED NZO TECHNOLOGIES	2018/05/08	SUPPLY AND DELIVERY OF BLACK MUNICIPAL REFUSE BAGS	R 1,311,000.00	SUPPLY AND DELIVERY OF BLACK MUNICIPAL REFUSE BAGS		SUPPLY AND DELIVERY OF BLACK MUNICIPAL REFUSE BAGS	SUPPLY AND DELIVERY OF BLACK MUNICIPAL REFUSE BAGS			*
GKM 14-17/18	AKWANDE CIVILS	2018/06/25	CONSTRUCTION OF MID BLOCK ROADS	R 6,615,768.45	CONSTRUCTION MID-BLOCK ROADS		CONSTRUCTION MID-BLOCK ROADS	CONSTRUCTION MID-BLOCK ROADS			*
GKM 29-17/18	NANANTE (PTY)LTD	2018/06/19	SUPPLY AND DELIVERY OF ELECTRICAL MATERIAL FOR THE ELECTRIFICATION OF INFORMAL SETTLEMENTS	R 3,392,000.00	SUPPLY AND DELIVER ELECTRICAL MATERIAL FOR THE ELECTRIFICATION OF INFORMAL SETTLEMENTS		SUPPLY AND DELIVER ELECTRICAL MATERIAL FOR THE ELECTRIFICATION OF INFORMAL SETTLEMENTS	SUPPLY AND DELIVER ELECTRICAL MATERIAL FOR THE ELECTRIFICATION OF INFORMAL SETTLEMENTS			*
GKM 29-16/17	SECTOR FIVE JV ISIBILI CONSTRUCTION	2017/06/15	CLOSURE AND REHABILITATION OF SHAYAMONYA LANDFILL	R 7,599,447.97	CLOSURE AND REHABILITATION OF SHAYAMONYA LANDFILL SITE		CLOSURE AND REHABILITATION OF SHAYAMONYA LANDFILL SITE	CLOSURE AND REHABILITATION OF SHAYAMONYA LANDFILL SITE			*
GKM 55-16/17	SIVEST CONSULTING	02/02/2019	ENVIRONMENTAL OFFICER FOR THE SPORT COMPLEX	R 112 318.50	ENVIRONMENTAL OFFICER FOR THE SPORT COMPLEX		ENVIRONMENTAL OFFICER FOR THE SPORT COMPLEX	ENVIRONMENTAL OFFICER FOR THE SPORT COMPLEX			*
GKM 55-16/17	PGA CONSULTING	24/05/2018	CIVIL ENGINEERING CONSULTANT FOR THE STORMWATER DRAINAGE FOR MURRAY AND ST JOHNS	R 1 057 500.00	CIVIL CONSULTING SERVICES FOR THE STORMWATER DRAINAGE FOR MURRAY AND ST JOHNS		CIVIL CONSULTING SERVICES FOR THE STORMWATER DRAINAGE FOR MURRAY AND ST JOHNS	CIVIL CONSULTING SERVICES FOR THE STORMWATER DRAINAGE FOR MURRAY AND ST JOHNS			*
GKM 55-16/17	FMA ENGINEERS	17/07/2019	CIVIL ENGINEERING CONSULTANT FOR THE EXTENSION 7 ROAD	R 804 545.00	N/A	N/A	CONSULTING SERVICES FOR THE EXTENSION 7 ROAD	CONSULTING SERVICES FOR THE EXTENSION 7 ROAD			*

Bid Number	Name of external Service Provider	Date Contract Awarded	Service provided in terms of the SLA	Value of project	Comparison with previous year 2017/18		Current Financial Year 2018/19		Assessment of Service Providers Performance		
					Target	Actual	Target	Actual	G	S	P
GKM 55-16/17	ZIYANDA CONSULTIN	29/08/2018	CIVIL CONSULTING ENGINEER FOR THE SHAYAMONYA ROAD PHASE 1	R 759 804.00	N/A	N/A	CONSULTING SERVICES FOR THE SHAYAMONYA ROAD	CONSULTING SERVICES FOR THE SHAYAMONYA ROAD			*
GKM 55-16/17	MZIBANI CONSULTING	29/08/2018	CIVIL ENGINEER CONSULTANT FOR HORSESHOE PHASE 1	R 713 900.00	N/A	N/A	CIVIL CONSULTING SERVICES FOR THE HORSESHOE ROADS	CIVIL CONSULTING SERVICES FOR THE HORSESHOE ROADS			*
GKM 18-17/18	TPS DEVELOPMENT PROJECTS	11/09/2018	R56 MIXED RESIDENTIAL UNITS	R 950 000.00	N/A	N/A	TO PROVIDE CONSULTING SERVICES FOR THE DEVELOPMENT OF MIXED RESIDENTIAL UNITS	TO PROVIDE CONSULTING SERVICES FOR THE DEVELOPMENT OF MIXED RESIDENTIAL UNITS			*
GKM 55-16/17	SCIENTIFIC ROETS	26/09/2018	SECTION 78 OF WATER ASSESSMENT FOR THE GREATER KOKSTAD MUNICIPALITY	R 750000.00	N/A	N/A	TO PROVIDE CONSULTING SERVICES FOR THE WATER ASSESSMENT FOR THE GREATER KOKSTAD MUNICIPALITY	TO PROVIDE CONSULTING SERVICES FOR THE WATER ASSESSMENT FOR THE GREATER KOKSTAD MUNICIPALITY			*
GKM 31-17/18	THOMPSON MOTORS	22/08/2018	SKIP BIN LOADER TRUCK	R 1 029 616.75	N/A	N/A	TO SUPPLY AND DELIVER SKIP BIN LOADER TRUCK FOR COMMUNITY SERVICES	TO SUPPLY AND DELIVER SKIP BIN LOADER TRUCK FOR COMMUNITY SERVICES			*
GKM 04-18/19	HOMBE TRADING	09/11/2018	SUPPLY AND DELIVERY OF KITCHEN SUPPLIERS	R 260 832.36	N/A	N/A	SUPPLY AND DELIVERY OF KITCHEN SUPPLIERS	SUPPLY AND DELIVERY OF KITCHEN SUPPLIERS			*
GKM 12-18/19	KUTHELE LOGISTICS	20/11/2018	SUPPLY AND DELIVERY AND ESTABLISHMENT OF HYDROPONIC SYSTEM TUNNELS	R 2 256 158.09	N/A	N/A	SUPPLY, DELIVER AND ESTABLISH OF HYDRONIC SYSTEM TUNNELS FOR FRANKLIN	SUPPLY, DELIVER AND ESTABLISH OF HYDRONIC SYSTEM TUNNELS FOR FRANKLIN			*
GKM 07-18/19	CAPITAL POWER PROJECTS	20/11/2018	SUPPLY, DELIVERY AND INSTALLATION OF STREET LIGHTS	R 2 798 955.17	N/A	N/A	SUPPLY, DELIVER AND INSTALL OF STREET LIGHTS	SUPPLY, DELIVER AND INSTALL OF STREET LIGHTS			*

Bid Number	Name of external Service Provider	Date Contract Awarded	Service provided in terms of the SLA	Value of project	Comparison with previous year 2017/18		Current Financial Year 2018/19		Assessment of Service Providers Performance		
					Target	Actual	Target	Actual	G	S	P
GKM 06-18/19	CAPITAL POWER PROJECTS	20/11/2018	DEMOLITION OF 3 BRICK SUBSTATION OF SUPPLY DELIVERY AND INSTALLATION OF 3 MINI SUBSTATION ELECTRICAL CONSULTANT FOR THE	R 2 449 442.50	N/A	N/A	DEMOLITION OF 3 BRICK SUBSTATION OF SUPPLY DELIVERY AND INSTALLATION OF 3 MINI SUBSTATION ELECTRICAL CONSULTANT FOR THE	DEMOLITION OF 3 BRICK SUBSTATION OF SUPPLY DELIVERY AND INSTALLATION OF 3 MINI SUBSTATION ELECTRICAL CONSULTANT FOR THE			*
GKM 55-16/17	SMEC SOUTH AFRICA (PTY)LTD	20/11/2018	MINI SUBSTATION ELECTRICAL CONSULTANT FOR THE ELECTRIFICATION OF VOLGEVLEI TRAMORE AND FOLES HOSES	R 272 957.23	N/A	N/A	SUBSTATION ELECTRICAL CONSULTANT FOR THE ELECTRIFICATION OF VOLGEVLEI TRAMORE AND FOLES HOSES	SUBSTATION ELECTRICAL CONSULTANT FOR THE ELECTRIFICATION OF VOLGEVLEI TRAMORE AND FOLES HOSES			*
GKM 55-16/17	SMEC SOUTH AFRICA(PTY)LTD	20/11/2018	ELECTRICAL CONSULTANT FOR THE INSTALLATION OF 1KM MV CABLE	R 348 03334	N/A	N/A	ELECTRICAL CONSULTANT FOR THE INSTALLATION OF 1KM MV CABLE	ELECTRICAL CONSULTANT FOR THE INSTALLATION OF 1KM MV CABLE			*
GKM 09-18/19	SSR SECURITY T/A MAHLUBI	21/11/2018	CONSTRUCTION OF EXTENSION 7 ROADS PHASE 2	R 6 819 804.12	N/A	N/A	CONSTRUCTION OF EXTENSION 7 ROADS PHASE 2	CONSTRUCTION OF EXTENSION 7 ROADS PHASE 2			*
GKM 41-17/18	MVUMEZA CONSTRUCTION	27/11/2018	SHAYAMONYA WARD 10 COMMUNITY HALL	R 4 694 853.96	N/A	N/A	CONSTRUCTION OF SHAYAMONYA WARD 10	CONSTRUCTION OF SHAYAMONYA WARD 10			*
GKM 03-18/19	LUANDI MEDIA MARKETING	04/12/2018	DESIGNING, EDITING, PRINTING & DISTRIBUTION OF GKM MONTHLY NEWSPAPER	R 720 000.00	N/A	N/A	COMMUNITY HALL DESIGNING, EDITING, PRINTING & DISTRIBUTION OF GKM MONTHLY NEWSPAPER	COMMUNITY HALL DESIGNING, EDITING, PRINTING & DISTRIBUTION OF GKM MONTHLY NEWSPAPER			*
GKM 02-18/19	FIRST NATIONAL BANK	14/01/2019	PROVISION OF BANKING SERVICES	COST STRUCTURE AVAILABLE	N/A	N/A	PROVISION OF BANKING SERVICES	PROVISION OF BANKING SERVICES			*
GKM 13-18/19	LUPHAWU TRADING(PTY)LTD	15/01/2019	PROPOSE CULTURAL VILLAGE FENCING IN FRANKLIN	R 1 799 513.10	N/A	N/A	PROPOSE CULTURAL VILLAGE FENCING IN FRANKLIN	PROPOSE CULTURAL VILLAGE FENCING IN FRANKLIN			*
GKM 05-18/19	FLEET HORIZON SOLUTION	28/01/2019	SUPPLY AND DELIVERY OF FIVE MUNICIPAL VEHICLES	R 1 828 246.09	N/A	N/A	SUPPLY AND DELIVERY OF FIVE MUNICIPAL VEHICLES	SUPPLY AND DELIVERY OF FIVE MUNICIPAL VEHICLES			*

Bid Number	Name of external Service Provider	Date Contract Awarded	Service provided in terms of the SLA	Value of project	Comparison with previous year 2017/18		Current Financial Year 2018/19		Assessment of Service Providers Performance		
					Target	Actual	Target	Actual	G	S	P
GKM 55-16/17	FMA ENGINEERS	31/01/2019	CONSULTING ENGINEERING SERVICES FOR THE DESIGN OF ROADS AND STORMWATER MASTER PLAN	R 382 478.74	N/A	N/A	CONSULTING ENGINEERING SERVICES FOR THE DESIGN OF ROADS AND STORMWATER MASTER PLAN	CONSULTING ENGINEERING SERVICES FOR THE DESIGN OF ROADS AND STORMWATER MASTER PLAN			*
GKM 10-18/19	NANANTE (PTY)LTD	18/02/2019	SUPPLY AND DELIVERY OF ELECTRICAL MATERIAL FOR THE HORSESHOE EXT	R 4 958 646.47	N/A	N/A	SUPPLY AND DELIVERY OF ELECTRICAL MATERIAL FOR THE HORSESHOE EXT	SUPPLY AND DELIVERY OF ELECTRICAL MATERIAL FOR THE HORSESHOE EXT			*
GKM 10-18/19	UPTOWN TRADING	18/02/2019	SUPPLY AND DELIVERY OF PREPAID METERS	R 804 540.00	N/A	N/A	SUPPLY AND DELIVERY OF PREPAID METERS	SUPPLY AND DELIVERY OF PREPAID METERS			*
GKM 10-18/19	NANANTE(PTY)LTD	18/02/2019	SUPPLY AND DELIVERY OF ELECTRICAL MATERIAL FOR THE MARIKANA EXTENSION	R 4 181 085.91	N/A	N/A	SUPPLY AND DELIVERY OF ELECTRICAL MATERIAL FOR THE MARIKANA EXTENSION	SUPPLY AND DELIVERY OF ELECTRICAL MATERIAL FOR THE MARIKANA EXTENSION			*
GKM 19-18/19	GOLDEN REWARDS 856 CC	13/02/2019	SUPPLY AND DELIVERY & INSTALLATION OF 16 GLAZING OFFICE INCLUDING SUPPLY AND DELIVERY AND WINDOW CONTRA VISION	R 484 737.50	N/A	N/A	SUPPLY AND DELIVERY & INSTALLATION OF 16 GLAZING OFFICE INCLUDING SUPPLY AND DELIVERY AND WINDOW CONTRA VISION	SUPPLY AND DELIVERY & INSTALLATION OF 16 GLAZING OFFICE INCLUDING SUPPLY AND DELIVERY AND WINDOW CONTRA VISION			*
GKM 18-17/18	INZUNZI YESIZWE CONSULTANT	13/02/2019	DEVELOPMENT PLANERS FOR THE FEASIBILITY STUDY OF THE CEMETRY LAND	R 987 750.00	N/A	N/A	DEVELOPMENT PLANERS FOR THE FEASIBILITY STUDY OF THE CEMETRY LAND	DEVELOPMENT PLANERS FOR THE FEASIBILITY STUDY OF THE CEMETRY LAND			*
GKM 15-18/19	PRISCORN	22/02/2019	SUPPLY AND DELIVERY OF 10 LAPTOPS AND HANG BAGS	R 293 505.00	N/A	N/A	SUPPLY AND DELIVERY OF 10 LAPTOPS AND HANG BAGS	SUPPLY AND DELIVERY OF 10 LAPTOPS AND HANG BAGS			*

Bid Number	Name of external Service Provider	Date Contract Awarded	Service provided in terms of the SLA	Value of project	Comparison with previous year 2017/18		Current Financial Year 2018/19		Assessment of Service Providers Performance
					Target	Actual	Target	Actual	G S P *
GKM 17-18/19	FMA ENGINEERS	13/02/2019	DESIGN AND CONSTRUCTION (TURNKEY OF CULTURAL VILLAGE IN FRANKLIN TRAVEL AND ACCOMMODATION	R 14 573 890.20	N/A	N/A	DESIGN AND CONSTRUCTION (TURNKEY OF CULTURAL VILLAGE IN FRANKLIN TO PROVIDE TRAVEL AND ACCOMMODATION SERVICES FOR THE MUNICIPALITY	DESIGN AND CONSTRUCTION (TURNKEY OF CULTURAL VILLAGE IN FRANKLIN TO PROVIDE TRAVEL AND ACCOMMODATION SERVICES FOR THE MUNICIPALITY	G
GKM 01-18/19	EMEKOZENI TRADING ENT	01/03/2019	8% FEE		N/A	N/A			
SECTION 36	CICS	15/02/2019	LIGHTENING DISASTER ON SERVER EQUIPMENT	R 3 554 886.90	N/A	N/A	SERVICE PROVIDER TO SUPPLY AND INSTALL LIGHTENING DISASTER EQUIPMENT FOR MUNICIPAL SERVERS	SERVICE PROVIDER TO SUPPLY AND INSTALL LIGHTENING DISASTER EQUIPMENT FOR MUNICIPAL SERVERS	S
GKM	MCHILUBUVA CIVILS	27/02/2019	RENOVATION OF BHONGWENI HOSTEL	R 3 292 936.92	N/A	N/A	SERVICE PROVIDER TO RENOVATE BHONGWENI HOSTEL	SERVICE PROVIDER TO RENOVATE BHONGWENI HOSTEL	P
SECTION 36	TRUESYSTEMS IT (PTY)LTD	15/03/2019	BIOMETRIC CLCOK SYSTEM	R 747 611.00	N/A	N/A	SERVICE PROVIDER TO SUPPLY, DELIVER AND INSTALL BIOMETRIC CLOCK SYSTEM	SERVICE PROVIDER TO SUPPLY, DELIVER AND INSTALL BIOMETRIC CLOCK SYSTEM	*
GKM 23-18/19	SHALOM PARK AND SELL	23/04/2019	SUPPLY AND DELIVERY OF TWO (2) NEW TRACTORS AND NEW IMPLEMENTS	R 1 200 000.00	N/A	N/A	SUPPLY AND DELIVER TWO NEW TRACTORS	SUPPLY AND DELIVER TWO NEW TRACTORS	*
GKM 20-18/19	USWAZI CONSTRUCTION	23/04/2019	UPGRADE OF HORSESHOE ROADS PHASE 1	R 9 439 209.46	N/A	N/A	UPGRADE OF THE HORSESHOE ROADS	UPGRADE THE HORSESHOE ROADS	*
GKM 21-18/19	SSR SECURITY T/A MAHLUBI	23/04/2019	UPGRADE OF SHAYAMONYA ROADS PHASE 1	R 11 487 520.085	N/A	N/A	UPGRADING OF SHAYAMOYA ROADS PHASE	UPGRADING OF SHAYAMOYA ROADS PHASE	*
GKM 28-18/19	ROCK POWERLINE ELECTRICAL	23/04/2019	ELECTRIFICATION OF VOLGEVLEI,	R 2 884 453.35	N/A	N/A	ELECTRIFICATION OF VOLGEVLEI,	ELECTRIFICATION OF VOLGEVLEI,	*

Bid Number	Name of external Service Provider	Date Contract Awarded	Service provided in terms of the SLA	Value of project	Comparison with previous year 2017/18		Current Financial Year 2018/19		Assessment of Service Providers Performance
					Target	Actual	Target	Actual	G S P
			TRAMORE AND FOLDS FARMS SECURITY MANAGEMENT LOW RISK	R 11 188 894.00	N/A	N/A	TRAMORE AND FOLDS FARMS SECURITY MANAGEMENT SERVICES LOW RISK	TRAMORE AND FOLDS FARMS SECURITY MANAGEMENT SERVICES LOW RISK	*
GKM 25-18/19	KA-MYALUZA (PTY)LTD	29/05/2019	SECURITY MANAGEMENT LOW RISK						
GKM 26-18/19	DIVISION ALPHA SECURITY	29/05/2019	SECURITY MANAGEMENT HIGH RISK	R 13 009 024.40	N/A	N/A	SECURITY MANAGEMENT SERVICES FOR HIGH RISK	SECURITY MANAGEMENT SERVICES FOR HIGH RISK	*
GKM 33-18/19	TRIPORD DATA	27/05/2019	SUPPLY AND DELIVERY OF 30 SKIP BINS	R 637 500.00	N/A	N/A	SUPPLY AND DELIVERY OF 30 SKIP BINS	SUPPLY AND DELIVERY OF 30 SKIP BINS	*
	UPTOWN TRADING	30/07/2019	SUPPLY AND DELIVERY OF POLE MOUNT	R 205 500.00	N/A	N/A	SUPPLY AND DELIVERY OF POLE MOUNT	SUPPLY AND DELIVERY OF POLE MOUNT	*
	BEST GUYS CONTRACTORS	30/07/2019	TRANSFORMERS SUPPLY AND DELIVERY OF ELECTRICAL MATERIAL FOR MAINTENANCE AND REPAIRS	R 5 842 106.00	N/A	N/A	TRANSFORMERS SUPPLY AND DELIVERY OF ELECTRICAL MATERIAL FOR MAINTENANCE AND REPAIRS	TRANSFORMERS SUPPLY AND DELIVERY OF ELECTRICAL MATERIAL FOR MAINTENANCE AND REPAIRS	*
GKM 29-18/19	TCN INVESTMENT GROUP	03/06/2019	CONTRACTOR FOR THE SUPPLY, DELIVERY, INSTALLATION AND COMMISSIONING OF 1KM MEDIUM VLTAGE CABLE	R 2 421 101.46	N/A	N/A	CONTRACTED TO SUPPLY, DELIVERY, INSTALLATION AND COMMISSIONING OF 1KM MEDIUM VLTAGE CABLE	CONTRACTED TO SUPPLY, DELIVERY, INSTALLATION AND COMMISSIONING OF 1KM MEDIUM VLTAGE CABLE	*
GKM 36-18/19	CROSSCHECK INFORMATION	06/06/2019	DATA CLEANSING	R 1 260 000.00	N/A	N/A	PROVIDE A SYSTEM FOR THE MUNICIPALITY TO ALLOW THE MUNICIPALITY TO CONDUCT DATA CLEANSING	PROVIDE A SYSTEM FOR THE MUNICIPALITY TO ALLOW THE MUNICIPALITY TO CONDUCT DATA CLEANSING	*
GKM 39-18/19	EAST GRIQUALAND SOCIETY	03/06/2019	PROVISION OF POUND	R 1 008 000.00	N/A	N/A	PROVISION OF POUND	PROVISION OF POUND	*

Bid Number	Name of external Service Provider	Date Contract Awarded	Service provided in terms of the SLA	Value of project	Comparison with previous year 2017/18		Current Financial Year 2018/19		Assessment of Service Providers Performance
					Target	Actual	Target	Actual	G S P
GKM 08-18/19	MORAR INCORPORATED	19/06/2019	MANAGEMENT SERVICES SUPPLY AND DELIVERY , INSTALLATION OF AUTOMATED PERFORMANCE SYSTEM	R 995 900.00	N/A	N/A	MANAGEMENT SERVICES SUPPLY AND DELIVERY, INSTALLATION OF AUTOMATED PERFORMANCE SYSTEM	MANAGEMENT SERVICES SUPPLY AND DELIVERY, INSTALLATION OF AUTOMATED PERFORMANCE SYSTEM	Not yet assessed as they were only appointed in June 2019 for implementation in the 2019/20 financial year. *
	SIR ELECTRICAL	2019/06/20	THE SUPPLY AND DELIVERY OF SHAYAMONYA AND FRANKLIN HOSTEL ELECTRIFICATION MATERIAL	R 343,357.53	N/A	N/A	THE SUPPLY AND DELIVERY OF SHAYAMONYA AND FRANKLIN HOSTEL ELECTRIFICATION MATERIAL	THE SUPPLY AND DELIVERY OF SHAYAMONYA AND FRANKLIN HOSTEL ELECTRIFICATION MATERIAL	

2.9. BY-LAWS

The municipality has initiated the process of reviewing of all bylaws during 2018/19 financial year, from consultation to adoption by the Council, in June 2019 gazetting process has been initiated and in progress.

On a legal perspective, the following bylaws are still valid for implementation;

By-laws Introduced during 2018/19					
Newly Developed	Revised	Public Participation conducted prior to adoption of By-law (Yes/No)	Dates of Public Participation	By-law Gazetted (Yes/No)	Date of Publication
N/A	Trading by-law	yes	January to May 2008	Yes	18 June 2008
N/A	Credit control and debt collection – bylaw	yes	January to May 2008	Yes	18 June 2008
N/A	Municipal tariffs	yes	January to May 2008	Yes	18 June 2008
N/A	Control of public nuisance	yes	January to May 2008	Yes	18 June 2008
N/A	Electricity supply	yes	January to May 2008	Yes	18 June 2008
N/A	Municipal facilities and public amenities	yes	January to May 2008	Yes	18 June 2008
N/A	Cemeteries by-law	yes	January to May 2008	Yes	19 September 2008
N/A	Civic symbols, honors and related matters	yes	January to May 2008	Yes	18 June 2008
N/A	Fire prevention	yes	January to May 2008	Yes	19 September 2008
N/A	Keeping animals	yes	January to May 2008	Yes	19 September 2008
N/A	Parking by-law	yes	January to May 2008	Yes	19 September 2008
N/A	Pound by-law	yes	January to May 2008	Yes	19 September 2008
N/A	Property encroachment by-law	yes	January to May 2008	Yes	19 September 2008
N/A	Rates by-law	yes	January to May 2008	Yes	19 September 2008
N/A	Refuse removal and disposal	yes	January to May 2008	Yes	19 September 2008
N/A	Outdoor, advertising and signage	yes	January to May 2008	Yes	19 September 2008
N/A	Spatial Planning and Land Use By-law	yes	17 November 2015	yes	4 December 2015

2.10. WEBSITES

Municipal Website: Content and Currency of Material		
Documents Published on the Municipality's Website	Yes/No	Publishing Date
Current annual and adjustment budgets and all budget-related documents	Yes	01 / 04/2019 01/03 19 04/06/19
All current budget-related policies	Yes	03/07/18
The previous annual report (2017/18)	Yes	30 /03/18
The annual report (2018/19) published/to be published	Yes	24/01/19
All performance agreements required in terms of section 57 (1)(b) of the Municipal Systems Act (2018/19) and resulting scorecards	Yes	27/07/18 18/07/18
All service delivery agreements (2018/19)	No	N/A
All long-term borrowing contracts (2018/19)	No	N/A
All supply chain management contracts above a prescribed value for 2018/19	No	
An information statement containing a list of assets over a prescribed value that have been disposed of in terms of section 14 (2) or (4) during 2018/19	N/A	N/A
Contracts agreed in 2018/19 to which subsection (1) of section 33 apply, subject to subsection (3) of that section	N/A	N/A
Public-private partnership agreements referred to in section 120 made in 2018/19	N/A	N/A
All quarterly reports tabled in the Council in terms of section 52 (d) during 2018/19	Yes	04 /04/2019 07/01/2019 03/10/2018 29/07/2019

For Legislative Compliance, various Business Units are expected to furnish relevant information for publishing on the Greater Kokstad Website. Information is updated almost daily or as and when uploads are received from various departments and is accessible within a few hours depending on the content. Internet bandwidth on the LAN is not very reliable therefore uploads onto the Website is very slow. Although 3G Data Connectivity is available the speed is not consistent and affects uploads and test downloads. However Greater Kokstad Municipality always strives and publishes the necessary information on the Website.

The Public can access information on www.kokstad.gov.za 24hrs a day by viewing some information on respective pages whereas other information is available as downloads viz. PDFs (Readable with Acrobat Reader). Information not up to date, it is usually due to respective Units not providing them timeously or not at all. Most information provided is uploaded and available within a few hours; however, Internet bandwidth, LAN or 3G is not always reliable.

It should be noted that Municipality is currently in a process of upgrading the Website to improve the accessibility of the website content and a website visitors counter has been added to monitor and report on the use of website by the public. The municipality has computers with internet access in libraries for public use.

2.11. PUBLIC SATISFACTION ON MUNICIPAL SERVICES

INTRODUCTION

Public Participation is a core tool of accountability and good governance. It is also a means through which citizens exercise their voice in determining their livelihoods and quality of life. Municipalities are charged with a wide portfolio of responsibilities, including the provision of basic services, facilitation of good socio-

economic environments, etc. Within these functions, legislation and good practice calls that the communities are an essential part in determining the direction in which their localities grow.

During 2016/17 financial year The Department of Cooperative Governance and Traditional Affairs (COGTA) through Back to Basics program identified a need for conducting Customer Satisfaction Survey in Greater Kokstad Municipality. In 2017/18 financial year, the Customer satisfaction survey was conducted in all wards with the aim of assessing the areas which needed attention and to identify the support that is needed to improve Public Participation and service delivery. The findings were tabled to the Council for adoption.

COMPONENT A: BASIC SERVICES

This component includes: water, waste water (sanitation), electricity supply, waste management, and housing services, and a summary of free basic services.

3.1. WATER & SANITATION (WATER SERVICES) PROVISION

Water Services i.e. the supply of Water and Sanitation is a function of the Harry Gwala District Municipality (HGDM) which is the designated Water Service Authority (WSA). Greater Kokstad Municipality (GKM) engage with the WSA through quarterly infrastructure meetings which are held between the District and other Local Municipalities. All the challenges and progress on projects are discussed in these meetings. The major challenge is that the HGDM sometimes does not hold the meetings. The WSA is carrying out a few bulk projects like Horseshoe VIP conversion to water borne sanitation and the sewer main in Shayamoya to address backlogs.

The water restriction that was put in place by HGDM in November 2018 has been lifted due to the good rains which saw the levels of the Crystal Springs Dam and the Mzintlava River being replenished to satisfactory levels.

No. of Households	With Access	Access Percentage	Backlogs	Backlog Percentage	Services
24,314	22,165	91.20	2,149	8.80	Water Supply
24,314	16,154	66.44	8,160	33.56	Sanitation

Source: Provincial profile: KwaZulu-Natal [Community Survey 2016], Report 03-01-10

3.2. ELECTRICITY

INTRODUCTION

GKM is licensed by NERSA to distribute approximately 22MVA (15 MVA from main Sub-Station and 7MVA from Bhokintaba Sub-Station) of electricity to the residents within its area of supply. ESKOM is the electricity supplier to all farming areas. GKM will approach NERSA with the view that all farming areas must be supplied electricity by GKM and not ESKOM. Majority of household in GKM are in Kokstad town and peri-urban areas and are on prepaid meters. All in all, GKM has some plus/minus 13,574 electricity meters (pre-paid and conventional) with the bulk of 12,619 being pre-paid.

The other major centers are Franklin and Swartberg, with Makhoba emerging as a settlement under construction. ESKOM is currently electrifying the houses at Makhoba which have occupants. It can be said that all formal households within these areas are 100% covered except Makhoba that is under construction and being electrified by ESKOM.

Since 1994 GKM has made huge strides in the service delivery arena with electricity dominating ahead of others, this was made possible by funding from Department of Energy under the Integrated National Electrification Programme (INEP), ESKOM and GKM own funding. In this regard the 100% connectivity of households in GKM is always a moving target, this is made impossible by widespread illegal settlements as more people are moving to Kokstad from neighbouring towns in anticipation of subsidized housing and better services.

The table below demonstrates households by main source of energy for cooking and lighting.

Greater Kokstad Municipality	Cooking				Lighting			
	Electricity	Other Energy Sources	None	Total	Electricity	Other Energy Sources	None	Total
	19,916	4,411	69	24,396	21,634	2,762	1	24,397

Households by main source of energy for cooking and lighting, Community Survey 2016.

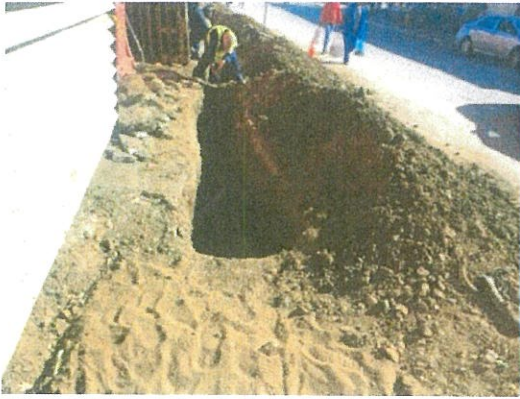
It should also be noted that due to the new developments happening around town and the surroundings the Municipality had to make sure that there is always available capacity to cater for all the new electricity connections. With the help of the Department of Energy's INEP, GKM has been funded for the construction of a new substation with a 20MVA capacity which will help to cater for the new housing developments such as R56 Housing and electrification projects such as informal settlements etc.

Employees: Electricity Services					
Job Level	2017/18	2018/19			
	Employees No.	Posts No.	Employees No.	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts) %
0-3	0	1	0	1	100%
4-6	8	8	8	0	0%
7-9	2	2	2	0	0%
10-12	0	1	0	1	100%
13-15	7	11	7	4	36.36%
16-18	23	25	23	2	8%
19-20	0	0	0	0	0%
Total	40	48	40	8	16.67%

Electrical Engineering Section Staff Compliment

CAPITAL EXPENDITURE 2018/19: ELECTRICITY SERVICES				
Project Name/Description	Budget	Adjustment Budget	Actual Expenditure	% Expenditure
Upgrade of 1000m of MV Cable Phase 3	R 3,000,000.00	N/A	R 744,165.00	24.80
Installation of Street Lights & High Mast Phase 1	R 2,800,000.00	N/A	R 2,798,995.17	99.96
Electrification of Informal Settlements Phase 3	R 7,914,000.00	N/A	R 7,914,000.00	100.00
Electrification of Farm Houses	R 3,900,000.00	N/A	R 2,884,453.36	73.96
Upgrade of mini sub-stations and transformers	R 3,500,000.00	N/A	R 2,449,442.49	69.98
Bulk Infrastructure-Sub-Station, PDR, Geo-Tech, WULA, 11KV Switch Gears etc.	R 15,000,000.00	N/A	R10,380,116.11	69.20
Pole Mounted Transformers x2 Number	R 500,000.00	N/A	R 500,000.00	100
Energy Sector Plan	R 400,000.00	N/A	R 400,000.00	100
Electricians' Standby Quarters	R 250,000.00	N/A	R 65 000.00	26

The Electricity services has performed very well in trying to minimise the backlog in terms of upgrading, maintenance and repairs of the existing old infrastructure, this is evident from the upgrading of Mini sub-stations and Transformers and also in the upgrading of the MV cable. The Council has also committed to budget for the continuation of the upgrading of the infrastructure until all the infrastructure is up to standard to improve the quality of supply as required by NERSA. This will be made possible by the use of the recently adopted Energy Master Plan which has categorised the works into immediate, medium and long term targets for upgrading and maintenance of the electrical infrastructure.



MV Cable Upgrade in Kokstad CBD



High Mast Light Erection



Street Lights Erection-Mid Block Area



Electrified Informal Settlement-Horseshoe Area

3.3. WASTE MANAGEMENT

INTRODUCTION

There are 10730 households within the Greater Kokstad Municipal area of jurisdiction, with an estimated number of 2600 informal settlements, formal refuse removal /collection is done to 75 % of households. Some informal settlements do benefit as refuse is collected on street to their dwellings. Waste is collected weekly on the residential areas and six days per week within the central business district.

Recycling is conducted by cooperatives and four private recycling companies within Kokstad. The municipality plans to operate recycling in the new land fill site.

There are three refuse removal compactor trucks, one skip bin truck, one TLB and two tractors for refuse removal.

Waste Management Section conducted 27 public awareness campaigns, 20 clean up campaigns and illegal clearance campaigns and awareness is conducted every Thursday.

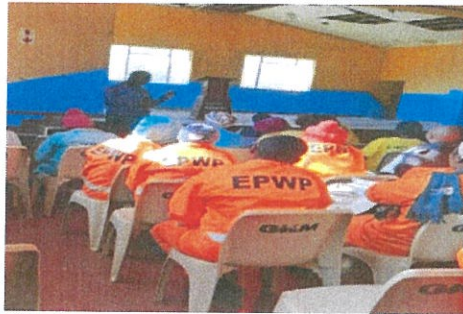
The waste clean-up, Illegal dumping clearance and public awareness campaigns.



Illegal dumping clearance campaigns



Clean up campaigns



Public awareness campaigns



Integrated clean-up campaigns

Solid Waste Services Delivery Levels					*Households	
Description	2015/16	2016/17	2017/18	2018/19		
	Outcome No.	Outcome No.	Actual No.	Actual No.		
Solid Waste Removal: (minimum level)						
Removed at least once a week	All streets	All streets	All streets	All streets		
<i>Minimum Service Level and Above sub-total</i>						
<i>Minimum Service Level and Above Percentage</i>	100%	100%	100%	100%		
Solid Waste Removal: (Below minimum level)						
Removed less frequently than once a week	25%	25%	25%	25%		
Using communal refuse dump	10%	10%	10%	10%		
Using own refuse dump	75%	75%	75%	75%		
Other rubbish disposal	0	0	0	0		
No rubbish disposal	5%	5%	5%	5%		
<i>Below Minimum Service Level sub-total</i>						
<i>Below Minimum Service Level Percentage</i>	0%	0%	0%	0%		
Total number of Households	9700	9860	10730	10730		
Households- Solid Waste Services Delivery Levels below the minimum						
Description	2015/16	2016/17	2017/18	2018/19	*Households	
	Actual No.	Actual No.	Actual No.	Original Budget No.	Adjusted Budget No.	Actual No.
Formal settlements						
Total households	9700	9860	10730	10730	10730	10730
Households below minimum service level	25%	25%	25%	25%	25%	25%

Proportion of households below minimum service level	1860	1860	1860	1860	2300	2300
Informal settlements						
Total households	1350	1350	1350	1350	1370	1370
Households below minimum service level	0	0	0	0	0	0
Proportion of households below minimum service level	100%	100%	100%	100%	100%	100%

Employees: Solid Waste Management Services					
Job Level	2018/19	2017/18			
	Employees No.	Posts No.	Employees No.	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts) %
0-3	0	0	0	0	0%
4-6	3	4	3	1	25%
7-9	4	4	4	0	0%
10-12	8	15	8	7	45%
13-15	0	0	0	0	0%
16-18	58	86	86	0	0%
19-20	0	0	0	0	0%
Total	73	109	101	8	15%

Financial Performance 2017/18: Solid Waste Management Services					
Details	2017/18	2017/18			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget %
Total Operational Revenue	25,087,799.84	24 227 443,80			
Expenditure	0	0			0%
Employees	13,442,339.73	18 258 096,51			93%
Repairs and Maintenance	350.01	800 000			0%
Other	0	0			0.00%
Total Operational Expenditure	13,442,689.74	19 058 604,51			90%

Greater Kokstad municipality's Integrated Waste Management Plan has been adopted by the Council has been work shopped to Council and submitted to Departments of Environmental Affairs for promulgation. The IWMP makes a comprehensive analysis of the status quo of the municipality's waste management, makes a critical analysis and assesses strategies to address these. Then, the implementation plan summarizes the priority projects and associated actions that are recommended for implementation of the strategies that were developed as part of the IWMP.

The existing landfill site is in Shayamoya and is approximately 2.2ha in size, and over the years it has accumulated waste of more than 50 000 m3. The landfill site is in a fair condition as there are some management measures in place. However, it has reached its operational capacity.

The new proposed land fill site (Kransfontain Landfill site) is located at the east of Horseshoe, which is north east of the CBD. While the old land fill site is still operational, it must be noted that

the usage is kept at a minimum due to capacity until such time that the new site has been fully established. The municipality has licenses for both landfill sites

3.4. HOUSING

INTRODUCTION

Human settlement patterns are typical, with the older part of town housing the more affluent (historically white) population in the leafy suburbs, with peripheral poor (black) townships. The suburbs are low density, with large sites along tree lined streets, and single storey bungalow-built form. Site sizes range from over 4000m² (the zoning allows a minimum of 1800m²), compared to the township areas, which are zoned for 450m² sites but in fact the average is more like 300m². Parts of the old town lend themselves to densification, and the strip along the river, to the east, is particularly in need of intensification, and presents an opportunity to improve the sustainability of Kokstad as a settlement.

Human settlements development in the municipality is challenged by the following:

The lack of affordable, well-located land for low-cost settlements has resulted in the human settlements programmes largely extending existing areas that had been developed for low-income settlements in the past, often located at the urban margins and with weak prospects of integration.

These extensions to existing low-income settlements generally lacked amenities necessary for a decent quality of life, mainly because of the lack of funding and poor alignment of budgets; National policy and provincial funding allocations have not always been able to effectively respond to the changing nature of demand caused by rapid urbanization; The number of subsidies required is increasing, resulting in an additional burden on the national and provincial fiscus; The lack of institutional and sector capacity to deliver human settlements programmes; and The inability of beneficiaries of human settlements subsidies to afford municipal services and taxes, creating the view by the municipality that such housing projects are liabilities. The Municipality's Integrated Development Plan identified the following key issues in terms of human settlements: High prices of privately owned land, lack of suitable land to build houses; Private shack settlements are used as an income-generating activity; Urbanization results in growing number of informal settlements; Speculation in up-market human settlements, especially in areas outside urban edges of the Spatial Development Framework has resulted in ad-hoc development and cost inefficiencies; The lack of funding and the non-alignment of municipal and government department budgeting processes; Lack of bulk services for human settlements development. The Housing Sector Plan (2007) indicates that the municipality faces a low and middle-income human settlements crisis. It broadly describes the housing demand as follows: Need for low-income (fully subsidized) houses at 1000. Informal settlements need to be relocated or upgraded. Highly constrained, a demand-driven private housing market with inflated house prices, in all market segments.

The Shayamoya Township is characterised by monotony, and lacks legibility, partly through the layout design that is predicated on engineering efficiency and lowest cost. Most sites have pedestrian access, or in some instances roads that have only been half surfaced, no storm water control system in place and the current sewer system is old and under huge pressure as over spills are day to day experiences. The character

of Shayamoya is largely determined by a mass housing approach to delivery, also evidenced by the mono-functional land use.

Bhongweni Township is older, is on flatter land, and although also delivered through state subsidies for incremental housing, the grid layout and street scale has resulted in a very pleasing character. The area has been identified through additions to the original RDP houses, often to provide rooms for tenants. A central social facilities precinct, as well as pockets of houses for slightly higher income residents, provides relief and as semblance of human settlement rather than a housing project. Informal settlements at the edges of the townships site either on the steepest slopes or dangerously close to the river and are the object of proposed slums clearance projects.

Percentage of households with access to basic housing			
Year end	Total households (including formal and informal settlements)	Households in formal settlements	Percentage of HHs in formal settlements
2012/13	10550	8548	81%
2013/14	10550	8548	81%
2014/15	10700	8698	81.2%
2015/16	10910	8908	81.6%

3.4.1. COMPLETED HOUSING PROJECTS

According to the information received from the Housing Subsidy System section of the Department of Human Settlement, from 1994 until the end of 2013 approximately 6157 houses have been completed within the Greater Kokstad Municipality. The historical housing delivery figures are summarised per local municipality in the below table. From this table, it can be seen that housing units have been delivered mostly in Greater Kokstad local municipality.

Greater Kokstad Municipality has been proactive in initiating and implementing housing projects, over 6000 housing opportunities have been provided to date (of which approximately 2651 have been developed to cater specifically for informal settlement communities), since the inception of the Government's housing subsidy scheme. However, there still exists a significant demand, as evidenced, particularly by informal settlements, mainly in the vicinity of Kokstad Town.

Makhoba Housing Project for 2018/2019 financial year 166 Housing Units were completed.

Local Municipality	Properties Transferred	Service Sites Completed	Serviced Under Construction	Slabs Completed	Units Completed	Units Under Construction	Wall Plates Completed
Greater Kokstad Municipality	5749	7952	393	757	489	1400	736

3.4.1.2 Title Hand-over Program

Makhoba Housing Project

The Greater Kokstad Municipality and the KwaZulu-Natal Department of Human Settlement collabourated for the Hand-over of 300 Title Deeds in Makhoba.

The event was hosted by the Municipality and funded by Department of Human Settlement. The KZN MEC for Human Settlements handed over Title Deeds to Makhoba Land Restitution Beneficiaries. The event was held at Makhoba on the 1 March 2019.



Franklin Housing Project

Franklin Housing Title Deed handover project was also held on the 03rd October 2019, the event was collabouration between The Office of the President, National Department of Human Settlements, KZN Department of Human Settlement and the Municipality. The event was for handing over of 443 Title Deeds.

The President handed over 10 Title Deeds to Franklin beneficiaries. The rest of the 433 were handed over by the Greater Kokstad Municipal Mayor on the 13th October 2019.



The table below represents the Greater Kokstad Municipality recently completed housing project indicated in the Integrated Development Plan Review 2017/2018

Project Code	Project	Housing Units	Funding			Status
			2012/13	2013/14	2014/15	

K03070012	Franklin Housing Project		R11m	R11m	0	Completed
K19970177	Shayamoya Phase 2		R4.4m	R7m	R22m	Completed

3.4.2. HOUSING DEMAND

The 2011 census data provides some form of typological classification for the various units of spatial analysis used in the census. These include the categories of formal residential, informal residential, traditional residential, collective living quarters, smallholdings and farms. In addition, it also includes a number of other non-residential typological classifications including vacant land, Parks, and Recreation, industrial and commercial. The data provides a comparative distribution of land area and population according to this classification is below.

The 2011 census data distinguishes between 11 different housing categories under the variable referred to as “type of dwelling”. These categories range from brick houses on separate stands to different types of informal dwellings, and other categories such as caravans and tents. The categories that can potentially be regarded as forming part of the housing backlog or demand at a particular location include the following types:

- Traditional dwelling
- House/flat/room in backyard
- Informal dwelling (shack; in backyard)
- Informal dwelling (shack; not in backyard)
- Room/flatlet on a property or larger dwelling
- Caravan/tent

The Housing Sector Plan (GKM HSP: 2019-2020) indicates that Greater Kokstad faces a low and middle-income housing crisis. It broadly describes the housing demand as follows:

- Need for low-income (fully subsidized) houses at 2000.
- Informal settlements need to be relocated or upgraded.
- Highly constrained, demand-driven private housing market with inflated house prices, in all market segments.
- Demand for housing is across the board, ranging from single-person rented accommodation, through basic fully-subsidized housing units, to middle and upper-income bonded accommodation.

The lack of accommodation contributes to pressure on existing housing, with the negative outcomes of squatting, overcrowding of existing houses, down-market “raiding” by higher income households and escalating of rentals and sale prices of houses.

According to the Greater Kokstad Municipality’s 2019-2020 Housing Sector Plan, the below stipulates the estimated housing and planned housing units to reduce the current housing backlog.

- Slum Clearance Project Shayamoya- 180 units
- R56 Integrated Sustainable Settlement Kokstad 600-800 units
- Franklin Residential Development (New Project) -450 units.
- Makhoba Housing Farms Argyll & Springfontien -418 & 994 Units 245

- Willowdale Housing Project Kargs Post -83 units
- Need for low-income (fully subsidized) houses at 1000
- Kokstad Community Residential Units 300 Units
- Informal settlements need to be relocated or upgraded.
- Highly constrained, demand driven private housing market with inflated house prices in all market segments.
- Demand for housing is across the board ranging from single person rented accommodation through basic fully subsidized housing units, to middle and upper-income bonded accommodation.
- An estimated housing demand of 3565 is evident in Greater Kokstad Municipality

3.4.3. CURRENT HOUSING PROJECTS

The table below represents the Greater Kokstad Municipality planned housing projects indicated in the Integrated Development Plan 2018-2019.

Project Code	Project	Housing Units	Funding			2017/18
			2016/17	2017/18	2018/19	
K0711001	Makhoba Housing Project	1400	Stage 3	Stage 3	R44m	<i>Under Construction</i>
K16020010	Shayamoya Phase 3 Slums Clearance	700	Feasibility	Stage 1	Stage 1	<i>Project is at Planning Stage</i>
	Kokstad Community Residential Units Developments (CRU)	300	Feasibility	Stage 1	Stage 1	<i>Preparing for Construction</i>
	R56 Mixed Housing Development	500	Feasibility	Stage 1	Stage 1	<i>Project is at Planning Stage</i>
	Middle Income Housing	140	Feasibility	Stage 1	Stage 2	<i>Preparing for Construction</i>
K15060001	Willowdale Housing Project	83	Stage 1	Stage 2	Stage 2	<i>Construction of Services</i>
	Eastview Riverview Rectification Project	83			R11,6M	<i>Completed</i>

Table Above: Current and Planned Housing Projects

Stage 1 = Planning

Stage 2 = Internal Structures

Stage 3 = Top Structures

3.4.4. INFORMAL SETTLEMENTS

There are seven (7) informal settlements the in Greater Kokstad municipality that need serious attention due to their inhumane conditions. The below gives an overview of status in terms of how far the municipality has intervened and commenced with the rectification of their living conditions by constructing houses and undertaking Geotech services to determine if the land is liveable and how many houses can be built. These include:

Name	No. of Dwelling Units
------	-----------------------

Horseshoe	250
Lindelani/Moyeni and Bhambayi	244
Marikana	200
Bergview	98
Ezimpungutyeni	48
Franklin	300

Table Above: Informal Settlements Projects

3.4.5. LAND ISSUES RELATING TO HOUSING

People gravitate from areas outside the municipality to meet their economic and social needs. It implies that administrative demarcations are not necessarily the basis for planning and development but is far more important to understand and take cognizance of functional economic and social linkages of an area. Nevertheless, institutional demarcation is important since it determines the functions and powers of the municipality and in that sense determines what it can and cannot do irrespective of cross boundary impacts.

- Land plays a pivotal role in more than one way in municipal development. The key issues are:
- Ward demarcations that can define the power balance and hence the allocation of resources.
- Land ownership that often determines the rate of development, if not the availability for development.
- Land restitution as part of the process of addressing imbalances created under the previous political dispensation.
- Land values that forms the basis for municipal revenue and the ability to intervene is the development process.

Various areas in the municipality are subjected to land claims and the land restitution process. There is no logical link between land ownership and the optimal use of land. However, the land restitution process, if not resolved speedily creates uncertainty in the property market and might affect land values, the marketability of land and the development process in general.

- High prices of privately-owned land a lack of land to build houses;
- Limited land availability and middle-income housing

Most people in the rural areas of the municipality do not own land and as result they live in a very squalor conditions and exposed to hazardous health conditions due to poor basic service. This has become a critical issue which requires immediate actions by the municipality.

The relevance of the identified focus areas as identified in Section 13 have to be contextualised against the overall provincial and the more detailed local housing need profile and the potential land requirements resulting from this profile. The potential land needs required to address the current housing demand within the province, and specifically within the identified focus areas, are influenced by a range of factors. To account for these factors, the following assumptions were used as point of departure:

- The majority of households residing in traditional dwellings of two rooms or less (regarded as part of the potential housing backlog as defined in this report) will be accommodated in terms of

housing provision at their current location. These households are largely located on Ingonyama Trust Land and will not require substantial new “greenfield” land areas for housing development purposes.

- It was assumed that one third of households residing within informal structures on a separate stand or within a backyard of another structure could form part of in-situ upgrading processes and be accommodated at their current location. It was thus further assumed that the other two thirds will require alternative land (Greenfield) for settlement purposes.
- A total of 20% of households earning between R38 000 – R153 000, need a GAP market house for which land has to be identified.
- Over and above the existing housing demand and land requirement figures, calculations were also made in terms of additional housing units and land required to accommodate the anticipated housing demand up to 2030.
- In terms of informing the land requirement the following density related assumptions were made
 - 30% of the GAP Market housing requirement will be provided for at a density of 15 dwelling units per ha.
 - 60% of the current housing backlog will be provided for at a density of 20 dwelling units per ha.
 - 30% of the current Greenfield housing backlog and 50% of the current GAP Market requirement will be provided for at a density of 40 dwelling units per hectare.

The implementation of the land reform programme within the Greater Kokstad Municipality has been very sedentary although a number of land claims have been lodged. The Kokstad Commonage redistribution project is the only claim to have been transferred. Priority is now concentrated on the redistribution in the Pakkies area.

The main components of land reform with specific reference to the Greater Kokstad Municipal area are that:

- A strategy for the distribution of information on land reform to stakeholders and possible beneficiaries. It is anticipated that existing representative structures such as the Farmers. Associations, Kokstad Chambers of Commerce and the larger commercial landowners should remain the focus for this exercise from where the information can filter down to grassroots levels; and
- As most of the areas in the Greater Kokstad are under the control of a farming community, land reform becomes complicated. The Land Reform Legislation does not cater for the land extension within the sub-region. Land Reform will contribute to the increased opportunities for commercial farming thus aiding in the economic development of the Greater Kokstad Municipality.

Land ownership in the municipal area was assessed from the current valuation role of the Council.

Land ownership is fundamental to development. There is also a growing consensus that there is a direct link between land ownership, development, and more specifically communal ownership and under-development.

Various areas in the municipality are subjected to land claims and the land restitution process. There is no logical link between land ownership and the optimal use of land. However, the land restitution process, if not resolved speedily creates uncertainty in the property market and might affect land values, the marketability of land and the development process in general.

Land, and more specifically land ownership, is very much a central issue in South African politics. Furthermore, land and the value of land is the basis for property taxes that accounts for a substantial portion of municipal revenue. As indicated location, production potential, access to services and amenities and investment return determines the value of land.

3.4.6. HOUSING CAPACITIES

The Municipality has not been delegated a mandate to act as developer and Province plays the role of the Developer. The Greater Kokstad Municipality has a Housing Section. The housing functions are under Economic Development and Spatial Planning Department. Not all the positions are filled and this impacts on the ability of the municipality to provide on-site technical support to projects. The municipality has a clerk who takes care of housing matters.

The below information particularizes about the remedial actions the Department of Human Settlements have proposed:

- The eradication of slum areas (Informal housing) has been highlighted by national government.
- The identification and formalisation of these areas, if found to be suitable, needs to be prioritised.
- Establish the real need for housing (The Backlog) and prioritise the beneficiaries.
- Proactively identify and access land needed for future housing.
- Beneficiary and surrounding communities need to be consulted and participate in all housing related matters.
- All housing developments must contribute to the formulation of compact and integrated nodes.
- All housing developments are to comply with legislative processes and requirements.
- Strive to minimize or eradicate informal and/or shacks
- The full spectrum of housing needs is to be catered for; i.e. low-income, subsidy housing, multi-storey developments, affordable housing.
- Low-income subsidised residential areas where freestanding dwellings are erected on individual stands should not be developed at gross densities of higher than 20 units per hectare, while the erven should not be smaller than 250m².
- The housing backlog is to be eradicated by 2030. 20% of all new subsidy housing areas are to be allocated to the provision of rental stock and alternative housing types.
- An investigation needs to be launched to determine the feasibility of the provision of alternative housing typologies in Greater Kokstad Municipality.

3.4.7. INFORMAL SETTLEMENT UPGRADE STRATEGY

The municipality has been active in their development of their informal settlement housing plan. The municipal strategy predominantly aims at providing new Greenfields housing developments in close

proximity to the current informal settlements and relocating the informal settlements. This can be seen from the strategy in Bhambayi and Lindelani/Moyeni that relocated to Shayamoya and Franklin Phase 1.

The primary concern is how to accommodate the remaining informal settlements, but for this the municipality has initiated two projects to establish new Greenfield housing projects in Bhambayi (600 units) and Franklin (400 units). The municipality could further convert Ezimpungutyeni into CRU's as rental stock.

There is however a shortfall to accommodate the Horseshoe community staying in environmentally sensitive areas.

The following strategies should be put in place: -

- The municipality should fast-track the new Greenfields developments in Bhambayi/Shayamoya and Franklin to assist with relocation of informal settlements.
- The municipality should consider in-situ upgrade in areas suitable for development, rather than relocation.
- The municipality should consider rental stock in Ezimpungutyeni by implementing CRU's.
- The uncontrolled and rapid growth at Marikana informal settlements requires urgent intervention and community participation.
- Community based communication in relation to the relevant Municipal development plans should be improved.

Housing Interventions: -

- _ Willowdale Housing Project, Kargs Post 83 units
- _ R56 Integrated Sustainable Settlement Kokstad 600 – 800 Units (Low to Middle income Housing Development 800 units CRU's)
- _ Shayamoya 800 Units (Low cost Housing)
- Homes 2010
- _ Makhoba 1500 Housing Development
- _ Thuthuka Ngele Rural Urban Housing Project 300 Units
- _ Ekuthuleni Rural Housing Project
- _ Kokstad Community Residential Units
- _ Riverview/ East Community Residential Units – 300
- _ Bhongweni Housing Project 161 Units
- _ Shayamoya Phase 3 Slums Clearance
- _ Informal Settlement Housing Project for Horseshoe, Lindelani/ Moyeni, Marikana, Bergview, Bhambayi, Ezimpungutyeni and Franklin
- _ Development of an Informal Settlement Strategy
- _ Franklin Residential Development – 450 Units
- _ Makhoba Housing Farms Argyll & Springfontein
- _ Low Income Housing Project 1000 Subsidised Unit

Percentage of Households with access to basic housing		2018/19
Total Households (Formal and Informal Settlements)	Households in formal settlements	Percentage of households in Formal settlements
19140	11500	60%

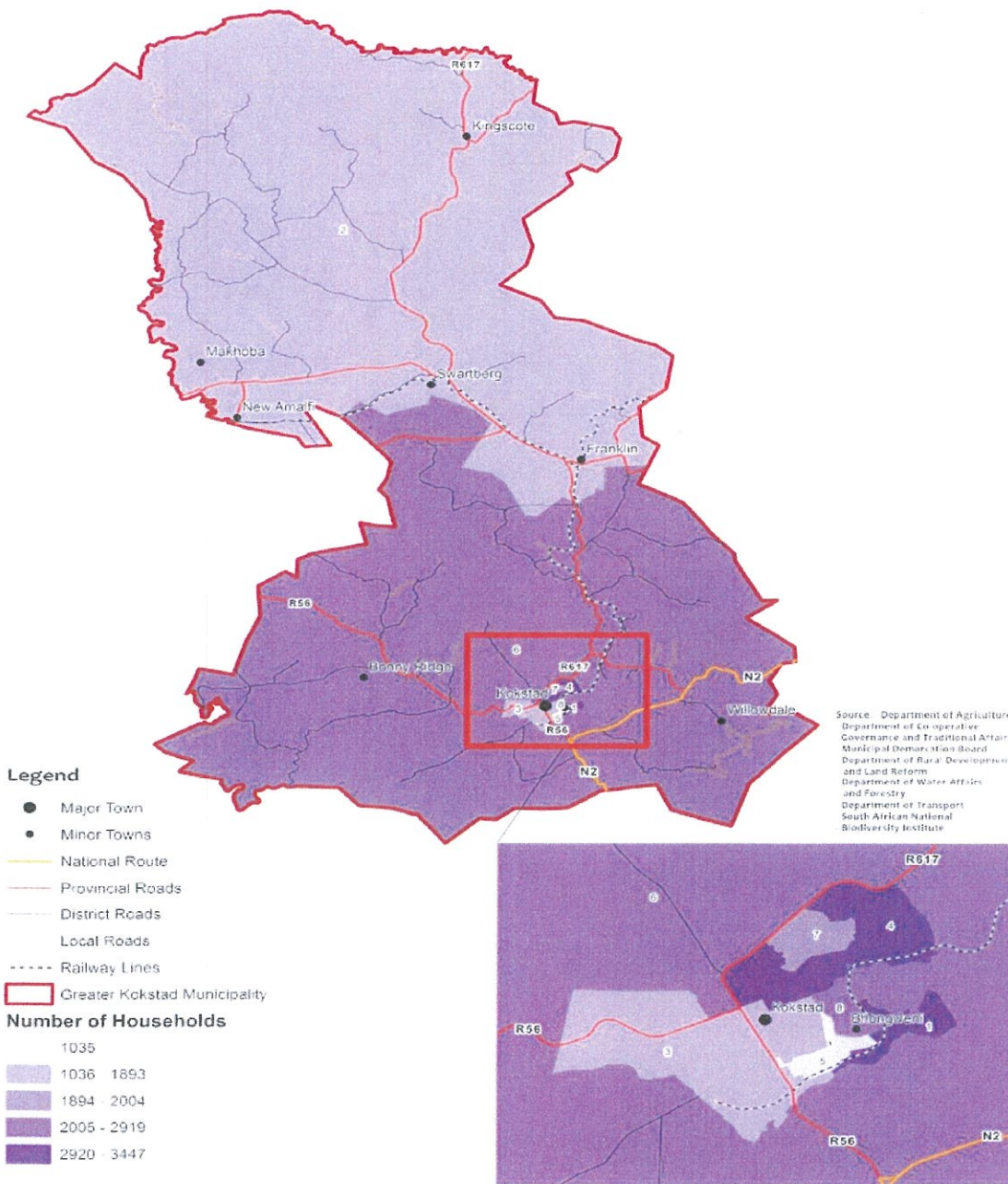


NEW RESIDENTIAL DEVELOPMENT





NUMBER OF HOUSEHOLDS



3.5. FREE BASIC SERVICES AND INDIGENT SUPPORT

INTRODUCTION

The delivery of free basic services to the people is a priority to the Council in order to afford dignity to our community that live below the poverty line. In this group, we include and not limited to the elderly, unemployed, child headed household and people living with disabilities

Free Basic Services to Low Income Households			
Period	Number of Households		
	Households earning less than R1100/ month		
	Total	Access to Free Basic Electricity	Access to Free Basic Refuse
2015-16	4352	4352	4352
2016/17	4714	4714	4714
2017/18	4543	4543	4543
2018/19	4849	4849	4849

COMPONENT B: ROADS

This component includes: roads and waste water (storm water drainage).

The Municipality had a Road Infrastructure Development policy in place. Infrastructure and Technical Services Department (ITS) is responsible for strategic leadership of roads development in GKM as follows:

- Classification of the road network
- Road asset management
- Five-year implementation program and its funding needs
- Roads maintenance program and funding needs
- Roads policy and standards

Generally, GKM's service delivery mechanism is by means of outsourcing major work by use of consultants for specialist designs and construction where heavy machinery is required while minor works like fixing of potholes, replacing and cleaning of storm-water pipes is done in-house.

3.6. ROADS

INTRODUCTION

The municipality is faced with a huge backlog in terms of road and rehabilitation or asset management of roads. The available budget for roads is minimal versus the backlog and the Municipality also undertakes maintenance i.e. repairing of potholes. Since the Municipality is still struggling in collecting revenue, the funding of new roads, upgrading of gravel roads and asset management is very limited only those funded by grants such as Municipal Infrastructure Grant (MIG) are being upgraded.

EXTENTION 7 ROADS UPGRADE: is one of the roads that the Municipality upgraded from Gravel to Tar (Asphalt) with a total length of 1.5 Km done in 2017/2018 financial year and 1.2 in 2018/2019 financial year. The Municipality experience big problems due to the backlog on the maintenance of Gravel Access Roads in Greater Kokstad Municipality area of Jurisdiction, as a result it has a big impact on service delivery. The implementation and upgrading of the mentioned project helped the Council to provide sustainable service to the community of Extension 7.

Extension 7 is an urban residential area that may be a middle income. The services were constructed by a developer, it has been however established that the installed services were of the inferior nature roads and related storm water. The municipality to improve the unbearable situation and has begun to upgrade the roads step by step started with phase 1 in 2017/18 financial year and phase 2 in 2018/19 financial year which includes Cornelius Road.

No new gravel road constructed in 2018/ 19 financial year, however the Municipality used its own plant to maintain the existing gravel roads.

The 4.6km gravel roads graded / maintained was in Shayamoya, Horseshoe and Ext 7 and Franklin.

The Council had identified some gravel roads to be Tared in the 2018/19 financial year.

Upgrading of 1.3km of Mid-Block roads in ward 3 & 5

The other achievement that the municipality had done in terms of roads, were:

UPGRADING OF BHONGWENI AREA 5&6 ROADS IN WARD 9:

The project involved the upgrading of 1.5 km from gravel to asphalt (tarred roads) in the Bhongweni Location ward 9.

CONSTRUCTION OF MID-BLOCK ROADS IN WARD 3 & 5:

The project involved the construction of roads in ward 3 & 5 the total length was 1.3km.

Table 3.6.1

Gravel Road Infrastructure				
	Total gravel roads	New gravel roads constructed	Gravel roads upgraded to tar	Gravel roads graded/maintained
2014/15	25.9km	Nil	2.8km	Nil
2015/16	23.1km	Nil	1.9km	Nil
2016/17	21.2km	Nil	0km	2.5km
2017/18	18.7km	1.5km	1.5km	3.6km
2018/19	17.2km	Nil	4km	4.6km



Re-Gravelling



Tarred Road Infrastructure					
	Total tarred roads	New tar roads	Existing tar roads re-tarred	Existing tar roads re-sheeted	Tar roads maintained
2014/15	4.1km	2.8km	Nil	Nil	Nil
2015/16	6.09km	1.9km	4.19km	Nil	240 m ²
2016/17	4.13km	1.7km	2.43.km	Nil	500 m ²
2017/18	5.1km	1.5km	3.6.km	Nil	700 m ²
2018/19	4km	4km	Nil	Nil	800 m ²

Cost of Construction/ Maintenance						
R'000						
	Gravel			Tar		
	New	Gravel-Tar	Maintained	New	Re-worked	Maintained
2014/15	Nil	R14 886 151	Nil	Nil	R1 106 423	Nil
2015/16	Nil	R 9 147 182	Nil	R 23 592 102	Nil	Nil
2016/17	Nil	R 8 672 800.67		R14 919 302.73		R 2 323 688.7
2017/18	R2 129 608.66	R 6 620 608.15	R600 000.00	Nil	R21 338 722.61	R 2 323 688.7
2018/19	Nil	R 15 219 804.12	In-house maintenance	R 6 615 768.45	nil	R 3 500 000

Top Three Service Delivery Priorities for Ward (Highest Priority First)		
Ward No.	Priority Name and Detail	Progress During 2018/19
7	Upgrade of Roads Extension 7 Phase 2	1.2km of road tared
9	Upgrading of Bhongweni Area 5&6 Roads	1.5km of road tared
3 & 5	Construction Of Mid-Block Roads	1.3km of road tared



Capital Expenditure 2018/19: Road Services					
Details	2018/19				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original	Variances to Budget %
Total All				%	
Upgrade of Roads Extension 7 Phase 2	R 8 000 000	R 5 280 983	R 2 096 413	61	66
Construction of mid-block Roads	R1 5000 000	R 6 500 814	R 5 750 935	59	58
Upgrade of Roads Bhongweni (Area 5 & 6)	R 8 000 000	R 7 000 000	R 5 051 923	16	-133

Pictures of completed roads in 2018/19 FY



Extension 7 Roads Upgrade Phase 2

3.7. WASTE WATER (STORMWATER DRAINAGE)

The Municipality is responsible for the maintenance of storm water drainage, however the challenge that is facing the Municipality is the shortage of staff or human resource to perform the required task. The areas that the Municipality tagerts are CBD, Bhongweni, Shayamoya and Horse-shoe.

STORM WATER DRAIN CLEANING



CONSTRUCTION OF STORM WATER INLET



COMPONENT C: ECONOMIC DEVELOPMENT AND SPATIAL PLANNING

The 2017/2018 Policy decision of the Municipal Council which enabled the establishment of the Economic Development and Spatial Planning Department, reinforced the emphasis of structured growth and development whilst ensuring that the Council's development strategies and priorities are aligned with provincial and national strategies.

The Department's foci remain the progressive and holistic realisation of the developmental agenda whilst simultaneously ensuring that it strives to realise a regional economic nexus thus mandating a synergy between economic development and spatial planning, as key development initiatives, paramount as one cannot function in the absence of the other.

EMPHASIS ON LOCAL ECONOMIC DEVELOPMENT

Taking its cue from the National Framework on Local Economic Development 2018 – 2028, the Municipality developed its Local Growth and Development Strategy IN-HOUSE thereby ensuring that its strategy seeks to create competitive, sustainable, diverse, innovation-driven inclusive local economies that are vibrant places in which to live, invest, and work, which maximise local opportunities, address local needs, and which contribute to South Africa's national development objectives, including sustainable ways of utilising local resources and expand learning capabilities".

Local Economic Development defined should therefore be understood as an adaptive and responsive process by which public, business and non-governmental sector partners work **collectively to create better conditions for innovation-driven inclusive economic development** that are characterised by skills development and knowledge transfer; employment generation; capacity building; investment attraction and retention; image enhancement and revenue generation in a **local area** in order to improve its economic futures and the quality of life for all.

Achieving economic growth and staying competitive is and remains a serious challenge together with ensuring that initiatives attain inclusive economic growth and has a more meaningful impact on the life of all citizens. A conscious decision was therefore taken to firmly place local economic development (LED) within the broader framework of local sustainable development and because LED is a participatory process requiring people from all sectors to work together to stimulate local commercial activity it became necessary to solidify the understanding of LED as a process-orientated and non-prescriptive endeavour.

The vision of the department, remained:

Through innovation and dedication, the EDSP department will advance, align and augment resource capacity to realise the Municipality's sustainable development trajectory by 2047

In order to ensure alignment with the Municipal vision together with provincial and national strategies but more importantly to initiate innovative ways to ensure authentic realisation of growth and development perspectives.

The vision unpacked, mandates that we work towards:

Innovation: Improved methods / processes of translating strategic objectives into goods or services that create or add value

Dedication: Quality of being dedicated and committed to realise the developmental agenda of the Municipality through 5Year Legacy Projects and a 30Year Sustainable Development Plan

Advance: Through political and strategic decisions taken, to drive (lead) economic development and growth (overlay of planning processes, land use, business retention, etc.

Align: All planning, resource allocation, recruitment, etc to respond to intention of vision

Augment: Increase / Add Value to

Resource Capacity: Land, human, assets, financial incl. renewable and non-renewable and assistance obtained

Sustainable: Economic development that is conducted without the depletion of natural and man-made resources

The departmental vision is responsive to the following pillars:

INNOVATION-DRIVEN LOCAL ECONOMIES	ECONOMIES	SKILFUL ECONOMIES
<ul style="list-style-type: none"> ▪ Local sector development ▪ Link to Regional Economic Development ▪ Link to Regional industrial development ▪ Advancing primary, secondary and tertiary sectors ▪ Exploiting locality to advance sustainability, competitiveness and productivity ▪ Linking LED to corridor development & sub-national cross boarder programme 	<ul style="list-style-type: none"> ▪ Development of informal economies ▪ Inner CBD economic revitalisation ▪ Township economic development ▪ Inclusive and integrated rural economies ▪ Expanded public and community works programmes ▪ Small town economic development programme 	<ul style="list-style-type: none"> ▪ Improving economic and management capacity ▪ Leadership and management skills ▪ Addressing skills gaps ▪ Enhancing capacities to foster innovation-driven LED ▪ Enhancing capacities to foster workplace skills based on economic trends ▪ Strengthening linkages between knowledge organisations and LED actors
ENTERPRISE DEVELOPMENT AND SUPPORT	ECONOMIC GOVERNANCE AND INFRASTRUCTURE	STRENGTHENING LOCAL INNOVATION SYSTEMS
<ul style="list-style-type: none"> ▪ Support businesses of women, youth owned and people with disabilities ▪ SMME support ▪ Techno-entrepreneurship ▪ Co-operatives support ▪ Business incubation ▪ Business linkages 	<ul style="list-style-type: none"> ▪ Improving LED planning capacity ▪ Improving economic and management capacity ▪ Enhance Administrative economic development capacity ▪ Improve access to development funding/finance ▪ Improve the ease of doing business, i.e. red tape reduction ▪ Improve business attraction, retention and expansion ▪ Image enhancement, beautification and marketing of local spaces ▪ Facilitate and coordinate investment 	<ul style="list-style-type: none"> ▪ Strengthen municipality-university and municipality-science Council linkages ▪ Strengthen capacities of municipalities to promote innovation & techno entrepreneurship ▪ Provide support for innovation infrastructure

The above, in alignment with Back to Basics, requires that we realise evidence based socio-economic analysis of opportunities and potential of municipal spaces; (data and information); spatial transformation (reversing apartheid spatial patterns and creating economic opportunities in marginalized areas); and create an enabling environment for stimulation of local economies. The priorities, as aligned to the KZN Provincial Government priorities as encapsulated in the PGDS remain as follows:

- **Rural Development and Agrarian Reform**
- **Fighting Crime and Creating Safer Communities**
- **Education and Skills for all**
- **Health for all**
- **Creating Decent Work and Ensuring Economic Growth**
- **Nation Building and Good Governance**

- **Social and Economic Infrastructure**
- **Cohesive and Sustainable Communities**
- **International Co-operation**
- **Sustainable Resource Management**

3.8. SPATIAL PLANNING

SPATIAL PLANNING & DEVELOPMENT VISION AND OBJECTIVES

MUNICIPAL DEVELOPMENT VISION

The vision is a roadmap of a municipality's future, the direction in which it is headed, the position it intends to be at within a certain period of time and the capabilities it plans to develop. From this, the Municipality is able to create an organizational purpose and identity.

All stakeholders must share a clear vision of what they want, and passionately believe in their ability to achieve it. The vision, key principles, objectives and the role of each of the identified nodes must be drawn up. This requires a great degree of participation on the part of the stakeholders.

The following vision was developed for the Greater Kokstad Municipality:

“BY 2047, THE GREATER KOKSTAD MUNICIPALITY WILL BE THE MAIN LOGISTICS AND COMMERCIAL HUB OF THE HARRY GWALA DISTRICT THROUGH THE DEVELOPMENT AND SUSTAINABLE USE OF ENVIRONMENTAL AND AGRICULTURAL RESOURCES FOR ECONOMIC GROWTH AND DEVELOPMENT FOR THE BENEFIT OF ALL COMMUNITIES”

The vision is underpinned by the following principles: -

- Sustainable growth and development
- Quality, affordable services and service delivery,
- Financial health and fiscal discipline,
- Transformation and integration,
- Accountable and transparent local government,
- Respectful and fundamental rights,
- Equity,
- Safe and secure living environment,

In support of the vision, the mission statement below aims to guide the political leadership and administrative functionality: -

“PROVIDING SUSTAINABLE SERVICES TO COMMUNITIES THROUGH OPTIMAL AND PROFESSIONAL DEPLOYMENT OF RESOURCES AND ENHANCING ECONOMIC DEVELOPMENT, SAFE AND HEALTHY ENVIRONMENT”

The vision will provide direction in the planning process and will ensure that the process is focused. In terms of the vision, there certain fundamentals, which provide guidelines for, decision-making. These guidelines for the basis for any decision making made by the Greater Kokstad Municipality, stakeholders, interested and affected parties and potential investors.

DEVELOPMENT OBJECTIVES

In order to achieve the future vision, the following overall objectives have been formulated: -

There exist a multitude of principles, directives, and guidelines for spatial planning and development at national and provincial level. In terms of the White Paper on Spatial Planning and Land Use Management, 2001, "The overall aim of the principles and norms is to achieve planning outcomes that:

- Restructure spatially inefficient settlements;
- Promote the sustainable use of the land resources in the country;
- Channel resources to areas of greatest need and development potential, thereby redressing the inequitable historical treatment of marginalized areas;
- Consider the fiscal, institutional and administrative capacities of role players, the needs of communities and the environment;
- Stimulate economic development opportunities in rural and urban areas; and
- Support an equitable protection of rights to and in land.

The various principles and directives can be translated into a set of collective development objectives in accordance with the national agenda that forms the overarching objectives of the Spatial Development Framework, namely -

- To promote sustainable development;
- To promote efficient development;
- To promote equitable development;
- To ensure integrated development, and
- To improve the quality and image of the physical environment.

Applications for Land Use Development						
Detail	Formalization of Townships		Rezoning		Built Environment	
	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19
Planning application received	4	7	5	10	50	110
Determination made in year of receipt	7	7	5	10	50	110
Determination made in following year	Nil	Nil	Nil	Nil	Nil	Nil
Applications withdrawn	Nil	Nil	Nil	Nil	Nil	Nil
Applications outstanding at year end	Nil	Nil	Nil	Nil	Nil	Nil

2017-2018:

Total Operation Cost was R100 000.00 (advertising, registered mail and printing)

Total Revenue Received R256 383.89 on Development Applications

2018-2019:

Total Operation Cost was R100 000.00 (advertising, registered mail and printing)

Total Revenue Received R242 505.32 on Development Applications

Employees: Planning Services					
Job Level	2017/18	2018/19			
	Employees No.	Posts No.	Employees No.	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts) %
4-6	1	1	1	2	0%
7-9	1	2	1	2	0%

3.9. LOCAL ECONOMIC DEVELOPMENT

Local Economic Development as defined in adopted National LED Framework reads:

“LED will seek to create competitive, sustainable, diverse, innovation-driven inclusive local economies that are vibrant places in which to live, invest, and work, which maximise local opportunities, address local needs, and which contribute to South Africa’s national development objectives, including sustainable ways of utilising local resources and expand learning capabilities”. (National LED Framework, 2018-2028)

The revised vision and mission affirm the premise of ensuring that a consolidated approach through the formulation and implementation of the Local Growth and Development Strategy is taken to realizing and advancing:

- i. Competitive Advantage: Economic Hub of the District, Serviced Industrial Sites, Agriculture, Agri-processing, manufacturing, locality – Gateway into South Africa from Lesotho and into KZN from the Eastern Cape.
- ii. Friendly and Safe Environment: Including Light Industrial expansion, Agri-processing potential, re-commercialisation reinstituted land i.e. farms, dry port
- iii. To Work: The Youth dominate the demographic and with influx of high school graduates into the pool of unemployed school leavers places strong emphasis on initiatives for long term development of Youth to allow them to actively engage in the labour market. Methods should focus on life-long learning thereby providing the principle of providing bursaries for school leavers.

Consideration should also be given to the manner in which the Expanded Public Works Programme (EPWP) is implemented. Initiatives to partner with existing business will be explored to engage unskilled labour with an obligation on the Municipality to meet a portion of the labour cost thus providing the opportunity to access work opportunities as a full-time equivalent.

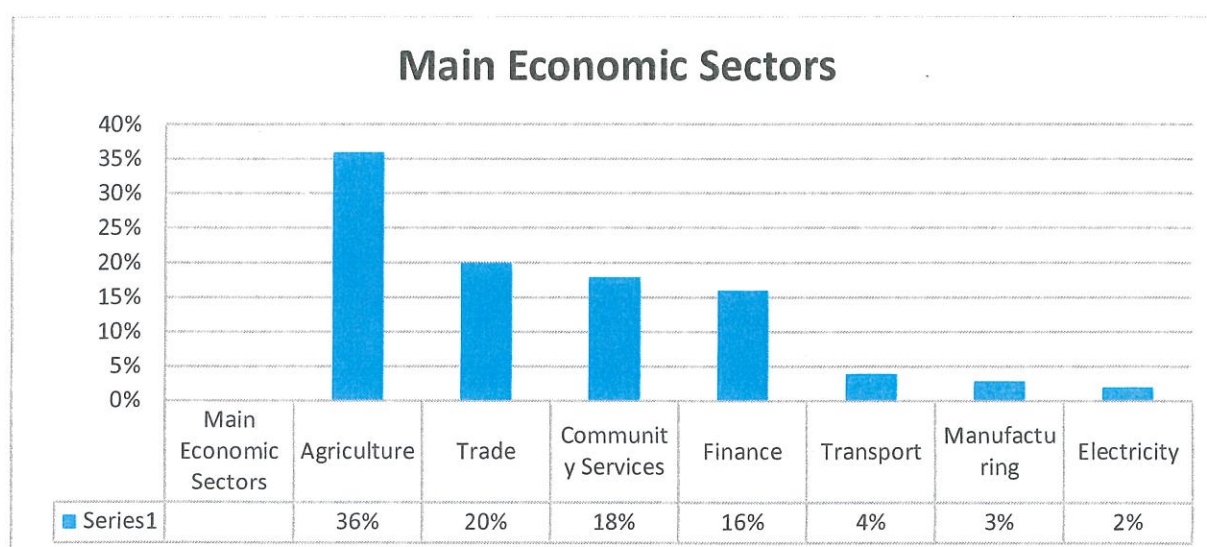
- iv. To do business: Investment friendly initiatives to be unconventional and need to be inclusive of red tape reduction. Whilst simultaneously attracting investment it becomes imperative that methods to retain the existence and expand the operation of current business with focus on SMME’s and Cooperatives as a means to adequately address the triple challenges.

In this regard, the current methodology of procurement with public funds needs to be innovative to respond to set-aside procurement from targeted sectors (Youth, Women, Disabled and Military Veterans) and should strive to build capacity and develop skills.

- v. A better life and access to quality service delivery: Revenue enhancement strategies need to be crafted which do not increase the burden on those that can afford to meet the cost of services and infrastructure plans regularly updated so as to identify critical infrastructure requirements. In addition, the Municipality needs to respond to infrastructure development as a means to attract investment, especially in the nodal areas (e.g. CBD, proposed Developmental Node – Franklin_Makhoba_Swartberg).
- vi. Stakeholder Relations: The Constitution of the Republic of South Africa, 1996 assigns specific Powers and Functions to the different spheres of government and categories of municipalities. In

the Kokstad context, as the only authority with all-inclusive authority within the local sphere, the municipality has a fundamental role to play in strengthening stakeholder relations and engagements to address backlogs and reduce possible repetition of services provided.

- vii. Good Governance incl the Policy Environment: A constitutional mandate exists that requires that we remain accountable and in so doing, the onus rests with us to facilitate participative governance to strengthen coordination and capacity. A policy environment which is pro-poor but economically sustainable needs to be informed by all stakeholders and actively implemented.
- viii. Improved livelihoods: The spatial inequity created by past imbalances continues to exist in predominantly the rural areas. Pragmatic measures to redesign areas should have already occurred however in the absence of this, this strategy through its catalytic projects needs to remain mindful of the pressing need for spatial equity.



The following Table indicates the Thrusts along with the programmes, projects and development facilitation actions identified to promote growth and development together with the status as realised in the 2018/2019 financial year:

PROGRAMMES	PROJECTS AND DEVELOPMENT FACILITATION
THRUST 1: LOCAL BUSINESS SUPPORT AND STIMULUS – ACHIEVEMENTS	
Local marketing and promotion of investment opportunities	<ul style="list-style-type: none"> Investment attraction through the facilitation of rates rebates enabled the securing of R240million investment to allow for the expansion of the Rolyats Shopping Complex; Release of Municipal owned vacant site for the retention (by consolidation) of 3 x emerging businesses with an anticipated investment of R15million for expansion Joint venture with DRDLR resulted in approval of Integrated Centre – R2,7million and Farmer Production Support Unit – R5million Partnerships with funding institutions, development agencies and sector departments resulted in capacitation of emerging contractors, Community Tourism Organisation (CTO), Suppliers Day to enable more active participation in local economy.
Establish entrepreneurial	<ul style="list-style-type: none"> Continually working towards the establishment of a local business database – currently in draft

and small business support structures	<ul style="list-style-type: none"> Establishment of Greater Kokstad Business Forum to enable information dissemination, facilitate linkages between SMMEs and larger franchise groups
Industrial strengthening and trade development	<ul style="list-style-type: none"> Reviewed Informal Economy Policy and adoption of Bylaw to allow for a more formalised approach to the informal trade sector Various workshops and Bulk Buying initiatives in collaboration with the Department of Economic Development, Tourism and Environmental Services Offtake agreements with local chain stores for primary production
THRUST 2: RESTRUCTURING AND DIVERSIFYING THE RURAL ECONOMIC BASE	
Social capital renewal and improved access to external markets	<ul style="list-style-type: none"> Improved access to support services within wards and information in rural areas
Sustainable farming practices for emerging farmers and youth	<ul style="list-style-type: none"> In line with partnership with UKZN, able to establish 10 x demonstration plots Supported economic collaboration amongst 50 farmers, especially smaller producers, to form and develop cooperatives Provision of business support for co-operative, development advice and linkages with intermediaries Facilitated the development of partnerships between emerging farmers, commercial farmers, traditional leaders, etc (GKM AgriForum established in November 2018) Facilitate the development of supply/service contracts with local SMME 's and agricultural enterprise Facilitated farmer support DARD and DRDLR – R300,000 fencing for Cooperative in Franklin
THRUST 3: AGRICULTURE SECTOR EXPANSION AND PROMOTION OF LOCAL VALUE ADDING	
Expansion and diversification of existing agricultural products	<p>PROJECTS:</p> <ul style="list-style-type: none"> Received funding approval for the development of a Farmer Production Support Unit (FPSU) in Franklin with committed funding of R5million – currently considering a decentralised approach with mini-FPSU's as collection points in different wards within GKM Through LED Unit, local farmers enabled to participate in the National School Nutrition Scheme.

3.9.1. POLICY FORMULATION

The following policy documents were formulated and subsequently reviewed so as to inform the activities of the Municipality in strengthening the realisation of the objectives of LED:

- Business Registration and Licensing Policy – as per Powers and Functions of Constitution and Business Act, 71 of 1991 – to regulate all trade within municipal jurisdiction
- Informal Economy Policy – in line with the KZN Informal Economy Policy – to be proactive in the regulation but more importantly to augment the activities to sustain the entry level enterprises
- Allocations Policy – to inform the criteria in considering the allocation of municipal owned trading sites
- Expanded Public Works Policy (Phase III) – to augment realisation of Phase III Principles to increase opportunities for Job Creation and to inform the processes to address the exit of participants from the programme so as to ensure there is sustainable development

- SMME / Enterprise Development Policy – as a means to strengthen emerging enterprise as a means to retain local spend and provide means for the strengthening of emerging enterprise to graduate from being emerging
- Business Retention, Expansion and Investment Attraction Policy – aimed at facilitating access to financial and non-financial support and opportunities to allow for the development of SMME's and local business enterprise based on the proviso of a 1-Stop-Shop.

3.9.2. PARTNERSHIPS

To progress the objectives of local economic development, as LED is a partnership approach, partnerships were concluded with the following:

i. GKM and University of KwaZulu-Natal Foundation: Objectives:

- To establish and launch a sustainable rural development programme for emerging farmers / cooperatives – focus – crop production
- To establish sustainable poverty alleviation programmes in all wards
- To provide practical technical training as a means to sustain and increase production
- To secure opportunities for beneficiation throughout the value chain
- To increase biodiversity in horticulture, eliminate alien plants and expand land for vegetable production and assist farmers to adapt to climate change

Budget: R702,000.00 – Realised: 50Gardens, 200 1Home 1Garden

The Municipality has since directly engaged the Intern responsible for the implementation of the programme through the Expanded Public Works Programme to ensure increased continuity. The continuation of the programme will be implemented once further funding becomes available.

ii. GKM and Small Enterprise Development Agency (SEDA) – MoU of Collocation: Objectives:

- To increase presence of SEDA in Kokstad by establishing offices in Kokstad
- Placement of Municipal funded intern to ensure that the needs of SMME's are coordinated and fast-tracked
- The offices are anticipated for operation in the 2019/2020 financial year and will be based on the Light Industrial Park as a means to augment increased foot traffic in support of the existing businesses in operation.

iii. GKM and Private Sector together with sector departments and community structures

Establishment of EDGE (Economic Development, Growth and Enterprise Forum), launched in November 2017 as a means to strengthen partnerships with Private Sector and Sector Departments so as to align priorities, align budgets and strengthen the coordinated approach to development

One of the limitations, due to human resources challenges, was the frequency of meetings of the Forum. This however is determined to change, and its functionality and successful operation has been included as a deliverable for the respective Unit.

- iv. Partnership with Durban Chamber of Commerce and KZN Growth Fund subsequent to the hosting of the Growth and Development Summit – the partnership is intended to strengthen businesses and attract investment
- v. Establishment of various Fora to augment economic sectors: The following forums were established, have met frequently and continue to receive the support of the Municipality:
 - Greater Kokstad Business Forum
 - AgriForum
 - Community Tourism Organisation
 - Local Informal Economy Chamber



IMAGE: Assistance to Tourism as an economic sector – the Municipality met the cost of the brochures for the EG Country and Garden Festival and assisted in the distribution at the various Indaba.

3.9.3. AGRICULTURE

The most important economic thrust realised for the agricultural sector was the prioritisation of Franklin_Makoba_Swartberg triangulation as a development node for the Municipality and the decision of the Council to direct investment into the area either through direct municipal own investment or the channelling of grants to realise the development trajectory of the area.

The Franklin_Makoba_Swartberg Development Node has received the following investment:

- **Cultural Village – R14,5million** – CoGTA Funded: Status – Contractor appointed, and works are underway
- **Integrated Centre – R2,7million** – DRDLR funded: Status – Contractor appointed, anticipated completion November 2019
- **Farmer Production Support Unit (FPSU) – R5million** – DRDLR Funded: Status – awaiting final adjudication by DRDLR BAC
- **12 x Hydroponic Tunnels with internal drip irrigation system – R2,4million** – GKM Funded: Status: Project Close Out
- **2 x New 4x4 Tractors and farming implements – R1,2million** – GKM Funded: Status: Delivered
- **Borehole** – project placed in abeyance due to non-responsiveness of bidders



Hydroponic Tunnels at Franklin



Tractor and implements in response to Farmer Production Support – initiatives to increase primary production

3.9.4. JOB CREATION AND EXPANDED PUBLIC WORKS PROGRAMME (EPWP)

Jobs created during 2017/18 by LED Initiatives (excl EPWP Project)				
				R'000
Total Jobs created / Top 3 initiates	Jobs Opportunities	Jobs lost/ displayed by other initiatives No.	Net total jobs created in year No.	Method of validating jobs created/lost
Total (all initiatives)				
2015/2016	NO DATA AVAILABLE FOR VERIFICATION			
2016/2017	NO DATA AVAILABLE FOR VERIFICATION			
2017/2018	718	20 (Rural Development Programme) – 14 (Poverty Alleviation – Community bakeries)	752	EPWPRS
Initiative A 2018/2018	693 (EPWPRS Reflecting 603)	N/A	693	N/A

	due to challenges in verification at NDPW)			
Initiative B 2018/2019	20	N/A	N/A	N/A

(the figure of 693 may change – awaiting verification by NDPW)

Job creation through EPWP* Projects

Job creation through EPWP* Projects		
Details	EPWP Projects NO.	Jobs created through EPWP Projects NO.
2016/17	CWP	428
	GKM01	25
	GKM 02	45
	GKM 03	30
	TOTAL	528
2017/18	CWP	718
	GKM01	20
	GKM 02	14
	TOTAL	752
2018/19	CWP	
	EPWP	693

The LED Unit has remained committed to ensuring that EPWP is integrated into the internal processes of the Municipality and with the support of Council and the administration, through the adoption of the EPWP Policy – Phase III the following has been realized:

- Adoption of Policy – Phase III
- Adoption of Recruitment Guidelines in compliance with National and Provincial guidelines which has now determined the process of recruitment to be fair and transparent
- Adoption of Standard Operating Procedures – the first for the District
- An increase in Integrated Grant allocation from R1million in 2017/2018 to R1,3million in 2018/2019. For the 2018/2019 FY the DoRA Allocation for the Integrated Grant has increased to R3,7million. This remains a huge achievement and will be used to ensure that a meaningful impact is made, especially in terms of training as part of the exit strategy for EPWP Participants.

Employees: Local Economic Development Services					
Job Level	2017/2018	2018/2019			
	Employees No.	Posts No.	Employees No.	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts) %
0-3	1	1	1	0	0%
4-6	0	1	0	1	100%
10-12	1	1	1	0	0%
Total	2	3	2	1	33.33%

Financial Performance 2018/2019: Local Economic Development Services

R'000					
Details	2017/2018	2018/2019			
	Actual	Original Budget	Adjustment Budget	Actual	Variances to Budget
Total Operational Revenue					
Expenditure					
Employees	R2 417 715,38	R4 723 401.00	R4 723 401.00	R4 109 025,84	R614 375,16
Repairs and Maintenance	N/A	N/A	N/A	N/A	N/A
Other	R581 300,16	R1 390 869.00	R1 390 869.00	R697 529,51	R693 339,49
Total Operational Expenditure	R2 999 015,54	R6 114 270.00	R6 114 270.00	R4 806 555.35	R1 307 714,65

3.9.5. POVERTY ALLEVIATION

- i. Partnership with Department of Small Business Development and SEDA – assistance to informal economy actors

Through the IMEDP (Informal Micro Enterprise Development Programme) funded through the Department of Small Business Development and implemented through SEDA, supported 20 (twenty) Informal Economy actors to the value of R115, 696.00 for the supply and delivery of items in support of the type of businesses in operation.

- ii. Assistance to Kransdraai Female Owned Cooperative

In support of rural based cooperatives, the Municipality assisted the Kransdraai Female owned cooperative to the value of R90,000.00 for the supply and delivery of bakery equipment.

- iii. Community Gardens – Assistance to Emerging Farmers.

60,000 seedlings (variety) were distributed to the various community gardens being supported.

- iv. Assistance to Pre-school

Equipment and playground equipment were provided to the OSS identified pre-school.



Assistance to emerging Farmers

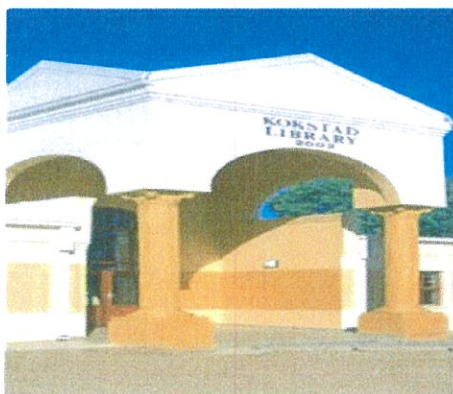
COMPONENT D: COMMUNITY AND SOCIAL SERVICES

This component includes: libraries; community halls; cemeteries, stadiums, public toilets, parks, pound management and Operation Sukuma Sakhe.

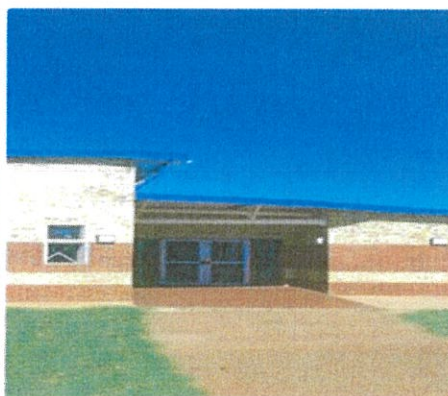
3.10. LIBRARIES, COMMUNITY FACILITIES

INTRODUCTION

There are two libraries in Greater Kokstad Municipality, one in Kokstad Town and one in Bhongweni. The Kokstad Library has a capacity of 50 persons seated, while Bhongweni Library has a capacity of 43 people including computers with internet access. Library services offer career development activities with schools and work in association with some sector departments in dissemination of information related to health, HIV/Aids awareness and sports development. However, these two libraries are inadequate as they are too small for the population served and do not have adequate study space for students.



Kokstad Town Library



Bhongweni Library

The Municipality together with Department of Arts and Culture is in a process to establish 1 modular library in Shayamoya, in the deepest of rural areas and townships in Kokstad. Such areas include Franklin which will receive a study library. Modular libraries will enhance within the entire populace as well basic computer literacy, career guidance and poverty eradication.

Basic Computer Training

Libraries offer basic computer literacy course to community members and students to empower public on how to operate computers and to be computer literate



Students and Community who received basic computer literacy course

LIBRARY ORIENTATION/SCHOOL VISITS

This programme includes incorporating local schools to be educated in all Library Services and the basic and basic understanding library services including computer literacy.



Library week 2019

Introduction

National Library Week is an annual celebration highlighting the valuable role libraries, librarians, and library workers play in transforming lives and strengthening our communities. This year's theme, Libraries = the theme was collabourate @your Library, illustrates how today's libraries are at the heart of our, towns, schools and campuses, providing critical resources, programs and expertise. They also provide a public space where all community members, regardless of age, culture or income level, can come together to connect and learn.



Employees: Libraries; Archives; Museums; Galleries; Community Facilities; Other					
Job Level	2017/18	2018/19			
	Employees No.	Posts No.	Employees No.	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts) %
0-3	0	0	0	0	0%
4-6	2	1	2	0	0%
7-9	1	5	2	2	50%
10-12	1	2	2	1	50%
13-15	0	16	0	0	0%
T16-18	5	5	2	0	0%
19-20	0	0	0	0	0%
Total	9	27	8	3	30%

Financial Performance 2016/17: Libraries; Archives; Museums; Galleries; Community Facilities; Other R'000					
Details	2017/18	2018/19			
	Actual	Original Budget	Adjustment Budget	Actual	Vacancies to Budget %
Total Operational Revenue	-	2 270 000,00	2 270 000,00		
Expenditure					
Employees	1,316,276.00	2 103 999,84	2 103 999,84		
Repairs and Maintenance	-	367 008,00	367 008,00		
Other	0	0	0		
Total Operational Expenditure		2 581 007,84	2 581 007,84		

3.11. CEMETERIES AND CREMATORIUMS

INTRODUCTION

There is an under-supply of cemeteries in the area, especially considering the expected number of HIV/AIDS related deaths. Appropriate facilities need to be provided throughout the area with due cognizance of religion, culture and tradition. Update status of cemetery – land was obtained in 2009 and the cemetery was developed with a lifespan of 18 years (2023). This however is inadequate to address the future predicated needs for burials. In addition, for cultural reasons it is required that cemeteries be located relatively “close” to inhabitants. The municipality is currently in the process of licensing new land for a cemetery to be readily available for burial in 2020.

Employees: Cemeteries and Crematoriums					
Job Level	2017/18	2018/19			
	Employees No.	Posts No.	Employees No.	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts) %
0-3	0	0	0	0	0%
4-6	0	0	0	0	0%
7-9	0	0	1	1	100%
10-12	1	1	1	1	100%
13-15	0	0	0	0	0%
16-18	6	6	6	6	0%
19-20	0	0	0	0	0%
Total	7	7	8	8	100%

4.

Financial Performance 2017/18: Cemeteries and Crematoriums					
Details	2017/18	2018/19			
	Actual	Original Budget	Adjustment Budget	Actual	Vacancies to Budget %
Total Operational Revenue	140,972.00	149 430,32	149 430,32		
Expenditure					
Employees	1,120.651.69	1 429 566,52	1 429 566,52		
Repairs and Maintenance	335,584.00	845 828,00	845 828,00		
Other					
Total Operational Expenditure	1,649,504	2 275 394,52	2 275 394,52		

3.12. CHILD CARE, AGED CARE, SOCIAL PROGRAMMES

INTRODUCTION

The Special Programmes Division is located in the Office of the Municipal Manager responsible for advocacy on behalf of vulnerable groups i.e. youth development, gender, children, senior citizens and people with disabilities. The mandate of the Special Programmes division is to promote, facilitate, coordinate and monitor the recognition of the rights of women, men, youth, children, senior citizens and people with disabilities. The division also champions the mainstreaming of the vulnerable groups programmes both internally and externally.

Youth Development

The Municipality hosted the Career Exhibition in collaboration with the Department of Environmental Affairs targeting both in school and out of school Youth. The Career Expo was held on the 31st August 2018 in Kokstad Youth Centre and divided into two sessions; the morning session being the youth in school and the afternoon session being the youth out of school. The focus of the exhibition was career within the environmental space, i.e. Biodiversity, Conservation, Green Economy, Ocean Economy and Chemical Engineering.



Women Empowerment

The municipality hosted GKM Women's Summit on the 16 -17 August 2018 in commemoration of National Women's month celebrated in August.

The purpose of the Women's Summit is was capacitate the women of Kokstad with knowledge and skills that will assist them in attaining holistic success in their personal lives and professions. The programme of the summit intended to achieve the following objectives

- Financial literacy of women
- Combatting against violence towards women and children
- Women in leadership
- Socio-economic transformation
- Fight against teenage pregnancy

All the above aspects were addressed by the speaker in the two days summit.

ELDERLY / SENIOR CITIZENS

The Municipality has in the financial year continue to engage Elderly people in Golden Games Sport programme which are facilitated at Local, District and Provincial Level.

The Municipality on the 19 December 2018 hosted the Mayoral Christmas for Vulnerable where 100 Elderly people from the disadvantage background were given Christmas Hampers (Christmas Grocery). The purpose of the project is to ensure that the most vulnerable also enjoy the Christmas season.



DISABILITY

The Municipality through Special Programmes Unit has the responsibility to ensure the creation of an environment that enables full participation and equalization of opportunities for persons with disabilities. In integrating Disability to the Municipal programmes, the following has been undertaken:-

- Disability Sport programme
- 100 Christmas Hampers (Christmas Grocery) for 100 beneficiaries living with Disabilities during the Mayoral Christmas for Vulnerable.
- Battery Powered Wheelchair (4 people living with disability have benefited)



EARLY CHILDHOOD DEVELOPMENT & ORPHANED

- Date: 04 June 2019
- Venue: Bhongweni Youth Centre (Children's event) & Thuntulwana Hall (Parent's workshop)

The Municipality celebrate Child Protection Week on the 04 June 2019 by hosting the Pre-school sport day and parenting workshop. and to teach children about their rights and responsibilities as outlined in The Children's Act, 38 of 2005 in a fun and interactive way and to also give parents effective parenting skills through the parenting skills workshop. The programme aims to take shape by being informative in a fun way that children will enjoy through incorporating fun sporting activities whereas on the other side parents were being capacitated by the Nelson Mandela Foundation. The projects goals were the following: -

- a) Promote the knowledge of the Children's Act, 38 of 2005 to the children to empower them to know their rights and responsibilities.
- b) To instill the value and fun of sports activities in children to stay healthy.

The Municipality also hosted the Early Christmas for most Orphaned Vulnerable Children living in Orphanage homes.



Employees for 2016/17: Child Care, Aged Care, Social Programs, Youth, Sport, Arts and Culture

the municipality was able to ensure that the correct signage was placed accordingly, and the relevant road markings renewed.

Pillar 3: Safer Vehicles – the municipality runs a Grade A testing facility which is well equipped and adequately staffed. We have been able to maintain this status. Our Vehicle Testing Station is a conduit towards our contribution towards ensuring that vehicles on our roads are fit and roadworthy.

Pillar 4: Safe Road Users – We continue to run a Grade A Driving License Testing Centre. Our Centre is well equipped with the necessary equipment and experienced staff members. Our aim is staunchly entrenched at values which seek to produce quality and knowledgeable drivers through implementing fair testing processes.

Pillar 5: Post-Crash Response – a vibrant team of Traffic Officers is always immediately available to respond to any motor vehicle incidents that may occur. A total budget of approximately R700 000.00 was made available for over time in order to facilitate any emergency situations which may arise.

Employees for 2018/19: Traffic Department					
Job Level	2017/18	2018/19			
	No. of Employees	No. of Posts	No. of Employees	No. of Vacancies	Vacancy rate (%)
4-6	6	7	6	1	0,14%
7-9	11	25	21	4	0,16%
10-18	6	6	6	0	0
Total	23	38	33	5	0,13%

3.14. POLICE

Our policing initiatives included the enforcement of municipal by-laws and traffic law policing. Intensified drives against drunken driving and any form of law-lessness contributed towards a reduced accident rate within the greater Kokstad municipality.

The municipality partnered with the South African Police Services in the identification of crime hot spots. Crime prevention cameras were then installed in those areas identified. This was the municipalities contribution towards crime prevention.

An additional ten law enforcement members were employed and subsequently trained in order to strengthen the law enforcement component. The municipality continues to run a program which combines matters of crime prevention as well as poverty alleviation. This is facilitated through the deployment of parking Marshalls within the CBD who are tasked with the management of parking bays whilst heightening visibility. this is a deterrent to those who want to perpetrate crimes such as theft out of motor vehicles.

Job Level	2017/18	2018/19			
	No. of Employees	No. of Posts	No. of Employees	No. of Vacancies	Vacancy rate (%)
4-6	1	1	1	0	0
7-9	2	2	2	0	0
Total	3	3	3	0	0

COMPONENT E: SECURITY AND SAFETY

This component includes: police, fire, disaster management, licensing, and control of animals, and control of public nuisances etc.

INTRODUCTION

The community safety component has a mandate to ensure that a safe and healthy environment is established and maintained within the jurisdiction of the municipality. This mandate is executed through the continuous enforcement and monitoring of municipal by-laws. Our area is an economic hub and services a wide range of communities. This has a direct bearing on mobility with routes including the N2, R56 and R617 providing means to get to Kokstad. As a result, we engage on traffic law enforcement initiatives which include the certification of vehicles for roadworthiness, driver's license testing and general traffic law enforcement. An integrated approach has been adopted through engaging with relevant stakeholders on matters pertaining to road safety awareness and crime reduction initiatives.

The municipality has made provision for cameras to be installed within the CBD and enhanced police visibility in order to combat crimes which seek to hinder a progressive city. Security personnel have been made available to safeguard municipal property.

3.13. POLICE

INTRODUCTION

The Community Safety deduces its mandate from Section 152 (d) of the Constitutional Act of the Republic of South Africa where it is prescribed that municipalities are to ensure a safe and healthy environment for its citizens. The component through partnerships was able to safeguard approximately 22 municipal sites during the day and night. This bodes well for the securing of both municipal property, employees as well as customers at various municipal sites.

In line with the United Nations decade of action for road safety which looks at the period between 2011 and 2020. Our focus was on five (5) pillars...

Pillar 1: Road Safety Management – through various awareness campaigns some of which was in partnership with other stakeholders, the component advocated for voluntary compliance. Visibility was greatly enhanced when an additional 10 members joined the component. Approximately 60 programs were put in place throughout the year which focused on various areas of law enforcement.

Pillar 2: Safer Roads & Mobility – through programs championed by other departments, the municipality saw a plethora of programs being implemented that would have contributed towards ensuring that the road infrastructure was improved which paved the way for enhanced mobility. Through our technical staff

- 1 x Fire Fighting Van
- Disaster relief material in the form of blankets, sponges and temporary Fire Fighting equipment
- Jaws of Life

c) Disaster management legislative compliance

District / Local Municipalities	Disaster Management Framework (Section 42)		Disaster Management Plan (Section 53)		Advisory Forum (Section 51)		Disaster Management Centre (Section 43)		Head of Disaster Management Centre (Section 45)	
	Priority	Status	Priority	Status	Priority	Status	Priority	Status	Priority	Status
Greater Kokstad Municipality	May	No	May	Yes	May	Yes	May	No	May	No

- Fire Prevention Bylaw has been promulgated and implemented.
- The municipality adopted Disaster Management Plan
- Disaster Management Advisory forum is seating on quarterly basis.
- Disaster Management Volunteer Policy
- Winter season plan
- Summer season plan
- Disaster Management matters form part of Operation Sukuma Sakhe agenda items.

d) Budget 2018/19 FY

NAME OF PROGRAM	TARGET AREAS	BUDGET
1. Procurement of fire and rescue equipment	GKM	R 300 000
2. Fire engine	GKM	R 4.5 Million
Fire vehicles		R 1.5 Million
3. Strengthening of community resilience through Public Information, Public Education; Public Relations (P.I.E.R) programs	Stakeholders, Practitioners, Members of the communities	R50 000
4. Fire and Rescue Services Standard Operational Procedure	GKM	In house
5. Small tools equipment (for procurement of fire beaters and knapsacks for communities)	GKM	R100 000.00
6. Fire and Rescue Internal Capacity building	GKM	WSP Budget

Here is the Disaster Risk Management Capacity Assessment