MBHASHE MUNICIPALITY

ilifa lethu elixabisekileyo liyinkqubela

REVIEWED INTEGRATED DEVELOPMENT PLAN

2024 2025

Contents

LIST OF ACRONYMS

COGTA	Co-operative Governance and Traditional
LSDF	Local Spatial Development Framework
FY	Financial Year
ECDCs	Early Childhood Development Centres
EIA	Environmental Impact Assessment
EMF	Environmental Management Framework
EPWP	Expanded Public Works Programme
ESMP	Environmental Service Management Plan
GDP	Gross Domestic Product
GIS	Geographical Information Systems
GVA	Gross Value Added
HDA	Housing Development Agency
HSP	Housing Development Plan
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
HR	Human Resources
ICT	Information Communication Technology
IDZ	Industrial Development Zone
IGR	Intergovernmental Relations
IAMP	Infrastructure Asset Management Plan
IDP	Integrated Development Plan
KPA	Key Performance Area
KPI	Key Performance Indicator
LED	Local Economic Development
LUMF	Land Use Management Framework
LUMS	Land Use Management System
MFMA	Municipal Finance Management Act
MIG	Municipal Infrastructure Grant
MPAC	Municipal Public Accounts Committee

MSA	Municipal Systems Act
MTREF	Medium-Term Revenue and Expenditure Framework
MTSF	Medium-Term Strategic Framework
NDP	National Development Plan
NGO	non-governmental organization
PMS	Performance Management Systems
RDP	Reconstruction and Development Program
SANAS	South African National Accreditation System
SCOA	Standard Chart of Accounts
SCOPA	Standing Committee on Public Accounts
SDBIP	Service Delivery Budget Implementation Plan
SDF	Spatial Development Framework
SEA	Strategic Environmental Assessment
SEDA	Small Enterprise Development Agency
SEZ	Special Economic Zone
SMME	Small, Medium and Micro Enterprise
SOE	State-Owned Enterprise
SONA	State of the Nation Address
STI	Sexually Transmitted Infection
TB	Tuberculosis
VIP	Ventilated Improved Pit
WSB	Water Services Backlog
WSDP	Water Services Development Plan

PREFACE

EXECUTIVE MAYOR'S FOREWORD

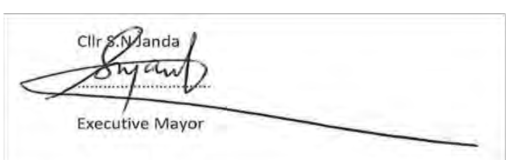
The Integrated Development Planning (IDP) process is done within the dictates of the law, Section 21 (1) of the Local Government Municipal Finance Management Act, 56 of 2003 stipulates that: The mayor of a municipality must- (a) Co-ordinate the process for preparing the annual budget and for reviewing the municipality's integrated development plan. Section 34 of the Municipal Systems Act requires a municipal council to annually review the IDP in circumstance so demand.

After recovering from the devastation damages to our economy caused by the Covid-19 pandemic, government has done well in working towards a recovery plan for our economy. We are continuously hit hard by natural disasters which have caused great damage to our infrastructure adding to the existing backlog. We have sent and submitted applications in the form of a business plan to Provincial Disaster Management Centre (PDMC) for consideration on funding mechanisms to assist with the infrastructure affected by disasters.

The 2024/25 IDP review takes significance as it falls within the 30-year mark of our democratic gains. This is also the third review following the Local Government Elections in 2021. As a sphere of government is closest to the people, we must ensure that the IDP fulfils its role to serve as a strategic document that guides how we as a municipality serve our communities. Our day-to-day core business is to ensure basic services reach our communities and we create a sustainable environment to grow Mbhashe Local Municipality. This can be achieved by ensuring we prioritise road infrastructure for daily commuting and accessibility to all services. To create sustainable living, we have to find solutions and create jobs, opportunities and make the environment for our enterprises to be innovative. As a coastal space with so many opportunities within the maritime economy this plan touches on that to ensure we continue making our shores work for our communities to enhance rural economy. A game changer in waste management is strategizing around creating opportunities within waste management such as recycling and the going green programmes. Through Integrated Government Relations Forum, we fulfill our responsibility in ensuring co-ordination of programmes initiated by the District, Provincial and National. It is against this background that the municipality is embarking on a process to review the 2024/25 IDP and Budget in order to achieve these outcomes.

We thank all stakeholders that work towards moving service delivery forward, both internal and external. The Municipal Manager, Senior Management and the IDP section have done well in developing this plan that will ensure service delivery is implemented and the plan aligns with the budget. The council has done well in providing guidance throughout the process of the development of this plan.

Yours In Service Delivery



Cllr: Samkelo Janda

Executive Mayor

MUNICIPAL MANAGER'S MESSAGE

As the Accounting Officer of the Mbhashe Local Municipality it gives me great pleasure to make this submission as the message of our 2024/2025 Integrated Development Plan (IDP) which seeks to take the public on board with respect to the service delivery agenda.

Our core business is underpinned and guided by principles of good governance and is also driven by public participation as an essential element in good governance. Section 152 of the Constitution of the Republic of South Africa, 1996 confirms several citizen rights and more specifically, the rights of communities to be involved in local governance. The existence of public participation is to ensure that all the stakeholders affected by the Council decision have a right to be consulted and should contribute to such a decision. Following the Integrated Development Plan (IDP), we priorities the most important needs of local communities, taking into consideration the available resources. This 2024/25 IDP seeks to provide solutions to pressing issues such as the road construction programme, provision of electricity and creation of job opportunities. The ability of an institution to strengthen its operations and role to be of service to the public is what we aim to do. Mbhashe Local Municipality can achieve this by ensuring we address issues of irregular, fruitless and wasteful expenditure as this will guarantee that we move to obtaining a clean audit from having an unqualified opinion with findings from the Auditor General. We have recently filled in senior management position and with this we want accountability in instilling a culture of consistence performance in our institution and stabilizing administration. The senior administration will be reaching out in sourcing funding, provincially and nationally, for key service delivery projects. To advance service delivery we have systems in place to capacitate ward committees to enhance public participation in our communities. Community involvement is key in ensuring we know the service delivery needs. Coordinated work, improved performances and consistency is what will lead to a good performing Municipality. Mine is to ensure systems are effective in running the municipality and all our communities receive services and are able to form part of the governing of the municipality.

Yours in Service Delivery

M. NAKO
MUNICIPAL MANAGER

CHAPTER 1

BACKGROUND

SECTION 1 - BACKGROUND

✓ WHAT IS INTEGRATED DEVELOPMENT PLAN (IDP)?

Integrated Development Plan is a central planning tool for government that embodies local government developmental goals and a comprehensive service delivery programme. Integrated planning has been developed as a consolidated municipal wide planning process that provides a framework for planning of future development in a municipality. It ensures horizontal and vertical co-ordination and integration across the national, provincial and local spheres of government. In addition, the IDP requires community participation and stakeholder involvement. The integrated development planning process is therefore critical for the success of every South African municipality's endeavor to bring about responsive, developmental and accountable local government.

Mbhashe Local Municipality is in the process of it's second (2nd) review of a five (5) year IDP for the current term starting from 2022-2027 in accordance with section 34 of the Local Government Municipal Systems Act 32 of 2000.

333The focus of this IDP is within the context of a seamless integrated strategic planning process. The Municipality has developed a set of long-term goals and five-year objectives (to be reviewed annually) that will form the basis of the annual business planning and budgeting carried out on an ongoing basis. The IDP will also further be shaped by inputs from communities and civil society, as well as direction from the political leadership.

A five-year IDP supports a single, integrated planning process, with clear demarcation between long-term, medium term and short-term planning. The five (5) year IDP should therefore be understood as an interpretation of strategy and political priorities into a detailed Executive Mayoral Plan that is to become the business plan, in this context, it is seen as an implementation tool.

✓ BENEFITS OF IDP

- Focused and Proactive Management
- Institutional Analysis
- Matching Resources to Needs
- Project Management
- Performance Management
- Realistic Planning
- Unification and Consensus Building
- Empowerment of Stakeholders
- Focused Budgeting
- Change Agent

✓ LEGISLATIVE FRAMEWORK

The following legislations define the nature of the Integrated Development Planning: -

✓ **Constitution of the Republic of South Africa Act 108 of 1996**

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

✓ **White Paper**

The White Paper established the basis for a new developmental local government and characterized it as a system, which is committed to working with citizens, groups and communities to create sustainable human settlements which provide for a decent quality of life and meet the social, economic and material needs of communities in a holistic way.

To achieve developmental outcomes will require significant changes in the way local government works. The White paper further puts forward three interrelated approaches which can assist municipalities to become more developmental:

- Integrated development planning and budgeting.
- Performance management.
- Working together with local citizens and partners

✓ **Local Government: Municipal Systems Act 32 of 2000**

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

✓ **Local Government: Municipal Finance Management Act 56 of 2003**

Section 21 of the Act makes provision for alignment between the IDP and the municipal budget. The Service Delivery and Budget Implementation Plan is an annual contract between the Municipality's administration, Council and the community, which ensures that the IDP and the Budget are aligned. This can be understood as a response to the critique that IDP's took place in isolation from financial planning and were rarely implemented in full. Specifically, section 21(1) of the Act requires that a municipality co-ordinate the process of preparing the Annual Budget and the IDP to ensure that both the budget and IDP are mutually consistent.

✓ **Local Government: Municipal Planning and Performance Management Regulations (2001).** These Regulations make provision for the inclusion in the IDP of the following: -

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

✓ **Local Government: municipal Staff Regulations (2021). The regulations seek to achieve the following:**

- Create a career local public administration that is fair, efficient, effective and transparent.
- Create a development oriented local public administration governed by good human resource management and career development practices.
- Ensure an accountable local public administration that is responsive to the needs of local communities.
- Ensure that high standards of professional ethics are fostered within local government.
- Strengthen the capacity of municipalities to perform their functions through recruitment and appointment of suitably qualified and competent persons; and
- Establish a coherent HR governance regime that will ensure adequate checks and balances, including enforcement of compliance with the legislation.

✓ **Local Government: Municipal Structures Amended Act 117 of 1998**

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

✓ **Development Facilitation Act, 1995 (Act No 67 of 1995).** The aims;

- To introduce extraordinary measures to facilitate and speed up the implementation of reconstruction and development programmes and projects in relation to land; and in so doing to lay down general principles governing land development throughout the Republic;
- To provide for the establishment of a Development and Planning Commission for the purpose of advising the government on policy and laws concerning land development at national and provincial levels;
- to provide for the establishment in the provinces of development tribunals which have the power to make decisions and resolve conflicts in respect of land development projects;
- to facilitate the formulation and implementation of land development objectives by reference to which the performance of local government bodies in achieving such objectives may be measured;
- to provide for nationally uniform procedures for the subdivision and development of land in urban and rural areas so as to promote the speedy provision and development of land for residential, small-scale farming or other needs and uses; and
- to promote security of tenure while ensuring that end-user finance in the form of subsidies and loans becomes available as early as possible during the land development process; and to provide for matters connected therewith.

✓ **Local Government: Demarcation Act, 1998 (Act No 27 of 1998)**. The act aims to provide for criteria and procedures for the determination of municipal boundaries by an independent authority; and to prov de for matters connected thereto.

✓ **Mbhashe Policies Strategies and By-Laws.**

The Mbhashe municipal policies, strategies and by-laws provide strategic perimeters within which the various business factors of the organisation can be conducted. New policies are developed if there is a need and all others are reviewed on an annual basis to check relevance and make changes if necessary.

- ✓ **Municipal Property Rates Act 6 of 2004 .**

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

- ✓ **Inter-Governmental Relations framework, Act 13 of 2005**

This Act supplements the provisions of Chapter 3 of the Constitution which regulates co-operative governance. The Act provides a framework to promote and facilitate functional horizontal and vertical relationships between the various departments of government, and the various spheres of government. The Act also provides mechanisms and procedures to facilitate the settlement of inter-governmental disputes. The envisaged multi sector nature of the IDP is dependent on sound intergovernmental relationships.

Key to ensuring the co-ordination of the IDP and Annual Budget, is the development of the Service Delivery and Budget Implementation Plan (SDBIP). The SDBIP is a detailed plan approved by the Mayor of the municipality for implementing service delivery and the Annual Budget. The SDBIP should include monthly revenue and expenditure projections, quarterly service delivery targets and performance indicators.

✓ POWERS AND FUNCTIONS

Section 83 (1) of the Structures Act states that: A municipality has the powers and functions assigned to it in terms of Sections 156 and 229 of the Constitution
The Constitution states in Section 156(1) that a municipality has executive authority in respect of and has the right to administer the local government matters listed in Part B of Schedule 4 and Part B of Schedule 5.

These functions are contained in the table below

Functions of Mbhashe	Definition	Capacity to perform
Air pollution	The control and monitoring of air pollution that adversely affects human health or well-being or the ecosystems useful to mankind, now or in future.	No
Beaches and Amusement facilities	The area for recreational opportunities and facilities along the seashore available for public use and any other aspect in this regard which falls outside the competence of the national and provincial government.	Yes
Billboards and display of advertisements in public places	Manage, facilitate and collect rentals from all billboards within the jurisdiction of Mbhashe Local Municipality.	Yes
Building regulations	Development of by-laws, enforcement of by-laws, approval of building plans according to National Building Regulations	Yes
Cemeteries, funeral parlors and crematoria	The establishment conduct and control of facilities for the purpose of disposing of human and animal remains.	Yes

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These functions are contained in the table below

Functions of Mbhashe	Definition	Capacity to perform
Childcare facilities	Facilities for early childhood care and development which fall outside the competence of national and provincial government	Yes
Cleansing	The cleaning of public streets, roads and other public spaces either manually or mechanically	Yes
Control of public nuisance	The regulation, control and monitoring of any activity, condition or thing that may adversely affect a person or a community	Yes
Control of undertakings that sell liquor to the public	The control of undertakings that sell liquor to the public that is permitted to do so in terms of provincial legislation, regulation and licenses, and includes an inspection service to monitor liquor outlets for compliance to license requirements in as far as such control and regulation are not covered by provincial legislation	Yes
Disaster	Responsible for the co-ordination of Disaster Management	Yes
Facilities for the accommodation, care and burial of animals	The provision of and/or the regulation, control and monitoring of facilities which provide accommodation and care for well or sick animals and the burial or cremation of animals, including monitoring of adherence to any standards and registration requirements and/or compliance with any environmental health standards and regulations	Yes
Fencing and fences	The provision and maintenance and/or regulation of any boundary or deterrents to animals and pedestrians along streets or roads	No
Firefighting Services	Provision of firefighting services and resources	No
Housing	Facilitation of the Housing development, with key focus on beneficiary identification, town planning matters, building plans and stakeholder engagement	Yes
Licensing of dogs	The control over the number and health status of dogs through a licensing mechanism.	No
Local sport facilities	The provision, management and/or control of any sport facility within the municipal area.	Yes
Local Tourism	Tourism development and promotion	Yes
Markets	The establishment, operation, management, conduct, regulation and/or control of markets other than fresh produce markets including market permits, location, times, conduct etc.	No
Municipal abattoirs	The establishment conduct and/or control of facilities for the slaughtering of livestock.	No
Municipal Airports	Provision and management of facilities	No
Municipal Health Services	Water quality monitoring, food control, waste management, health surveillance of premises, surveillance and prevention of communicable diseases, vector control, environmental pollution control and disposal of the dead	No
Municipal parks and recreation	The provision, management, control and maintenance of any land, gardens or facility set aside for recreation, sightseeing	Yes

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These functions are contained in the table below

Functions of Mbhashe	Definition	Capacity to perform
	and/or tourism and include playgrounds but exclude sport facilities.	
Municipal Planning	The compilation and implementation of and Integrated Development Plan in terms of the Systems Act.	Yes
Municipal Public Transport	Provision of services and infrastructure and regulation of the passenger transport services	No
Municipal Public Works	Provision of community facilities other than schools and clinics	Yes
Municipal Roads	The construction, maintenance, and control of a road which the public has the right to and includes, in addition to the roadway the land of which the road consists or over which the road extends and anything on that land forming part of, connected with, or belonging to the road, and also, for purposes of a local municipality, includes a street in build-up areas.	Yes
Pontoons and ferries	Pontoons, ferries, jetties, piers and harbors, excluding the regulation of international and national shipping and matter related thereto, and matters falling within the competence of national and provincial governments	No
Pounds	The provision, management and control of any area /facility set aside by the municipality for the securing of any animal or object confiscated by the municipality	Yes
Public Places	The management, maintenance and control of any land or facility owned by the municipality for public use	Yes
Storm water	The management of systems to deal with storm water in built-up areas	Yes
Street lighting	The provision and maintenance of lighting for the illuminating of streets	Yes
Street trading	The control, regulation and monitoring of the selling of goods and services along a public pavement or road reserve	Yes
Trading regulations	The regulation of any area facility and/or activity related to the trading of goods and services within the municipal area not already being regulated by national and provincial legislation	Yes
Traffic and parking	The management and regulation of traffic and parking within the area of the municipality including but not limited to, the control over operating speed of vehicles on municipal roads.	Yes

✓ IDP DEVELOPMENT PROCESS

Introduction

Following the local government elections of the new council on 23rd November 2021 the municipality embarked on a process of formulating its five-year integrated development plan (IDP) 2022 - 2027. This document outlines the programmes and development commitments that will be delivered during the term of the current council. The IDP supersedes all other plans of a municipality. The municipality is embarking on the review of the IDP for the 2024- 2025 term. The municipality is adhering to the Process Plan for IDP/Budget which was adopted by the Council in its ordinary meeting of 30 August 2023.

Institutional arrangements and roles and responsibilities

Institutional arrangements

IDP/Budget/PMS Representative Forum

The IDP/Budget/PMS Representative Forum is the main platform for discussion and broad consultation of key decisions and recommendation for council adoption. It comprised mainly of various representatives from the following institutions or interest groups:

- Secretariat of IDP/Budget/Steering Committee
- Mayoral Committee members
- Ward Committees & CDWs (Community Development Workers)
- Traditional Leaders
- Business community
- Civic bodies & known NGOs / CBOs
- Rate payers
- Sector Departments & State-Owned Enterprises

IDP/Budget/PMS Steering Committee

The IDP/Budget/PMS Steering Committee is established to provide general technical guidance over the IDP/Budget & PMS review process. The Steering Committee will be chaired by Municipal Manager and will be constituted of the following officials:

- Senior Manager Operations
- Chief Financial Officer: Budget and Treasury
- Senior Manager Corporate Services
- Senior Manager Developmental Planning
- Senior Manager Infrastructure
- Other relevant officials who are Section heads

The tasks of the Technical Committee are to:

- provide technical oversight and support to the IDP/ Budget review and its implementation.
- consider and advise on IDP/ Budget content and process.
- ensure inter-directorate co-operation, co-ordination, communication and strategic thinking to address priority issues.
- ensure sector and spatial co-ordination and alignment.
- ensure IDP & budget linkage.

- ensure Performance Management is linked to the IDP.
- ensure the organization is oriented to implement the IDP.
- ensure timeframes set for the review are met.

- **Roles and responsibilities**

Role players	Roles and Responsibility
Council	▪ Approves, adopts the IDP and budget. ▪ Council is responsible for project prioritization. ▪ oversight role on the implementation of priorities, ▪ delegate responsibility for managing, coordinating, implementing and monitoring of the IDP/Budget & PMS process. ▪ Participates in M&E
Executive Committee	✓ Decides on the Process Plan. ✓ Manages, co-ordinates and monitors the process and drafts the IDP and budget. ✓ The Council also decides on the adoption of the Process Plan which determines the course for the IDP formulation. They also consider the delegation of responsibility for managing, coordinating, implementing and monitoring of the process. The nomination of persons to be in charge of activities in the process is also be decided upon by the Executive Committee & Council
IDP Unit	✓ Drafting and co-ordination of the IDP process on a day-to-day basis
IDP and Budget Steering Committee	✓ Committee Provides technical expertise for the drafting of the IDP and budget
IDP Representative Forum	✓ Provide community needs and priorities and indigenous knowledge. ✓ Act as a Monitoring and Evaluation mechanism
Ward Councilors/Ward Committees (assisted Community by CDWs)	✓ Major link between municipality and residents ✓ Link the planning process to their wards or constituencies. ✓ Organize public consultation and participation. ✓ Represent the ward at the IDP & Budget Representative Forum ✓ Analyze ward-based issues, determine priorities, negotiate and reach consensus. ✓ informing communities of the IDP Process ✓ Ward Councilors coordinates the processes of community-based planning in their respective wards, which determines IDP objectives, strategies and projects.
Community	✓ Represents interests, contribute knowledge and ideas to the Representative Forum ✓ Inform interest groups, communities and organizations. ✓ Analyze issues, determine priorities, negotiate and reach consensus. ✓ Participate in designing project proposals. ✓ Discuss and comment on the draft IDP. ✓ Monitor performance in implementation. ✓ Conduct meetings with group.

The Process Plan

The following section outlines the process plan for the review of Mbhashe IDP. It outlines the mechanisms and procedures that will be followed in the review of this IDP. In terms of the process plan the institutional arrangements were adopted. The IDP/Budget & PMS process plan outlines in detail the way in which the municipality embarked on its 2024/25 IDP review from its commencement in July 2023 to its completion June 2024.

Table 1: List of meetings and workshops held for the IDP formulation process – IDP, Budget and PMS Process Plan

ACTIVITY: JULY 2023 – JUNE 2024 Preparation phase / Pre-planning				
IDP	**PMS**	**BUDGET**	**DATE**	**RESPONSIBLE PERSON**
JULY 2023				
Compilation of Draft IDP, PMS and Budget Process Plan Commences			01 - 31/07/2023	Senior Manager Operations
	Development of Performance Agreements for S56 Managers		01- 31/07/2023	Senior Manager Operations
	Submission of Performance reports and performance information Q4 to Internal Audit		14/07/2023	Senior Manager Operations
Standing Committees			12,13,17/07/2023	Portfolio Heads
	Audit Performance Committee Meeting – Q4 Performance, Annual Report Process Plan	Audit Committee – Audit Performance Plan	14/07/2023	Senior Manager Operations, CFO
MAYCO	Tabling of Annual Report Process Plan	Tabling of Section 52(d) report and SCM report for Quarter 4 of 2021/22	15/07/2023	Executive Mayor
Council meeting		Tabling of Section 52(d) report and SCM report for Quarter 4 of 2021/22	26/07/2023	Executive Mayor CFO
	Submission Performance Agreements for S56 Managers to Provincial Treasury		28/07/2023	Senior Manager Operations
AUGUST 2023				
Management Meeting - to discuss and finalize Draft IDP, Budget and PMS Process Plan 2024-25 ,Draft Annual Report 2022/23 and			07/08/2023	Municipal Manager

ACTIVITY: JULY 2023 – JUNE 2024 Preparation phase / Pre-planning				
IDP	**PMS**	**BUDGET**	**DATE**	**RESPONSIBLE PERSON**
Annual Performance Report 2022-23				
MAYCO – tabling of draft IDP/Budget/PMS Process Plan			15/08/2023	Executive Mayor
		Tabling to audit committee in consideration of the AFS and final approval of internal audit plan	18/08/2023	Municipal Manager
	MAYCO -Tabling of Draft unaudited Annual Report, Annual Performance Report and Annual Financial Statement		21/08/2023	Executive Mayor
IDP, PMS and Budget Representative Forum to present draft IDP, Budget and PMS Process Plan 2024/25, PMS Framework and Annual Performance			23/08/2023 24/08/2023 25/08/2023	Portfolio Heads
Council Meeting - Adoption of the IDP/Budget/PMS Process Plan 2024-25	Tabling of the un-Audited Annual Report, Annual Financial Statement Submission of draft Annual Report to MPAC for verification		30/08/2023	Executive Mayor Municipal Manager
	Submission of un-Audited Annual Report, Annual Financial Statements and Annual Performance to Auditor General		31/08/2023	CFO and Senior Manager Operations
SEPTEMBER 2023				
Review of Situational Analysis			01-30/09/2023	Senior Manager: Operations
Advertise IDP/Budget/PMS Process Plan on local newspaper			04/09/2023	Senior Manager: Operations
Extended Management Meeting		Discussion of Rollovers, Savings	04/09/2023	Municipal Manager CFO

ACTIVITY: JULY 2023 – JUNE 2024 Preparation phase / Pre-planning				
IDP	**PMS**	**BUDGET**	**DATE**	**RESPONSIBLE PERSON**
		declarations and new applications		
Submission of IDP/Budget/ PMS Process Plan to ADM, COGTA and Treasury			08/09/2023	Senior Manager: Operations
IGR Forum presentation of IDP, Budget and PMS Process Plan 2024-25 FY. Progress on 2023-24 projects by IGR stakeholders			14/09/2023	Executive Mayor
ADM IDP/Budget/PMS Rep Forum			15/09/2023	Executive Mayor
OCTOBER 2023				
Management Meeting / IDP/Budget Steering Committee - inputs on MAYORAL IMBIZO			02/10/2023	Municipal Manager
	Q1 Individual Performance Assessment		03-05/10/2023	All HODs
MAYORAL IMBIZO			10-12/10/2023	Executive Mayor
	HOD Quarterly Reviews – Q1		13/10/2023	Municipal Manager
		Audit Committee Meeting - Presentation of the Draft Annual report, AG audit status Q1 Performance report	18/10/2023	Municipal Manager
	Tabling Q1 2023/24 Nonfinancial and financial Performance Information Report to the MAYCO	Tabling of Section 52(d) report and SCM report for Quarter 1 of 2023/24 to MAYCO	19/10/2023	Municipal Manager
	MM Performance Review – Q1		23/10/2023	Executive Mayor
	Tabling of Q1 financial and non-financial Performance Information Report	Tabling of Section 52(d) report and SCM report for Quarter 1 of 2023/24 to Council	25/10/2023	Executive Mayor

ACTIVITY: JULY 2023 – JUNE 2024 Preparation phase / Pre-planning				
IDP	**PMS**	**BUDGET**	**DATE**	**RESPONSIBLE PERSON**
	for 2023/24 to the Council			
	Evaluation Panel Meeting to assess 2022/23 institutional performance		26/10/2023	Municipal Manager
NOVEMBER 2023				
Extended Management Meeting IDP Steering Committee - Situational Analysis review		Directorate submission of budget requests/inputs on capital projects as per MFMA Calendar	06/11/2023	Senior Managers
Standing Committees			07-10/11/2023	Portfolio Heads
Management Meeting			13/11/2023	Municipal Manager
	Finalisation of assessment of draft annual report by MPAC		13/11/2023	MPAC Chairperson
IDP/ Budget Rep Forum - presentation of the draft situational analysis			14/11/2023 15/11/2023 16/11/2023	Executive Mayor MPAC Chairperson
IGR Forum presentation of the the draft analysis report			21/11/2023	Executive Mayor
MPAC Roadshows	Tabling Draft annual report		28/11/2023 29/11/2023 30/11/2023	MPAC Chairperson
ADM IDP/ Budget Rep Forum - presentation of the draft situational and needs analysis	Tabling of Final Draft Annual Report to MAYCO		23/11/2023	Executive Mayor, IDP Practitioners
Management Meeting			27/11/2023	Municipal Manager
DECEMBER 2023				
Extended Management Meeting			04/12/2023	Municipal Manager
	Ordinary Audit Committee meeting		06/12/2023	Municipal Manager
	Ordinary Council Meeting – tabling of audited Annual Report, Financial Statements and Oversight Report		13/12/2023	Executive Mayor, MPAC Chairperson
	Publication of Annual Report		18/12/2023	Municipal Manager

ACTIVITY: JULY 2023 – JUNE 2024 Preparation phase / Pre-planning				
IDP	**PMS**	**BUDGET**	**DATE**	**RESPONSIBLE PERSON**

JANUARY 2024				
Extended Management Meeting			15/01/2024	Municipal Manager
	Performance Audit Committee - Q2 performance reports and mid-term performance reports		16/01/2024	Municipal Manager
	Individual PMS Assessments Q2		17/01/2024	Senior Managers
Budget Steering Committee		Discussion of Adjustment budget inputs and Mid-year Performance	18/01/2024	Executive Mayor
	HOD Quarterly Reviews – Q2		19/01/2024	Municipal Manager
Management meeting			22/01/2024	Executive Mayor
	MM Quarterly Reviews – Q2		23/01/2024	Municipal Manager
Special MAYCO	Submission of performance information, Q2 – mid-term performance reports to MAYCO	Tabling of Section 52(d) report and SCM report for Quarter 2 of 2023/24 and S72 report	24/01/2024	Executive Mayor
Special Council meeting	Special Council Meeting – Submission of performance information, Q2 – mid-term performance reports to Council	Tabling of Section 52(d) report and SCM report for Quarter 2 of 2023/24 and S72 report	30/01/2024	Executive Mayor
Technical Strategic Session Refinement of Objectives, Strategies and Municipal priorities			31/01-03/02/2024	Municipal Manager
FEBRUARY 2024				
Extended Management Meeting – Reviewal of the strategies and objectives, setting up new objectives, strategies based on new			05/02/2024	Municipal Manager

ACTIVITY: JULY 2023 – JUNE 2024 Preparation phase / Pre-planning				
IDP	**PMS**	**BUDGET**	**DATE**	**RESPONSIBLE PERSON**
priorities and budget adjustment				
	Publication of the oversight report	Budget Steering Committee to discuss budget adjustment inputs	08/02/2024	Senior Manager Operations Executive Mayor
Management Meeting			12/02/2024	Municipal Manager
Standing Committees			14-16/02/2024	Portfolio Heads
Special MAYCO		Tabling of Adjustment Budget	20/02/2024	Executive Mayor
Institutional Strategic Sessions – Reviewal of the strategies and objectives, setting up new objectives, strategies based on new priorities and budget adjustment			21-23/02/24	Executive Mayor
Provincial Treasury Mid-year Performance Engagement			26/02/2024	Chief Financial Officer
		Tabling of Adjustment budget to Council	27/02/2024	Executive Mayor
MARCH 2024				
Extended Management Meeting – Draft IDP 2024-25 and Budget			04/03/2024	Municipal Manager
		Ordinary Audit Committee Meeting	08/03/2024	Municipal Manager
IDP/Budget/PMS Rep Forum – Presentation of Reviewed Draft IDP 2024-2025			12/03/2024 13/03/2024 14/03/2024	Executive Mayor
	Mayco to table the draft reviewed IDP and Budget for 2024/25	Tabling of 2024-2025 draft Budget	15/03/2024	Executive Mayor
ADM IDP/Budget/PMS Rep Forum – Presentation of Reviewed Draft IDP 2024-2025 for adoption			19/03/2024	Executive Mayor
IGR Forum			19 /03/2024	Executive Mayor
Ordinary Council Meeting – Tabling of	Tabling of Q2 performance report	Tabling of 2024-2025 draft Budget	27/03/2024	Executive Mayor

ACTIVITY: JULY 2023 – JUNE 2024 Preparation phase / Pre-planning				
IDP	**PMS**	**BUDGET**	**DATE**	**RESPONSIBLE PERSON**
Reviewed draft IDP, Draft Procurement Plan, Tariffs, policies and Organisational structure	including financial performance analysis report to Council			
		Submission of Draft Budget documentation to Treasury	31/03/2024	CFO
APRIL 2024				
IDP/Budget Roadshows – Public Comments Phase on the presentation of the Draft IDP and Budget to the communities for comments			03/04/2024 04/04/2024 05/04/2024	Executive Mayor
Extended Management Meeting			08/04/2024	Executive Mayor
Standing Committees			10-12/04/2024	Portfolio Heads
	Individual Performance Review -Q3		15/04/2023	All HODs
	Special MAYCO Meeting	Tabling of Section 52(d) report and SCM report for Quarter 3 of 2023/24	18/04/2024	Executive Mayor
	HOD Performance Reviews – Q3		22/04/2024	Municipal Manager
	Submission of Performance information report for Q3 to the Special Council Meeting	Tabling of Section 52(d) report and SCM report for Quarter 3 of 2023/24	24/04/2024	Executive Mayor
	MM Performance Review – Q3		26/04/2024	Executive Mayor
MAY 2024				
Policy Workshop			02-03/05/2024	Municipal Manager
Extended Management Meeting			06/05/2024	Municipal Manager
IDP/Budget/PMS Rep Forum			07/05/2024 08/05/2024 09/05/2024	Executive Mayor
		Budget Steering Committee – presentation of	10/05/2024	Executive Mayor

ACTIVITY: JULY 2023 – JUNE 2024 Preparation phase / Pre-planning				
IDP	**PMS**	**BUDGET**	**DATE**	**RESPONSIBLE PERSON**
		the final draft budget		
Management meeting			13/05/2024	Municipal Manager
IGR Forum			14/05/2024	Executive Mayor
Ordinary MAYCO			15/05/2024	Executive Mayor
	Ordinary Audit Committee		21/05/2024	Municipal Manager
ADM IDP/Budget and PMS Rep forum to present the final 2024/25 IDP and Budget			22/05/2024	Executive Mayor
Management Meeting			27/05/2024	Municipal Manager
Tabling of final Draft IDP and Budget to Ordinary Council Meeting		Adoption of 2023-2024 Final Budget	29/05/2024	Executive Mayor
JUNE 2024				
Extended Management Meeting			03/06/2024	Municipal Manager
		Submissions of Final Budget documentation to Treasury Publication of Final Budget	06/06/2024	CFO
Management Meeting			10/06/2024	Municipal Manager
	Submission of Draft SDBIP to Executive Mayor for Approval		14/06/2024	Municipal Manager
	SDBIP advertised and submitted to Provincial and National Treasury & MEC for COGTA, AG & ADM		24/06/2024	Municipal Manager
Facilitate printing of the IDP for 2024-2025			26/06/2024	Senior Manager Operations and CFO

Previous IDP Assessments by the MEC

Introduction

In reviewing the IDP, Mbhashe LM has been informed amongst other factors by the MEC comments for the previous financial year. There is commitment to further improve where we still fall short by making mitigation plans. The annual assessment of IDPs for the Financial Year 2023/2024 were conducted in two phases. The first phase was the compulsory desk top assessment of IDPs of all municipalities prior to live assessment. The second phase was the live assessment of IDPs by municipalities, sector departments and relevant stakeholders under the auspices of COGTA. For the alignment of municipal IDPs with plans, strategies and programs of national and provincial organs of state, the sector departments and other relevant stakeholders participated.

The role of the MEC in terms of provincial monitoring and support in the planning, drafting, adoption and review of IDP is articulated in Section 31 of the Municipal Systems Act (MSA), 32 of 2000. This includes monitoring, facilitation and coordination of the processes followed by the municipality in drafting and adopting IDPs to ensure:

- Adherence to the predetermined time frames
- Participation by local communities, organs of the state, traditional authorities, and relevant stakeholders
- Provision for the identification of all plans and planning requirements binding municipalities in terms of the national and provincial legislation; and
- Alignment to the framework adopted in terms of Section 27 which binds both the district and local municipalities.

To give effect to the quoted legislation Mbhashe Local Municipality submitted its final IDP to the MEC within 10 days of adoption in compliance with Section 32 of the MSA.

Overall, KPA ratings

Each Key Performance Area was allocated an overall rating within the following context:

Levels of performance	Scores	Performance description	Action required
Low	1 - 33%	Poor	Immediate and intensive intervention
Medium	34 - 66%	Satisfactory	Minimum support required
High	67 - 100%	Good	Benchmarking

The table below displays comparative ratings of your municipality over a three-year period:

Key Performance Areas (KPAs)	Ratings 2021/2022 IDP Assessment	Ratings 2022/2023 IDP Assessment	Ratings 2023/2024 IDP Assessment
KPA 1: Spatial Planning, Land, Human Settlements & Environmental Management	High	High	High
KPA 2: Service Delivery & Infrastructure Planning	High	High	Medium
KPA 3: Financial Planning & Budgets	High	High	High
KPA 4: Local Economic Development	High	High	High
KPA 5: Good Governance & Public Participation	High	High	High
KPA 6: Institutional Arrangements	High	High	High
Overall Rating	High	High	High

4. Specific Assessment Findings on the 2023/2024 Final IDP

This report provides a summary of the findings in all six KPAs. The municipality should refer to the IDP Analysis and Assessment Report with regard to the details of the findings on deficiencies. The overall findings and areas of concern from the 2023/2024 IDP assessment can be summarized as follows:

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

- The municipality must have an operational Integrated Geo-Spatial Land Information System.
- The municipality must indicate capital projects that will require environmental authorization to comply with an Environmental Impact Assessment (EIA) process.
- The municipality must develop environmental planning tools such as State of Environment Report, Coastal Management Plans, aquatic ecosystem, ecological infrastructure, wetlands bioregional plans and associated Environment Management Plans (where applicable).

KPA 2: Service Delivery and Infrastructure Planning - Overall Rating: MEDIUM

- The municipality must reflect its Stormwater Management Plan.
- The municipality must develop a Coastal Zone Management Plan.
- The municipality must indicate whether the coastal management committee has been established and whether it is functional.
- The municipality must indicate whether its Integrated Waste Management Plan has been endorsed or approved by council and the MECs (DEDEAT & CoGTA - EC).
- The municipality must develop a trade effluent policy and budget for its operation and maintenance.
- The municipality must develop an Integrated Community Safety Plan and reflect it in the IDP.
- The municipality must reflect its disaster vulnerability and risk assessment reports.
- The municipality must indicate the emergency procurement measures of the Disaster Management Plan.
- The municipality must develop and adopt disaster management by-laws.

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

- The municipality must develop a repair and maintenance plan and budget for it as per Municipal Finance Management Act, No. 56 of 2003 (MFMA) Circular 51.
- The municipality must spend 100% of its capital budget and grants.
- The municipality must ensure that its salary budget is within the norms and standards.
- The municipality should collect at least more than 50% of its revenue from the consumers in terms of financial norms and standards.
- The municipality must indicate whether the Indigent Steering Committee has been established and whether it is functional.
- The municipality must reflect the district integrated indigent registration and sharing of consumer database.

KPA 4: Local Economic Development (LED) - Overall Rating: HIGH (No findings)

KPA 5: Good Governance and Public Participation - Overall Rating: HIGH

- The municipality must indicate whether Ward Based Plans are developed throughout the municipality.
- The municipality's IDP must reflect the findings on predetermined objectives and compliance issues.

KPA 6: Institutional Arrangements - Overall Rating: HIGH

- The municipality must indicate the location of its political seat.
- The municipality's IDP must reflect the filled and vacant posts per department.
- The municipality's IDP must reflect the critical and scarce skills.

MEC FINDING	ACTION PLAN
KPA 1: Spatial Planning, Land Human Settlements and Environmental Management – Overall Rating - HIGH	
• The municipality must have an operational Integrated Geo-Spatial Land Information System. • The municipality must indicate capital projects that will require environmental authorization to comply with an Environmental Impact Assessment (EIA) process. • The municipality must develop environmental planning tools such as State of Environment Report, Coastal Management Plans, aquatic ecosystem, ecological infrastructure, wetlands bioregional plans and associated Environment Management Plans (where applicable).	
KPA 2: Service Delivery and Infrastructure Planning - Overall Rating: MEDIUM	
• The municipality must reflect its Stormwater Management Plan. • The municipality must develop a Coastal Zone Management Plan. • The municipality must indicate whether the coastal management committee has been established and whether it is functional. • The municipality must indicate whether its Integrated Waste Management Plan has been endorsed or approved by council and the MECs (DEDEAT & CoGTA - EC). • The municipality must develop a trade effluent policy and budget for its operation and maintenance. • The municipality must develop an Integrated Community Safety Plan and reflect it in the IDP.	

MEC FINDING	ACTION PLAN
• The municipality must reflect its disaster vulnerability and risk assessment reports. • The municipality must indicate the emergency procurement measures of the Disaster Management Plan. • The municipality must develop and adopt disaster management by-laws.	
KPA 3: Financial Planning and Budgets - Overall Rating: HIGH	
• The municipality must develop a repair and maintenance plan and budget for it as per Municipal Finance Management Act, No. 56 of 2003 (MFMA) Circular 51. • The municipality must spend 100% of its capital budget and grants. • The municipality must ensure that its salary budget is within the norms and standards. • The municipality should collect at least more than 50% of its revenue from the consumers in terms of financial norms and standards. • The municipality must indicate whether the Indigent Steering Committee has been established and whether it is functional. • The municipality must reflect the district integrated indigent registration and sharing of consumer database.	
KPA 4: Local Economic Development (LED) - Overall Rating: HIGH (No findings) **KPA 5: Good Governance and Public Participation - Overall Rating: HIGH**	
• The municipality must indicate whether Ward Based Plans are developed throughout the municipality. • The municipality's IDP must reflect the findings on predetermined objectives and compliance issues.	Status of Ward based plans is reflected in this document
KPA 6: Institutional Arrangements - Overall Rating: HIGH	
• The municipality must indicate the location of its political seat. • The municipality's IDP must reflect the filled and vacant posts per department. • The municipality's IDP must reflect the critical and scarce skills.	

During the reviewal of the Situational Analysis Phase of the 2024-25 IDP, the departments acted on providing information to address issues raised through the assessment.

PUBLIC PARTICIPATION MECHANISMS AND PROCEDURES FOR THIS IDP

✓ **Public Participation mechanisms**

The communities participate in the IDP processes through various mechanisms to enhance effective community involvement in municipal affairs. The Council established structures to encourage community members to contribute in the decision making processes and also to advise the Council on various matters to ensure that proper decisions are taken to enhance the development of Mbhashe. These platforms also serve as feedback sessions with regards to infrastructural developments. The following are the mechanisms in place utilized to coordinate the development, review, implementation of the IDP and other affairs of the municipality:

✓ **IDP Representative Forum**

Is a forum of representatives of various stakeholders including the municipality, where planning, implementation, reporting and accountability on issues relating to integrated development planning are discussed on quarterly basis. The forum is generally attended by all Councilors, Traditional Leaders participating in the Council, IDP Steering Committee members, organized groups/interest groups, Sector Departments operating within Mbhashe jurisdiction, all Ward Committees and Community Development Workers. After the tabling of the draft IDP/Budget to the Council, road shows to all the wards are undertaken, where logistical arrangements in the form of transport and catering are provided. It is noticeable that all ward committees are attending the forum and supposedly it should be attended by the ward committee secretaries.

✓ **Mayoral Outreaches**

These are programs aimed at uplifting and supporting those who are in need of service delivery. Executive Mayor or Members of the Mayoral Committee are leading these outreaches.

✓ **Mayoral Imbizo**

Are held for all wards and are convened by the Executive Mayor/Mayoral Committee (MAYCO) for reporting on past projects, status of the current projects and prioritization of community needs for the next financial year. The Imbizos also give an opportunity to the members of the communities to identify three (3) priorities in each ward that need to be looked at during the planning and identification of projects by the municipality.

✓ **Stakeholder Engagements**

The municipality together with other role players engages with specific interest groups on development issues. The municipality continuously assists and intervenes in all programs/ activities to strengthen the stakeholder relations. This is done to promote the Batho Pele principles.

✓ **Ward Committees**

The Ward Committees gather information from the communities during the IDP process which are forwarded to the IDP and Budget Steering Committee for consideration in the budget process.

✓ **Community Development Workers (CDWs)**

CDWs are appointed as government agents to assist Councilors and Ward Committees for change in Mbhashe. The municipality and the Department of Co-operative Governance and Traditional Affairs (COGTA) have developed and signed a Memorandum of Understanding (MOU) for effectiveness and efficiency of CDWs, as a result they are permitted access to municipal facilities and they take part in all developmental programs. CDWs are actively involved as stakeholders in public participation. They are also Ex officio members in ward committee meetings. The work of the CDWs may be unnoticed because the municipality has no administrative control over the actions of these individuals. This is exacerbated by the fact that CDWs report to COGTA. Posts of CDWs are still left unfilled by the COGTA and this resulted in some wards living without CDWs for a long time. There are14 CDWs currently serving Mbhashe area of which this covers 41% in 2023-24 as compared to 44% in 2022-23 only of the 32 wards.

✓ **Social media and virtual platforms**

The outbreak of the COVID 19 Pandemic in 2020 and the implementation of the Disaster Management Act from 26 March 2020 which resulted in lockdown, widely affected the participation of the public to the programs of the municipality. However, the Municipality had to look at other means of reaching the public to continue its business. Social media and virtual platforms (e.g., Facebook, WhatsApp, radio broadcasts and Zoom/Teams virtual meeting) were used to close the gap between communities and the municipality. This, however, is still an option that is ongoing as it has it's advantages on certain platforms.

✓ **Operation Masiphathisane (War Rooms)**

With the introduction of the Masiphathisane campaign by the Premier (War rooms) the municipality will be in the position of fully implementing the community-based planning approach. The executive committee as mandated by council uses the ward priorities to prioritize projects to be funded and implemented through the IDP and SDBIP in each financial year. This program though had never really taken off completely in most municipality.

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✓ **Ward based Plans**

Soon after the new council was sworn in November 2021, the Executive Mayor and the Mayoral Committee accompanied by the Council Speaker, Chief Whip and Senior Management held Mayoral Imbizos in each of the 32 wards. Besides introducing the new leadership to communities, the main purpose of the visit was to source out priorities per ward.

Information was sourced on the availability of infrastructure, roads, schools, health facilities. Ward based Plans were last conducted in 2019 and were completed in Ward 2,3,13,21,25 and 32. Lack of resources have stalled the project, hence other wards were not profiled. Plans to engage COGTA to assist are on the pipeline for 2024-25, working towards having all wards profiled before the end of the current term.

Ward Priorities were submitted by communities between 17 January – 16 February 2022 and confirmation of priorities was done during the Mayoral Imbizos in October 2023.

The table below lists 3 priorities per ward and additional requests from communities which will remain unfunded in the next financial years up to 2027. In each IDP review it has been agreed with communities that prioritization of projects will come out of the lists submitted unless changes come from the wards, following proper processes. However, any additional funding will assist in making sure that some of these plans do come to fruition.

Priorities	Additional Ward Needs
✓ **WARD 1**	
✓ **VILLAGES: Dutywa Town, Govan Mbeki, Auckland, Ratepayers and Business Forum**	
• Access Road from Mfecane to Siwendu (new) • High-mast light from Stophini in the middle of the area (Auckland). • Bridge upgrade at Ngubethole Bam SPS. • Water - taps without water since their installation • Electricity tokens: Free Basic Services (FBS) provision to deserving beneficiaries.	• Toilets need to be serviced and renovation for collapsing ones • Water harvesting for the community (tanks) • Short term employment opportunities - EPWP • Waste dumping site needs to be improved, and it's affecting their health • Support to the existing projects and cooperatives throughout the ward • Electricity – new extensions for households • Sufficient provision of Livestock remedy and support to farmers • Houses for the destitute

Priorities	Additional Ward Needs
	• Tractor provision for cultivating land • Appeal to the municipality not to relocate Agriculture and GPO residents to their ward. • Requirements/Qualifications/age for vacancies created and advertised need to be relaxed and consider Recognition of Prior Learning (RPL) when selecting. • Extension/Renovation of A.B. Siwendu SPS by government as it is a community-built school. • Community hall – Govan Mbeki Community Hall.
Dutywa Ratepayers	
• Quality roads and closure of potholes on roads • Streetlights need to function as their non-functioning poses danger to the community) • Cleanliness (Streets, Graveyards) - Dumpsites are increasing very fast, both graveyards must be taken good care of, manned and they must be numbered. • Dutywa Town Hall is a Community amenity, yard must be cleared and not used for impounding vehicles. • Consideration of youth in available jobs & positions – rate of unemployment is very high	• Zoning Scheme – provide report on the status of sites sold • What is the position of sites that were going to be developed for middle-class? • Need to be advised on sites zoned for business. • Unused Government buildings are usurped. • Public Participation of By-Laws before approval and enforcement
WARD 2	
Villages: Mamfeneni, Madokisini, Mthetho, Flower, Ndakeni, Gqukesi, Mchitwa T.S. Matsiliza and Bonkolo	
• Access road from Gqukesi to Upper Qhorha (new) • Good Hope and Ngonyama Community halls • Zimpuku High-mast light • Fencing of farming fields • Electricity	• Shearing sheds (Ngonyama, Shearing shed to be completed at Good Hope) • Fencing of ECDC at Mamfeneni and a stock dam at Gqukesi • Renovation of the community hall at Mamfeneni • Community hall at Ndakeni • Ngonyama Farming equipment (fertilizer), Stock remedy and fertilizer at Good Hope, Provision of equipment for farmers at Flower and Mthetho. • High-mast light at Ngonyama, Good Hope, Gqukesi • Construction of stock dam at Ngonyama • Public Library at Ngonyama • Mobile clinic at Ngonyama • Ngonyama dipping tank • Mamfeneni maize processing to produced products like samp, meal - meal, etc. • Access road at Good Hope • Support to existing projects (vegetable garden) • Sports-field for the youth • Bridge – Upper Qhorha • SMMEs to be given opportunities for bidding as local people • An organisation for older persons got a site that needs to be constructed or be afforded an opportunity to use of available government structure • Nomaka Mbeki Technical High School require advanced tools for • Provision of security, free data/WIFI for high school learners

Priorities	Additional Ward Needs
	• Free DSTV service promised • Improvement of Poor workmanship for work done and lack of monitoring on implemented municipal projects from time to time • Creation of job opportunities • Increasing Crime incidents at Ndakeni (murder and gender based violence) and this needs attention • Speed humps requested for N2 entrance • Water (ADM) – Dysfunctional water taps at Mamfeneni, fixing of water taps at Good Hope, no water Gqukesi, yard connections (water) at Ndakeni • Toilets – Need to be serviced (ADM)
WARD 3	
Villages: Drayini, Lencane, Mpepheni, Qelana, Tyholomi, Mavata, Gwadana Tribal, Mahliwane/Mphalala Gwadana Mission and Nqadu	
• Nkolweni to Soweto access road (new) • Tyholomi dipping tank • Electricity (Mostly new extensions and infills) • Nqadu access road-Emkhwezweni to Nqadu JSS. • Water for the ward (Some with dysfunctional taps or no water at all)	• Roads and networks: • Mahliwane to Mphalala needs bridge maintenance • Fencing of fields at Nqadu, from Qwaninga to Gwadana (under Notumata programme) • Gwadana clinic needs more facilities like space/waiting area to accommodate any weather conditions, like a park-home • Toilets (new extensions and infills) • RDP Houses for the destitute • Nkolweni Sports-field construction • Sports kit for all VDs. • Khanyisa Ntsimbi - fencing of a sports-field (next to the Coop/project in the area) as there are new land sites allocation done in the area. • • Crop production support (machinery necessary) • Shearing sheds with ablution facilities for organised farmers • ECDC is a community built one and needs to be upgraded/extended • Skills centre for Nqadu agricultural initiatives development, e.g., processing of primary products to finished ones and marketing thereof. • Stock remedy to be provided • Road maintenance (Lists to be confirmed and submitted to the municipality by the Ward Councillor). • Gwadana community hall • High-mast light were requested but area(s) were not specified. • Renovation of Drayini/Matolweni community hall • RDP Houses for the destitute (Older persons, people living with disabilities, etc.) • Mpepheni and Qelane – Bridges need to be maintenance • Creation of job opportunities and mentioned welding, carpentry, etc. for the entire ward (targeting the unemployed youth) and Xolilizwe SSS. • Speed humps at Lencane • HRD – Bursaries for Grade 12 achieving leaners and drug rehabilitation centre • Completion of dipping tank at Lencane • Servicing of toilets was not completed and some collapsed sometime in 2020

<table>
<tr><th>Priorities</th><th>Additional Ward Needs</th></tr>
<tr><td></td><td>Maintenance of eskolweni Lencane to Ndakeni via Nomaka-Mbeki road
Lencane – Youth development programmes and vukuzenzele initiatives for job opportunities and need support, e.g., Ngcingwane farmers that is Youth owned.
Support to Nqadu Farmers (Wool)
To revive stock breeding
Crime was raised as a concern
Other issues
Complaint about lack of monitoring of projects being implemented and complained about the quality of road done recently in the ward.
Another issue was on Maize production initiatives and tractors provided which seem to be not properly monitored and quoted a tractor that was burnt down.
To improve communication and information sharing as stakeholders.
The community from Nqadu expressed their dissatisfaction about the demarcation process which resulted to them falling under Ward 3</td></tr>
<tr><td colspan="2">WARD 4</td></tr>
<tr><td colspan="2">Villages: Zamuxolo, Zwelakhe, Gxarha, Phakamile, Maxhama, Ntshingeni, Xeni, Upper Colosa, Mputi and Timani</td></tr>
<tr><td>Electricity for infills and new extensions in the entire ward
Roads: access road from Jongilanga to Munyu, Tayi to Ngqungqushe via Xaba to Upper Timane (No.1) Xeni to Komkhulu at Mputi, Mputi to Xeni via Timane.
Fencing of fields at Maxhama B/Kuhleke/Timane
Dipping tank maintenance at Gxarha emva kweholo and Sisonke Dipping tank
Shearing sheds at Zamuxolo, Colosa, Timane as well as Mangqosinini, Mputi/Zweliwelile.</td><td>Maintenance of access roads (A list to be confirmed by the ward councillor)
Sports-field for the ward
Water – (ADM)</td></tr>
<tr><td colspan="2">WARD 5</td></tr>
<tr><td colspan="2">Villages: Singeni, Vonqo/Upper, Bolotwa, Mbanga, Silityiwa, Bolotwa, Bangweni, Qeqe, Nyakatha, Vinindwa, Zanohlanga and Jadezweni</td></tr>
<tr><td>Jadezweni bridge
Mbanga shearing shed
Multipurpose centre at Vonqo
Nyakatha sports-field
Bolotwa dipping tank</td><td>RDP Houses
Water (Khalankomo at Vonqo, Gwantu, Qeqe have got no taps at all but other villages have taps but no running water).
Electricity (new extensions/Infills at Xawuka) but accurate number of households will be confirmed by the ward councillor.
Mobile clinic at Qolweni and Jadezweni
Projects (Cooperatives to be initiated and made an example of poultry, piggery but the community was advised to first identify projects and for the existing ones, they should seek advice from the relevant municipal offices.
Dipping tanks (All ward)
Access roads to various schools (new)</td></tr>
</table>

Priorities	Additional Ward Needs
	• Tower to improve network and a request of toilets.
WARD 6	
Villages: Mozweni, Dayimani,Lithalethu,Mhuku,Nqabane,Njemane,Lota,Nimrod,Nombulelo, Ngubesizwe, Mpozolo, Baptist Church and Upper Nyhwarha	
• Water – (ADM) • Roads (5 new and the rest need maintenance) together with bridges • Access road from Lota clinic to Machibini • Mlonzi to Masango access road • Access road from Nqabane (Venkileni) to Mabheleni to connect Nimrod • Makhobokeni access road done but not completed • Access road with bridge from Dayimane road via Makhobokeni to Lota to Singeni • **Maintanance** • Ngqingqizela access road Road joining from N2 to R61 • Njemane access road to Njemane river • Nombulelo access road to join Nqabane to N2 • Salinga to Machibini access road • Nywarha mission to Entla kwesporo • Electricity (ESKOM): three-fold – Infills, new extensions and customer care/lack of communication/poor service rendered by Eskom. In addition to that there were issues of dysfunctional transformer at Lithalethu, fallen electric pole and cables at Nimrod and has been secured since December 2021 (pole) • Fencing of fields in the ward	• Stock dams (Construction and scooping) • Shearing sheds • Community hall at Makhobokeni and Nimrod • Network upgrade • Got a team without a playing field, need a sports-field • Houses for the destitute (Still waiting for a temporal structure as a beneficiary since 2018 (Mr Nelani Gcinikhaya at Njemane) • Cooperative/Project support • Ngubesizwe: N2 access road via railway line to the new households, Mjanyana to Xawuka access road • Bridges at Lota, Mozulu, Nyandeni/Machibini • Alien/Invasive plant removal • Mobile clinic • Toilets need to be serviced • High-mast lights at Dayimani • Skills centre for the youth • **Other issues raised** • Construction company on site – alleged poor workmanship in progress and need monitoring • Request was made to Communications Unit on information sharing and Quarterly newsletter to be disseminated to the local chiefs, councillors and ward committees). • Crime at Dayimane • Skills centre (Service provider) next to the clinic (Near the railway station at Munyu) needs monitoring for the standard of work done • Learners are currently doing practical work somewhere in Aliwal North. A follow-up is needed on that project.
WARD 7	
Villages: Candu, Ludondolo, Ndabankulu, Mabheleni, Xholo, Ndesi, Zithenjini, Mbelo, Sijadu, Thamsanqa, Munyu, Mhala and Mtshotshisa	
• Water - (ADM) • Sihlabeni to Gungululu Access Road, N2 via Munyu to Ndabankulu, Zithenjini Access Road- From Y junction to Farmer, N2 via Mhala to Ndexe. • Mabheleni Community Hall • Fencing of fields • Stock dams	• Shearing shed at Mhala • Sports - field at Candu • Toilets – ADM (Candu – new extensions and infills) • Youth and job opportunities • Electricity (new extensions and infills) • Candu – Youth and sport development in the ward and to have annual tournament every year for 16 June: Need support of any kind • Mbelo (Next to Mabheleni) – to N2: Maintanance • Qokolweni-Dipping tank for small stock need maintenance • Munyu – Stock remedy support • Mhala community hall – needs maintenance
WARD 8	
Villages: Sibane, Msikithi, Collywabbles, Tomson, Laphumilanga, Naki, Vulithuba, Mdunyiswa, Xobo, Gem, Tshwati and Dale	
• Community hall at Gem • Access road with bridge from Nake to Singeni (new)	• Sundwana Clinic and extension of services • Mobile Clinic (Sibane, Msikithi, Rhafa and Lukreqweni

<table>
<tr><th>Priorities</th><th>Additional Ward Needs</th></tr>
<tr><td>• ECDC at Masikhanye (Vulithuba)
• Electricity –Lukreqweni, Chaphaza, Sibane and Msikithi, (Also have infills and new extensions) and unstable power at Vulithuba
• Water for yard connections and no water in some areas except dams for stock</td><td>• Vulingcobo SSS to be built as it is currently overcrowded
• Shearing shed at Collywobbles, Gxogxa, Bhavuma, Laphumilanga, Nomatye and Nweleni
• Fencing of fields to be completed at Xobo
• RDP Houses
• Colosa to Mbhangcolo access road (R335) for maintenance and R336 road to be gravelled
• Toilets to be serviced
• Construction of Chaphaza sports-field and maintenance thereof of other sports fields
• Removal of alien/invasive plant (utywala bentaka) at Sibane and Msikithi, etc.
• Siyazondla project support
• Bridge from Ngcobo to Mcobo (Msikithi) and another one between Ndesi and Luthuthu
• Bridge at Lukreqweni to Sogula via Sibane (Both bridges cross Mbhashe
• Stock veld for livestock
• Toilets for shearing sheds
• WIFI
• Tournaments for the youth
• Renovation of Msikithi site</td></tr>
<tr><th colspan="2">WARD 9</th></tr>
<tr><th colspan="2">Villages: Vulindlela, Colosa, New Rest, Sizini, GPO, Doti and Bongweni</th></tr>
<tr><td>• Access road from Colosa to Dyasi (new)
• Access road from Lucky Rulumeni home via Gulwa to Murumuru
• Doti community hall
• High-mast light at Colosa and Doti
• Construction of toilets at Colosa (new</td><td>• Community hall at Colosa Mission
• WIFI at Sizini for the learners and the youth
• Sports-field facilities for all VDs
• Taps with water
• Maintenance of all access roads
• Electricity for infills
• RDP houses for the informal settlement dwellers
• Installation of electricity at GPO
• Creation of employment opportunities for GPO dwellers
• Bridge construction under JSS and Auckland Bongweni
• Sports tournament to bring them back and sports equipment for youth</td></tr>
<tr><th colspan="2">WARD 10</th></tr>
<tr><td colspan="2">Villages: Lazamakhakha, Qakazana, Ngeka, Notinarha, Bomela/Duff, Bangiso, Taleni, Mzimkhulu and Morrison</td></tr>
<tr><td>• Dinizulu to Shixini (Bomvana) access road (new)
• Electricity (Infills and new extensions)
• Water is needed to all villages (taps are available without running water)
• Roads (Maintenance) Morrison access road
• Mabheleni
• Ntilini and
• Zenzele
• Duff bridge</td><td>• Dipping tanks
• Fencing of poultry projects</td></tr>
<tr><th colspan="2">Ward 11</th></tr>
<tr><td colspan="2">Villages: Bhotwe, Bonde, Ntshingeni, Ncedana, Nojongile, Nkanga, Ngqaqini, Dadamba, Upper Dadamba and Zenzele</td></tr>
<tr><td>• Ntilini Access Road to Bhotwe/Nqadu new
• Zenzele Community Hall (Centre)</td><td>• Electricity (New households)
• Dam scooping (DRDAR)
• Old Toilets</td></tr>
</table>

Priorities	Additional Ward Needs
• Water in all areas, taps are not working (ADM) • Dipping tanks (DRDAR) • Sports-field	• Alien/invasive plant removal • Dywabasi and uTywala bentaka to be removed
WARD 12	
Villages: Falakahla, Tyekelebende, Cungcwini, Makhakha, Bonweni, Rwantsini	
• The community confirmed their priorities to first consider those that were listed in 2017-2022 IDP and the proposal was seconded. • Mangwevini Access Road • Thethiswayo/Nqabarha River Bridge • Mobile Clinic (Lowe Falakahla, Zomtsha, Bomela, Gem) • Water • Road from Old Idutywa to Komkhulu •	• Roads (New) • Mangwevini access road (new) to Colosa • Nkolweni to Cilo • Magiqweni to Dutywa with a bridge • Potelwa to Lwalweni • Xobojiyane to Mdaka • Gamgam to Fama • Nopotwe to EmaCirheni • Etyeni to Mbityane • Water and taps (no running water since installation), in almost the entire ward, Stock dams in all wards • Fencing of fields at Dutywa River, Upper and Lower Falakahla, Tyekelebende, Ndulwini, Xobojiyane, Rhwantsini • Shearing Shed (new) and dipping tanks at Rhwantsini, Tyekelebende, Nqabarha Clinic, Upper Falakahla, Cungcwini, Masakhane, Nopotwe for renovation of shearing shed • Youth development and community farming.
WARD 13	
Villages: Kasa, Ncihana, Fameni, Manduluka, Pongoma, River View, Walter Sisulu and Xhora Town (rate payers)	
• Electricity for the ward • Community hall at Fameni • Pongoma access road • Water – Need tanks, taps and gutters • Clinic (Mobile at Kasa)	
• The following priorities were presented: • Program of Waste Management in Xhorha Rural must be given to business owners and it be for them to employ. • Cleaning of coastal areas and rivers, alien removal to be given to business • Request for Libraries in each ward to keep the youth busy and away from substance abuse • Request for a Museum, government and municipality should assist in negotiations and implementation of SPLUMA and advise • Tar Road from Mt. Pleasant to Madwalweni and Nkanya	• Municipality to contact business of the relevant unit on jobs such a transporting communities and catering and improve on confirming the order to service provider in time. • Incubator program – the split in the units should be equal in all the units for service providers. Service Providers that are not in the Incubator Program must not be ignored, jobs must still be made available to them • Specifications for road maintenance must include water reticulation as problems are experienced when this is excluded and roads have a short life span and they are perceived as not doing proper jobs • Repairs of RDP Houses at Walter Sisulu. • Maintenance of Ncihana road and demolished bridge at Melithafa and Khasa by Public Works
WARD 14	
Villages: Mahlezana, Fort Bowker, Manqoba, Mndundu, Lusungulo, Rhamrha, Madakana, Bikane, Lukhozana, Sunduza and Qhingqala	
• Electricity at Madaka and Gobityeni Village. At Bikane no installation at all • Maintenance of access road at Madakana Village	• Maintenance of Access Road at Bikane • Electricity to infills at Bikane • New Access Road from Bikane to Xhomo • Building of community hall at Rhamra • No water taps at all at Rhamrha

<table>
<tr><th>Priorities</th><th>Additional Ward Needs</th></tr>
<tr><td>• New access road at Nkolweni Village and its very bad
• Maintenance of access road at Sunduza
• Building of Sunduza Clinic</td><td>• Road maintenance of access roads at Rhamrha, Mndundu and Mahlezana
• No electricity at Mahlezana
• Building of sports facilities at Rhamrha</td></tr>
<tr><td colspan="2">WARD 15</td></tr>
<tr><td colspan="2">Villages: Mcelwane, Mdabuka, Mwezeni, Pewula, Thubeni, Xhuba, Qamata, Miller, Sholorha, Ngqakayi Sarhili, Njuqwana</td></tr>
<tr><td>Access Roads:
• Bobani access road new
• Gwelani access road,
• Mtshayelo Sholorha School access road to Qombe
Electrification for old households (Infills and new extensions)
Toilets for the households that were left out and new households
Job opportunities – EPWP (Gwelane and Pewula), alien/invasive plant removal
Houses for the destitute.</td><td>• Dipping tanks
• Bridges
• Creche at Thandiwe
• Fencing of fields
• Request a bridge to access Bango school</td></tr>
<tr><td colspan="2">Ward 16</td></tr>
<tr><td colspan="2">Villages: Qotongo, Mbhanyane, Makhameza, Phokoloshe, Ntabezulu, Sirunu, Mngazane, Jongulwandle, Kosana and Gobizembe</td></tr>
<tr><td>Roads:
• Bomvana Elalini to Pokoloshe, Sheltheni to Mbelu, Dez to Ungqumela.
• ECDC at Mngazana
• Renovation of Gqubhuzeni Community Hall
• Electricity at Mngazana (infills and new extensions)
• Dam scooping for the entire ward</td><td>• Lower Mngazana dipping tank and at lower Mbhanyana. Aldan Store to kwaMhemfu, dipping tank for small stock at Mngazana and Mbhanyana
• Sports-field to be maintained especially at Gqubhuzeni
• Bridges at Qothongo that has been made with slabs to be upgraded
• (Qotongo to Madwaleni provincial road needs attention as it has a flat bridge).
Maintenance
• Mantintiza to Qotongo access road needs maintenance/blading
• Gqubhuzeni to Sholorha access road, Matikeni access road to Dez. Maqadini access road (new), KwaLangile to Fayedwa access road, Makhitshini to Nkonyane access road, Maqolo to Gqubhuzeni access road – inaccessible. Nolungile to Pokoloshe access road (new)
• Shearing shed in the ward.
• RDP Houses.
• Reprioritised new roads were as follows:
• Mt Pleasant to Maqocweni
• Access road from Zithenjini to Bomvana clinic
• Mngazana access road
• Bomvana to Pokoloshe access road
• Road (Joining Duduzile) – needs maintenance
• To prioritise those that were previously prioritised in 2017-2022 to be done first then follow the other newly identified priorities. The suggestion was seconded by many to start with the first 2 that were on the list.</td></tr>
</table>

Priorities	Additional Ward Needs
Ward 17	
Villages: Mpakama, Mtshekelweni, Magoxo, Nqayiya, Qinqana JSS, Qinqana Methodist, Manzi, Ntsingizi, J. Tyali	
• Mpakama community hall • Upper Mncwasa bridge from Manzi to Mbethe • Ntsingizi access road from Komkhulu to Mantusini (new) • Mtshekelweni access road from Xhorha River to Mqhele School (Maintenance) • Qinqana North (Gqaleni to Vulintethe School (new)	• Manyathi to Khulakade Clinic, access road from Mbelu to Zem be, Road from Mditshwa to Stonedrift need EPWP to maintain it, Road from Stonedrift to Qinqana School, access road from Weza Traditional Council to Mpakama School. • Clinic at Qinqana • Community hall at Qinqana • Dipping tank for large stock (Between Qinqana North and South) • Nqayiya – Hall maintenance • Upper Mncwasa – Bridge • Alien/invasive plant removal- all wards • Ntsingizi – Stock dam scooping • Qinqana South A/A –Fencing of farmers field at Qinqana for Maize Production • Fencing of households for the destitute • Sports-field for the entire ward • WIFI at the centre for the learners and the youth.
Ward 18	
Villages: Zikolokota, Thalimofu, Phuthuma, Khotyana, Gwebityala, Mndwaka, Kwantshunqe, Mbethe/ Lower Bufumba	
Access road • From Makabongwe Shop to Jikanaye to Nkonxeni (Gwebityala) • Sports-field to be completed at Lower Bufumba • Sports-field at Mndwaka • Chairs for hall and fixing of toilets • Community Hall at Ezikolokoto • Water new taps for the entire ward with infills and new extensions.	• Electricity – Entire ward (Unstable), need clarity on the root cause of the challenge faced, Eskom takes longer to fix the reported problem. • Dipping tank • Sports-field – incomplete, had sport equipment promised by a private company (DBSA) • Stock remedy (Both large and small animals). • Houses erected by the municipality – showing cracks and no plan to date. • Mndwaka community hall built – got collapsing toilets, and also needs chairs • Cooperatives to be revived in the area • Thafalehashe – Sports field • Zwelenqaba sportsfield • Community hall needed • Clinic at Zikolokota • Uncedo Taxi rank – Thafalehashe (CDW) **Other issues** To improve communication to be proper for informing people about meetings of this nature (As raised by the Ward CDW).
Ward 19	
Villages: Lumkwana, Mpame, Manzibomvu, Ndalata, No-Ofisi, Lubanzi, Mhlahlane, Sea View, Mission	
• Zithulele community hall • Coastal development from Mhlahlane to Bulungula • Access road from Tshezi via Sholozi to Manzibomvu, • Access road from Khabalandile to the ocean • Hawker stalls at Zithulele • Nqileni- KwaNo-Ofisi dipping tank (large stock)	• Electricity – New extensions (Mhlahlane to No-Ofisi) and the rest of the ward • RDP Houses (Ward 19) • Access road from Xhorha Mouth to Zithulele (new), Access Road from Gxwangu to Zithulele (new), Access Road From Blayi to the ocean, Access road from Nqakaqa to Mbiza (Mpame) • Water – Got taps without running water and a reserve tank (whole ward) as well as a dam • Clinic at Manzibomvu/Mobile clinic for services

<table>
<tr><th>Priorities</th><th>Additional Ward Needs</th></tr>
<tr><td></td><td>• Toilets – (Whole ward, some have them but damaged)
• Sports-field at Manzibomvu
• Construction of Lumkwana SPS as it is a community-built school.
• Stock remedy and equipment for the whole ward (fertilizer, tractor, fencing)
• Alien/Invasive plant removal and foreign tree
• Bridge construction between Nqileni and Xhorha (Nkanya) – new
• Job creation initiatives
• Maintenance of dipping tank at Ndalatha/Manzamnyama, Mdikane
• Fencing and provision of toilets for a Lemon grass project at Nqileni
• Cleaning of oceans
• Clinic at Nqileni to access other services</td></tr>
<tr><td colspan="2">Ward 20</td></tr>
<tr><td colspan="2">Villages: Geya, Cwebe, Thongana, Hobeni, Zwelebango, Ngubenyathi, Manganyela and Nonesi</td></tr>
<tr><td>• Roads - new (construction and maintenance)
• Mgqadaza to Hobeni (new)
• Nature Reserve Gate to the ocean (Need blading)
• Both access roads be prioritised then others will follow, and that proposal was seconded by the community of the ward
• Bridge (Ntlonyana) and a swing bridge
• Electricity
• Water
• ECDCs (Thunzini, Cwebe, Geya)</td><td>• Houses for the destitute/RDP
• EPWP personnel for road maintenance</td></tr>
<tr><td colspan="2">Ward 21</td></tr>
<tr><td colspan="2">Villages :Mbhangcolo,Hlakothi,Ntsimbakazi,Mendu,Mpozolo,Msendo,Lurwayizo,Nkonjane,Mampondweni,Ntlangano,Mendwana</td></tr>
<tr><td>• Access Road from Nkonjane via Gwadu (Mpozolo to Gwadu is in a bad state), Quku to Mpume, access road from Nqabarha bridge to Ntsimbakazi, Ntlangano to Lurwayizo access road also need a bridge at Mendu, Mpozolo SSS to Nkosi Daliwonga,
• Water – taps without running water
• Electricity (new extensions/infills) and other related needs
• Mobile clinic
• Revival of projects – Xhorha to Qhorha fishing project (Got fishing rights and need to be supported).</td><td>• Renovation of the Community Hall at Mpozolo (Part of the roof blown away by the wind)
• Mendu – Mobile clinic
• High-mast light
• Mobile police services
• Access road to Mpozolo
• Nkonjane – Access Road from Dayi to Nqabarha (bridge) promised.
Maintanance
• Access road at Mendwana,
• Mpozolo – Access Road, Mbhashe River to Notshenge via Bhobozane, Access Road from Hlakothi to Kwamkhwane to Chibini at Ntsimbakazi.
• Dipping tank
• Mendwana – Community Hall
• Clinic built by the community – needs facilities.
• Mpozolo at Dyasi – Dam scooping
• Provision of Seedlings
• Skills centre for the youth in the ward
• Fencing of the fields
• Access road done causes accidents and need humps for Mpozolo SSS and SPS learners.</td></tr>
</table>

<table>
<tr><th>Priorities</th><th>Additional Ward Needs</th></tr>
<tr><td></td><td>• Nkonjane crop production project initiation idea for 12 men advised to organise themselves before any support
Other issues
Monitoring of implemented projects from time to time and made an example of road done at Mpozolo and its quality.</td></tr>
<tr><th colspan="2">Ward 22</th></tr>
<tr><td colspan="2">Villages: Goqo, Beechamwood, Zanemvula, Nquba, Chamshe, Hlabizulu, Dumalisile, Ngadla, Qhorha and Mgcawezulu</td></tr>
<tr><td>• Mgxabakazi Access Road
• Gojela Community Hall
• Alien/invasive Plant removal
• Sports-fields for different Codes
• Electricity</td><td></td></tr>
<tr><td colspan="2">Ward 23</td></tr>
<tr><td colspan="2">Villages: Bojeni, Makhosonke, Mathumbu, Ngxutyana, Phezulu, Hadi, Zanewonga, Mente, Mgwebi, Zwelidumile, Mhlahlane, Nakazane, Jujurha, Zanenqaba</td></tr>
<tr><td>• Roads (Mntonga to Mantlaneni and Mcinga to Mgwebi)
• Electricity
• Water
• Toilet Extensions
• ECDCs</td><td></td></tr>
<tr><th colspan="2">Ward 24</th></tr>
<tr><td colspan="2">Villages: Phathilizwe, Lower Gwadu, Xonyeni, Mhlabulungile, Msengeni, Mbozi, Ntlahlana, Ciko, oNomawaka, Shixini, Jongikhwezi</td></tr>
<tr><td>• Access Roads: Ntlahlane access road, Jongikhwezi access road, Mbozi Access Road, Zitafileni to Nomvumelwano access road
• Jongikhwezi Community Hall
• Electricity (Incomplete project with poles/boxes and new households)
• Dipping tanks
• Dams for livestock</td><td>• Database for the unemployed
• Learnerships to be introduced and intensified
• Network poles
• Information Centre (Technology)
• Sports-fields need to be provided with poles
• Job creation opportunities and LED projects
• RDP Houses for the destitute
• Toilets for new households
• Water challenges raised.</td></tr>
<tr><th colspan="2">Ward 25</th></tr>
<tr><td colspan="2">Villages: Gosani, Nxanxashe, Nyokana, Bongweni, Thembisa, Mqothwane, Maxelegwini and Gatyana Town</td></tr>
<tr><td>• Mqothwane Bridge
• Access Roads: Maxelegwini Access Road (New), Ncalukeni (new) to Gosani, Mqothwane to Drayini access road (new), Nyokana to Entubeni (new) access road
• Nqileni/Bhongweni Community Hall (To be renovated)
• Electricity
• Housing for the destitute</td><td></td></tr>
<tr><th colspan="2">Gatyana ratepayers</th></tr>
<tr><td>• Road Surfacing (external and internal streets)
• Tree Felling
• Renewable energy
• ECDC- Early Childhood Development Centres
• Construction of Sewerage infrastructure
• Fencing of graveyard</td><td></td></tr>
</table>

Priorities	Additional Ward Needs
• Zoning of a compliant dumping site and animal pound	
Ward 26	
Villages: Dabane, Shinirha, Bhotwe, Mphafeni, Ngqatyane, Fudumele, Nowonga and Ngqangele	
• Roads: (a) Mathunzini to Nqileni access road (b) Bhotwe Mphafeni via Main Road to Manaleni • Community hall at Ngqatyana • Shinirha Dipping tank (Large stock) • Feedlot at Ntlonyana for the existing project initiated by the community. • Shinirha clinic • Houses for the destitute at Dabane	• Nozikhakhane (new extension) water (No taps at all), Siwelakathathu location (infills) and Ncityana • Electricity (new extensions), Qwili and electricity giving problems when activating, • Siwelakathathu also experience electricity related challenges as there is no electricity there. • Two (2) households not appearing on the map (Nosibulele Mthi) and Water at Dabane • Diliza to Makhawula access road • Tayi to Qwili access road needs maintenance • Two (2) households not appearing on the map (Nosibulele Mthi) for electrification project
Ward 27	
Villages: Mnandi, Nokatana, Fort Malan, Gxakagxaka/Sicam, Mhlohlozi, Tywaka, Mfezane, Lubomvini. Nkelekethe andUpper Gwadu	
• Ndudumeni to Tywaka Access Road • Water • Electricity • Toilets and • Houses for the Destitute(s)	• Job opportunities • Alien plant Removal • Sport programs • Anti-drugs campaign
Ward 28	
Villages: Xhorha Mouth, Melibhunga, Thwalikhulu, Mbutye, Mkhathazo, Bafazi, Mqhele	
• Maintenance of Mkhathazo to Madwaleni access road • RDP houses • Clinic • Scholar transport • No -Office to Mthonjeni access road	• Khawula to Bafazi access road (new) • Tshezi to Makwayini access road • Makwayini ECDC-construction • Headmen/women – to be paid/salaried. • Xhorha Mouth community hall • Paraffin and seedlings-all wards • Ward nursery • Blading of roads to the great places/amakomkhulu • Sports-fields for the youth • School uniform • Stock remedy • Stock dam construction • Mqhele dipping tank for maintenance • Xhorhana dipping tank (new) • Maintenance of Mqhele dipping tank and shearing shed • Water upgrade and electricity (new extensions), and at Mqhele, Mbutye and Ntilini • Mbitya crèche • Bafazi sports-field (To be completed) • Mbutya computer WIFI • Luthubeni to Xhorha Mouth Access Road • Nditya to Makwayini access road • Mkhathazo vegetable project support • Bafazi Police station • Zithimbile bridge • Boreholes for the entire ward • Seedlings • Mkhathazo sports-field • Reconstruction of collapsed houses • Quarterly sport activities • Mqhele shearing shed • Mqhele sportsfield

Priorities	Additional Ward Needs
	• SMME support • Teba/Lima at Emakwayini **Other issues** ✓ Availability of sector departments (officials) to attend to their matters
Ward 29	
Villages: Ntubeni, Nkatha, Mevana, Nqabarha, Mthokwane, Ngqeza, Mpume, Mhlanga, Ngwane and Nondobo	
• Access road from Nocwaka to Diphini • Technical repairs of taps • ECDC at Ngwane • Alien/invasive plant removal • Farming Support	
Ward 30	
Villages: Weza, Mboya, Mandluntsha, Kulozulu, Taleni, Tswelelitye, Ntlabane/Gangatha and Kulokhala	
• Phaphasini access road to Kulojika (New) • Fencing of fields • ECDC at Swekileni • Electricity (new extensions and infills) • Water	
Ward 31	
Villages: Jojweni, Mbewuleni, Thornville/Mqonci, Mhlabeni or Ziwundwana, Zundwana JSS at Mdeni, Vuyisanani Café, Keti, Douglas/Sikhobeni and,Phumlani/Chaba	
Roads - New • Sikhobeni to Chaba • Keti to Mbewuleni • Makambi to Cumakala • Thornville Zundwana community hall to Kwazulu • Kofu to Vuyisanani **Maintenance** • Mbewuleni to Tenza • Ziwundwane to Clinic • Makhambi to Cumakala • Esikhobeni to Makhambi • Thornville	• Shearing shed at Esikhobeni • Sikhobeni dam scooping • Fencing of fields at Keti • Youth programmes (learnerships and internship programmes for their development) • People Living with Disabilities • Zundwana community hall • Sikhobeni dam scooping • Stock dams (To be confirmed by a ward councillor for each VD) • Mobile clinics • Water and Sanitation (all villages) • Electricity extensions and infills
Ward 32	
Villages: Qatywa, Vuyisile, Ngubezulu and Madwaleni	
• Thubeni to Nomswempezo access road • Nobangile to Manganyela access road • Khulani to Ntlonyana access road • Board walk at Qatywa beach • Boat needs repairs/be replaced/new boat	

Public Participation Program was conducted whereby the draft annual report for 2022/23 FY and progress on implementation of projects for 2023-2024 Financial year was presented by the office of the Executive Mayor on the following scheduled dates:

DATE	VENUE	WARDS ATTENDED
14 November 2023	TRC Hall -Dutywa	01,02,03,04,05,06,07, 08,09,10,12 and 31
15 November 2023	Indoor Sport Centre- Xhorha	13,15,16,17,18,19,20,26, 28 and 32
16 November 2023	Indoor Sport Centre- Gatyana	11,14,21,22,23,24,25,27,29 and 30
14 November 2023	Council Chamber - Dutywa	Ratepayers and Business Forum

WARD	MATTER/ ISSUE	RESPONSE
MPAC Roadshow and Mayoral Imbizo session was chaired by Cllr Apleni and presentation also by Cllr Apleni on the 14th of November 2023 at Dutywa Trc Hall		
12	Human settlement said there is a project to be done, What kind of project was coming to do. Last time there was no official for that Office. Library grant appears on the report how was it spent. Funds for library why can't it be used for Homeless people?	If you have made an application for a temporal structure and during the waiting period a person does not fall on the destitute list, Ward Councillor has a right to remove the name and place another person in need. Library is receiving an In-kind grant, Municipality does not have control over it and it is from another departments.
J01 10	Disaster: What is happening with disaster at what stage the Municipality is able to assist people.	If there is still a house Human settlement do not provide a house. The provision is only done when there is no house remaining.
09	Thanks for the report. They need to understand the Legal frameworks because they are things that he noticed that they are not in line with the stipulated legislations in the presentation. Key project prioritised, 8 km constructed. Road has been maintained; Community member appreciated the prioritization	Municipality will strive to rectify the mistakes with regards to legislation. Because Municipality is obliged to work in line with the legislation.
	Money spent for Festival was a huge amount that- money would have been spent for Solar system maintenance, why electrification for people is less important.	This was the programme done by Eskom.
	Dipping tanks Were maintained, the community member requested to know where those dipping are.	There was no priority of a dipping tank. And the Municipality is not responsible for the construction of a dipping tank, Municipality only maintains.
	Infrastructure – there is no expenditure for sport. Now criminals are increasing that development on youth.	Municipality is trying by all means to improve sport; Mayor's cup was done.

WARD	MATTER/ ISSUE	RESPONSE
Mpac Roadshow and Mayoral Imbizo session was chaired by Cllr Ganda and presentation was done by Cllr Ngomthi on the 15th of November 2023 at Xhora Indoor Sport Centre.		
	Before the contractors is being paid Municipality official must go and check if the work had been done properly. Zithulele road had been left by the constructor without water pipes (storm Water). And know it has been damaged by the water. And also, Mhlahlane to Chibini. Storm Water drainage needs to be cleaned.	Sterring Committee in a ward must be an eye on the projects that are in the Ward. Municipality always surrender projects and the Constructor to the Community members.
28	Madwaleni Road to Mbutye there is a bridge that has never been constructed there. Vehicles are traveling on the waters and that makes it difficult in raining days	When the constructor is doing a job community must report any unsatisfactory results.
15	On the demographic profile- how are the % calculated. Then are all those % for Mbhashe LM as a whole.	the % is for Mbhashe as a whole.
Mpac Roadshow and Mayoral Imbizo session was chaired by Cllr Ganda and presentation was done by Cllr Ngomthi on the 16th of November 2023 at Gatyana Indoor Sport Centre.		
24	applause the report and reported the issue of taps that are not working.	
24	asked about electricity for extensions	Electricity- on process for now municipality is dealing only with those who are 50m away for the poles(infills)
11	**-**municipality do not make follow-up on projects that are done to see whether the project is 100% complete	Roads that were damaged by floods, there was an intervention done by the provincial government and Mbhashe was declared as one of the municipality under disaster.
29	Nqabara -maintenance of access road is not done in ward 29 and it almost 3-4 months heaps where dumped on the road and they are eroded by floods.	Some of the access roads were left unfinished due to the mechanical problem in the yellow fleet. Roads that were damaged by floods-, there was an intervention done by the provincial government and Mbhashe was declared as one of the municipality under disaster. Some of the access roads were left unfinished due to the mechanical problem in the yellow fleet Ward committee is one of the committees that are existing in the municipality, ward committee member are automatically be in the steering committee to see

WARD	MATTER/ ISSUE	RESPONSE
		to it projects are complete before handing over.
25	ward 25- requested community hall in Bhongweni not renovation of inqila that was done by municipality.	
MPAC Roadshow and Mayoral Imbizo session was chaired by Cllr Ganda and presentation was done by Cllr Ngomthi on the 14th of November 2023 at Dutywa Council Chambers		

CHAPTER 2

SITUATIONAL ANALYSIS

2.1 SITUATIONAL ANALYSIS

Situational Analysis provides an overview of the composite development challenge facing Mbhashe Municipality based on its own self-assessment and analysis. It gives a brief overview of Mbhashe demographic profile and illustrates the composition of Mbhashe population considering key 1 indicators such as: population numbers; racial make-up, household income, employment and education.

It should be noted that the statistics information included in this section comes from the 2022 census, and the 2021 ECCSEC Statistical overview. It also highlights key issues and challenges relating to municipal demographics profile, Institutional Transformation and Development, Financial Viability, Local Economic Development, Service Delivery profiles and Spatial Development Framework.

THE MUNICIPAL CONTEXT AND DEMOGRAPHICS

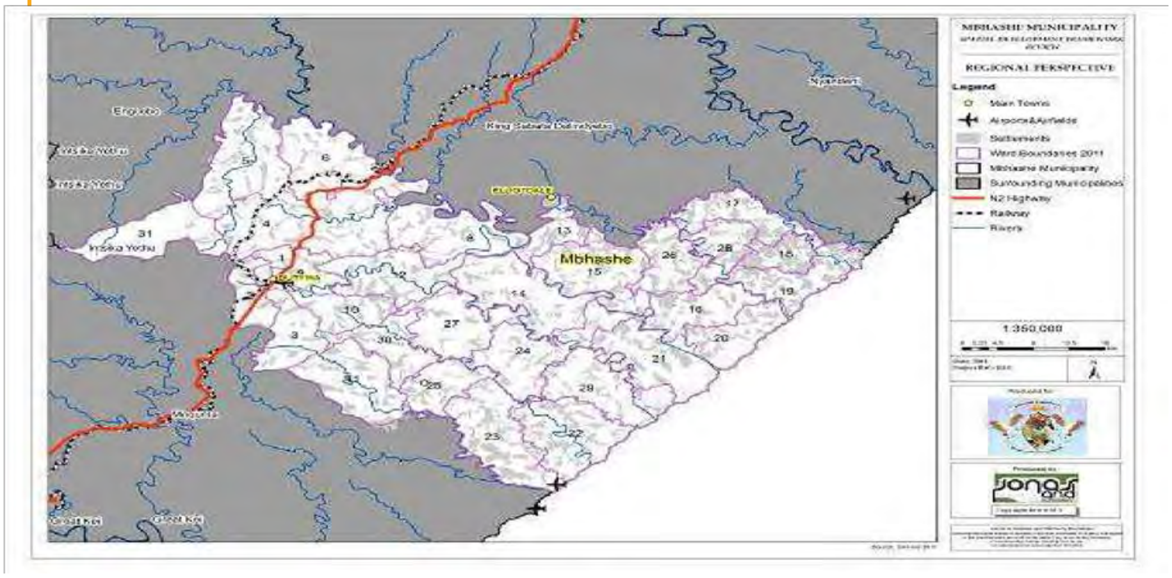
Introduction

Mbhashe Municipality (EC 121) is a category B municipality which falls within the Amathole District Municipality (ADM) and consists of 32 wards with 63 Councilors and 02 traditional leaders. The municipality is strategically located in the South Eastern part of the Eastern Cape Province, and is bound by the Qhora River in the south to Mphaku River in the north along the Indian Ocean. Mbhashe occupies a strategic geographic position within the Amathole District municipality and covers approximately 3200 km² in extent (after the last national elections). It is estimated that the new additions of few villages from Intsika Yethu and Mnquma could be estimated to about 200 square kilometers of land.

There are three main urban centers, namely Dutywa, Gatyana and Xhorha (formerly Elliotdale) and Dutywa being the administrative head centre of the municipality.

Mbhashe has earned the name from the beautiful river called Mbhashe which flows from the banks of Ngcobo flowing through Dutywa, Gatyana and Xhora. Mbhashe is comprised of the three towns of Dutywa, Gatyana and Xhora and numerous rural settlements. The area also boasts the head offices of the AmaXhosa Kingdom at Nqadu Great Place.

In terms of Section 21 of the Local Government Municipal Demarcation Act, 1998 (Act No 27 of 1998) the Municipal Demarcation Board has redetermined the municipal boundaries of Mbhashe Local Municipality (EC121), Amathole District Municipality (DC12), Dr A. B. Xuma Local Municipality (EC137) and Chris Hani District Municipality (DC13) by excluding Mbanga administrative area from the municipal area of Mbhashe Local Municipality (EC121), and by including it into the municipal area of Dr A.B. Xuma Local Municipality (EC137) and Chris Hani District Municipality (DC13).



Map 1

✓ **Demographic Profile**

Understanding that demographics are essential for future planning as they allow for grasping issues of scale and supply-demand relationships. Without a consideration of demographic profiles, it becomes difficult to plan or forecast future development scenarios. The various sources of statistics used in this document have their own limitations as does all statistical sources and therefore must be understood in context. Largely, statistics in this document is used to provide or analyse trends and inform likely outcome interventions that are suggested in Chapter dealing with development objectives, strategies and possible interventions.

✓ **Socio–Economic Profile**

Population Size and Distribution

Mbhashe Local Municipality (Census 2022) has total population of 240 020 with a household of 52 715 resulting to a household size increase of 4.6% as per the statistical overview of Census 2022. When compared to other regions, the Mbhashe Local Municipality accounts for a total population of 240,000, or 27.5% of the total population in the Amatole District Municipality, which is the most populous region in the Amatole District Municipality for 2022. In terms of its share the Mbhashe Local Municipality was slightly larger in 2021 (31.6%) compared to what it was in 2011 (30.7%). When looking at the average annual growth rate, it is noted that Mbhashe ranked second (relative to its peers in terms of growth) with an average annual growth rate of 0.5% between 2011 and 2021.

Table 1: Population size

	2001	2011	2022
Total Population	271 709	261 670	*240 020*
Total Household	56 482	61 853	52 715
Household Size	*4.76*	*4.24*	*4.6*

(Extracted from Source: Stats SA) 2022

The statistics also reveals that the population is female dominated, therefore Mbhashe is most probably an area with high male out migration to look for work elsewhere. In total there were 128 883 (53.69%) females and 111 137 (46.31%) males.

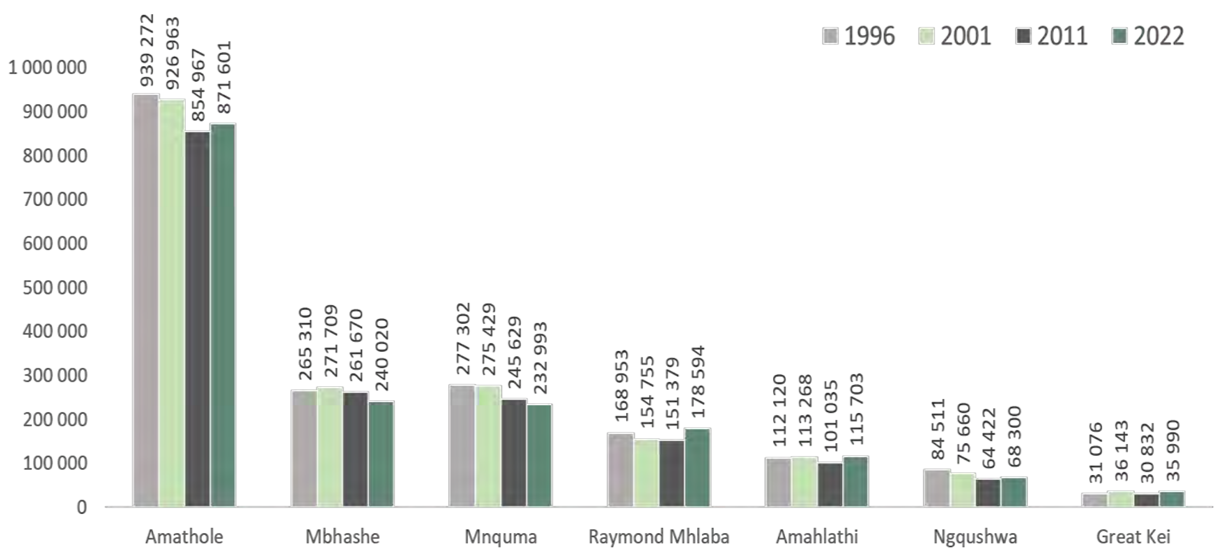
- **Population Projection**

For planning purposes, a projection of population till 2026 at a five-year interval is calculated and presented hereunder. The population projection of Mbhashe Local Municipality shows an estimated average annual growth rate of 0.9% between 2021 and 2026. Based on the present age-gender structure and the present fertility, mortality and migration rates, Mbhashe's population is projected to grow at an average annual rate of 0.9% from 279 000 in 2021 to 291 000 in 2026. In terms of results from 2022 Stats, it is evident that the population has decrease due to migration and possible the negative impact cause by Covid-19.

✓ **Age Distribution**

An analysis by ECCSEC 2021 shows that the largest share of population is within the babies and kids (0-14 years) age category with a total number of 97 500 or 34.9% of the total population. The age category with the second largest number of people is the young working age (25-44 years) age category with a total share of 24.6%, followed by the teenagers and youth (15-24 years) age category with 55 900 people. The age category with the least number of people is the retired / old age (65 years and older) age category with only 23 800 people.

TABLE 1.*Population by population group, Gender and Age - Mbhashe Local Municipality, 2021 [Number].*



	Total population by age	White		Asian	
		Total Coloured	Indian/ Asian	White	Other	Unspecified
00-04	27601	414	414	524	567	6
05-09	25 433					
10-14	27 095					
15-19	23 824					
20-24	18 654					
25-29	17 616					
30-34	13 805					
35-39	13 880					
40-44	10 632					
45-49	10 143					
50-54	9 015					
55-59	10 021					
60-64	10 216					
65-69	8 042					
70-74	5 913					
75- 84	3 624					
85+	2 922					
Total	**240 020**	**414**	**414**	**524**	**567**	**6**

Source: Stats SA

✓ **Population Distribution by Race**

In 2022, the Mbhashe Local Municipality's population consisted of 238 668 African, 414 White 414 Coloured, Asian and other 1187 people.

Population by Language

94% of Mbhashe population is isiXhosa speaking following by other (3.21%), other than English (1.54%) and Africans (0.52%). Another 0.66% is using sign language (dumb). The table and figure below give an overall view of the situation.

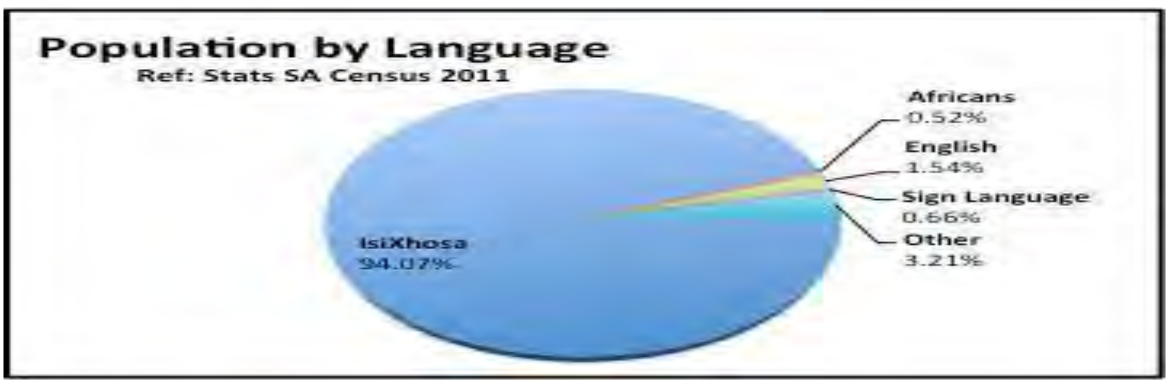


Figure 4: Population by Language

Language	Population	Percentage
IsiXhosa	239,795	94.07%
Africans	1,334	0.52%
English	3,931	1.54%
Sign Language	1,674	0.66%
Other	8,175	3.21%
Total	**254,909**	**100%**

Table3. Population by Language

✓ **Population by Gender**

The total population of a region is the total number of people within that region measured in the middle of the year. Total population can be categorised according to the population group, as well as the sub-categories of age and gender. The population groups include African, White, Coloured and Asian, where the Asian group includes all people originating from Asia, India and China. The age subcategory divides the population into 5-year cohorts, e.g. 0-4, 5-9, 10-13, etc.

TABLE 1. *Population by gender - Mbhashe and the rest of Amatole District Municipality, 2021 [Number].*

	Male	Female	Total
Mbhashe	111 137	128 883	240 020
Mnquma	111 374	121 619	232 993
Great Kei	17 491	18 499	35 990
Amahlathi	56b 463	59 240	115 703
Ngqushwa	32 614	35 686	68 300
Raymond Mhlaba	85 924	92 671	178 595
Amatole	**415 004**	**456 598**	**871 601**

Source: Stats SA

✓ **Literacy rate**

The education measure represents the highest level of education of an individual, using the 15 years and older age category. (According to the United Nations definition of education, one is an adult when 15 years or older. IHS uses this cut-off point to allow for cross-country comparisons. Furthermore, the age of 15 is also the legal age at which children may leave school in South Africa).

TABLE 1. *Highest level of education: age 05 – 24 and 20+ - Mbhashe, Amatole, Eastern Cape and National Total, 2022*

	Mbhashe	Amatole	Eastern Cape	National Total	Mbhashe as % of district municipality	Mbhashe as % of province	Mbhashe as % of national
No schooling	16 716	61 130	574 760	1,450,000			
5 – 24 years	74 458	237 809	1 957 613	432,000	97.4 %	77.3%	

Municipality	No schooling	Some primary	Completed primary	Some secondary	Grade 12/Std10	Higher	Other
Mbhashe	20 273	23 024	8 117	46 924	20 882	7 103	510
Mnquma	10 092	21 494	9 281	52 409	27 278	11 451	598
Great Kei	2 486	2 858	1 316	8 723	5 909	2 005	138
Amahlathi	4 975	10 646	5 317	28 342	15 998	4 248	188
Ngqushwa	3 631	7 117	3 194	16 854	9 796	2 237	183
Raymond Mhlaba	4 994	14 752	7 315	43 961	27 734	9 429	344
Total	**46 451**	**79 890**	**34 540**	**197 213**	**107 598**	**36 472**	**1 960**

Source: Stats SA

Persons aged 5–24 years attending school in the EC increased by 4,8% from 72,5% in 1996 to 77,3% in 2022.

4 of the 6 municipalities in Amathole show increases in educational attendance (5-24 years) between 1996 and 2022.

Mbhashe Local Municipality increased from 72.6 % to 81.7 % in 1996 - 2022

- % with no schooling declined from 26,1% in 1996 to 9,2% in 2022
- Census 1996 showed that the some primary was 33.24 and 2022 15.8%
- Completed Primary in 1996 was 9.7% and in 2022 is 6.9%
- Some secondary in 1996 was 29.1% and in 2022 39.1%
- Grade 12 or Matric in 1996 8.1% and in 2022 is 21.3%
- Higher or post school in 1996 was 3.9% and 2022 is 7.2%

✓ Total Employment

Total employment - Mbhashe, Amatole, Eastern Cape and National Total, 2011-2021 [numbers]

	Mbhashe	Amatole	Eastern Cape	National Total
2011	19,500	116,000	1,230,000	13,700,000
2012	19,500	116,000	1,240,000	14,000,000
2013	20,400	120,000	1,270,000	14,400,000
2014	22,100	128,000	1,340,000	15,000,000
2015	23,500	135,000	1,400,000	15,500,000
2016	24,400	139,000	1,430,000	15,800,000
2017	24,900	140,000	1,440,000	16,000,000
2018	24,700	138,000	1,440,000	16,200,000
2019	24,400	135,000	1,430,000	16,200,000
2020	21,900	123,000	1,350,000	15,400,000
2021	20,600	116,000	1,300,000	14,800,000
Average Annual growth				
2011-2021	***0.54***%	***0.01***%	***0.56***%	***0.77***%

2022	Mbhashe	Amatole	Eastern Cape
Total population	**240 020**	**871 601**	**7 230 204**
Young Children 0-14	33.4%	29.3%	29.3%
Working age 18-64 years	57.1%	60.4%	62.5%
Elderly 65 +	9.6%	10.4%	8.2%

Source: IHS Markit Regional eXplorer version 2340 and Stats SA 2022

In 2021 Mbhashe Local Municipality employed a total number of 20 600 people within its local municipality. The local municipality that employs the highest number of people relative to the other regions within Amatole District Municipality is Mnquma local municipality with a total number of 29 600. The local municipality that employs the lowest number of people relative to the other regions within Amatole District Municipality is Great Kei local municipality with a total number of 10 400 employed people.

In Mbhashe Local Municipality the economic sectors that recorded the largest number of employments in 2021 were the community services sector with a total of 7 540 employed people or 36.7% of total employment in the local municipality. The trade sector with a total of 5 120 (24.9%) employs the second highest number of people relative to the rest of the sectors. The mining sector with 26 (0.1%) is the sector that employs the least number of people in Mbhashe Local Municipality, followed by the electricity sector with 53.7 (0.3%) people employed.

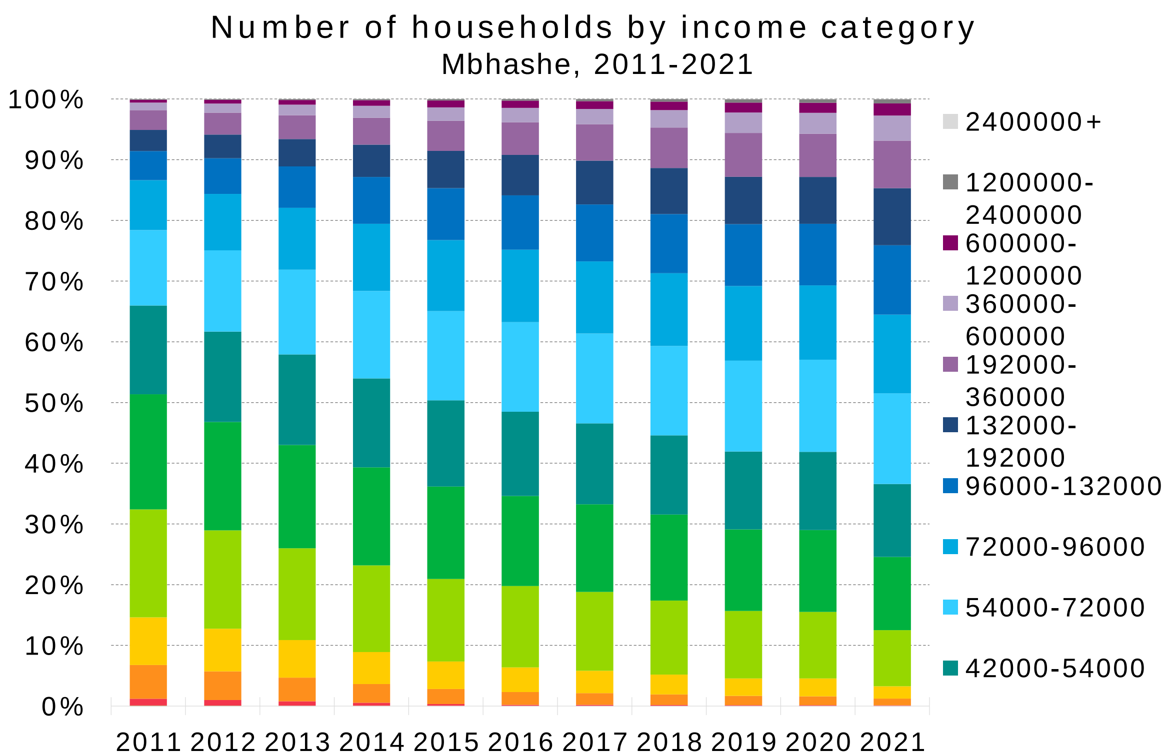
TABLE 2. *Formal and informal employment by broad economic sector - Mbhashe Local Municipality, 2021 [numbers]*

	Formal employment	Informal employment
Agriculture	742	N/A
Mining	26	N/A
Manufacturing	396	160
Electricity	54	N/A
Construction	1,020	1,330
Trade	2,390	2,730
Transport	267	672
Finance	1,560	352
Community services	6,600	948
Households	1,310	N/A

Source: IHS Markit Regional eXplorer version 2340

✓ **Household Income**

For the period 2011 to 2021 the number of households earning more than R30,000 per annum has increased from 67.61% to 87.50%. It can be seen that the number of households with income equal to or lower than R6,000 per year has decreased by a significant amount.



Source: IHS Markit Regional eXplorer version 2340

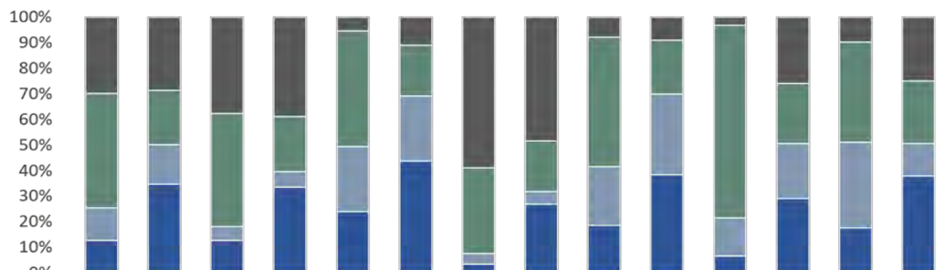
✓ Dwelling by house type

Using the Stats SA definition of a household and a dwelling unit, households can be categorized according to type of dwelling. The categories are:

- Very formal dwellings - structures built according to approved plans, e.g. houses on a separate stand, flats or apartments, townhouses, rooms in backyards that also have running water and flush toilets within the dwelling.
- Formal dwellings - structures built according to approved plans, i.e. house on a separate stand, flat or apartment, townhouse, room in backyard, rooms or flatlet elsewhere etc, but without running water or without a flush toilet within the dwelling.
- Informal dwellings - shacks or shanties in informal settlements, serviced stands, or proclaimed townships, as well as shacks in the backyards of other dwelling types.
- Traditional dwellings - structures made of clay, mud, reeds, or other locally available material.
- Other dwelling units - tents, ships, caravans, etc.

Therefore, Mbhashe Local Municipality had a total number of 902 (1.38% of total households) very formal dwelling units, a total of 17 800 (27.33% of total households) formal dwelling units and a total number of 4 180 (6.41% of total households) informal dwelling units.

In 2022, Mbhashe Municipality has the lowest proportion (26,7%) of households with piped water inside their dwelling, and highest with no access to piped water (48,6%)



	Amathole 2011	Amathole 2022	Mnquma 2011	Mnquma 2022	Raymond Mhlaba 2011	Raymond Mhlaba 2022	Mbhashe 2011	Mbhashe 2022	Amahlathi 2011	Amahlathi 2022	Ngqushwa 2011	Ngqushwa 2022	Great Kei 2011	Great Kei 2022
No access to piped water	29,9	28,8	37,7	39,0	5,6	11,2	59,0	48,6	8,0	9,1	3,3	25,9	9,9	25,1
Piped (tap) water on community stand	44,7	21,1	44,2	21,6	45,1	19,6	33,5	19,8	50,6	21,2	75,2	23,6	39,1	24,5
Piped (tap) water inside the yard	12,8	15,5	5,5	6,1	25,5	25,5	4,1	4,9	23,0	31,5	14,9	21,4	33,6	12,6
Piped (tap) water inside the dwelling	12,6	34,6	12,6	33,3	23,8	43,7	3,4	26,7	18,4	38,3	6,6	29,1	17,4	37,8

✓ Household Heads

Households as per Census 2011 are dominated by females, with a male to female ratio of 46:54, which is a little higher than population distribution of 42:58. This is mainly because of single female parent-ship and under aged mothership, which causes also high level of illiteracy.

✓ Tenure Status

An analysis of 2011 Stats SA Census reveals that 69% of population is living in houses owned but not yet fully paid off followed by 11% living in rent free houses. Only 9% is living in owned and fully paid off house and 6% in rented houses. The following figure demonstrates the whole situation.

ORGANIZATIONAL KEY PERFORMANCE AREAS (KPAs)

KPA 1 – MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT

ORGANISATIONAL STRUCTURE AND ESTABLISHMENT PLAN

Section 66 of the Municipal Systems Act (act No.32 of 2000) requires a Municipal Manager to develop a policy framework determined by the municipal council and subject to any applicable legislation, establish a mechanism, to regularly evaluate the staff establishment of a municipality and if the staff establishment requires amendment the approval of the Council shall be obtained. Mbhashe Local Municipality is divided into two levels namely, Political and Administrative structure. The administration is accountable to Political Structure.

- **Political Arrangement**

The municipality is governed by its council led by the Executive Mayor and chaired by the Speaker. Mbhashe LM has it's political sit in Dutywa. Subject to the Speaker's approval, a Committee of Council, including the Standing Committees and council may meet at a venue beyond the sit of the Council and may be held virtually.

There are section 79 committees established to assist council in governing the work of line functional administration and section 80 committees which assist the Mayoral Committee to function properly. The councillors signed a code of conduct on their first induction meeting in November 2021 and the declaration is being signed annually in the beginning of each financial year. For the Council to function properly, a Rules Committee was established and chaired by the Speaker. This Committee developed Rules of Order for the council and enforces the implementation of rules in the council and adherence to the code of councillors.

The municipality established the following Section 79 committees that assist the council in carrying out its responsibilities:

- Municipal Public Accounts Committee
- Women's Caucus
- Ethics and Rules Committee

The municipality established the following Section 80 committees that assist the council in carrying out its responsibilities:

- Municipal Transformation & Institutional Arrangement
- Service Delivery and Infrastructure
- Local Economic Development
- Financial Viability and Management
- Good Governance and Public Participation

All the above committees sit on a quarterly basis and when need arises.

Other Committees:

- Remuneration Committee
- Audit and Performance Audit committee
- Training and Development Committee

- Employment Equity Committee
- Occupational Health and Safety Committee
- Risk Management Committee
- ICT Steering Committee
- Local Labour Forum

Administrative Arrangement

The administrative seat of Mbhashe Local Municipality is situated in Dutywa Main Offices. The municipality extends its services by having functional staffed units in Gatyana and Xhora. In these two units the following functions are being implemented:

- Waste Management
- Budget & Treasury Office
- Infrastructure Maintenance
- Public Participation
- Special Programs Unit
- Traffic and Roads Management
- Building Inspection

Each Unit has a manager who oversees administrative issues on functions undertaken and required to submit quarterly reports to the Senior Manager: Operations

There are six (6) Occupational Levels of the municipality and are as follows:

- Top Management
- Senior Management
- Professionally qualified and experienced specialists and middle management
- Skilled technical and academically qualified workers
- Semi-skilled and discretionary decision making
- Unskilled

Top and Senior Management is responsible for Strategic Planning of the institution; in doing that, Professional qualified and experienced specialists forms part of the processes for Strategy Development. This is done to build capacity and to promote participation and innovation.

Administratively, the municipality consists of the following six departments:

ADMINISTRATIVE ARRANGEMENT	
DEPARTMENT	**FUNCTIONAL UNITS**
Municipal Managers Office	• Municipal Operations • Infrastructure Development • Community Services • Developmental Planning • Corporate Service • Budget and Treasury • Legal and Compliance • Internal Audit
Municipal Operations	• Strategic Management • Unit Management • Special Programmes • Communications
Budget and Treasury Office	• Financial Reporting • Revenue and Expenditure

ADMINISTRATIVE ARRANGEMENT	
DEPARTMENT	**FUNCTIONAL UNITS**
	• Supply Chain Management
Corporate Services	• Human Resources Management • ICT and Records Management • Administration
Developmental Planning Department	• Local Economic Development • Land and Housing Management
Infrastructure Development Department	• PMU Management • Infrastructure Maintenance Management
Community Services Department	• Community Services • Environmental • Law Enforcement

MUNICIPAL ORGANIZATIONAL STRUCTURE

Mbhashe Local Municipality has a signed and approved Organizational Structure by the Council in May 2023, which reflects 271 posts, with 268 posts filled and 3 vacant by May 2022 and the vacancy rate is at 0.36%.

MBHASHE LOCAL MUNICIPALITY

INSTITUTIONAL ORGANOGRAM

2023/2024 FY

M. NAKO
MUNICIPAL MANAGER
No. of Posts: 277
No. filled: 276
No. vacant: 01
Vacancy rate: 0.36 %

DATE

MUNICIPAL MANAGER'S OFFICE

SENIOR MANAGEMENT OF THE INSTITUTION

MUNICIPAL MANAGER
M. NAKO

- SENIOR MANAGER – INFRASTRUCTURE DEVELOPMENT – Z. MSIPHA
- SENIOR MANAGER – COMMUNITY SERVICES – N. MLUNGU
- SENIOR MANAGER – DEVELOPMENTAL PLANNING – VACANT
- CHIEF FINANCIAL OFFICER – V. JAM JAM
- SENIOR MANAGER – OPERATIONS – M.P MPAHLWA
- SENIOR MANAGER – CORPORATE SERVICES – N. MAHLATI-NKUHLU

Human Resources Management consists of the following:

- Human Capital Management
- Training and Development
- Employee and Councillor Wellness
- Occupational Health and Safety
- Performance Management and Development System
- Labour Relations
- Employment Equity

Human Capital Administration

Human Capital Administration administers all employee contracts and Councillor welfare, benefits and conditions of service as well as all administration processes and procedures. Induction programmes are conducted quarterly to all employees.

According to the approved structure of the 2017/18 financial year that was submitted to both the District Job Evaluation Committee and Provincial Audit Committee, there are 164 posts, and all have Final Outcomes Results. The Municipality is at the maintenance stage whereby the Municipality will be using the 2023/24 organisational structure going forward.

Training and Development

The Workplace Skills Plan and Annual Training report are developed and submitted annually to LGSETA. Its implementation is done according to the recommendation of the Training Committee. Training Committee sits quarterly as per adopted institutional calendar and when needs arises. Reports are submitted quarterly to both Training Committee, Amathole District Skills Development Forum and Provincial Local Government Seta Education and Training Authority.

Training and Development Strategy which was developed in 2020/2021 financial year considers building systematic human resource practices that improve employees' motivation and skills. The strategy also focuses more on selecting the right employees to do the job, managing their activities and motivating them to stay in the municipality. The purpose of generating these strategies is to mitigate the threats and weaknesses which human resources and the municipality is faced with among other things, taking advantage of the identified opportunities and capitalizing on the identified strengths. With the development of the strategy, the entire municipality has been able to understand the skills development dynamics including the skills development initiatives accordingly, to improve on service delivery. It links, integrates and co-ordinates all development plans of the municipality. It also aligns the resources and capacity of the municipality with the implementation plan. It also forms part of the policy frameworks which constitute the general basis on which the annual budget must be based and is compatible with the National and Provincial development plans and planning requirements.

The municipality, through skills audit identifies skills gap in the elementary employment category on plumbing skill.

Employee Assistance Program

Wellness Strategy which was developed in 2020/2021 financial year. The objectives of the Employee Wellness and Occupational & Safety are to promote health by providing the employee with ongoing education, information and communication in all health-related aspects. The municipality also encourages its employees and councillors to be proactive in looking after their health and modify their lifestyle for their own benefits. One of the employer's responsibilities is to evaluate the staff morale from time to time and as such sporting activities and wellness programs have been rolled out for employees.

Occupational Health and Safety

OHS is the critical component of our strategic position in the municipality and it is the desire of the municipality to enhance it throughout its business partners and community members. It is therefore the municipal business to maintain a safe and healthy working environment for the betterment of the institution and its surroundings.

The municipality ensures that a safe working environment for all the employees in the workplace is maintained.

The Occupational Health and Safety function is primarily focused on (i) Creating and maintaining a safe working environment and (ii) Preventing workplace accidents. A major obstacle in achieving these objectives was the dormant (departmental) safety committees and the lack of awareness and capacity amongst members of staff to fulfil the responsibilities of Safety Representatives. Occupational Health and Safety policy is in place and is reviewed on an annual basis. Health and Safety Committee is in place, and it sits on quarterly basis and submit qualitative and quantitative reports.

Individual Performance Management

In terms of Section 67(1) and specifically Section 67(1)(d) of the Local Government Municipal Systems Act (Act 32 of 2000), the Municipality is compelled to "develop and adopt appropriate systems and procedures to ensure fair, efficient, effective and transparent personnel administration, including (d) "the monitoring, measuring and evaluating of performance of staff."

An Individual Performance Management policy has been developed and was adopted by the Council. The Performance Management at Mbhashe Local Municipality has been cascaded as follows (TG 18 – TG 09) The municipality has adopted a reviewed Individual Performance Management Framework. The performance of employees is assessed on a quarterly basis where departments are required to present evidence to support quarterly performance. A consolidated report is presented to the Management Meeting. Training has been conducted for Senior and Middle Managers; upcoming training will be conducted in November for employees on TG 13 to TG 6.

Labour Relations

Local Labour Forum is one of Mbhashe Local Municipality structures that consist of Employer and Employee components.

The municipality appreciates workplace stability owing to sound relations for the past financial years with organized Labour, who have conducted themselves as true partners in service delivery and expressed faith in resolving issues. The municipality has established the Local Labour Forum (LLF) to maintain stability within the institution. The purpose of this structure is to consult, negotiate on matters of mutual concern pertaining to the workplace. Meetings of the Local Labour Forum are used to deal with issues emanating both from the employer and the unions. The Local Labour Forum is scheduled to sit monthly as per the adopted municipal calendar and when a need arises. Workshops are facilitated to build capacity amongst LLF members. The Committee has also developed agreed terms of reference regulating the dealings of the LLF.

Employment Equity (EE)

Mbhashe Local municipality has an adopted EEP for 2018 to 2023 and will be reviewed in January 2024. Employment Equity Report is submitted annually to the Department of Labour.

Mbhashe Local Municipality is in the process of establishing Employment Equity Committee according to the Act, to monitor progress in the implementation of the plan. The committee will sits on quarterly basis according to the approved Municipal calendar.

The EEP is to ensure the implementation of employment equity as well as affirmative action in all occupational levels and categories of its workforce. It sets out the measures to be taken ensuring legal compliance with Employment Equity Act. Furthermore, it includes the objectives, activities, numerical goals and targets to progressively move towards achieving representatively of the designated groups across the organizational structure.

The Mbhashe Local Municipality's Employment Equity Plan for the period in question is informed by the relevant stipulations in the Employment Equity Act, the strategic priorities of the municipality as captured in the Integrated Development Plan (IDP).

ADOPTED & REVIEWED HUMAN RESOURCES POLICIES

- Abscondment
- Alcohol and substance Abuse
- Attendance and Punctuality
- Bereavement
- COVID Management
- Councillor and Employee Assistance
- Councillor & Employee Assistance Strategy
- Dress Code
- Exit Management and Termination
- Employee Induction
- Employment Equity
- Fire Evacuation and Fire Drill
- Incapacity

- Individual Performance Management and Development System
- Job Evaluation
- Leave Management
- Occupational Health and safety
- Overtime
- Placement
- Recruitment, Selection and Employment
- Rewards, Gifts and Favour
- Sexual Harassment
- Smoking Policy
- Skills Development
- Succession Planning and Retention
- Training & Development Strategy
- Travel and subsistence
- Promotion, transfer and Acting Appointment
- Whistle Blowing
- Workplace HIV

ICT AND RECORDS MANAGEMENT

Records Management

The National Archives and Records Service of South Africa Act, 1996 provides the legal framework according to which the National Archives and Records Service regulates the records management practices of all governmental bodies. The municipality runs a registry in compliance with legislative requirements and this facility is used efficiently and effectively to promote good governance and service delivery goals of the municipality.

The National Archives and Records Services, in terms of its statutory mandate, requires governmental bodies to put the necessary infrastructure, policies, strategies, procedures and systems in place to ensure that records in all formats are managed in an integrated manner.

As part of the support functions for the success of Mbhashe Local Municipality in order to fulfil its statutory functions outlined in the Municipal Structure Act, it is key that the support mechanisms outlined in the Municipal Systems Act be put in place. The goal of the records management services is to provide an efficient service to both internal and external stakeholders through record keeping. Records management is a process of ensuring the proper creation, maintenance, use and disposal of records to achieve efficient, transparent and accountable governance. Sound records management implies that records are managed in terms of an organizational records management programme governed by an organizational records management policy. File Plan was approved by Provincial Archives and disposal requests were approved. A well-organized file plan enables an organization to facilitate easy retrieval of information. It also facilitates correct filing to ensure storage and accessibility, and this also facilitates transparency, accountability and democracy. The orderly and efficient flow of information enables the organization to perform its functions successfully and efficiently.

The municipality is in the advance stage as it currently using electronic records management system. Training of users has been conducted to enhance good use of the facility. Records management policy has been developed and amended by incorporating electronic records management part and has been adopted by the Council.

Retention schedule has been developed for all records generated by the institution. The retention schedule facilitates disposal of ephemeral records on quarterly basis to create space for active records.

Municipal Basement has been converted to Municipal Archives as per legislation and all required equipment has been installed to strengthen security. Transfers to municipal archives is being aided by use of accession forms as well access application forms in order to enforce controls of what to be transferred, in the correct state and also facilitate retrieval by means of access applications to all records held in municipal archives.

SWOT ANALYSIS		
FACTOR	STRENGTHS	WEAKNESS
RECORDS AND DOCUMENT MANAGEMENT	Approved Records Management Policy with appraised file plan, retention schedule, procedures manual. Upgraded Registry and Archives Facility. Capacitated staff. Continuous workshops and inductions for users. Compliance with legislation. Access Control and Security measures in place. Adequate Ventilation supply. Digitalisation of Municipal Records.	Underutilization of Registry. Transfer of municipal records to registry.
	OPPORTUNITIES	THREATS
	Promotion of municipal image. Accessibility of public documents through Registry. Quick information dissemination. Leaning and sharing by other organization.	Misuse of information Community protests Changes in legislation

INFORMATION AND COMMUNICATION TECHNOLOGIES (ICT)

Corporate Services is also responsible for ICT Section and to ensure an integrated, stable and responsive ICT infrastructure. Mbhashe Local Municipality IT Environment supports about 200 users of administrative staff and 63 Councillors and 2 Traditional Leaders. The municipality has nine (9) offices/buildings namely:

- Main Municipal Office
- Municipal Town Hall Offices
- Customer Care and Revenue Office
- Municipal workshop
- Gatyana Unit
- Elliotdale Unit
- Dutywa TRC hall
- TESKO Office
- Dutywa animal pound

Municipal Website

ICT section is responsible for upgrading, supporting, hosting and maintaining municipal website with registered domain address (www.mbhashemun.gov.za).

Municipal Systems

- Telephone Management System
- mSCOA Financial Management System
- Payroll and HR system
- Microsoft Licenses
- Email Solution
- Asset Management System (AMS)
- Bulk SMS system
- Printing Management System
- Endpoint Data Backup Solution
- Active Directory 1 & 2
- Windows Server Update Services
- Traffic Management System
- Document Management System
- Council Chamber Recording System

Security Systems

- Firewall Management
- Endpoint Antivirus
- Password protection
- Network cabinets with Uninterrupted Power Supply System
- Active Directory Audit Plus
- Patch Manager Plus
- FortiClient

Server Room Controls

- Biometric Access Control System
- CCTV Cameras
- Backup generator and Uninterrupted Power Supply System
- Main Air conditioner and Redundant Air-conditioning system
- Fire Detection and Suppression System
- Access flooring- Raised Floor
- Suspended Ceiling
- Electrical Distribution
- TM3 Room Monitoring System
- Preventative Maintenance Services of Server Room

Training for ICT Staff is needed more frequently to respond to Fourth Industrial Revolution (4IR) Technology trends.

The Mbhashe Local Municipality ICT Governance Framework illustrated is based on COBIT® 5, ISO 27001, ISO 27002, ISO 38500 and other international standards and best practice guidelines.

The full framework comprises a set focus area within each of four COBIT® -based capabilities, which are, in turn, supported by a set of enablers, influenced by factors such as Departmental Strategy and the regulatory environment, and informed by the CGICTF Guidelines, King IV, ISO 38500, COBIT 5 and applicable generally accepted good practices and standards. These components are described in more detail in the following sections.

The successful implementation of a Corporate Governance of ICT system leads to continuous improvement in the creation of value to the municipality. ICT delivery must be assessed on an on-going basis to identify gaps between what was expected and what was realised. Assessments must be performed coherently and encompass both:

The Corporate Governance of ICT (ICT contribution to realization of Municipal value); and Governance of ICT. (Continuous improvement of the management of ICT).

✓ **ICT Policies**

- Data Backup & Recovery Policy
- Applications patch management Policy
- ICT disaster recovery – business continuity plan
- ICT e-mail policy
- ICT Governance Charter
- ICT Governance Framework
- ICT Master Plan
- ICT Service Strategy
- Records management policy
- ICT Acceptable use policy
- ICT service level agreement management policy
- ICT user access management policy
- Telephone management policy
- ICT security management policy
- ICT change management policy
- ICT cellular phone and data cards policy
- Service Desk, Service Request, Incident & Problem Management Policy

Projects ICT is busy with to address challenges and findings by Auditors:

- Virtualisation Server Solution and Disaster Recovery and / or Business Continuity
- Supply and Delivery of ICT equipment
- Renewal of ICT Software licenses
- Municipal Clocking System
- Provide Virtual Private Network & Internet Connection, Wi-Fi and Voice over Internet Protocol Telephone System

SWOT ANALYSIS

FACTOR	STRENGTHS	WEAKNESS
Municipal Systems	Approved ICT Framework, Charter, Strategic Plans, Policies. Cyber Security controls. Backup solutions. Backup generator and UPS's. Centralization of Municipal system. Management of Service Level Agreements.	Disaster Recovery Site and a Failover. Poor Network Coverage. Shortage of staff.
	OPPORTUNITIES	THREATS
	Interaction between municipality and stakeholders. Leaning and sharing by other organization.	Changes in legislation Rapid change of technology

- **COUNCIL SUPPORT & AUXILLIARY SERVICES**

The municipality is governed by its council led by the Executive Mayor and chaired by the Speaker. Subject to the Speaker's approval, a Committee of Council, including the Standing Committees and council may meet at a venue beyond the site of the Council and may be hold virtually.

There are section 79 committees established to assist council in governing the work of line functional administration and section 80 committees which assist the Mayoral Committee to function properly. The councilors signed a code of conduct on their first induction meeting in November 2021 and the declaration is being signed annually in the beginning of each financial year. For the Council to function properly, a Rules Committee was established and chaired by the Speaker. This Committee developed Rules of Order for the council and enforces the implementation of rules in the council and adherence to the code of councilors.

The Council adopted a municipal calendar in May 2024 that will assist Council Support in coordinating and supporting council activities in the 2024/25 financial year.

Council Support provides secretarial support to various Portfolio Committees, Council, MAYCO, Audit committee and other council committee's sittings. It ensures that laid down guidelines are applied, and all secretarial and support requirements associated with Committee functions are efficiently undertaken and completed. All the departments within the institution are mostly responsible to support council and all its structures, where Council Support plays a major role in coordinating their sittings. Auxiliary Services section is there to ensure that the municipal buildings are all manned. It also ensures that good auxiliary services and hygiene practices are observed. Maintenance of a hazard free working environment is of great importance.

SWOT ANALYSIS	
STRENGHTS	**WEAKNESSES**
The unit is responsible to coordinate effective functioning of the Council and its committees. Provision of tools of trade to the councilors and ward committees Developed resolution register Willingness of internal stakeholders on change management such as the use of electronic version instead of hard	Monitoring of implementation of resolutions of the council. Experienced personnel in the unit
OPPORTUNITIES	**THREATS**
To stick to the calendar of events One reporting format for the whole municipal structures Clear conducting of the meetings Minimize the expenditure on use of papers	The duplication of resolutions Adherence to the dates in the calendar to avoid expenditure and non – compliance The community unrest due to incorrect recording of the resolutions.

KPA 2 - SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT

Mbhashe Municipality comprises of three towns namely Dutywa, Gatyana, and Xhorha. Gatyana and Xhorha areas are located along the Indian Ocean Coastal Belt as described in the locality map, which is major tourism destination in Mbhashe Municipal Area.

Mbhashe Local Municipality is a rural municipality that relies on grant and some portion of revenue is generated by the municipality in order to deliver services to its communities. Mbhashe Local Municipality receives Municipal Infrastructure Grant (MIG) and Integrated National Electrification Programme (INEP) for implementing infrastructure capital projects such as construction of roads and storm water, public community facilities, sport facilities, LED facilities and Electrification. There was no allocation funded for 2022/23 financial year, however during the budget adjustment an amount of R 18 400 000.00 was allocated by Department of Mineral Resources and Energy, out of R 18 400 000.00 an amount of R 5 965 131.21 spent leaving a balance of R 12 434 868.79 and a roll-over application has been submitted to National Treasurer for approval.

MIG is received through the establishment of PMU sub directorate which is working under a three-year capital plan that is abstracted from the IDP and the budget is also reflected in the IDP (See project list of the three-year Capital Plan). As per the DORA, MIG allocation budget for 2022/2023 financial year was R68 458 000.00 and it was 100% spent. In 2023/24 financial year the MIG allocation is R 71 496 000 and the expenditure as end of October 2023 is 39%. Through this grant the municipality has managed to construct and complete 17.6 Kms of graveled access roads in 2022/23 financial year.

Roads and Storm Water (Infrastructure Maintenance)

Infrastructure services is composed of two sections PMU section dealing with capital projects and infrastructure maintenance section responsible for maintenance of roads utilizing in-house machinery and operators and street lighting infrastructure.

However, it has been indicated that there is still a huge backlog due to limited funding as the municipality is only relying on grants for the development of roads infrastructure. An Infrastructure

Master Plan (IMP) is in place clearly analyzing the existing infrastructure per village in each ward and recommendation of manual designs for infrastructure maintenance.

Infrastructure Maintenance Policy has been developed and being reviewed annually.

Most of Provincial Roads which are District Distributors are in bad conditions they need upgrade, routine maintenance, re-gravelling and major repairs on minor structures and bridges. There is a high level of deteriorated district roads within the municipal area which results in horrific roads accidents.

There is maintenance plan for all district roads under Mbhashe LM implemented by the Department of Transport in consultation with Mbhashe LM IDP.

Department of Transport is in a process to rehabilitate: Gatyana to Dwesa, Gatyana to Kob-Inn, Gatyana to Xhora, Xhorha to Madwaleni, Xhorha to Haven, N2 to Xhora, Madwaleni to Mount Pleasant, Thafalehashe to Bafazi as per different financial years.

Gatyana town to Dwesa road is approved by Department of Transport to be constructed in 3 phases. Phase 1 from Gatyana Town to Caltex garage has been completed, however the road requires major repairs due to poor stormwater design management although it was reconstructed. Phase 2 Caltex Garage to Msengeni junction has been completed and in good condition and Phase 3 is proposed to start from Msengeni to Dwesa nature reserves upon completion of Phase 2. N2 to R61 via Clarkeburry have been priorities for surfacing.

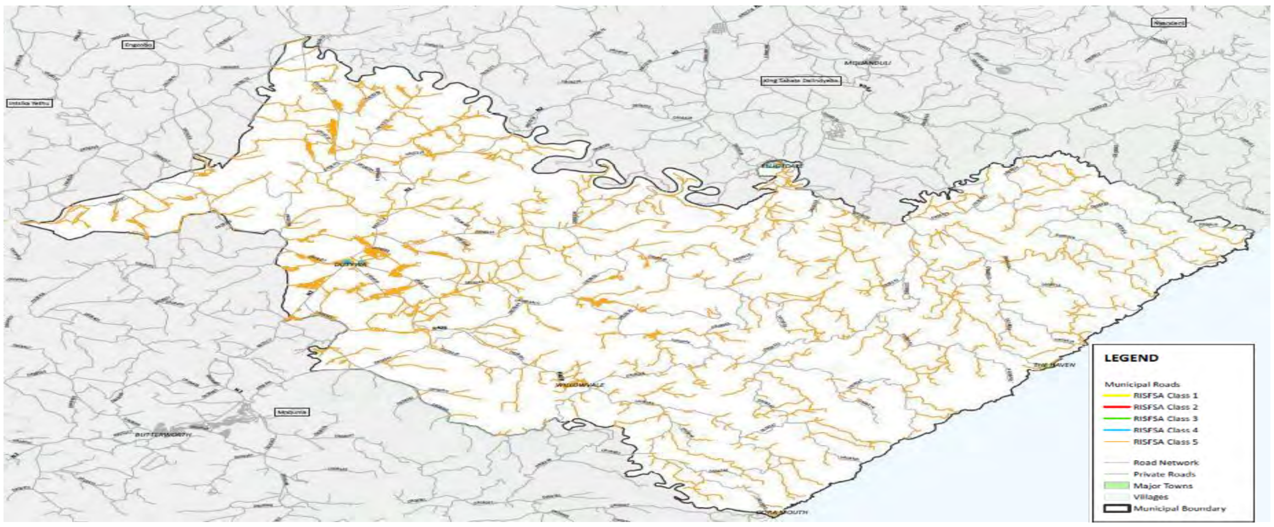
There are other provincial roads leading to rural hospitals namely Madwaleni Hospital, Zithulele Hospital via Thafalehashe and Mjanyana Hospital, which also require major upgrades and rehabilitation. As a result of poor road network, communities experience difficulties in accessing health facilities and schools. Mbhashe Municipality is rich with heritage and there are main routes leading to heritage sites, but roads are in bad state which limits visits by tourists and local communities. Mbhashe Local Municipality has embarked on constructing of non-motorized ways such as paving in all three towns and is being budgeted annually.

Rural Roads Asset Management System (RRAMS) for Mbhashe L.M classification of roads lies with the Amathole District Municipality. Rural Road Asset Management System indicates that the total length of road network in the entire Mbhashe Municipal area is 2729.5km. The total length for National Roads is 40.60 km, total length for Provincial Roads is 776.53km (684.93km is unsurfaced) and the total length for Municipal Access Roads is 1950.88 km.

RRAMS indicated that Mbhashe Local Municipality has huge roads backlog especially on Class 4 and 5 which is the Public Municipal Roads and Non-motorized Access Ways. The total km for municipal roads class 5 is 1950.88km which is 71% of Class 5 are backlogs.

Funded projects under Infrastructure Maintenance / development as follows:

Project Name	Funder	Unit
Maintenance of Municipal access roads	COGTA to attend to roads affected by disaster	All units
Paving utilizing interlocking bricks	Equitable share	All units
Upgrade of stormwater control measures	Equitable share	All units
Maintenance of solar systems	Equitable share	As identified
Surface roads maintenance	Equitable share	All units
Dutywa internal streets	Office of The Premier	Dutywa
Msikithi access road	Office of The Premier	Dutywa
Siyibane access road	Office of The Premier	Dutywa



There is a Transport Forum that was established in 2012 chaired by Infrastructure Services Portfolio Head. The forum was not functional; however it has since been rejuvenated in November 2023 with a well-planned road map in implementation of sittings.

The following Sector Departments are expected to participate in the development of fora sittings:
- Department of Roads and Transport (Amathole District Roads Maintenance)
- Department of Public Works (Amathole District EPWP)
- Amathole District (RRAMS)
- SANRAL
- Department of Rural Development and Agrarian Reform
- Department of Education (Mbhashe District Office)
- Department of Health (Mbhashe District Office)
- Corporative Governance and Traditional Affairs

Participation of sector departments and other stakeholders in the Transport Forum is encouraged.

Mbhashe Local Municipality has an in-house maintenance/construction team in each unit with machines that are operating, conducting maintenance of access roads. Municipality is undertaking a flexible routine roads maintenance schedule for all access roads. As part of Local

Economic Development, the Municipality has appointed local SMMEs to stimulate growth and assist to fast track on maintenance programme.

There are also service providers responsible for plant and machinery on the following:

Municipal plant service and repairs

Backup machinery

Supply and delivery of tyres and repairs

All above services are requested as per the need and as required.

PLANT DESCRIPTION	NUMBER	CONDITION
BACKHOE LOADERS	3	Good
EXCAVATORS	2	Good
FRONT-END LOADER	1	Good
TIPPER TRUCKS	3	Fair
GRADER	3	Good
PADFOOT ROLLERS	3	Good
SMOOTH ROLLERS	3	Good
WATERCART TRUCKS	5	Poor
UD 4TON TRUCK	1	Fair
PEDESTRIAN ROLLER	1	Good
DUMP TRUCK	3	Fair
LOWBED HORSE	2	Good
LOWBED TRAILER	1	Fair

Water and Sanitation

Mbhashe Municipality is not a Water Service Authority (WSA) nor is a Water Service Provider (WSP), Amathole District Municipality (ADM) is responsible for both WSA & WSP. ADM has WSP satellite units to serve Mbhashe Municipality in each unit and through District Engineering Forum and Water Forum that are facilitated by ADM and there is an integration and information for the planned and implemented projects.

Challenges

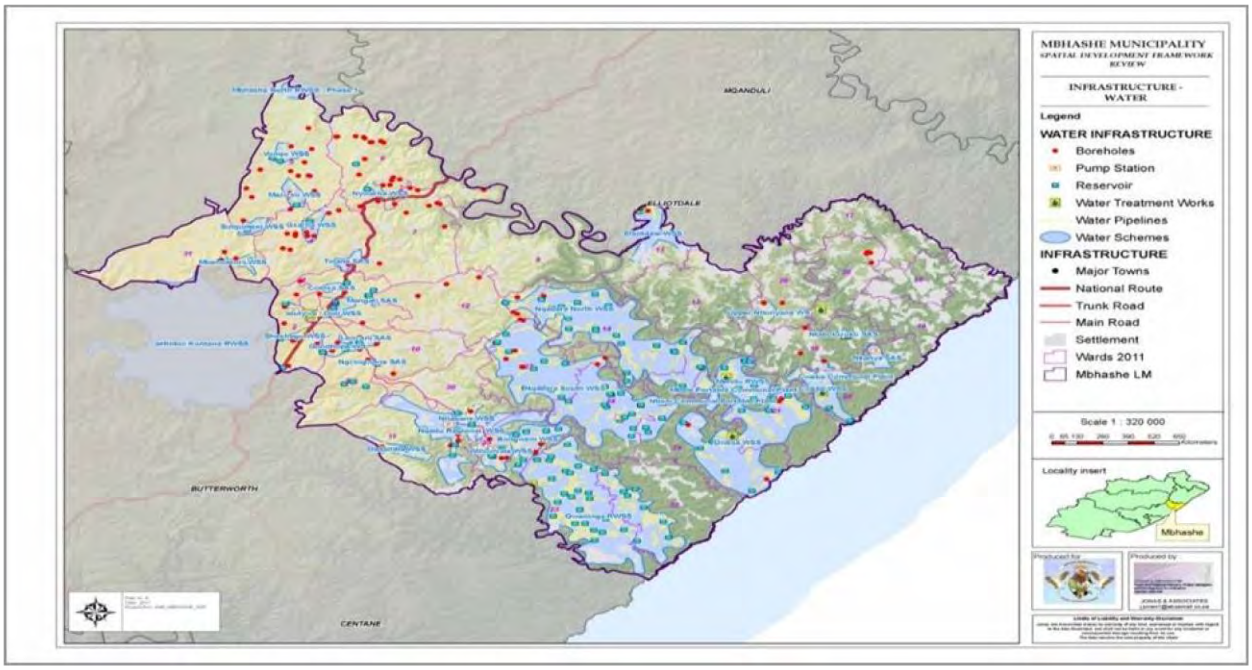
- Old water services infrastructure in all three towns (Dutywa, Xhorha, and Gatyana).
- Shortage of drinking water supply especially in Dutywa town.
- Lack of Bulk infrastructure in all three towns (Dutywa, Xhorha, Gatyana)
- There is no waste water treatment plant in Xhorha and Gatyana
- These water services challenges have negative effect on future developments in all towns.
- Slow implementation of rural sanitation program.
- Huge water backlogs in the rural areas.

Remedial Action

- Continuous interaction with ADM
- Motivate ADM to prioritise bulk services projects especially for towns.
- Liaise with relevant Sector Department to assist ADM and Mbhashe LM in committing funds for all water services needs

According to Amathole District Municipality, the rural areas of the MLM are serviced by a number of regional, local, stand alone and rudimentary schemes providing some 44% of the rural population with an RDP level of service. The balance of the population is reliant on own (rainwater tanks) or informal supplies (local rivers and streams).

The towns are generally serviced by local water supply schemes providing high levels of service to the older formally zoned erven, RDP or sub-RDP levels of services to the formally zoned low-income housing areas and sub-RDP or informal levels of services to the informal settlement areas.



SWOT ANALYSIS		
WATER	**STRENGHTS**	**WEAKNESS**
	Newly built infrastructure (dams) Decentralized water service provider (WSP) in all units Functional District Wide Infrastructure Forum (DWIF)	Mbhashe not a WSP Aging infrastructure especially in towns Non-functional water schemes
	OPPORTUNITIES	**THREATS**
	Economic growth Sustainable work opportunities	Scarcity of water in Dutywa town Effects of climate change Inadequate bulk infrastructure Villages without water schemes are not serviced at all (water carting)

Electricity

INEP allocation from Department of Mineral Resources and Energy (DMRE) granted Mbhashe Local Municipality a budget of R 18 400 000.00 by the time of regazetting of 2022/23 financial year which was on the 31 March 2023. In 2023/24 financial year, Department of Mineral Resources and Energy has granted Municipality an allocation of R 4 760 000.00 to be used at this current financial year.

The municipality is implementing the projects namely Mbhashe Electrification Programme funded by INEP. The following are the villages:

Ward No	Project Name	Number of Households	STATUS AS END OF OCTOBER
14	Bikane	129	Site establishment has been done, excavation of holes and planting of LV and MV poles has been done, stringing of conductor has been completed, installation of ready boards completed, waiting inspection from Eskom
23	Lower jujura	176	Site establishment has been done, excavation of holes and planting of LV and MV poles has been done, busy with stringing of conductor and installation of ready boards
23	Ekubini	129	Site establishment has been done, excavation of holes and planting of LV and MV poles has been done, stringing of conductor has been completed, installation of ready boards completed, waiting inspection from Eskom
TOTAL		**434**	

Mbhashe Local Municipality is not a licensed distributor of electricity; ESKOM is the licensed distributor of electricity in the whole area of Mbhashe LM. There is an ambition for the Municipality to become a licensed distributor for urban areas so as to increase municipal revenue. Mbhashe LM is receiving Integrated National Electrification Programme (INEP) grant under Schedule 5 of the Division of Revenue Act for household electrification.

Mbhashe Local municipality is having the total number of backlog in the whole of Mbhashe Area which is 5532 (inclusive of new extensions) households this is inclusive of Historic backlog, household extensions and infills, the most electrification backlog in our municipality is in Xhorha and Eskom electrification plan indicates that the following villages were planned to be electrified in the 2022/23 financial year in Xhorha.

2022/23 Electrification Rolling Plan

Project Name	Project type	Beneficiaries	Gazetted amount	Planned H/H	Actual Capex (Oct)	Actual H/H (Oct)
Elliotdale Rural Ph 3	**Households**	**Ngazana(83), Nqileni (200) and Mkhathali B6 (143),Mbotyi(Mbutye)**	**R11 327 603.00**	**235**	R 6 680 989.00	0
Elliotdale Rural Ph 4	**Households**	**Nxuluma B5, Mpame (474), Manzamnyama(202), Mgababa (38), Mcwase(56), Kwatshezi(121), Lumkwana(121), KwaMbhoto (153), Zithulele(89) and Lubanzi (143)**	**R 54 852 348**.00	**990**	R 20 195 435.00	300
Elliotdale rural Ph 5	**Households**	**Bunene, Cwebhe, hobeni, Mcelwane , Qwili.**	**R12 268 959.00**	**160**	R 3 580 976.00	0
Mbhashe wards ext Ph 1	**Households**	**Xobo, Xabajiyane, Gwadana,Lower Falakahla(25), Upper Falakahla & Magiqweni**	**R 6 563 571.00**	**350 (158)**	R 0	0
Mbhashe wards Ext Ph 2	**Households**	**Mpozolo(25) , Msendo(78, Mendu(46), Nkonjane(15), Lukrwayizo(57), Mendwana (34), Ntlangano (12), and Mampondweni(14)**	**R5 686 648.00**	**350**	R 24 143.00	0
Total Mbhashe			**R 90 699 129.00**	**2085**	R 30 481 543.00	300

Solar Panels: Due to electricity infrastructure capacity problems in the municipality especially in Xhorha, the non-grid electrification was introduced by DOE to address the need on those villages that were falling outside the Eskom 3 year plan as from 2014. This project has since been stopped, currently the Municipality is maintaining the already installed solar panels with the appointed service providers.

Tabulated below are wards that benefited through DoE initiative to assist communities that are to be electrified and that falls out of Eskom three year electrification plan:

UNIT	WARD	SOLAR SYSTEMS MAINTAINED
Dutywa	8	Yes
Villages	Chapaza (22 households), msikithi (08 households)	Yes

Community Street Lighting/Highmast: Mbhashe Local Municipality is responsible for community street lighting to ensure safety to its communities. The existing infrastructure for the streetlights in towns is co-owned by both ESKOM and Mbhashe LM. The Municipality only installs internal street lighting infrastructure on existing ESKOM infrastructure. The Municipality has managed to separate the streetlights from Eskom Lines on the 3 towns in main roads. Municipality is maintaining the existing streetlights utilizing the 3-year contracts to improve street lighting infrastructure and install additional where necessary.

In the 2022/2023 financial year Municipality committed budget to maintain high mast lights to identified areas as follows:

VILLAGE	TOWN	WARD	Number	STATUS
Dutywa town (next to Eskom CNC)	Dutywa	1	1	Infrastructure complete (not connected)
Elliotdale town (next to Eskom CNC)	Xhorha	13	1	Not energized
Elliotdale town (next to post office)	Xhorha	13	1	Energized
Guse	Xhora	32	1	Energized
Willowvale town (next to stadium)	Gatyana	25	1	Energized but vandalized
Dumalisile	Gatyana	22	1	Infrastructure complete (not connected)

SWOT ANALYSIS		
FACTOR	**STRENGTHS**	**WEAKNESSES**
ELECTRICITY	Municipality receive INEP grant. Gatyana sub station	Scattered settlement patterns Lack of access to infrastructure due to varying topography
	OPPORTUNITIES	**THREATS**
	Enhanced rural development. Enhanced community safety	Not a licensed distributor of electricity Ever increasing backlog Limited funding to address historical backlog. Community unrests Low power capacity from Sub-Stations
STREET LIGHTING	**STRENGTHS**	**WEAKNESSES**
	Community safety Improving rural development Readily available material maintenance 3-year maintenance contracts	Electricity cable combined with ESKOM infrastructure.
	OPPORTUNITIES	**THREATS**
	Underground cabling Alternative energy for streetlights and high mast	High ESKOM bills Effect of climate change

ACCESS TO OTHER BASIC SERVICES

Mbhashe is also providing other basic services and the following serves as key focus areas: -

- Waste management
- Other Social Services (Education, Health, etc.)
- Community Safety
- Community Facilities
- Short term employment initiatives
- Coordination of disaster management
- Free Basic Services
- Environmental management services

WASTE MANAGEMENT

The municipality provides for waste management services that includes waste collection, street cleaning, clearing of illegal dumping and waste disposal facilities. Regular solid waste collection is provided to business, institutions and households within the jurisdiction of the municipality.

The municipality has since expanded its waste services to rural areas (Rural Waste) thus includes all the wards (32) of Mbhashe LM through the Expanded Public Works Program (EPWP). The roll out of the waste management services to rural areas comes with the challenges of monitoring the provision of the services, introduces a new mind-shift and noting the vastness of the area.

Mbhashe Municipality attends and participates in the District Waste and Provincial waste forums which sits on a quarterly basis and has therefore formally designated a Waste Officer for the municipality.

Local Waste Management Forums has been established and set in place for all wards of the Municipality as part of the requirements of the Waste Management Plan, the role of the waste management forum is to serve as a consultative forum for Mbhashe, its residents and government stakeholders to discuss and consult each other on matters of mutual interest in waste management.

By-laws on waste and related subjects are in place and have been approved by the Council these are reviewed annually. By-Laws are enforced through Environmental Management Office with the assistance of Law Enforcement and South African Police Services.

POLLUTION

In relation to Water Pollution, the municipality relies on the outcomes of water samples conducted by the district municipality in the Wastewater Treatment Works. In the recent years, there has been low discharge and no pump at the WWTW making it difficult for tests to be conducted. With the new pump installed, the ADM will only start acquiring samples for testing.

Samples of the final trade effluent are taken every month by the District Municipality, however due to the water crisis that hit the Mbhashe region badly in 2020- 2021 financial year, it has been difficult to get the effluent tested. Most treatment plants are also under construction making it more difficult to take samples. Mbhashe has not yet developed the trade effluent policy that will ensure adherence of trade/industrial effluent discharged into the Municipal sewer system in accordance with Section 86 (1) and Section 88 (1) of the Water Services Bylaws. The policy is planned to be in place during 2022/2023 financial year in response to requirements to protect public health and minimize the environmental impact of wastewater discharges.

As required by the National Environmental Management Air Quality Management Act, the Air Quality Management Plan has been developed for the Mbhashe Local Municipality. From the intensive exercise, it has been evident that Atmospheric emission source priorities for the municipality have been identified as follows:

- Industry (including mines and quarries).
- Biomass burning.
- Transport.
- Domestic fuel burning.
- Agriculture; and
- Waste disposal and treatment facilities.

The Mbhashe Local Municipality have not developed Air Quality related by-laws; however, the municipality relies on the adopted Amathole District Municipality Air Pollution Control By-Law which addresses air pollution and the control thereof under Chapter 9. This by-law defines ‘air pollution’ as “any change in the composition of the air caused by smoke, soot, dust (including fly ash), cinders, solid particles of any kind, gases, fumes, aerosols and odorous substances.” This by-law is enforceable by the ADM for all areas within their jurisdiction, including the Mbhashe Local Municipality. It must also be noted that the municipality is not a licensing authority for Air Quality Management Applications.

	SWOT ANALYSIS	
	STRENGTHS	**WEAKNESSES**
WASTE MANAGEMENT SERVICES	Full coverage waste collection Upgrade of Xhorha landfill site Licensed landfill sites (Xhorha permitted for operation; Dutywa and Gatyana permitted for closure) Beautification programmes implemented	Unsystematic provision of services Lack of monitoring in rural areas Poor access control in the landfill site may lead to improper disposal No procedure manuals for the operations of the landfill sites. Policy/ bylaw non-alignment
	OPPORTUNITIES	**THREATS**
	Increased separation and sorting of waste Enhanced aesthetic value of the Municipality Job opportunities Infrastructure development through waste (Ngcingwane Pre School)	Population growth New stream of waste (disposable nappies) Illegal dumping Some businesses handling their own waste

HEALTH SERVICES

Mbhashe Sub District (Mbhashe Municipal area) have 29 residential clinics, 3 are Community Health Centres (CHC) and 1 District hospital. The Municipality has engaged the Hospital board on the waste issues that affect the hospital. The municipality assists Madwaleni hospital, 6 mobile clinics and 7 functional health posts in collecting general waste and dispose to the landfill site.

The table below reflects the clinics per Sub area as Mbhashe has 3 Sub Areas namely Xhora, Gatyana and Dutywa: -

AREA	NAME OF FACILITY
Xhorha	Hobeni clinic
	Nkanya clinic
	Mpame clinic
	Khotyana clinic
	Melitafa clinic
	Mqhele clinic
	Soga clinic
	Bomvana clinic
	Vukukhanye Gateway Clinic
	Xhora CHC
	Madwaleni Hospital
Dutywa	Lota clinic
	Bolotwa clinic
	Nyhwara clinic
	Gwadana clinic
	Sundwana clinic
	Nqabeni clinic
	Keti clinic
	Taleni clinic
	Nqabarha clinic (Dutywa)
	Dutywa CHC
Gatyana	Nqadu clinic

AREA	NAME OF FACILITY
	Fort Malan clinic
	Mahasana clinic
	Jingqi clinic
	Kwa-Mkholoza clinic
	Msendo clinic
	Nqabarha clinic (Gatyana)
	Gwadu clinic
	Badi clinic
	Gatyana CHC

SWOT ANALYSIS		
FACTOR	**STRENGTHS**	**WEAKNESSES**
HEALTH SERVICES	Existing hospitals and clinics	Poor access to health facilities
	Functioning IGR structures	Shortage of professional personnel
	Gatyana CHC has obtained a silver status with 80% in provision of quality services as per ideal clinic status model	Emergency medical rescue services not easily accessible
	All clients eligible for Anti-Retroviral Therapy (ART) are provided with treatment in all facilities	HIV and AIDS is still posing a big problem despite the efforts made by the Departments and the entire Government to combat this epidemic.
	Provision of single dose therapy to people living with the virus is done in all facilities	Poverty related diseases like malnutrition, waterborne diseases like diarrhea because of poor or no infrastructure.
		Low rate of family planning
		High number of defaulters on ART programme
	The best performing Sub District in HIV/AIDS, TB and Mother, Child and Women's' Health Programmes (2014/15) 24-hour services are provided at Dutywa, Gatyana and Xhorha CHCs 25 facilities have computers installed for Health Patient Registration System (HPRS) project 31 facilities are signed off, meaning that they are capturing client data directly in computers rather than using registers (ART programme)	Ante Natal Care (ANC) before 20 weeks rate is still a major challenge as there are still pregnant mothers who are concealing their pregnancies due to cultural beliefs and social pressures Unsecured and continuing break ins at the facilities. Unreliable and insufficient electricity (vaccine storage). Limited awareness on the usage of female condoms Transport is not enough as even the one that is allocated in the Sub District get in and out of the garage for repairs because of bad roads especially in Xhorha area. The demands for transport to enable the staff to visit clients at home is high but the Sub District is unable to meet these demands due to the alluded reason. Poor communication channels (lack of telephone lines)

	OPPORTUNITIES	THREATS
HEALTH SERVICES	Rural community service program for professional personnel	Poor services
	TB management had improved in the past years and the Sub District has been leading in its management but now a decline is noticed considerable with low TB screening rate	No health education in schools (high teenage pregnancy)
		High unemployment rate
		Poor roads leading to facilities
		Poor water supply and poor sanitation

HIV+ and AIDS estimates

HIV and AIDS can have a substantial impact on the growth of a particular population. However, there are many factors affecting the impact of the HIV virus on population progression: adult HIV prevalence rates; the speed at which the virus progresses; age distribution of the virus; the mother-to-child transmission; child treatment; adult treatment; and the percentage by which the virus decreases total fertility.

ARV treatment can also prolong the lifespan of people that are HIV+. In the absence of any treatment, people diagnosed with HIV live for approximately 10 years before reaching the final stage of the disease (called AIDS). When patients reach this stage, recovery is highly unlikely.

TABLE 1. NUMBER OF HIV+ PEOPLE - MBHASHE, AMATOLE, EASTERN CAPE AND NATIONAL TOTAL, 2009-2019 [NUMBER AND PERCENTAGE]

	Mbhashe	Amatole	Eastern Cape	National Total	Mbhashe as % of district municipality	Mbhashe as % of province	Mbhashe as % of national
2009	29,400	106,000	769,000	6,190,000	*27.7%*	*3.8%*	*0.48%*
2010	29,900	107,000	785,000	6,340,000	*27.9%*	*3.8%*	*0.47%*
2011	30,400	109,000	803,000	6,520,000	*28.0%*	*3.8%*	*0.47%*
2012	30,900	110,000	819,000	6,680,000	*28.1%*	*3.8%*	*0.46%*
2013	31,300	111,000	833,000	6,820,000	*28.2%*	*3.8%*	*0.46%*
2014	31,700	112,000	847,000	6,960,000	*28.3%*	*3.7%*	*0.46%*
2015	32,200	114,000	861,000	7,110,000	*28.4%*	*3.7%*	*0.45%*
2016	32,600	115,000	874,000	7,250,000	*28.4%*	*3.7%*	*0.45%*
2017	33,200	117,000	890,000	7,420,000	*28.4%*	*3.7%*	*0.45%*
2018	33,800	119,000	906,000	7,600,000	*28.4%*	*3.7%*	*0.44%*
2019	34,400	121,000	922,000	7,780,000	*28.4%*	*3.7%*	*0.44%*
Average Annual growth 2009-2019	***1.56***%	***1.33***%	***1.84***%	***2.32***%			

Source: IHS Markit Regional eXplorer version 2070

COMMUNITY SAFETY

The Mbhashe Local Municipality has established a Law Enforcement Department that works in collaboration with Department of Safety and Liaison as well as South African Police Service, to build community police relations and to engage communities on programmes promoting community safety and social cohesion. Mbhashe Local municipality has three Police Stations in Dutywa, Gatyana and Xhorha. All these police stations are within rural areas where infrastructure is inadequate and hampers effective police service delivery.

Engagements with SAPS and Community Police Forums indicate the following crimes committed within the space of Mbhashe LM:

- Liquor and drugs are playing a major role in the commission of crime.
- A huge challenge of faction fights in Mbhashe which result in high murder rate.
- Elderly women and children are most victims of rape and ladies from taverns also get raped.
- Elderly women are also target where they are killed in their homes. Perpetrators are mostly known by the victims.
- Livestock in some areas gets stolen in the grazing lands and some inside the kraals.
- Foreign nationals have been targeted for business robberies as it is known that they don’t bank their money.

The Municipality has launched the Community Safety Forum which sits on a quarterly basis and chaired by Portfolio Councilor, where in sector departments as well as the district attend to issues of community safety and come with integrated efforts in fighting against these criminality. Programmes to address crime are reflected in the approved community safety plan and implemented through SDBIP.

The Mbhashe LM safety and security section is comprised of traffic, licensing and law enforcement. The section is fully functional and operating at full capacity. In the past, there have been a number of improvements, like increased revenue generation, extended visibility of the officers, high success rate of drug bursts and confiscation of illegal weapons.

In the licensing unit The Driver’s License Testing Center (DLTC) is operating however it needs revamping and Registering Authority (RA) for Dutywa fully functional. It is the intention of the Department to open the Registering authority in Xhorha.

CONTACT CRIMES (CRIMES AGAINST THE PERSON)

Component :	Dutywa
Date From :	2021-01-01
Date To :	2023-12-31
Selected Offence Group :	All

Offence	Total	%	Ratio
Offences Under The Drugs And Drug Trafficking Act	295	15.19	N/A
Assault With the Purpose to Inflict Grievous Bodily Harm	225	11.59	N/A
Burglary At Residential Premises	196	109	N/A
Theft General	179	9.22	N/A
Rape	116	5.97	N/A
Theft Of Livestock, Poultry and Birds	98	55	N/A
Malicious Damage to Property (Common- Or Statutory Law)	93	4.79	N/A
Common Assault	89	4.58	N/A
Burglary At Business Premises	85	4.38	N/A
Murder	81	4.17	N/A
Fraud	71	3.66	N/A
Theft Out of A Motor Vehicle (Also Goods From The Back Of Ldv)	53	2.73	N/A
Shoplifting	45	2.32	N/A
Unlawful Possession of Firearm (Sec2) And Ammunition	45	2.32	N/A
(Sec 3 6 In Conjunction Wi Theft From a Motor Vehicle (Parts And Accessories)	33	1.7	N/A
Culpable Homicide	31	1.6	N/A
Theft Of Motor Vehicle And Motorcycle	30	1.54	N/A
Robbery With a Weapon Or Instrument Other Then A Firearm	27	1.39	N/A
Business Robbery	24	1.24	N/A
Attempted Murder	22	1.13	N/A
Common Robbery	18	0.93	N/A
Robbery With Firearm	14	0.72	N/A
Arson	10	0.51	N/A
Man-Stealing (Kidnapping)	10	0.51	N/A
Carjacking	9	0.46	N/A
Crime Injuria	8	0.41	N/A
Sexual Assault	7	0.36	N/A
House Robbery	6	0.31	N/A
Drive While Under the Influence of Liquor or Drugs Where an Accident Occurred (S)	4	0.21	N/A
Drive While Under the Influence of Liquor or Drugs Where No Accident Occurred (S)	2	0.1	N/A
Other	16	Station	Month Instrument Method Class
Total: Dutywa	1942		

SAFETY AND SECURITY

<table>
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<tr><th>STRENGTHS</th><th>WEAKNESSES</th></tr>
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Functional community safety forum
Well trained personnel
Functional street lighting and high masts Good working relations with other law enforcement agency</td><td>No system of tracing offenders and force them to pay (debt collection)
Poor town planning and zone plans (allowing hardware's in N2)</td></tr>
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<tr><td></td><td>Expansion of businesses
Economic development
Job opportunities
Extension of services to previously disadvantaged areas
Attraction of skills and professionals into the area</td><td>Taxi violence
Competition as against cooperation
Street lights shut down and tempering</td></tr>
<tr><td rowspan="3">TRAFFIC SERVICES</td><th>STRENGTHS</th><th>WEAKNESSES</th></tr>
<tr><td>Adequately resourced (equipment and personnel)
Functional transport forum
Well trained personnel
Good working relations with other law enforcement agency
Free flow of traffic
Controls in place for early detection of fraud and corruption</td><td>No system of tracing offenders and force them to pay (debt collection)
No one-stop shop centre for traffic services (limited space in the town hall)
Poor town planning and zone plans (allowing hardware's in N2)</td></tr>
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LICENSING	STRENGTHS	WEAKNESSES
	Functional DLTC Adequately resourced (equipment and personnel) Functional Transport Forum Well trained personnel Good working relations with regulating department (Department of Transport and other municipalities) Controls in place for early detection of fraud and corruption Mbhashe Registering Authority fully functional since July 2019, operating at customer care building and all transactions are performed.	Not providing full services (Registering Authority not provided)

COMMUNITY FACILITIES

Mbhashe has a competence for amenities and community facilities like halls, pounds, cemeteries, sports fields, ablution facilities, beaches, childcare facilities, parks & public places. The Management and Maintenance Plan of the community services has been developed. Such a plan is meant to serve as a guide on the management and maintenance of these facilities.

HALLS:

The municipality still continues in constructing multi-purpose community halls in many of its wards to aid communities with proper spaces for their meetings and functions. These facilities are constructed through the use of Municipal Infrastructure Grant (MIG), when the halls are completed, they are owned, operated and maintained by the municipality. The key challenge so far has been the lack of adequate funds to constantly maintain and offer security services to our facilities. It is proposed that once completed (renovation and construction), these halls should be handed over to the Community based Committees for day-to-day administration and management.

The following is the list of the Community Halls and their location: -

WARD	NAME OF THE HALL	VILLAGE	UNIT	OWNERSH IP	Electricity (YES/NO)
1.	TRC	Dutywa town	Dutywa	Mbhashe	Yes
	Town hall	Dutywa town	Dutywa	Mbhashe	Yes
2.	Mamfeneni Community Hall	Mamfeneni	Dutywa	Mbhashe	Yes
3.	Qelane Community Hall	Qelane	Dutywa	Mbhashe	Yes
4.	Timane Community Hall	Timane	Dutywa	Mbhashe	Yes
	Ntshingeni Community Hall	Ntshingeni	Dutywa	Mbhashe	Yes
	Gxarha Community Hall	Gxarha	Dutywa	Mbhashe	Yes
	Mputi Community Hall	Mputi	Dutywa	Community	Yes
	Xeni Community Hall	Xeni	Dutywa	Mbhashe	Yes
5.	Silityiwa Community Hall	Silityiwa	Dutywa	Mbhashe	Yes
	Bolotwa Community Hall	Bolotwa	Dutywa	Mbhashe	Yes
6.	Nqabane Community hall	Nqabane	Dutywa	Mbhashe	Yes
7.	Old Idutywa Community Hall	Komkhulu	Dutywa	Community	No
	Ward 7 Community Hall	Candu	Dutywa	Mbhashe	Yes

WARD	NAME OF THE HALL	VILLAGE	UNIT	OWNERSH IP	Electricity (YES/NO)
	Old Idutywa Community Hall	Cilo	Dutywa	Mbhashe	Yes
8.	Gem Community hall	Gem	Dutywa	Mbhashe	Yes
9.	Mangati Community Hall	Mangati	Dutywa	Mbhashe	No
	Govan Mbeki	Govan Mbeki	Dutywa	Mbhashe	Yes
	Notinara Community Hall	Mthuvi	Dutywa	Mbhashe	No
10.	Bangiso Community Hall	Bangiso	Dutywa	Community	Yes
	Siwendu Community Hall	Auckland	Dutywa	Mbhashe	Yes
11.	Nqadu Community Hall	Komkhulu	Gatyana	Community	Yes
12.	Nqabara Community Hall	Nqabara	Dutywa	Mbhashe	Yes
13.	Sport Ground Community Hall	Xhorhatow n	Xhora	Mbhashe	Yes
	Indoor Sports Hall	Xhorhatow n	Xhora	Mbhashe	Yes
	Town Hall	Xhorhatow n	Xhora	Mbhashe	Yes
	Kasa Community Hall	Kasa	Xhora	Mbhashe	Yes
14.	Ramra Community Hall	Mfula	Gatyana	Mbhashe	No
	Mbhangcolo Community Hall	Upper Mbhangcolo	Gatyana	Mbhashe	No
15.	Xuba Community Hall	Xuba	Xhora	Mbhashe	Yes
16.	Maganyela community Hall	Manganyela	Xhora	Mbhashe	No
	Qotongo Community Hall	Mt Pleasant	Xhora	Mbhashe	No
17.	Ntsingizi Community Hall	Ntsingizi	Xhora	Community	Yes
18.	Mndwaka Community Hall	Mndwaka	Xhorha	Community	Yes
19.	Ward 19 Community Hall	Mpame	Xhora	Mbhashe	No
	Manzibomvu Community Hall	Manzibomvu	Xhora	Mbhashe	No
20.	Lower Desi Community Hall	Manganyela 2	Xhorha	Community	Yes
20	Manganyela Community Hall	Manganyela	Xhorha	Community	Yes
21.	Mpozolo Community Hall	Mpozolo	Gatyana	Mbhashe	Yes
	Dutch Community Hall	Ngoma	Gatyana	Community	Yes
22.	Beechamwood Community Hall	Mahasane	Gatyana	Mbhashe	Yes
23.	Bojini Community Hall	Bojini	Gatyana	Mbhashe	Yes
24.	Phathilizwe Community Hall	Phathilizw e	Gatyana	Mbhashe	Yes
25.	Gatyana TRC Hall	Gatyana town	Gatyana	Mbhashe	Yes
	Gatyana Town Hall	Gatyana town	Gatyana	Mbhashe	Yes
	Gatyana Indoor Sport Center	Gatyana town	Gatyana	Mbhashe	Yes
26.	Shinira community Hall	Shinira	Xhorha	Mbhashe	No
	Dabane Community Hall	Dabane	Xhorha	Mbhashe	No
27.	Fort Malan Community Hall	Fort Malan	Gatyana	Mbhashe	Yes
	Mhlohlozi Community Hall	Mhlohlozi	Gatyana	Mbhashe	No
28.	Mqhele Community Hall	Mqhele	Xhorha	Mbhashe	No
	Nqayiya Community Hall	Nqayiya	Xhorha	Mbhashe	No
	Mkatazo Community Hall	Mkatazo	Xhorha	Mbhashe	Yes
29.	Badi Community Hall	Badi	Gatyana	Mbhashe	Yes
30.	Weza Community Hall	Weza	Gatyana	Mbhashe	Yes
	Ntlabane Community Hall	Ntlabane	Gatyana	Mbhashe	Yes
31.	Sikhobeni Community Hall	Sikhobeni	Dutywa	Mbhashe	Yes
	Mbewuleni Community Hall	Mbewuleni	Dutywa	Mbhashe	Yes

WARD	NAME OF THE HALL	VILLAGE	UNIT	OWNERSH IP	Electricity (YES/NO)
32.	Nobangile Community Hall	Gusi	Xhorha	Traditional Council	Yes
	Qatywa Community Hall	Qatywa	Xhorha	Mbhashe	No
	Madwaleni Community Hall	Madwaleni	Xhorha	Mbhashe	Yes

Sports fields: As is the case with the halls, these facilities are scattered throughout the Municipality, with some located in urban centers, whilst others are placed at ward centers. These facilities are poorly managed with no personnel attached to them. The Municipality is busy constructing sports fields in all two units. Two sport fields are in construction namely Ward 25 and Ward 1. Ward 13 phase 1 and ward 02 phase 2 has been completed.

Ablution facilities: These communal facilities are generally placed in the urban centers of Dutywa, Gatyana and Xhorha. The Xhorha and Dutywa ablutions have been renovated. Gatyana and Xhorha are currently serviced by the septic tanks and VIPs as a form of sanitation. Another set of ablution has been constructed in Dutywa TESKO building and White house, thus ensuring a fair number of these facilities in this area. A nominal fee is charged to the members of the public who uses these facilities.

Pounds: The Municipality owns, operates and manage municipal pounds in all the three units. In recent times, the pound section has seen a lot of improvement with increased revenue through the conducting of the pound sales in all the units. A state of the art pound, the first of its kind in the province, is one facility that the municipality keeps boasting about in Dutywa, and is currently operational. Recently, we have seen a number of incidents of vandalism, break-ins and hold-ups in Gatyana and Xhorha facilities, such incidents call for improved security and safety.

Cemeteries: Cemeteries are a core competence of Mbhashe municipality, and its role is largely to plan and ensure provision of land for burial as well as support with such services as registrations and mobilization of resources for fencing of facilities. Lack of funds is often cited as a reason why there is poor maintenance of cemeteries across all wards. Cemeteries are currently categorized into urban and rural (communal and private). The fencing and provision of guard houses in the urban cemeteries of Dutywa, Gatyana and Xhorha have been completed. Such an improvement in the cemeteries would induce better management of this function. In the case of rural communal cemeteries, data (location, size and costing) has been collected.

Beaches: Mbhashe is well endowed with a beautiful and wild coastline that covers certain parts of Gatyana and Xhorha. Certain parts of the coastline are used by the public for leisure, especially during Easter and summer holidays. As a result of that, there are some leisure facilities in the form of public toilets, showers, signage, braai areas and others that needs to be managed and maintained from time to time. Mbhashe, through the EPWP programme and assistance from DFFE programmes further provides personnel to continuously clean the coastline as well as the lifeguards throughout the year.

Childcare facilities: The Municipality has a responsibility of providing the child care facilities (Early Childhood Development Centers) ECDC. 60 ECDCs were assessed on the state of the buildings and findings were lifted on what needs to be done.The study has found out that these facilities are at different levels of disrepair, with some made out of zinc, some blocks and others with mud and zinc. Three (3) Newly built structures have been constructed and handed over to the communities (Ward 12, ward 26, ward 23, and ward 32) and currently a new assessment has been done on the total number 211 ECDC's 140 funded and 71 non funded, the assessment reveals that leaner support material is not enough in most of them, and all of them have not enough outdoor facilities. The Department of Education (DoE) and Department of Social Development (DSD) are involved in assisting on the operations and funding of the ECDCs. The Department is currently the sole funder of these centers and the list of funded ECDCs is reviewed annually. The mandate of the municipality is limited to provision of the ECDC facilities (buildings, indoor and outdoor playing facilities).

Libraries: This is the concurrent function of the National and Provincial Governments. The Department of Sports, Recreation, Arts and Culture (DSRAC) has since entered into a memorandum of agreement with local municipalities, including Mbhashe to manage and administer these facilities. Currently the Municipality has eight (08) fully operational libraries that are within Mbhashe Jurisdiction area namely: Dutywa, Gatyana, Xhorha, Bolothwa, KwaNomaka Mbheki, kwaNtshunqe, Lower Mbangcolo and Nqabara Libraries.

The conditions of the libraries are not satisfactory and all of them need an immense facelift in order for them to be in an acceptable level. Additional three (3) Librarians have been appointed by DSARC for Gatyana, kwaNomaka Mbheki and KwaNtsunqe Libraries. DSRAC has committed an amount of R500 000.00 for the running of libraries in the current year in order to give effective and efficient library services to the communities, we are hoping that DSRAC can increase the budget so that it can cover all the expenditure in relation to libraries.

SWOT ANALYSIS		
COMMUNITY HALLS	**STRENGTHS**	**WEAKNESSES**
	Construction and maintenance Assessment of community halls done	Not enough budget Poor management
	OPPORTUNITIES	**THREATS**
	Enhancing community cohesion Serving as multi- purpose centres	Community seem not to understand their role Vandalism Effects of climate change
SPORTS FIELD	**STRENGTHS**	**WEAKNESSES**
	Almost every village has a sports field Participation of youth in sporting activities	No database of the existing sports fields Limited budget Poor management Existing sports fields mainly accommodate soccer
	OPPORTUNITIES	**THREATS**
	Healthy living style Platform for youth mobilisation Crime reduction Talent exposure	Non-Availability of suitable land for sport field Poor organised sport structures at community level.
ABLUTION FACILITIES	**STRENGTHS**	**WEAKNESSES**
	There is budget for maintenance Clean and hygiene facilities	Inadequate in relations to population volume Continuous water Interruptions

SWOT ANALYSIS		
	OPPORTUNITIES	**THREATS**
	Source of revenue Cooperative support	Business complexes not providing public ablutions Lack of wastewater treatment works
POUND	**STRENGTHS**	**WEAKNESSES**
	There is budget for maintenance Dutywa pound under construction Control of stray animals Personnel and equipment	Poor controls Civil claims and litigations
	OPPORTUNITIES	**THREATS**
	Source of revenue Cooperative support	Break ins by aggrieved communities
CEMETERIES	**STRENGTHS**	**WEAKNESSES**
	Urban cemeteries fenced Personnel to look after urban cemeteries Budget available for assessment	No data base for communal cemeteries
	OPPORTUNITIES	**THREATS**
	Extension of services to previously disadvantaged communities Community dignity and satisfaction	Unauthorised burials in formal cemeteries Limited space
BEACHES	**STRENGTHS**	**WEAKNESSES**
	Beautiful coastal line Environmental friendly	Unsafe walkways No proper planning about the beach
	OPPORTUNITIES	**THREATS**
	Economic development Tourism attraction	Illegal sand mining Illegal fishing and poaching Unauthorised settlements Lack of infrastructure in the beaches Overregulated space
CHILD CARE FACILITIES	**STRENGTHS**	**WEAKNESSES**
	Assessment on ECDCs buildings done Functional ECDC forum Provision of material Budget availability Information on the existing ECDC for planning	Old and dilapidated buildings Lack of cooperation with the relevant sector departments
	OPPORTUNITIES	**THREATS**
	Improved education system	Dysfunctional ECDC No control and regulation on establishment High staff turnover
LIBRARIES	**STRENGTHS**	**WEAKNESSES**
	Functional library structure Capacitated in terms of personnel Library awareness programs Internet and Wi-Fi services	Limited funding of the operations of the Libraries Lack of movable assets such as motor vehicle.
	OPPORTUNITIES	**THREATS**
	Literacy improvement Source of information	Inadequate books and periodicals Old and dilapidated buildings
PARKS AND OPEN SPACES	**STRENGTHS**	**WEAKNESSES**
	Some facilities in place	Limited internal funding

SWOT ANALYSIS		
	Aesthetic value created through these facilities The existing facilities are fully utilised	Skill and capacity to operate and manage the existing facilities
	OPPORTUNITIES	**THREATS**
	Existing open spaces External funding potential	Stringent funding conditions

JOB CREATION SHORT TERM JOB CREATION INITIATIVES

The short-term job creation opportunities are created through the Expanded Public Works Programme (EPWP) and Community Works Programme (CWP). The EPWP is funded through internal sources and the Integrated EPWP Incentive Grant allocated by the National Department of Public Works, whilst the CWP is managed and funded by the Cooperative Governance and Traditional Affairs (COGTA) Department. The EPWP is wholly managed internally and is rollout throughout the 32 wards of Mbhashe, whilst the CWP is implemented in all the Xhorha wards and ward 11 in Gatyana. The majority of these job opportunities are found in rural waste management and CWP.

	Financial Year	Work opportunities (WOs)	Work opportunities achieved	Full Time Equivalents (FTEs)	Full Time Equivalents Achieved
Mbhashe	**2014/15**	450	152	160	28.8
	2015/16	545	541	191	216
	2016/17	638	1073	222	297
	2017/18	770	1680	265	579
	2018/19	841	1407	288	357
	2019/20	785	1420	311	277
	2020/21	785	1424	311	278
	Total	**4 814**	**7 697**	**1 748**	**2 032.80**

SWOT ANAYSIS		
JOB CREATION	**STRENGTHS**	**WEAKNESSES**
	EPWP policy adopted Job creation Skills development Partnership with COGTA through CWP	Community unrests on selection of participants Program not fully institutionalised
	OPPORTUNITIES	**THREATS**
	Community trust and dignity Qualification as the Free Basic Service	Limited funding Reliance on sector departments on the approval of allocations

DISASTER MANAGEMENT

The disaster management function exists in the municipality in order to facilitate and coordinate support during disaster incidents (all hazards) by 2022. This is done by effectively attending to local disaster incidents through the implementation of Disaster Management and Contingency Plans. Mbhashe is a region that is very much prune to almost all kinds of disasters. Throughout the sudden changing climatic and other natural disaster conditions, there is a need to plan ahead. Even though Disaster Management and All-Hazards Contingency Plans use to be a function of the district, the amendment in the Disaster Management Act, has increased role of the Local Municipalities with regard to the Disaster Management. The disaster function is informed by the following pieces of legislation:

- The Constitution of the Republic of South Africa, Act No. 108 of 1996.
- The Disaster Management Act, No. 57 of 2002.
- The Disaster Management Amendment Act, No. 16 of 2015.
- Local Government: Municipal Systems Act, No. 32 of 2000.
- National Disaster Management Framework, Government Notice 654 of 2005.

The Covid 19 Pandemic, declared by the South African President as Worldwide Disaster has led the municipality into forming Joint Operations Committee (JOC) consisting of various stakeholders that sits in weekly for reporting and information sharing. This is an ongoing process meant for the minimization of spreading the virus.

Mbhashe Local Municipality has been declared as one of the municipalities that are prone as a disaster area, whilst we were considered for funding. Following is the list of disaster projects:

ROAD NAME	KM/M	STATUS	WARD
Mkhathazo/Madwaleni	7	On Construction	28
Tayi to Qwili	5m & 2km	Completed	26
Qakazana AR	5,5	Completed	10
Mbozi AR	12,5	Completed	24
Quku Mpume AR	1,5	Completed	21
Hobeni to Bhulu AR	4,3	Completed	20
Kwayimane AR	5,0	Completed	23
Gem to Elunweleni AR	3,5	Completed	08
Sihlabeni bridge	20m	Completed	06
Vinindwa bridge	20m	Completed	05
Vonqo bridge	20m	Completed	05
Luxeni to Makhobokeni	4.1km	Completed	06
Nqabane Bridge	20m	Completed	06
Munyu Bridge	20m	On construction	07
Khwanyana bridge	20m	On construction	28

(INDIGENT SUPPORT) FREE BASIC SERVICES

A unit has been created to manage this function, despite the fact that it is still populated by one official, working with EPWP employees. The first task was to compile the indigent register that should be reviewed and updated annually.

The Municipality has an indigent register with the total number of 4773 indigent households. It is compiled and anticipated that those left out of the register, irrespective of the reasoning for such exclusion, may either approach the office for registration or wait for the next round of reviewal and updating of the register.

Verification of indigents is conducted to ensure that the registered indigents do qualify. The municipality developed an Indigent Policy which was reviewed in May 2019. A portion of the Equitable Share is used to provide Free Basic Electricity and alternative energy to indigent households. In terms of the policy a household whose monthly income is less than two state grants qualify to be an indigent.

The municipality is providing a range of free basic service to assist our most vulnerable citizens, these services are:

4773 households benefited from Free Basic Electricity (50 kilowatts tokens supplied by Eskom)
Free basic refuse removal service is provided to households through rural waste program.

The municipality has not yet subsidized urban indigent households for property rates and refuse collection.

SWOT ANALYSIS		
FACTORS	STRENGTHS	WEAKNESSES
INDIGENT SUPPORT	There's a guaranteed funding source from the equitable share Increased support for rural waste removal for indigent households	Inadequate strategy to support indigent households Lack of credible indigent register
	OPPORTUNITIES	THREATS
	Attracting and enhancing indigent support from other government spheres and organisation through IGR structures	High unemployment and poverty levels within the municipal area

ENVIRONMENTAL ANALYSIS

The Environmental Management Section is derived from Chapter 2 Section 24 of the Bill of Rights which aims to protect and promotes fundamental human rights, including an environmental right.

The National Environmental Management Act (No. 107 of 1998, NEMA) provides for cooperative environmental governance by establishing principles for decision-making on matters affecting the environment of Mbhashe.

This act allows for the development of Specific Environmental Management Acts, and it is through this provision that the following Acts with their aims are applied in the section:

✓ SIZE AND LOCATION

The municipality is located at the Southeastern boundary of the Amathole District Municipality in the Eastern Cape and is named after the Mbhashe River that twists and meanders into the Indian Ocean, cutting through the three towns, namely Xhora (Elliotdale), Gatyana (Gatyana) and Dutywa. It is bound by the coastline, flowing from the Mncwasa River in the north to the Qhora River in the south along the Indian Ocean. With a total area of 3, 169 km², the location of Mbhashe in terms of GPS Coordinates in the South African Map sits at 32.1621˚ South 28.7664˚East.

CLIMATIC CONDITIONS

The steep altitudinal gradients from the coast to the escarpment, gives rise to strong climatic changes across the Mbhashe region. The area has a relatively high average rainfall, with the coastal and mountain regions receiving over 1000mm per annum. The region has a temperate of high sub-tropical temperatures along the coast in summer. The summer rainy seasons are sub tropically warm and pleasant, while the winters are mild.

High temperatures in January (mid-summer) reach about 400C, and in June (winter) about 210C, with lows of 17 and 90C respectively.

The region experiences climatic extremes in the form of storms, lightning's and floods which have resulted in soil erosion and deep crevices.

TOPOGRAPHY

The region has a fragmented topography and comprises of undulating landscapes towards the coast and flat grasslands inland. The coastal terrain is therefore mountainous with steep valleys, whereas in land the flat grasslands suffer from drought and eroded lands. The diversity of topography does however create many different opportunities for a great diversity of ecosystems and their inhabitant plant and animal species. The topography, however, also poses a multitude of challenges to development as accessibility is limited and settlement has taken place in a dispersed and haphazard manner.

GEOLOGY

There is great variety in the geology of the region as different portions of sedimentary and igneous layers are exposed during the transition from the high-altitude Mountains in the North- Eastern side to the coast in the east.

The area around Idutywa is largely underlain by Mesozoic sediments of the Karoo Supergroup. The sedimentary rocks were intruded by numerous dykes, sills and inclined sheets of dolerite (*Jd*) during the Jurassic.

In summary the types of rocks found in Mbhashe are:

- Igneous rocks
- Sedimentary rocks
- Dolerite and Granite Rocks
- Shale and Sand stones
- Soils

Soils are mostly red yellow apedal freely drained soils and are vulnerable to erosion as they originate from their easily weathered parent material on the north western part of Mbhashe. Coastally, the soils are rich for agricultural activities which prove high soil fertility and rich in nutrients which is influenced by the coastal climate.

BIODIVESITY:

Vegetation of any region is determined by the two factors: climate and soil types. Generally, Mbhashe is dominated by the grassland biome inland, but also has biome types like the Transkei coastal belt grasslands, scarp forest along the coast and the Indian Ocean coastal belt, which forms part of the Maputo-Pondoland Albany Hotspot (MPAH). The hotspot is the remarkable meeting point of six major vegetation types with unique species and ecosystems. The biodiversity of Mbhashe shows that most of the natural and near-natural landscapes are located along the coast and adjacent interior. The more degraded areas are found in the northwestern portion of Mbhashe with too much disturbance caused by overgrazing and burning of grasslands on the biodiversity occurring on that particular area. The decreased spatial extent of the Grassland Biome is also likely to be reduced due to the invasion of alien trees, bush encroachment and woody species. This would ultimately lead to a shift towards Savanna type characteristics.

Currently Mbhashe hosts, the beauty of two joint Protected Areas declared as Nature Reserves and Marine under the protected areas Act. The Dwesa- Cwebe Nature Reserves encompasses pristine biodiversity of the coastal flora and fauna.

Mbhashe also has a strong potential of an area known to be a habitat to the Threatened Cape Vulture (*Gyps coprotheres*). The area of Sundwana (Collywobbles) is an ancestral vulture colony occurring along the cliffs of the complex gorge formed by the meandering Mbhashe River. This Vulture is endemic to South Africa.

Ecological Infrastructure:

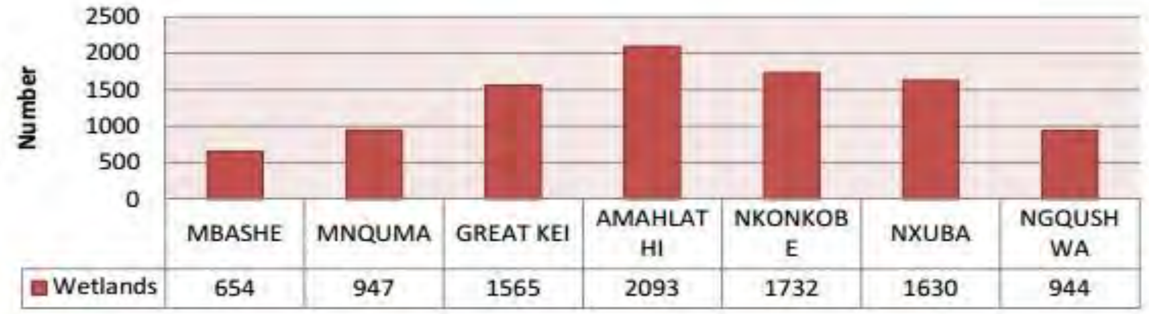
Ecological infrastructure refers to naturally functioning ecosystems that deliver valuable services to people, such as water and climate regulation (Source: SANBI).

Rivers:

The largest river is the Mbhashe followed by the Nqabara and then the Ntlonyana. The Mbhashe River has got a catchment of about 6.030 km², sourcing its water from the Drakensberg Mountains and draining to the Indian Ocean. It has a mean annual precipitation of 810mm and a natural mean annual runoff of 1 129 million m³.

Wetlands:

The Mbhashe area that is covered by wetlands is approximately: 2609.6ha and in numbers it has 654 wetlands which vary in terms of conditions.



Estuaries:

There are 12 estuaries in the Municipality covering an area of 586ha, three of which are each greater than 100ha in extent.
The Mbhashe, Xora and Nqabara estuaries are rated No. 2, 5 and 15 respectively in terms of conservation importance of the Wild Coast estuaries.

Ground water:

LOCAL MUNICIPALITY	POPULATION AFFECTED	NATURE/EXTENT OF WATER PROBLEM	TOTAL COST ESTIMATES INCL. VAT
Mbhashe	125 000	Unequipped boreholes and contamination of perennial springs.	R1 902 900

Water resources are being impacted on by poor land use management, increasing development and low levels of municipal servicing. Large catchments such as the Mbhashe are particularly affected.

Illegal sand extraction is occurring on the Mbhashe river floodplain and other rivers, resulting in water quality impacts and destabilisation of river banks and reduced flood attenuation capacity.

Climate Change Strategy:

A climate change strategy has been developed for the Mbhashe Local Municipality for a period of five years (2017-2021). Taking Midgely et al. (2007) models into account, in terms of the Mbhashe Municipality we can expect the following:

- An approximate increase in median temperate of 1.8 - 2 Degrees Celsius during the summer months and approximately 1.6 – 1.8 Degrees Celsius increase during winter
- An increase in winter monthly rainfall by 10 - 15 mm and 25 - 50 mm in the summer
- The above climate changes could imply that Mbhashe Municipality is faced with:
- More frequent and severe flooding as a result of higher intensity storm events and possibly more frequent hail events. This will and will impact on human settlements, infrastructure, human health and place a greater burden on particularly impoverished communities.

- Higher rainfall may increase agricultural production but water availability could become a limiting factor, requiring increased irrigation. Ground and surface water systems are vulnerable. In this regard small scale farming is likely to be most affected
- Heat waves may result in increased heat stress to plants, animals and humans and will increase associated fire risk placing livestock and grazing capacity under threat

Planning for Climate Change within the Mbhashe Municipality

Planning for Climate Change takes on two paradigms – climate change mitigation and climate change adaptation.

Climate Change Mitigation:

Involves those activities that assist in reducing the rate of change to the climate. This is a global responsibility and is aimed at limiting the generation of greenhouse gases.

Climate Change Adaptation

Refers to those activities which we undertake in response to a changing climate.

The emphasis on this chapter is to provide planning guidance to the Mbhashe Municipality in relation to Climate Change Adaptation.

VULNERABILITY TO CLIMATE CHANGE

Studies indicate that in most climate change scenarios projected for the Mbhashe area, future water supply availability by 2050 will "worsen considerably" (DWA, 2011). For a province that is heavily agrarian (with significant irrigation needs), as well as a province where nearly half of the population did not have access to piped water within their own dwelling or yard (in 2011), the prospects of increased water stress are significant. It is suggested that future climate change related water stress in the Mbhashe area can be potentially mitigated by improved water infrastructure and management, although it will be difficult to compensate for all the adverse impacts. The ADM has embarked on a district-wide Water Services Infrastructure Provisioning and Refurbishment process for its local municipalities including Mbhashe LM.

There are distinct benefits to using WFW as an adaptation measure, especially as climate change exacerbates water scarcity. However, resources will be required for ongoing management to keep areas alien free and to rehabilitate natural vegetation to ensure that water services are maintained.

LAND REHABILITATION PROGRAMME

Mbhashe Local Municipality much like in other provinces in South Africa is plagued with unlawful sand and gravel mining activities which have had dire negative social and environmental impacts and therefore, the municipality would like to develop a plan to rehabilitate these illegal mines in order to minimize the impacts which have resulted from these activities. The Basic assessment reports for Qatywa in Elliotdale and Beechamwoods in Willowvale have been submitted to the Department of Mineral Resources for approval. Secondly, several dongas in various wards of Mbhashe have emanated from natural causes due to climate change and soil erosion.

This compelled the municipality to have the two pronged strategy that will help deal with the degraded landscapes.

DEVELOPMENT OF REHABILITATION PLANS

The plan addresses all the areas associated with halting any further illegal operations, of which rehabilitation and revegetation forms a component. As such the post-mining land use and objectives for closure are relevant to rehabilitation and revegetation.

The processes in developing the overall mine rehabilitation strategy was firstly to identify potential post mining land use options and establish key objectives for closure to be incorporated in the project design. The most likely post-mining land uses are, expansion areas for housing, grazing land and open space /recreation, with management of the land being returned to the pastoral leaseholders on completion of closure, decommissioning and rehabilitation.

TREE PLANTING

Tree planting programme is prioritised and is regarded as part of the broader climate change mitigation strategy and a form of rehabilitation in degraded lands and areas. To date the municipality has distributed and planted 1000 indigenous trees to various communities. Prioritised in this programme are the schools, clinics and households. Furthermore, indigenous trees have been planted in community halls of all wards surrounding Dutywa to promote green buildings around Mbhashe Local Municipality.

The Department of Forestry (DEFF) has been assisting the municipality with the provision of both the indigenous and fruit trees, also for schools and communities within the municipality.

HOUSING

HUMAN SETTLEMENTS DEVELOPMENT

The municipality is not responsible for the development of houses, it only relies on the Department of Human Settlements upon lodging applications to the Department based on the National Housing Needs Register

Below are the housing projects that are implemented by the department at Mbhashe:

CATEGORIES			
RUNNING PROJECTS	**BLOCKED PROJECTS**	**PLANNING PROJECTS**	**COMPLETED PROJECTS**
(i) Mbhashe 57 Destitutes (Ward 03,07, 09, 10, 11, 12, 16, 17, 26, 29 (ii) Dutywa 18 destitutes (dutywa wards) (iii) Dutywa 753 (conveyancing and Housing allocation) (ward 09)	(i) Willowvale 97 (25) (ii) Elliotdale 292 (ward 13)	(i) Mbhashe 400 (Ward 13)	(i) Nkanga 51 anti poverty project (Ward 11) (ii) Dutywa 100 Destitutes (

PROGRESS TO DATE

DUTYWA 753 (Conveyancing and housing allocation)

The Department of Human Settlements has appointed Conveyancers namely:
DM Lukhozi Attorneys and Mjamba Nomfuneko Constance Attorneys (completed 189).

Provincial Department of Human Settlements is still investigating and has produced a draft report on People who illegally occupied the houses.

Status of the Project

The Provincial Department of Human Settlements has released the Beneficiary Allocation Committee to conduct door to door verification so as to identify the illegal occupants.

Mbhashe 57 (Destitutes)

Background

This is a new project, and it was initiated because of the following reasons:
- Petitioners during taking Parliament to People.
- Beneficiaries that were left out in Elliotdale 350 Project
- Request by the late King Sigcau.
- Complaints from Public Protector

Progress to date

- Beneficiary Administration has been completed.

BLOCKED PROJECTS

WILLOWVALE LOW COST HOUSING PROJECT WITH 97 UNITS

BACKGROUND

Willowvale ext 1 with 97 units

The project was approved by the Department of Housing and Local Government on the 29th of March 2001. 97 units were transferred and registered in various names of the beneficiaries.

The Provincial Dept of Human Settlements took over the Developer status from the Municipality.

Progress to date

- The municipality was appointed as an implementing agent, awaiting for the funds from the Provincial Department of Human Settlements to commence with the project.

Elliotdale ext 2 with 292 units

The project was approved by Department of Housing and Local Government in December 1997. 292 units were transferred and registered in the names of prospective beneficiaries.

The Provincial Dept of Human Settlements took over the Developer status from the Municipality.

Progress to date

- The municipality was appointed as an implementing agent, awaiting for the funds from the Provincial Department of Human Settlements to commence with the project.

EMERGENCY HOUSING

Assessments and verifications of the families affected by eg floods, fire, imminent eviction, or other reasons are being conducted by this Department. Those findings are forwarded to the department of Human Settlements for application for approval of grant assistance.

National Housing Needs Register:

The National Housing Needs Register (NHNR) is a central database that offers households the opportunity to register their need for adequate shelter by providing information about their current living conditions, household composition and to indicate the type of housing assistance they require from government. Households are also able to update their information to ensure that their details are relevant to their current situation

The Housing Needs Register is a key priority for the National Department of Human Settlements as it seeks to scientifically determine the housing need and ensures the improvement of current housing waiting lists of the Municipalities. A total of 30 000 questionnaires were captured for 3 towns of Mbhashe Area.

This register will be used for determination of the housing needs and also to assist in allocation of beneficiaries through auditable and fair process.

It is the only single integrated system to be used in order to determine housing needs in the Republic. It is also used for planning and budgeting purposes.

INFORMAL SETTLEMENTS

Informal housing or informal settlement can include any form of housing, shelter, or settlement which is illegal, falls outside of government control or regulation.

MBHASHE INFORMAL SETTLEMENTS UPGRADING

UPGRADING AND RELOCATION OF THE FOLLOWING INFORMAL SETTLEMENTS

1. GPO Settlements/Emabhaceni (relocation)
2. Kwa Agriculture (relocation)
3. Zone 14 (upgrading)

PROGRESS

- Mbhashe Local Municipality has been appointed as an Implementing Agent for Informal Settlements Upgrading Projects.
- Funding Agreement has been signed between Mbhashe Local Municipality and Provincial Department of Human Settlements with a total budget of **R3 835 050.** The purpose of this agreement is for the Municipality to provide support as an Implementing Agent to ensure that an implementation plan will be the basis of contracting capable service providers, to be assigned to the allocated Informal Settlements for Upgrading projects under the supervision of the Department.
- The layout plan for the newly relocated informal settlement has been done. The affected informal settlement include:
  1. GPO,
  2. Mabhaceni and
  3. Agriculture

PROJECT NAME	NO OF HOUSEHOLDS	PROJECT BUDGET
Dutywa Zone 14	250	R1 878 038
Dutywa Kwa Agriculture	100	R 798 600
Dutywa GPO Settlements	150	R1 158 412

The Municipality has written to the Provincial Department of Public Work and Infrastructure requesting the transfer of Erf 128. The site is currently being used as informal Settlement known as Police Camp in Willowvale.

Mbhashe Local Municipality formalised the informal settlement namely Willowvale Police camp. An in-situ upgrading plan has been created and it comprises of the following of 94 residential erven.

HOUSING PROJECTS (LOW-COST HOUSING)

AREA	NUMBER OF UNITS	LOCATION
• **Dutywa Extension 8**	• 753 households	• Dutywa South East
• **Willowvale extension 1**	• 97 households	• Willowvale South-East
• **Elliotdale – Walter Sisulu Township**	• 292 households	• Elliotdale North-West
• **Elliotdale Rural**	• 5000 households	• Wards 17, 18, 26
• **Elliotdale Rural 3000 units & Mngazana**	• 3000	• All Elliotdale Rural Wards
• **Mbhashe 1443**	• 1443	• Mbhashe LM
• **Willowvale 51 Destitutes Nkanga (Ngqaqini) Anti Poverty**	• 51	• Ward 11
• **Mbhashe 57 Destitutes**	• 57	• Wards 03,07,09,10,11,12,16,17,26,29
• **Dutywa 18 Destitutes**	• 18	• Dutywa Wards

SWOT ANALYSIS: LOW-COST HOUSING

Priority Issues:

In terms of the Spatial Development framework, land is made available for more low-cost housing development in all three units. However, there are serious challenges like land invasion, land claims and lack of infrastructure services like water and sanitation. The housing register shows that there is a huge demand for housing. Currently, there are plans in place for more low cost housing development in Dutywa zone 14, Xhora extension 5 & 6 and Willowvale.
More challenges include slow process of transfers i.e. Title Deeds transfers and Incomplete Housing Register.

OPPORTUNITIES	THREATS
• **Land availability** • **High housing demand**	• Stopping of the rectification process • Land invasion • Land claims affecting future housing development
STRENGTHS	**WEAKNESSES**
• **Plans in place**	• Slow process of transfers i.e. Title Deeds transfers • Incomplete Housing Register

MIDDLE INCOME HOUSING

Dutywa town in particular is unbearably overpopulated. This has burdened the infrastructural planning in town more especially sewerage, water and electricity. This is a result of an increase of schools around town especially the private schools.

Residents responded by converting their residential houses into boarding hostels. However, there are planned projects to help curb the situation.

Priority Issues:

PLANNED PROJECTS FROM THE PREVIOUS FINANCIAL YEAR CONTINUING TOTHE YEAR UNDER REVIEW

PROJECT	UNITS	LOCATION	STATUS
• **Dutywa Extension 7 (Middle Income)**	• 312	• Dutywa North	• Project was started in the year 2018/2019 and continues to the year 2021/2022.
• **Dutywa Extension 3**	• 264	• Dutywa North-East	• Project was started in the year 2018/2019 and continues to the year 2021/2022.
• **Willowvale Extension 5**	• 241	• Willowvale South – West	• There is no infrastructure and that there is a massive land invasion.
• **Elliotdale Extension 6**	• 400	• Elliotdale - North	• Revalidation of the general plan is currently on progress. • Project was started in the year 2018/2019 and continues to the year 2021/2022. • MEC funding approval obtained.
• **Elliotdale Extension 5**	• 102	• Elliotdale - North	• Revalidation of the general plan is currently on progress. Project was started in the year 2018/2019 and continues to the year 2021/2022.
• **Dutywa – Mzamomhle Township**	• 1050	• Dutywa South – West	• Township approved. The project will be put on tender for the Development of middle income houses.
• **Bachelor flats (rental housing)**	•	• Mzamomhle Township	• The project will be put on tender for the Development of middle income houses.
• **Community Rental Units (CRU)**	•	• Extension 8	• Awaiting study results.
• **A student village (rental housing)**	•	• Dutywa - West	• Seeking a new developer after the failed one

SWOT ANALYSIS: MIDDLE INCOME HOUSING

OPPORTUNITES	THREATS
• Land availability • Revenue generation • Contribution to Economic Development of the region • High Housing demand	• Land claims from nearby communities • Land invasions from the same communities • There's no infrastructure (water, sanitation, road network) and internal reticulation
STRENGTHS	**WEAKNESSES**
• Township plans in place	• No proper planning for Infrastructure needs

Priority Issues

Mbhashe is currently doing the revalidation of Xhora extension 5, extension 3 & 7 in Dutywa and extension 4 in Gatyana. Thereafter the sites will be sold for revenue generation in all units, This will contribute to the Economic Development of the region.

However, there are challenges of land invasion in municipal commonages at Xhora, Gatyana and Dutywa.

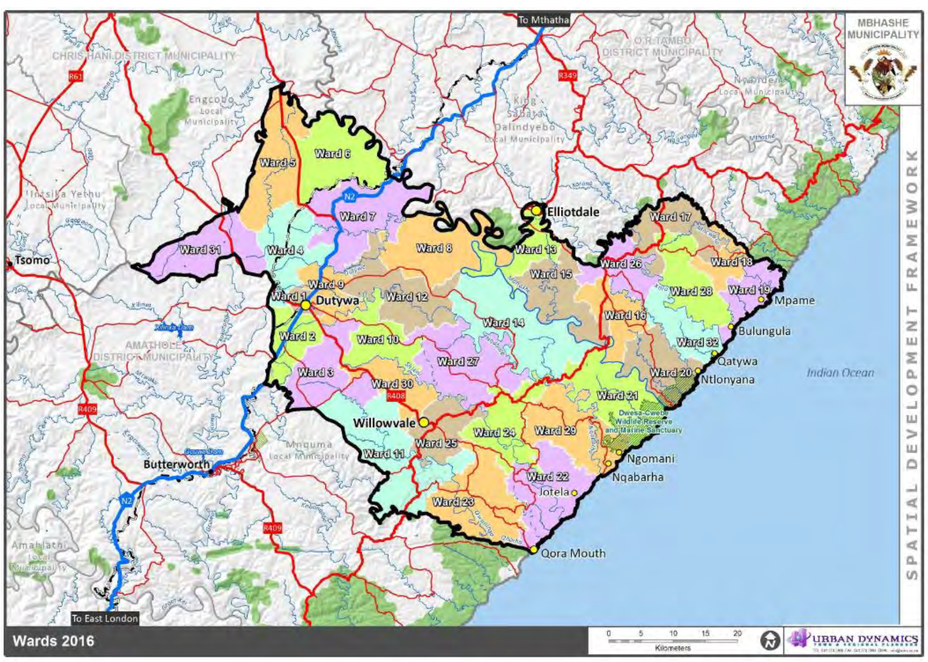
- **SPATIAL ANALYSIS**

SPATIAL RATIONALE

1. Spatial Description of Mbhashe Local Municipality

Mbhashe local municipality is located within the eastern extent of the Eastern Cape Province, within the area of jurisdiction of the Amathole District Municipality. The Municipal boundary forms the Northern boundary of the Amathole District, bordering the O.R Tambo District.

<u>The Locality Plan for Mbhashe Wards</u>



Mbhashe covers an area of 3030.47 km2 (***Source: Stats SA 2011***) and comprises 32 wards, represented by 63 councilors. The entire extent of Mbhashe is situated within the former Transkei and is bordered by the following municipalities:

King Sabata Dalinyebo – to the East

- Engcobo – to the North –West
- Mnquma – to the South
- Intsika Yethu – to the South –West

2. LAND USES ALONG THE COAST

2.1 Mining and Agriculture

The map below depicts the areas with natural resources possible for mining sand along the coast and along rivers (Mbhashe & Nqabarha) and granite in areas such as Luvundu & Weza. Agricultural activities are more concentrated, due to high rainfall along the coast.

2.2 DIFFERENT LAND USES FOR DUTYWA, WILLOWVALE AND ELLIOTDALE

After a long consultative process of crafting the municipality's five year SDF, different land use proposals were suggested and approved for the towns of Dutywa, Elliotdale and Willowvale.

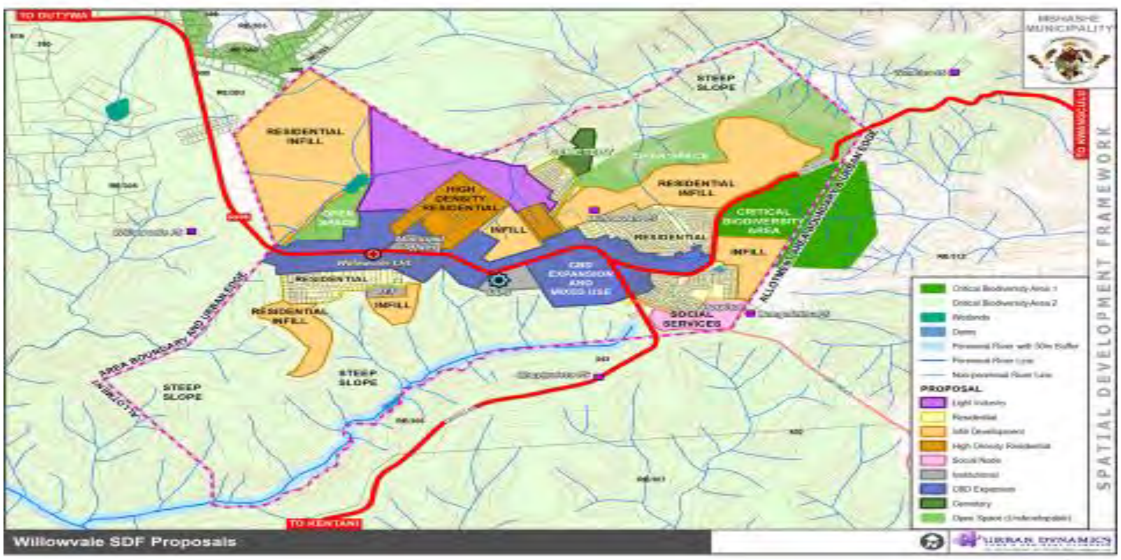
DUTYWA

These were the proposed different land uses for Dutywa; commercial, residential, educational, institutional, business, general residential, government , industrial, municipal, open space, public garage, special residential, special zone and undetermined. All the above mentioned uses are strategically located in order to achieve the objectives of the land use scheme for Mbhashe.

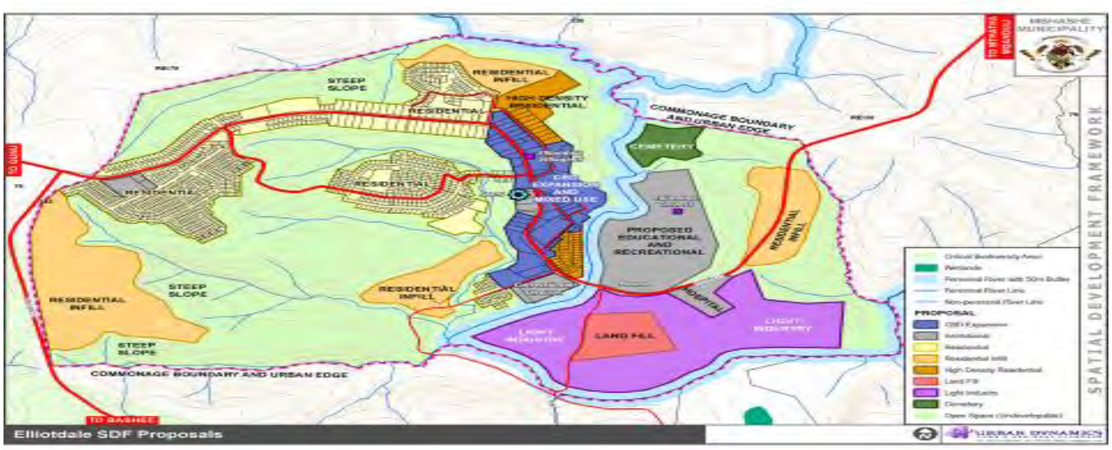
In order to increase the revenue for Dutywa, Gatyana& Xhora, a number of business sites were proposed along the proposed and the urban edge/CBD has also been increased. The Industrial areas in Dutywa were proposed along the railway line, in Gatyana along the Urban Edge. Mixed Residential areas were promoted for social cohesion.

WILLOWVALE

These were the proposed different land uses for Willowvale; commercial, residential, educational, institutional, business, general residential, government , industrial, municipal, open space, public garage, special residential, special zone and undetermined. All the above mentioned uses are strategically located in order to achieve the objectives of the land use scheme for Mbhashe.

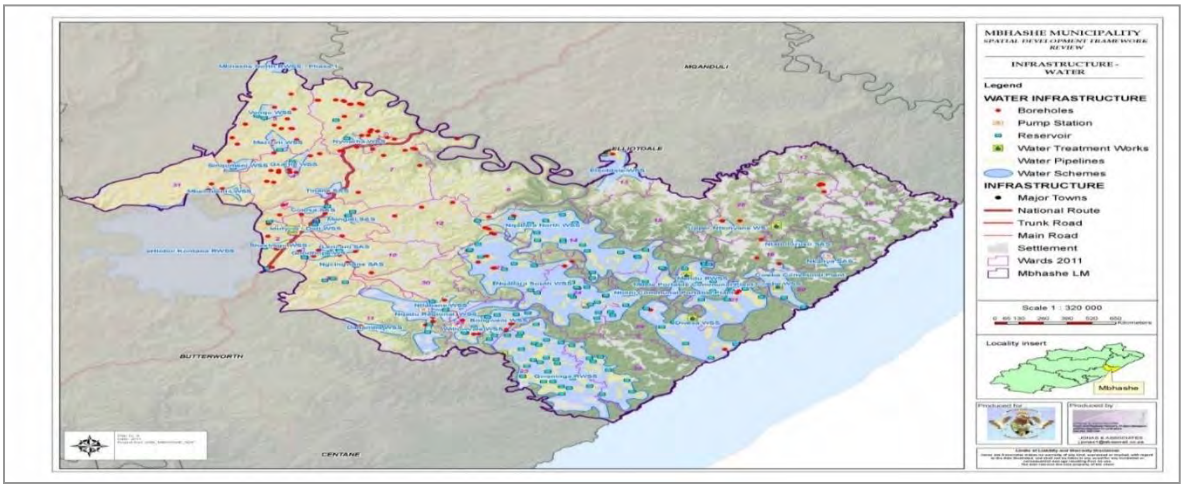


ELLIOTDALE



WATER

Current availability of water infrastructure and networks is reflected below.



In the Eastern part of Mbhashe there are water schemes and few boreholes because of higher rainfall. In the western part there are more boreholes because of lower rainfall.

TENURE STATUS

Land Tenure At the broader scale of Mbhashe LM, it is clear that the majority of the land area is held in ownership by the South African state, with the exact status varying from registered to unregistered state land. In most cases, the land is viewed as communal – or “traditional African” – land that is held in trust by the state but is effectively administered by Traditional Authorities as representatives of the communities who reside in the areas concerned.

Certain isolated land parcels were effectively excised from communal land by demarcation as state forest, PTOs for trading stations (some converted to title), reservation certificates for schools and hospitals, demarcation as recreation sites on the coast for cottages, campsites and hotels. Freehold title is confined to the limited urban areas. There are a few examples of freehold titles that were issued outside. Quitrent tenure is common under Proclamation 174 of 1921 in small inland portions of Dutywa. The issuing of PTOs with betterment planning was administrated during the apartheid administration.

The present tenure is the set of post 1994 land reform laws and procedures, which are as yet only partially implemented. These include the following pieces of legislation: -

- Interim Protection of Informal Land Rights Act (IPILRA) 31 of 1996 and the Interim Procedures based on IPILRA.
- Restitution of Land Rights Act 22 of 1994.
- Communal Property Association Act.
- Traditional Leadership and Governance Framework Act 41 of 2003, was intended to be linked to the constitutionally invalid Communal Land Rights Act of 2004.

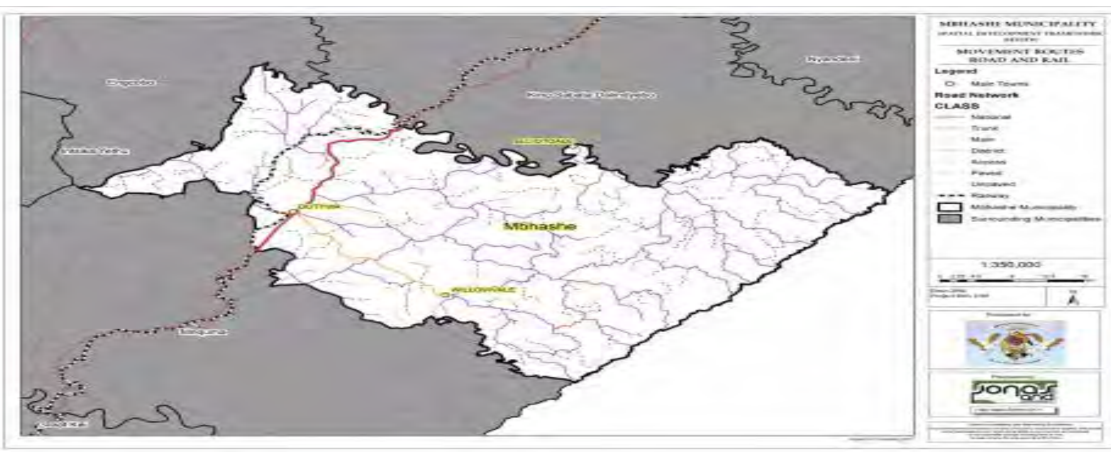
Urban Areas

The functions pertaining to land administration in urban centres is undertaken by the Municipality in terms of the Eastern Cape Province is still in a process of developing the provincial legislation that will be aligned with the new Act, Spatial Planning and Land Use Management Act (SPLUMA). The functions pertaining to land administration in urban centres is undertaken by the Municipality in terms of SPLUMA.

Rural areas

The land administration in rural areas consists of a range of existing systems that can be described as ranging from Traditional, Customary to legislated or formal. The "formalization" incorporated an administrative role for government structures that resulted in the issuing of "Permission to Occupy" (PTO) certificates. Challenges however exist where certain traditional leadership rejects the implementation of SPLUMA.

Major Transport Routes



.The road network in Mbhashe as shown on the plan above, can be broadly classified as follows: The N2 National Road, which runs from Mnquma Municipality to King Sabata Dalinyebo Municipality and passes through Dutywa.

District roads (Trunk and Main Roads) connecting Dutywa to Gatyana and Ngcobo. Local access roads connecting the district roads with the various rural villages and coastal Destination.

LAND RESTITUTION

The Restitution of Land Rights Act 22 of 1994 and the Constitution provide a legal framework for the resolution of land claims against the state, where possible through negotiated settlements.

The status of land claims in Mbhashe LM has currently 29 lodged claims only four has been settled and there are 25 outstanding claims.

District	Lodged Claims	Settled Claims	Outstanding Claims
Gatyana	12	1	11
Xhora	04	1	03
Dutywa	13	2	11
Total	29	4	25

Distributed as follows: -

No.	NAME OF CLAIM	AREA	STATUS
1.	Maude Stofile	Dutywa	Research
2.	Daniel Kleinhans	Dutywa	Research
3.	Kreschmer Spargs (12 properties)	Dutywa	Settled
4.	Mfanelo Ndwandwa	Dutywa	Research
5.	Lubabalo Potelwa	Dutywa	Research
6.	Limakhwe Clan (2 properteis)	Dutywa	Research
7.	Ngxakaxa Community	Dutywa	Verification
8.	Cecil Dlova	Dutywa	Research
9.	Xolilizwe Sigcawu	Dutywa	Research
10.	Pakamisa Limekhaya	Dutywa	Settled
11.	Mbelo Community	Dutywa	Research
12.	Mangathi Community	Dutywa	Court Case
13.	Mputi Community	Dutywa	Valuation
14.	Bhonxa Community	Gatyana	Valuation
15.	Joseph Ndinisa	Gatyana	Research
16.	Wilfred Van Meyer	Gatyana	Research
17.	Vuyiswa Lwana	Gatyana	Research
18.	Griffiths Manxiwa	Gatyana	Research
19.	Mvuyo Ndzo	Gatyana	Research
20.	Nontobeko Ndinisa	Gatyana	Research
21.	Xolilizwe Sigcawu	Gatyana	Research
22.	Dwesa Cwebe Nature Reserve	Gatyana	Settled
23.	Xolilizwe Sigcawu	Gatyana	Research
24.	Zalisile Matikinca	Gatyana	Research
25.	Namba Community	Gatyana	Research
26.	Mwana and Hlakothi Community	Xhora	Verification
27.	Jako Family	Xhora	Settled
28.	Thafalehashe	Xhora	Research
29.	Gcaleka Nation	Xhora	Research

The four (4) settled claims are the following:-
1) Krestchener Spargs (12 properties) in Dutywa
2) Pakamisa Limekhaya in Dutywa
3) Jako Family in Elliotdale
4) Dwesa-Cwebe

However, the three (3) communities that are in the stage of valuation; these are:-
1) Mputhi in Dutywa
2) Mangathi in Dutywa
3) Bhonxa (Commonly known as Ciko) in Willowvale

CLAIMS AGAINST ERF 1 (DUTYWA COMMONAGE)

Land restitution claims (for example in Mputhi, Ngxakaxa and Mangathi) inevitably reduced the appetite of property developers to invest. The land restitution process should be concluded as soon as possible to resolve the uncertainties surrounding land ownership.

However, the current state is that the claims may be invalid as the commonage areas were determined prior 1913 – the passing of the Land Act of 1913.

Mputi Land Claim

The Mputhi Community lodged a land claim through the Land Claims Commission for the part of the Dutywa commonage described as Erf 1 – Dutywa which now belongs to the Mbhashe Municipality.

Mangati Land Claim

The Mangati Community lodged a land claim through the Land Claims Commission for the part of the Dutywa commonage described as Erf 1 – Dutywa which now belongs to the Mbhashe Municipality. The negotiations have started and are at an advanced stage. A settlement has been reached and only these with quadrant titles will be compensated. Those who have lost the grazing rights will not be compensated.

Ngxakaxa Land Claim

The Ngxakaxa Community lodged a land claim through land claims in an area described as Erf 1 – Dutywa which now forms part of the commonage and whose legal title deed belongs to Mbhashe Local Municipality. The matter has been resolved with an option of financial compensation.

Bhonxa

The Land Claim Commission assisted by the Surveyor General's office have done the surveying of the land under claim and also investigating the correctness of the claim made by the Bhonxa Community (Commonly known as Ciko). The claim is under evaluation but the Chief assisted by the community are defiantly demarcating the land in question. The land under claim is part of Erf 130 in Willowvale commonage.

LAND INVASIONS

In the past few years the residents of rural areas surrounding Willowvale commonage illegally demarcated sites from the municipal commonage for themselves. The municipality further obtained a court order evicting the transgressors.

The Willowvale commonage is invaded from all the three corners by the following communities, Nkxankxashe, Bhonxa (Ciko) and Weza.

An attempted land invasion has occurred on Erf 1 (Mangathi side). The Municipality has obtained a court order against the invaders.

The Elliotdale commonage is also under severe land invasion by the people under the leadership of traditional leaders.

SWOT ANALYSIS: LAND INVASIONS AND LAND CLAIMS

OPPORTUNITIES	WEAKNESSES
• Court order; to speed up land claims • Invalidity of some of the claims • Land invasion policy	• Land not transferred to the municipality •
STRENGTHS	**THREATS**
• Land invasion policy available	• Invaders not using legal route

Priority Issues:

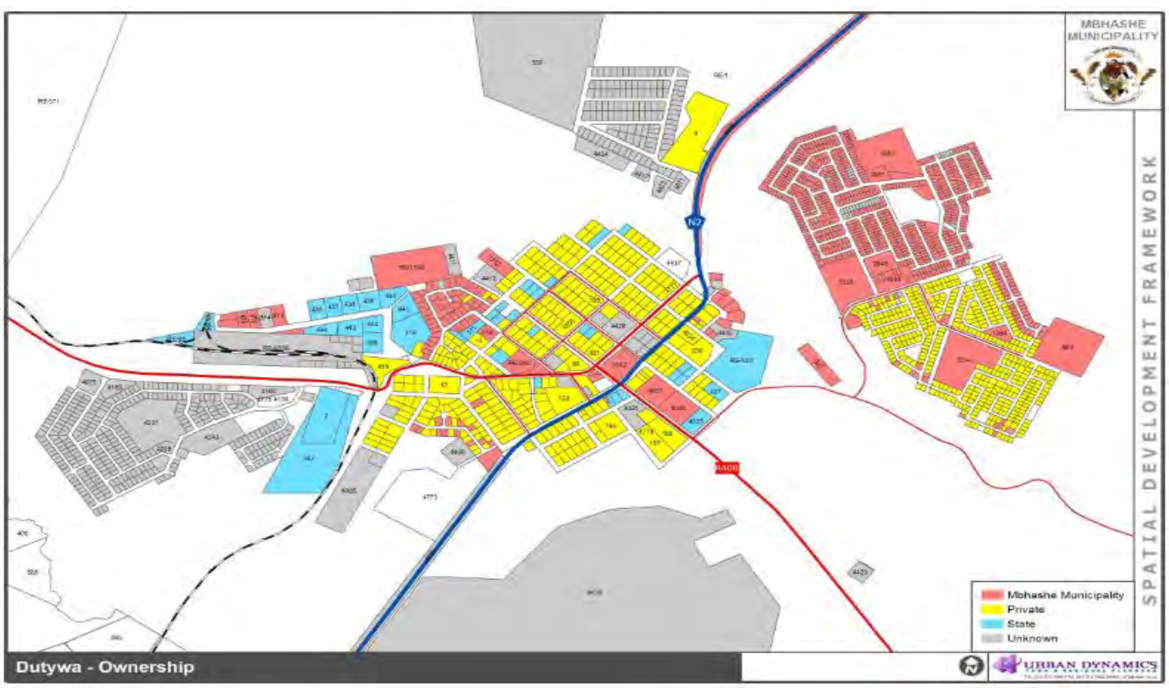
Land invasion policy has been developed by the municipality in order to minimise land invasions. Through research done by land claims commission some of the claims lodged were found to be invalid.

The municipality has been restricted from developing any land parcels through court order obtained by Mangati. Another restriction is that some of the invaded land is not legally owned by the municipality as it belongs to the national and provincial departments of Public Works.

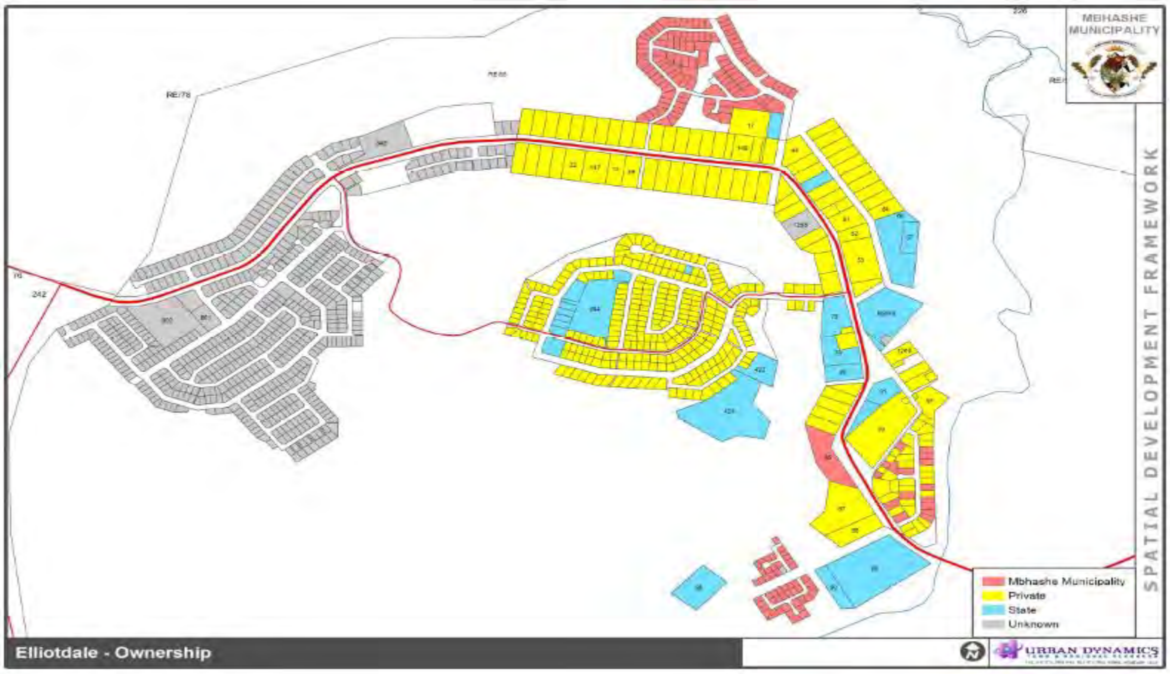
LAND OWNERSHIP IN URBAN AREAS

Land ownership in Dutywa, Elliotdale and Willowvale is depicted on the plans below. Ownership is categorized as municipal, private or state land

DUTYWA



XHORHA



GATYANA

LAND AUDIT

In the financial year 2020/2021 Mbhashe Local Municipality has currently undertaken the Land Audit exercise. The focus was only on the urban area and thereafter the focus would be on the rural aspect of the Land Audit. A service provider was appointed, and a draft report was done and circulated for comments by various affected stakeholders.

SPATIAL DEVELOPMENT FRAMEWORK (SDF)

The municipality reviewed the SDF in line with SPLUMA and was adopted by Council during May 2017. In consistent with SPLUMA there are programs on LSDFs completed in ward 27, 32, 08, 19 & 22 localities respectively. The municipality will extend the scope with regard to the development of the LSDF in all the rural areas of the Municipality in an attempt to manage the land use in those areas as stipulated in the Act (SPLUMA).

However, the municipality has managed to establish its own Municipal Planning Tribunal with the following areas of specialization: -

(a) Registered Professional Urban and Regional Planner
(b) Registered Engineer
(c) Registered Environmentalists
(d) Registered Attorney and a
(e) Development Economist (from the municipality)

An authorized official Town Planner was appointed.

All the nominees for the Municipal Planning Tribunal (MPT) were azette. The Council has also taken a resolution to make an Executive Committee an Appeal Authority and has been azette. The SPLUMA By-laws were also approved by council and have since been gazette.

STATUS OF THE MUNICIPAL PLANNING TRIBUNAL (MPT)

The lifespan of the MPT members is still valid as they were granted 5 years from the date of appointment in accordance with section 37(1) of the Spatial Planning and Land Use Management Act No.16 of 2013 (SPLUMA). They were appointed by the Municipal Council on the 31st of March 2017 and their term of office expired in 2022.

ZONING REGISTER AND STATUS OF LAND USE APPLICATIONS

The zoning register for the Municipality is constantly updated and submitted to the Amathole district Municipality (ADM) in order to amend the Land Use Scheme. All the records of applications where the amendments are made are kept safe to be in keeping with Section 31 (1) of SPLUMA.

APPLICATION TYPE	Date of Submission	ERF No's	ORIGINAL ZONING	PROPOSED ZONING	REASONS FOR DECISION	Payment
DUTYWA						
Rezoning & Removal of Restrictive conditions	Resubmitted on 10 August 2020	1522	Special Residential	General Residential	In progress	R3 000.00
Subdivision, Rezoning and Removal of Restrictive condition	Resubmitted September 2020	101	Institutional	General Business	In progress	Fees paid R5 920.00
Special Consent	31 July 2018	1538	Commercial	Special Consent for Public Garage	Approved	Fees paid R3 700.00

APPLICATION TYPE	Date of Submission	ERF No's	ORIGINAL ZONING	PROPOSED ZONING	REASONS FOR DECISION	Payment
ELLIOTDALE						
Revalidation of proposed Subdivision & Permanent Departure	13 May 2019	22	Special Residential	Special Residential	There is still an outstanding information which is not yet submitted	Fees paid R4 620.00
Rezoning	5 April 2019	136	Special residential	Institutional	No comments from other organs of state (Dept. of education)	Not paid
WILLOWVALE						
Special Consent	29 May 2019	374	Educational	Special consent for residential purposes	Not finalized, due to non-response on comments sent	Fees paid R3 700.00
Rezoning & Departure	28 February 2020	1154	Special Residential	General Residential	In progress	Fees not paid

Status of LUS and SDF within Mbhashe Local Municipality

AREA	LAND USE SCHEME	SPATIAL DEVELOPMENT FRAMEWORK
Mbhashe LM	Reviewed	Available and is aligned with SPLUMA
Amajingqi	N/A	Final document is available (LSDF)
Ntshatshongo A/A	N/A	Final document is available (LSDF)
Ward 8	N/A	Final document is available (LSDF)
Ward 32	N/A	Final document is available (LSDF)
20	N/A	Draft LSDF
23	N/A	Draft LSDF

SPATIAL PLANNING: SWOT ANALYSIS

STRENGTHS	WEAKNESSES
• Piloting LSDF to certain areas	• Funding for LSDF across the municipal area
OPPORTUNITIES	**THREATS**
• Proper planning • Potential for economic growth • Creating nodal points	• Resistance from Chiefs • Lack of security of tenure • Unplanned developments • Land degradation • Reduction of the arable land

Priority Issues

LSDFs has been piloted in the following wards; 22, 08, 32, 27 and 19. Local SDFs provide for proper planning in terms of the land use management in our local space. It also highlights, preserve and promotes areas with potential economic growth.

Failure to fully implement LSDFs is mostly the concerns of the traditional leaders as aligned with SPLUMA. Reduction of arable land is a threat, due to traditional leaders subdivide land with agricultural potential.

Status of LUS and SDF within Mbhashe Local Municipality

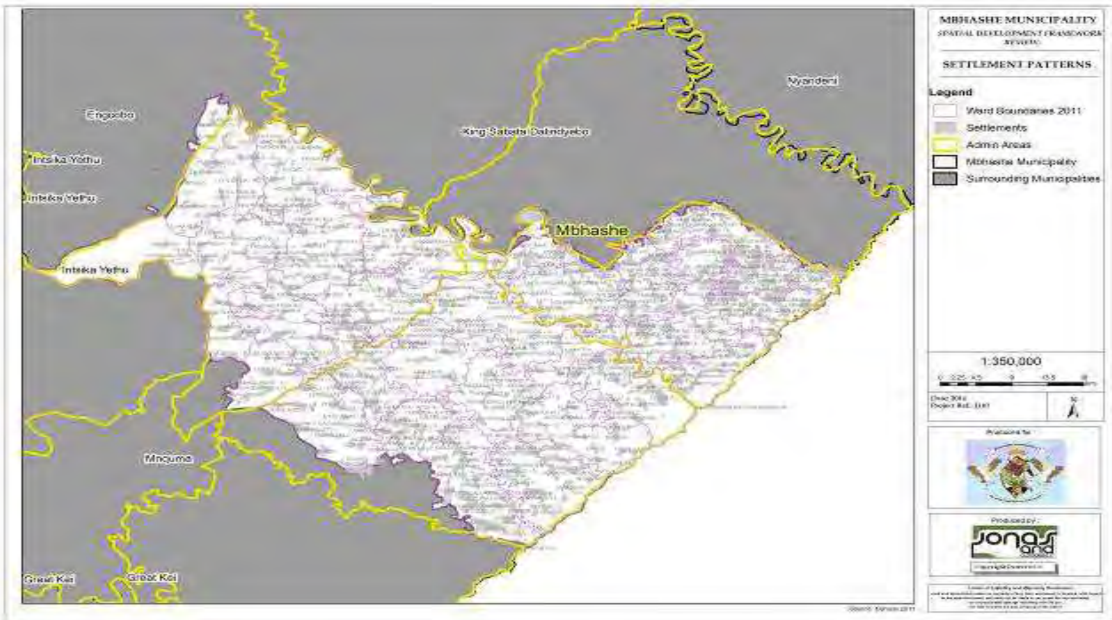
Area	Land Use Scheme	Spatial Development Framework	Spluma By-Laws
Mbhashe LM	Reviewed	Aligned with SPLUMA	Final SPLUMA By-law approved by Council (Gazetted)
Amajingqi	N/A	Draft available (LSDF)	Final SPLUMA By-law approved by Council (Gazetted)
Ntshatshongo A/A	N/A	Draft available (LSDF)	Final SPLUMA By-law approved by Council (Gazetted)
Ward 20	N/A	In progress	Final SPLUMA By-law approved by Council (Gazetted)
Ward 23	N/A	In progress	Final SPLUMA By-law approved by Council (Gazetted)
Ward 26	N/A	In progress	Final SPLUMA By-law approved by Council (Gazetted) Financial year 2021/2022.
Ward 05	N/A	In progress	Final SPLUMA By-law approved by Council (Gazetted) Financial year 2021/2022.

SPATIAL PLANNING: SWOT ANALYSIS

STRENGTHS	WEAKNESSES
• Piloting LSDF to certain areas	• Funding for LSDF across the municipal area
OPPORTUNITIES	**THREATS**
• Proper planning • Potential for economic growth • Creating nodal points	• Resistance from Chiefs • Lack of security of tenure • Unplanned developments • Land degradation • Reduction of the arable land

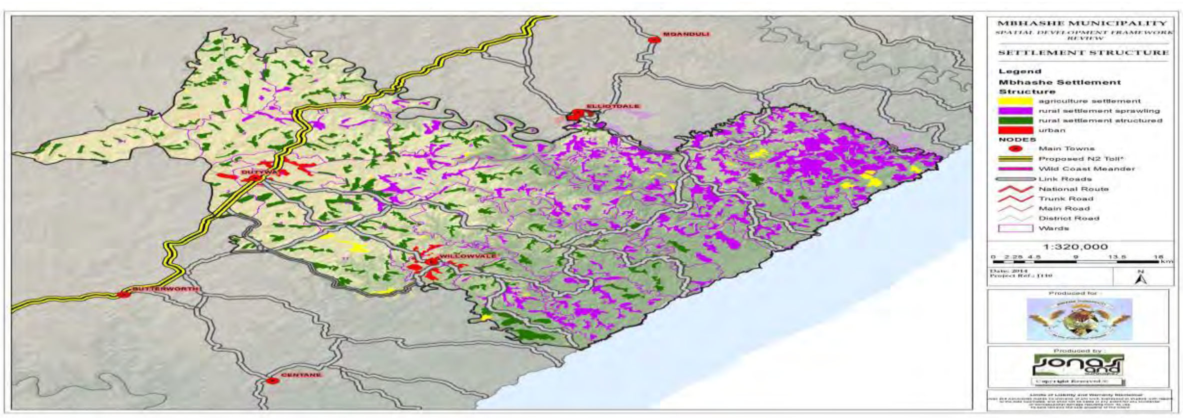
SETTLEMENT PATTERNS

Settlement patterns include towns (urban nodes), rural settlements within traditional administrative areas as depicted below.



RURAL SETTLEMENTS

The entire municipal area falls within the former Transkei homeland area, with a settlement pattern that reflects a predominantly rural character. Rural settlements dominate the municipal area (accommodating 97% of the population). These settlements are scattered throughout the entire municipal area and are surrounded by communal grazing land, and in some instances – arable lands.



The levels of service are generally low, with the majority of residential structures being self-built. There is an increased influx of rural settlers on the periphery of towns (especially north of Dutywa) and along main routes (such as N2) and this results in low density rural settlement. Accessibility and improved mobility in terms road transport are the main driving forces behind this trend. The sprawl or creep of settlements has a number of negative implications, including:

- Illegal access from main routes, due to lack of secondary roads) implications for traffic
- Safety
- Higher concentration of pedestrians and commuters along these routes, designed for high-speed travelling (implications for traffic safety)
- Higher concentration of animals including domestic (dogs), livestock (cattle, sheep, pigs and goats) along these routes

- High costs implications for provision of service infrastructure

Coastal Resort/ Cottage Developments

There are a number of localities that are concentrated along the coastal belt. Unauthorized cottage/ coastal developments that took place after a moratorium was placed on developments within 1km coastal strip are regarded as illegal. The wild coast tourism development policy was formulated and gazetted in February 2001 and a process of reviewing is unfolding. The policy provides a basic framework for tourism development for one-kilometer coastal strip above the high water mark. The Wild Coast Spatial Development Framework depicts spatial development recommendations for all coastal wards.

ACQUISITION OF STATE-OWNED PROPERTIES

The Municipality has made some request from the Department of Public Works and Infrustructure for the donation of some of the properties currently owned by them. An approval has been received for the following properties:

- Erf 40 Wilowvale
- Erf 130 Wollowvale and
- Erf 65 Elliotdale

URBAN SETTLEMENTS

Urban settlements are comprised of the towns of Dutywa, Xhorha and Gatyana. They are accommodating 3% of the total population. These towns fulfil the role of the main service centers to the surrounding hinterland. There is the presence of informal settlements in the three towns except Elliotdale. Dutywa has 378 informal households, Gatyana approximately 201 households.

DISPOSAL OF MUNICPAL VACANT SITES

The municipality has identified the vacant sites in Elliotdale for disposal through a public tender process.
In Dutywa the following programs will be implemented.

- Disposal of 9 business sites
- Expression of interests on ERF 304 and 305

WILLOWVALE

8 business sites will be disposed.

Nodal Development Points

- Settlement Nodes- Dutywa, Gatyana and Xhorha classified as level 2 nodes, Fort Malan is classified as Level 3 node
- Tourism Zones- Qhora Mouth (Kobb Inn), Haven Hotel/ Mbhashe Point, Breezy point, Collywobbles Cape Vulture Conservation Project. Nqabara and Xora are not yet formally approved in terms of the Wild Coast SDF)
- Corridors – the N2 – Kei Rail Corridor

- Urban Edge
- Open Space / Conservation

The Spatial Planning and Land Use Management Act, 2013 (SPLUMA) was assented to by the President of the Republic of South Africa on 5 August 2013.

It has come into full operation as from the 01st of July 2015. The act will assist to fulfil the following:

- To address racially based pre 1994 planning legislation and deal with new political realities
- To repeal multiple laws and systems created by old order legislation (fragmentation across 4 provincial administrations, homelands etc.)
- Address the unsustainable development patterns fuelled by inefficient, unsustainable and incoherent planning system.

The following are the objectives of SPLUMA

- Provide a uniform and coherent framework for spatial planning and land use management.
- Specify the relationship between the spatial planning and the land use management systemProvide for the inclusive, developmental, equitable and efficient spatial planning at different spheres of government.
- Address the legacy of past spatial planning and regulatory imbalances.
- Promote greater efficiency, consistency and uniformity in the decision-making by authorities responsible for land development decisions.

SPLUMA (Town Planning) By-Laws

Workshops on SPLUMA (Town Planning) have been conducted to the council and councillors, the council has adopted the SPLUMA by-laws in the 2017/18 financial year.

STRENGTHS	WEAKNESSES
• By-laws have been gazetted • Council resolution of setting up own Tribunal	• Capacity at a local level which will be able to carry the mandate in terms of the Act • Envisaged resistance from chiefs and headmen in misinterpreting the law confusing with reduction of their status
OPPORTUNITIES	**THREATS**
• Quicker approvals of land use development plans (rezoning, subdivision) • Reducing red tape • Encourage private business	• Lack of response from interested person’s to serve on MPT

Rezoning

Development Planning has finalized the land use regulation document by means of proper land use zones. This project will help minimize the illegal land use zones as per individual erven.

Subdivisions

The municipality is currently surveying all the unsurvey land on all three commonages. Ten properties have been identified and the survey diagrams will be submitted to the office of the Chief Surveyor General for endorsement.

STRENGTHS	WEAKNESSES
• Identified erven that need rezoning • Reduce non-conforming use of land	• No updated land use schemes
OPPORTUNITIES	**THREATS**
• Generation of revenue	• Resistance from homeowners to rezone

MIGRATION PATTERN

Due to political factors urban planning goes out of the window and any available land is targeted for housing and informal settlement with the subsequent loss of farming land and eco-systems.

People migrating to cities have no back-up system with families and relatives and are separated from their traditional value systems where elders keep the young in line, leading to a lawlessness unsurpassed in history.

MBHASHE BULK SERVICES

Mbhashe Local Municipality bulk engineering services was built to accommodate a small population that was living in town. With the recent increase of the population in towns which is the result of urbanization has caused pressure on the existing bulk engineering services, that results in fault pipes having to burst and informal connections on bulk services.

The informal connections from the main lines to individual's homes has resulted in the district municipality loosing on revenue.

Knowing the route of the water, drain and sewer pipes and as well as where they can be accessed via manholes and inspection chambers can be very helpful, particularly when having new developments/constructions on any land.

KPA 3- LOCAL ECONOMIC DEVELOPMENT (LED)

BACKGROUND

Local Economic Development (LED) remains a vital cog in addressing challenges of underdevelopment, which are referred to as triple challenges – poverty, unemployment and inequality. It is therefore against this backdrop that the municipality must always, at all times, be abreast in terms of Socio-Economic Indicators within the jurisdiction of the municipality for the purpose of effective planning and development. The statistical data contained in this situational analysis is a credible, trustworthy and verifiable as it was sourced from Eastern Cape Socio-Economic Consultative Council (ECSECC). This section therefore seeks to highlight the most salient points that needs key consideration in the process of conducting planning by the municipality.

Eastern Cape Vision 2030 Provincial Development Plan – a long-term provincial development plan that encompasses the vision of the province, in line with aspirations and targets of National Development Plan (NDP) which serves as a macroeconomic development strategy that guides socio-economic development path of the country. Eastern Cape Vision 2030 Provincial Development Plan aims to provide an opportunity for revisiting social partnerships and development of common goals among citizens, the state, private sector and civil society. In addition, it seeks to promote mutual accountability between the state, citizens and private sector and enable coherence of the three spheres of the state. It sets the development agenda and priorities for the next 15 years (2015-2030), building on the Provincial Growth and Development Plan (PGDP) of 2004-2014.

ALIGNMENT IN POLICY AND LEGISLATIVE FRAMEWORK

In order for the situational analysis to be responsive and agile to the prevailing socio-economic dynamics, it needs to be strategically aligned to in terms of policy and legislative framework to other spheres of government, namely National and Provincial Spheres of government, which guide and provide direction on how development should be undertaken in the local context (ECSESS, 2021). Therefore, Local Economic Development (LED) in the context of Mbhashe municipality is informed by the following policy and legislative prescripts:

LEGISLATION/ POLICY	INTERPRETATION	IMPLICATIONS FOR MBHASHE
17 Sustainable Development Goals (SDG's) from United Nations	SDG goals seek to promote and achieve sustainable development globally for human development. These goals aim to end socio-economic disparities such as hunger, poverty, inequality, amongst humanity.	The municipality through its LED must relentlessly pursue and implement development interventions that will leads towards eradication of poverty, creation of job opportunities and in overall redress the socio-economic disparities within its local communities, for the purpose of sustainable human development.
Constitution of the Republic of South Africa Act No. 108 of 1996	A municipality must structure and manage its administration, budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community	The municipality must promote social and economic development within its jurisdiction for the purpose of stimulating local economy and promoting inclusive economic growth that will address its challenges of underdevelopment
National Development Plan Vision 2030	NDP serves a macro-economic development policy of the South Africa that provide clarity in terms of direction on development trajectory of the country for inclusive human development. The policy aims to eliminate poverty and reduce inequality by 2030.	The implications are that the municipality in order for it to achieve sustainable development, it must draw on energies of its local people by growing inclusive economy, building capabilities, promotion of strategic partnership that will lead to economic growth and economic development within its jurisdiction.
Provincial Development Plan: Eastern Cape Vision 2030	It seeks to address the development challenges that are faced by province of Eastern Cape and in doing so, it seeks to work with its social partners such as non-governmental and private sector to drive provincial economy to greater heights.	The implications for the municipality are it must forge strategic partnerships with its social partners which are private and non-governmental sector, from all spheres of government to promote local economic development within its jurisdiction.
Amathole District Municipality Vision 2058	Long-Term Vision for the District – Vision 2058 with the aim of bringing new opportunities and	The economy of Mbhashe cannot be discussed outside of the economic imperatives of Amathole District, particularly the economies of

LEGISLATION/ POLICY	INTERPRETATION	IMPLICATIONS FOR MBHASHE
	fostering cooperation between stakeholders, spheres of government and their residents, to improve the quality of life, make municipal services more efficient, promote economic growth and job creation.	the district. The LED functions of Mbhashe are interfaced with economic thrusts defined in terms of provincial development plan and ADM Vision 2058 and ADM Economic Growth and Development Strategy.

There are also other key policy and legislative prescripts within which Local Economic Development (LED) derives its mandate and guidance from. The policy and legislative prescripts are as follows:

- **White Paper on Local Government of 1998** – which clearly articulates that the municipality must work with communities and organized groups within communities to find sustainable and amicable solutions to their socio-economic challenges
- **National Local Economic Development Framework of 2014 –** sets out an expanded vision of LED which identifies with high levels of uncertainty in terms of what needs to be done in order to move towards a more successful form of LED.
- **Local Government: Municipal Systems Act No. 32 of 2000 -** provide for the core principles, mechanisms and processes that are necessary to enable municipalities to move progressively towards the social and economic upliftment of local communities and ensure universal access to essential services that are affordable to all.

SOCIO-ECONOMIC ANALYSIS OF MBHASHE: AN OVERVIEW WITH LATEST STATISTICAL DATA

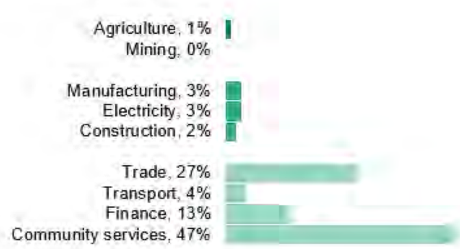
ECONOMICS

Gross Domestic Product

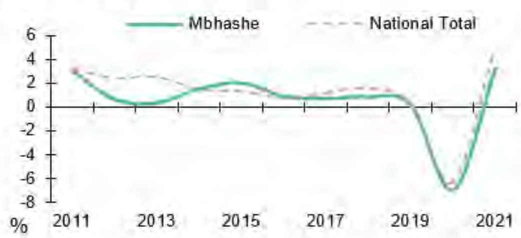
R 5.95 bn
Current prices

0.10%
of national GDP

Sector composition



Economic growth: 2011-2021



Top 10 sectors (GVA) - R millions

	2021
Education	1,671.0
Wholesale and commission trade	748.5
Retail trade and repairs of goods	505.3
Public administration and defence activities	413.0
Health and social work	381.4
Finance and Insurance	331.5
Other business activities	213.9
Real estate activities	167.5
Hotels and restaurants	118.2
Construction	110.8
All other smaller sectors	742.5

Economic growth annual % change

	2020-2021	10 year avg.
Mbhashe	3.2%	0.3%
National Total	4.9%	0.9%

LABOUR MARKET

Employment

20,600
number of jobs

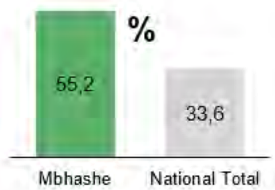
0.1%
of national employment

Jobs

Primary	2021 share	Created / lost since 2011
Agriculture	3.9%	234
Mining	0.1%	
Secondary		
Manufacturing	2.9%	-91.9
Electricity	0.3%	
Construction	12.2%	
Tertiary		
Trade	26.6%	-230
Transport	4.9%	
Finance	9.9%	
Community	39.2%	

Employment growth: 2011-2021

Unemployment



Informal employment 2021 -

	Employees	Informal	% informal
Mbhashe	20,555	6,196	30.1%
National Total	14,774,569	2,633,481	17.8%

Employment growth

Annual % change

	Mbhashe	South Africa
2021	-5.9%	-4.2%
10-year avg	0.5%	0.8%

PRODUCTIVITY

GDP per employee

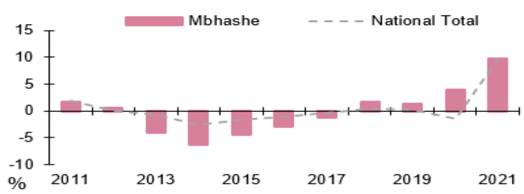
R 289 k
Mbhashe

R 419 k
South Africa

Productivity growth annual % change

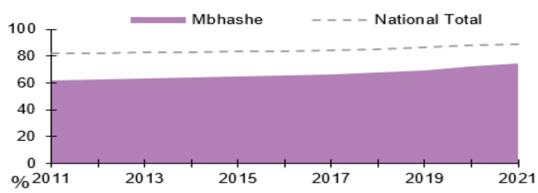
	2021	10 year avg.
Mbhashe	9.7%	-0.3%
National Total	9.5%	0.2%

Productivity growth: 2011-2021



DEVELOPMENT

Literacy rate: 2011-2021



Human Development Index (HDI)

	2011	2021	Change
Mbhashe	0.44	0.50	0.057
National Total	0.60	0.64	0.036

People below upper poverty line

81.9%
Mbhashe

62.0%
South Africa

POPULATION

Total population: 2021

279,000
People

0.5%
of national population

HOUSEHOLDS

Household backlog

	2011	2021
Sanitation	72.0%	18.3%
Water	79.9%	35.8%
Electricity	51.5%	13.7%
Refuse	93.3%	89.5%

Mbhashe economic size is estimated to be approximately R684 million. The local economy has a competitive advantage in Agriculture, Tourism and Ocean Economy, Community Services, Construction and Trade. However, the existing potential in these comparative and competitive advantages has yet to be realized and more robust efforts are needed to help stimulate and unlock its economic potential. There is a dire need for a more strategic investment in the areas to help remedy the challenges of underdevelopment that the society is confronting on daily basis (Eastern Growth Development Plan, 2014). There is high reliance on community services sector in terms of employment generation initiatives as private sector investment is quite stagnant in terms of generating the much-needed employment opportunities (ECSSEC, 2021).

(a) DEMOGRAPHY

"Demographics", or "population characteristics", includes analysis of the population of a region. Distributions of values within a demographic variable, and across households, as well as trends over time are of interest. In this section, an overview is provided of the demography of the Mbhashe Local Municipality and all its neighbouring regions, Amatole District Municipality, Eastern Cape Province and South Africa as a whole.

(b) TOTAL POPULATION

.Population statistics is important when analysing an economy, as the population growth directly and indirectly impacts employment and unemployment, as well as other economic indicators such as economic growth and per capita income.

Total population - Mbhashe, Amatole, Eastern Cape and National Total, 2011-2021 [Numbers percentage]

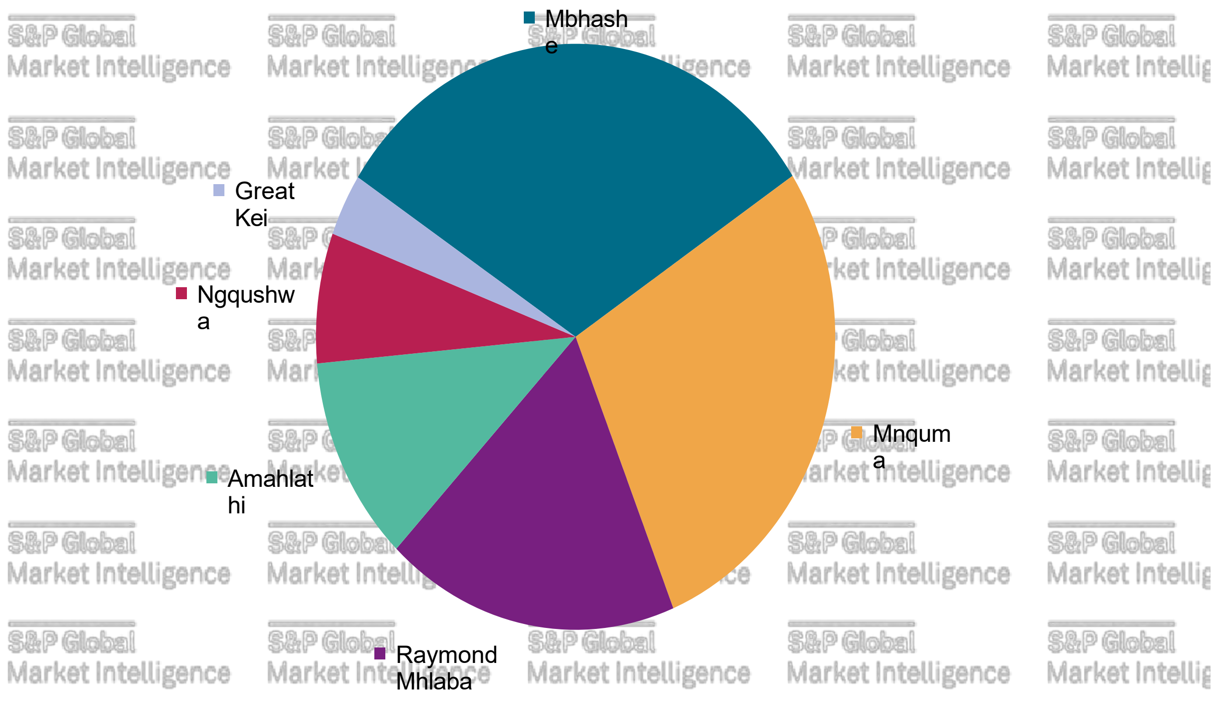
TABLE 1. Total population - Mbhashe, Amatole, Eastern Cape and National Total, 2012-2022 [Numbers percentage]

	Mbhashe	Amatole	Eastern Cape	National Total	Mbhashe as % of district municipality	Mbhashe as % of province	Mbhashe as % of national
2012	266,000	864,000	6,750,000	52,800,000	*30.8%*	*3.9%*	*0.50%*
2013	266,000	861,000	6,810,000	53,700,000	*30.9%*	*3.9%*	*0.50%*
2014	267,000	860,000	6,880,000	54,500,000	*31.0%*	*3.9%*	*0.49%*
2015	268,000	861,000	6,950,000	55,300,000	*31.1%*	*3.9%*	*0.48%*
2016	269,000	863,000	7,020,000	56,200,000	*31.2%*	*3.8%*	*0.48%*
2017	271,000	865,000	7,100,000	57,000,000	*31.3%*	*3.8%*	*0.48%*
2018	273,000	870,000	7,180,000	57,900,000	*31.4%*	*3.8%*	*0.47%*
2019	275,000	875,000	7,250,000	58,800,000	*31.5%*	*3.8%*	*0.47%*
2020	277,000	880,000	7,330,000	59,600,000	*31.5%*	*3.8%*	*0.47%*
2021	279,000	885,000	7,400,000	60,300,000	*31.6%*	*3.8%*	*0.46%*
2022	281,000	891,000	7,470,000	61,100,000	*31.6%*	*3.8%*	*0.46%*
Average Annual growth							
2012-2022	***0.55***%	***0.31***%	***1.02***%	***1.47***%			

Source: South, Africa Regional, eXplorer v2404. Data compiled on 10 Jul 2023 ©2023 S&P Global

With 240 020 people, the Mbhashe Local Municipality housed 0.5% of South Africa's total population in 2022. Between 2012 and 2022 the population growth averaged 0.55% per annum which is more than half than the growth rate of South Africa as a whole (1.47%). Compared to Amatole's average annual growth rate (0.31%), the growth rate in Mbhashe's population at 0.55% was close to double than that of the district municipality.

TOTAL POPULATION - MBHASHE AND THE REST OF AMATOLE, 2022 [PERCENTAGE]



Source: IHS Markit Regional eXplorer version 2257

When compared to other regions, the Mbhashe Local Municipality accounts for a total population of 281,000, or 31.6% of the total population in the Amatole District Municipality, which is the most populous region in the Amatole District Municipality for 2022. The ranking in terms of the size of Mbhashe compared to the other regions remained the same between 2012 and 2022. In terms of its share the Mbhashe Local Municipality was slightly larger in 2022 (31.6%) compared to what it was in 2012 (30.8%). When looking at the average annual growth rate, it is noted that Mbhashe ranked second (relative to its peers in terms of growth) with an average annual growth rate of 0.6% between 2012 and 2022.

TABLE 2. Population projections - Mbhashe, Amatole, Eastern Cape and National Total, 2022-2027 [Numbers percentage]

	Mbhashe	Amatole	Eastern Cape	National Total	Mbhashe as % of district municipality	Mbhashe as % of province	Mbhashe as % of national
2022	281,000	891,000	7,470,000	61,100,000	*31.6%*	*3.8%*	*0.46%*
2023	284,000	899,000	7,550,000	61,900,000	*31.6%*	*3.8%*	*0.46%*
2024	286,000	907,000	7,630,000	62,700,000	*31.6%*	*3.8%*	*0.46%*
2025	289,000	915,000	7,710,000	63,500,000	*31.5%*	*3.7%*	*0.45%*
2026	291,000	924,000	7,780,000	64,300,000	*31.5%*	*3.7%*	*0.45%*
2027	294,000	934,000	7,860,000	65,100,000	*31.5%*	*3.7%*	*0.45%*
Average Annual growth							
2022-2027	***0.87***%	***0.94***%	***1.02***%	***1.27***%			

Source: South Africa Regional eXplorer v2404 Data compiled on 10 Jul 2023. © 2023 S&P Global.

The population projection of Mbhashe Local Municipality shows an estimated average annual growth rate of 0.9% between 2022 and 2027. The average annual growth rate in the population over the projection period for Amatole District Municipality, Eastern Cape Province and South Africa is 0.9%, 1.0% and 1.3% respectively. The Eastern Cape Province is estimated to have an average growth rate of 1.0% which is very similar than that of the Mbhashe Local Municipality. The South Africa as a whole is estimated to have an average annual growth rate of 1.3% which is very similar than that of Mbhashe's projected growth rate.

TABLE 3. Population by gender - Mbhashe and the rest of Amatole District Municipality, 2022 [Number].

	Male	Female	Total
Mbhashe	131,666	149,661	281,327
Mnquma	120,160	130,333	250,493
Great Kei	15,158	15,490	30,649
Amahlathi	48,884	52,804	101,688
Ngqushwa	30,015	33,960	63,975
Raymond Mhlaba	79,166	83,648	162,815
Amatole	**425,050**	**465,897**	**890,947**

Source: South Africa Regional eXplorer v2404 Data compiled on 10 Jul 2023. © 2023 S&P Global.

Mbhashe Local Municipality's male/female split in population was 88.0 males per 100 females in 2022. The Mbhashe Local Municipality has significantly more females (53.20%) than males, when compared to a typical stable population. This is most probably an area with high male out migration to look for work elsewhere. In total there were 150 000 (53.20%) females and 132 000 (46.80%) males. This is different from the Amatole District Municipality as a whole where the female population counted 466 000 which constitutes 52.29% of the total population of 891 000.

(c) Economy

The economic state of Mbhashe Local Municipality is put in perspective by comparing it on a spatial level with its neighbouring locals, Amatole District Municipality, Eastern Cape Province and South Africa. The Mbhashe Local Municipality does not function in isolation from Amatole, Eastern Cape Province, South Africa and the world and now, more than ever, it is crucial to have reliable information on its economy for effective planning. Information is needed that will empower the municipality to plan and implement policies that will encourage the social development and economic growth of the people and industries in the municipality respectively.

(d) Gross Domestic Product by Region (GDP-R)

The Gross Domestic Product (GDP), an important indicator of economic performance, is used to compare economies and economic states. Gross Domestic Product by Region (GDP-R) represents the value of all goods and services produced within a region, over a period of one year, plus taxes and minus subsidies. GDP-R can be measured using either current or constant prices, where the current prices measure the economy in actual Rand, and constant prices measures the economy by removing the effect of inflation, and therefore captures the real growth in volumes, as if prices were fixed in a given base year.

TABLE 7. GROSS DOMESTIC PRODUCT (GDP) - MBHASHE, AMATOLE, EASTERN CAPE AND NATIONAL TOTAL, 2012-2022 [R BILLIONS, CURRENT PRICES]

	Mbhashe	Amatole	Eastern Cape	National Total	Mbhashe as % of district municipality	Mbhashe as % of province	Mbhashe as % of national
2012	3.4	22.4	283.7	3,566.4	*15.4%*	*1.22%*	*0.10%*
2013	3.7	24.0	305.9	3,868.6	*15.3%*	*1.20%*	*0.10%*
2014	3.9	25.7	326.4	4,133.9	*15.3%*	*1.21%*	*0.10%*
2015	4.3	27.9	353.1	4,420.8	*15.3%*	*1.21%*	*0.10%*
2016	4.5	29.6	373.5	4,759.6	*15.3%*	*1.21%*	*0.09%*
2017	4.9	31.8	400.6	5,078.2	*15.3%*	*1.21%*	*0.10%*
2018	5.1	33.5	421.8	5,363.2	*15.2%*	*1.21%*	*0.10%*
2019	5.3	34.9	437.4	5,625.2	*15.2%*	*1.22%*	*0.09%*
2020	5.2	34.3	427.4	5,568.0	*15.2%*	*1.22%*	*0.09%*
2021	5.8	38.0	471.5	6,208.8	*15.2%*	*1.22%*	*0.09%*
2022	6.1	40.5	501.8	6,628.6	*15.1%*	*1.22%*	*0.09%*

Source: South Africa Regional eXplorer v2404 Data compiled on 10 Jul 2023. © 2023 S&P Global.

With a GDP of R 6.12 billion in 2022 (up from R 3.45 billion in 2012), the Mbhashe Local Municipality contributed 15.09% to the Amatole District Municipality GDP of R 40.5 billion in 2022 increasing in the share of the Amatole from 15.36% in 2012. The Mbhashe Local Municipality contributes 1.22% to the GDP of Eastern Cape Province and 0.09% the GDP of South Africa which had a total GDP of R 6.63 trillion in 2022 (as measured in nominal or current prices). It’s contribution to the national economy stayed similar in importance from 2012 when it contributed 0.10% to South Africa, but it is lower than the peak of 0.10% in 2012.

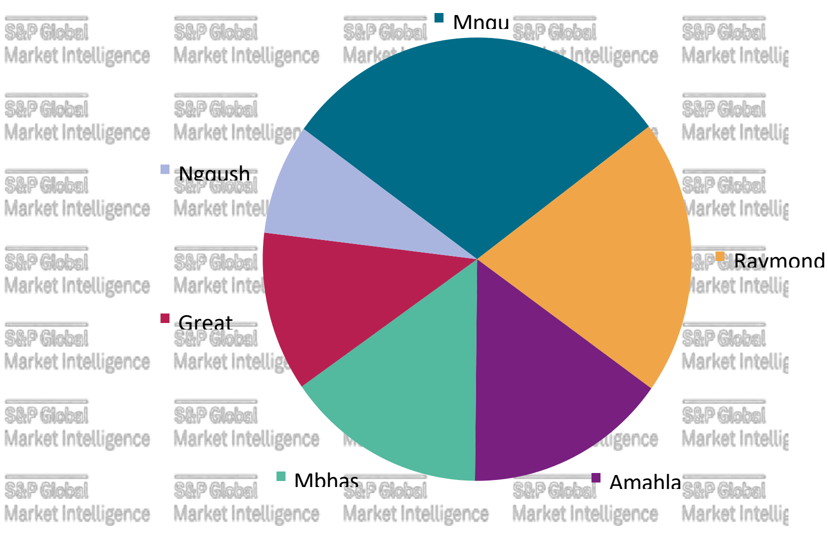
TABLE 8. Gross domestic product (GDP) - Mbhashe, Amatole, Eastern Cape and National Total, 2012-2022 [Annual percentage change, Constant 2010 prices]

	Mbhashe	Amatole	Eastern Cape	ional Total
2012	0.5%	1.1%	2.0%	2.4%
2013	0.1%	0.7%	1.4%	2.5%
2014	1.4%	1.0%	0.7%	1.4%
2015	1.9%	1.2%	1.0%	1.3%
2016	0.8%	0.9%	0.8%	0.7%
2017	0.7%	0.9%	0.5%	1.2%
2018	0.9%	1.2%	1.1%	1.6%
2019	0.2%	0.5%	0.0%	0.3%
2020	-5.9%	-5.6%	-6.2%	-6.0%
2021	4.4%	5.0%	5.4%	4.7%
2022	2.1%	2.6%	2.3%	1.9%
Average Annual growth 2012-2022	***0.63***%	***0.82***%	***0.68***%	***0.92***%

Source: South Africa Regional eXplorer v2404 Data compiled on 10 Jul 2023. © 2023 S&P Global.

In 2022, the Mbhashe Local Municipality achieved an annual growth rate of 2.11% which is a very similar GDP growth than the Eastern Cape Province's 2.29%, but is higher than that of South Africa, where the 2022 GDP growth rate was 1.91%. Contrary to the short-term growth rate of 2022, the longer-term average growth rate for Mbhashe (0.63%) is slightly lower than that of South Africa (0.92%). The economic growth in Mbhashe peaked in 2021 at 4.38%.

CHART 8. Gross domestic product (GDP) - Mbhashe Local Municipality and the rest of Amatole, 2022 [Percentage]



Source: South Africa Regional eXplorer v2404 Data compiled on 10 Jul 2023. © 2023 S&P Global.

The Mbhashe Local Municipality had a total GDP of R 6.12 billion and in terms of total contribution towards Amatole District Municipality the Mbhashe Local Municipality ranked fourth relative to all the regional economies to total Amatole District Municipality GDP. This ranking in terms of size compared to other regions of Mbhashe remained the same since 2012. In terms of its share, it was in 2022 (15.1%) slightly smaller compared to what it was in 2012 (15.4%). For the period 2012 to 2022, the average annual growth rate of 0.6% of Mbhashe was the third relative to its peers in terms of growth in constant 2010 prices.

TABLE 9. Gross domestic product (GDP) - Regions within Amatole District Municipality, 2012 to 2022, share and growth.

	2022 (Current prices)	Share of district municipality	2012 (Constant prices)	2022 (Constant prices)	Average Annual growth
Mbhashe	6.12	*15.09%*	3.98	4.23	***0.63***%
Mnquma	12.08	*29.78%*	7.17	8.29	***1.46***%
Great Kei	4.73	*11.66%*	3.23	3.34	***0.34***%
Amahlathi	6.18	*15.25%*	4.16	4.37	***0.49***%
Ngqushwa	3.28	*8.08%*	2.17	2.28	***0.52***%
Raymond Mhlaba	8.16	*20.12%*	5.32	5.72	***0.73***%

Source: South Africa Regional eXplorer v2404 Data compiled on 10 Jul 2023. © 2023 S&P Global.

Mnquma had the highest average annual economic growth, averaging 1.46% between 2012 and 2022, when compared to the rest of the regions within Amatole District Municipality. The Raymond Mhlaba Local Municipality had the second highest average annual growth rate of 0.73%. Great Kei Local Municipality had the lowest average annual growth rate of 0.34% between 2012 and 2022.

(e) Economic Growth Forecast

It is expected that Mbhashe Local Municipality will grow at an average annual rate of 1.36% from 2022 to 2027. The average annual growth rate in the GDP of Amatole District Municipality and Eastern Cape Province is expected to be 1.67% and 1.54% respectively. South Africa is forecasted to grow at an average annual growth rate of 1.75%, which is higher than that of the Mbhashe Local Municipality.

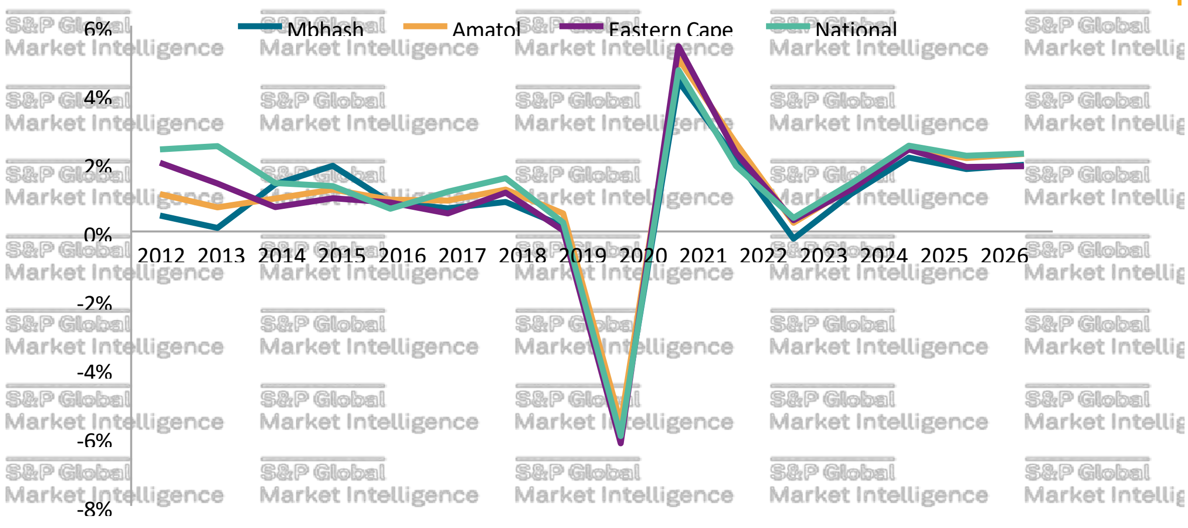


CHART 9. Gross domestic product (GDP) - Mbhashe, Amatole, Eastern Cape and National Total, 2012-2027 [Average annual growth rate, constant 2010 prices]

Source: South Africa Regional eXplorer v2404 Data compiled on 10 Jul 2023. © 2023 S&P Global.

In 2027, Mbhashe's forecasted GDP will be an estimated R 4.53 billion (constant 2010 prices) or 14.8% of the total GDP of Amatole District Municipality. The ranking in terms of size of the Mbhashe Local Municipality will remain the same between 2022 and 2027, with a contribution to the Amatole District Municipality GDP of 14.8% in 2027 compared to the 15.0% in 2022. At a 1.36% average annual GDP growth rate between 2022 and 2027, Mbhashe ranked the third compared to the other regional economies.

(f) Gross Value Added by Region (GVA-R)

The Mbhashe Local Municipality's economy is made up of various industries. The GVA-R variable provides a sector breakdown, where each sector is measured in terms of its *value added* produced in the local economy. Gross Value Added (GVA) is a measure of output (total production) of a region in terms of the value that was created within that region. GVA can be broken down into various production sectors. The summary table below puts the Gross Value Added (GVA) of all the regions in perspective to that of the Mbhashe Local Municipality.

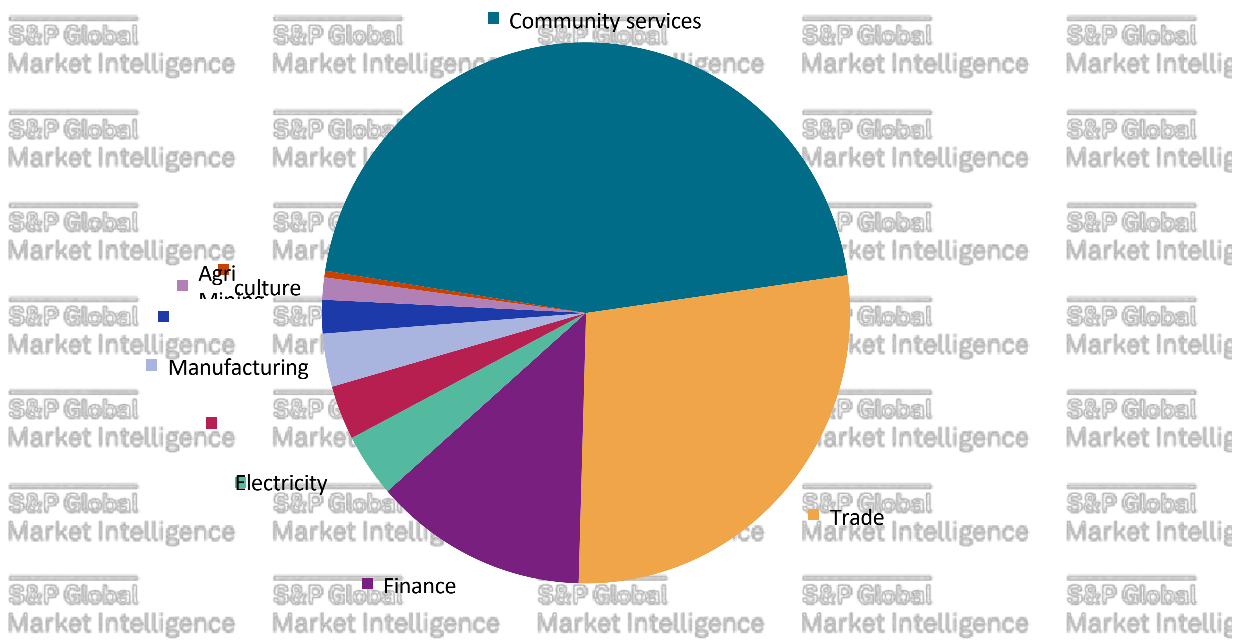
TABLE 11. Gross value added (GVA) by broad economic sector - Mbhashe Local Municipality, 2022 [R billions, current prices]

	Mbhashe	Amatole	Eastern Cape	National Total	Mbhashe as % of district municipality	Mbhashe as % of province	Mbhashe as % of national
Agriculture	0.1	1.1	9.8	187.6	*6.5%*	*0.75%*	*0.04%*
Mining	0.0	0.0	0.6	483.3	*45.8%*	*3.78%*	*0.00%*
Manufacturing	0.2	2.9	60.6	813.1	*6.0%*	*0.29%*	*0.02%*
Electricity	0.2	1.1	10.4	192.8	*15.7%*	*1.74%*	*0.09%*
Construction	0.1	0.7	11.4	146.6	*15.2%*	*0.97%*	*0.08%*
Trade	1.5	7.1	80.9	807.5	*21.7%*	*1.90%*	*0.19%*
Transport	0.2	1.7	30.9	451.4	*12.3%*	*0.68%*	*0.05%*
Finance	0.7	7.1	97.8	1,386.9	*10.3%*	*0.74%*	*0.05%*
Community services	2.5	14.9	146.9	1,483.6	*16.9%*	*1.71%*	*0.17%*
Total Industries	**5.5**	**36.8**	**449.3**	**5,952.7**	***15.1%***	***1.23%***	***0.09%***

Source: South Africa Regional eXplorer v2404 Data compiled on 10 Jul 2023. © 2023 S&P Global.

In 2022, the community services sector is the largest within Mbhashe Local Municipality accounting for R 2.51 billion or 45.3% of the total GVA in the local municipality's economy. The sector that contributes the second most to the GVA of the Mbhashe Local Municipality is the trade sector at 27.7%, followed by the finance sector with 13.1%. The sector that contributes the least to the economy of Mbhashe Local Municipality is the mining sector with a contribution of R 21.9 million or 0.39% of the total GVA.

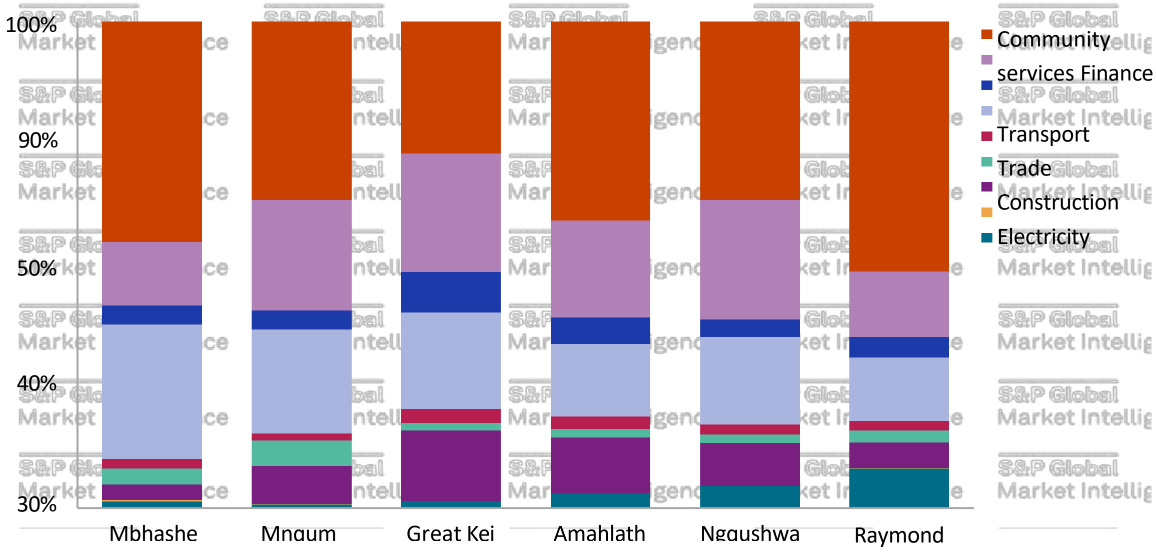
CHART 10. Gross value added (GVA) by broad economic sector - Mbhashe Local Municipality, 2022 [percentage composition]



Source: South Africa Regional eXplorer v2404 Data compiled on 10 Jul 2023. © 2023 S&P Global.

The community sector, which includes the government services, is generally a large contributor towards GVA. When looking at all the regions within the Amatole District Municipality, it is clear that the Mnquma contributes the most community services towards its own GVA, with 26.95%, relative to the other regions within Amatole District Municipality. The Mnquma contributed R 10.9 billion or 29.75% to the GVA of Amatole District Municipality. The Mnquma also contributes the most the overall GVA of Amatole District Municipality.

CHART 11. Gross value added (GVA) by broad economic sector - Mbhashe, Mnquma, Great Kei, Amahlathi, Ngqushwa and Raymond Mhlaba, 2022 [percentage composition]



Source: South Africa Regional eXplorer v2404 Data compiled on 10 Jul 2023. © 2023 S&P Global.

(g) Economically Active Population (EAP)

The economically active population (EAP) is a good indicator of how many of the total working age population are in reality participating in the labour market of a region. If a person is economically active, he or she forms part of the labour force. The economically active population (EAP) is defined as the number of people (between the age of 15 and 65) who are able and willing to work, and who are actively looking for work. It includes both employed and unemployed people. People, who recently have not taken any active steps to find employment, are not included in the measure. These people may (or may not) consider themselves unemployed. Regardless, they are counted as discouraged work seekers, and thus form part of the non-economically active population.

Economically active population (EAP) - Mbhashe, Amatole, Eastern Cape and National Total, 2011-2021 [number, percentage]

	Mbhashe	Amatole	Eastern Cape	National Total	Mbhashe as % of district municipality	Mbhashe as % of province	Mbhashe as % of national
2011	33,000	154,000	1,730,000	18,300,000	*21.4%*	*1.91%*	*0.18%*
2012	33,700	157,000	1,760,000	18,700,000	*21.5%*	*1.92%*	*0.18%*
2013	35,700	164,000	1,830,000	19,300,000	*21.7%*	*1.96%*	*0.19%*
2014	38,600	175,000	1,920,000	20,100,000	*22.0%*	*2.01%*	*0.19%*
2015	40,900	184,000	2,000,000	20,800,000	*22.3%*	*2.05%*	*0.20%*
2016	43,600	194,000	2,090,000	21,500,000	*22.5%*	*2.09%*	*0.20%*
2017	46,700	206,000	2,180,000	22,000,000	*22.6%*	*2.14%*	*0.21%*
2018	48,400	213,000	2,240,000	22,300,000	*22.8%*	*2.16%*	*0.22%*
2019	51,400	225,000	2,330,000	22,700,000	*22.9%*	*2.21%*	*0.23%*
2020	50,700	224,000	2,330,000	22,100,000	*22.6%*	*2.18%*	*0.23%*
2021	53,200	233,000	2,400,000	22,200,000	*22.8%*	*2.22%*	*0.24%*
						Average Annual growth	
2011-2021	***4.88***%	***4.21***%	***3.35***%	***1.96***%			

Source: ECSECC (2022)

Mbhashe Local Municipality's EAP was 51 500 in 2021, which is 18.57% of its total population of 277 000, and roughly 22.18% of the total EAP of the Amatole District Municipality. From 2011 to 2021, the average annual increase in the EAP in the Mbhashe Local Municipality was 4.51%, which is 0.861 percentage points higher than the growth in the EAP of Amatole's for the same period.

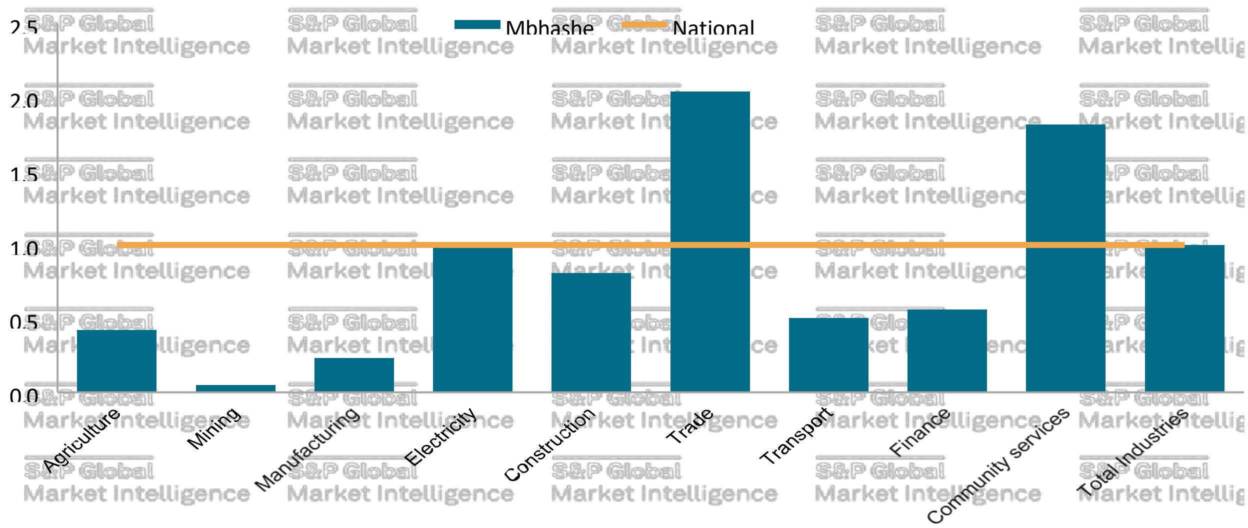
(h) Total Employment

Employment data is a key element in the estimation of unemployment. In addition, trends in employment within different sectors and industries normally indicate significant structural changes in the economy. Employment data is also used in the calculation of productivity, earnings per worker, and other economic indicators. Total employment consists of two parts: employment in the formal sector, and employment in the informal sector.

Location quotient

If the location quotient is larger than one for a specified sector within a region, then that region has a comparative advantage in that sector. This is because the share of that sector of the specified regional economy is greater than the same sector in the national economy. The location quotient is usually computed by taking the percentage share of the sector in the regional economy divided by the percentage share of that same sector in the national economy.

CHART 18. Location quotient by broad economic sectors - Mbhashe Local Municipality and South Africa, 2022 [Number]



Source: South Africa Regional eXplorer v2404 Data compiled on 10 Jul 2023. © 2023 S&P Global.

For 2022 Mbhashe Local Municipality has a very large comparative advantage in the trade sector. The community services sector also has a very large comparative advantage. The electricity also has a comparative advantage when comparing it to the South Africa economy as a whole, although less prominent. The Mbhashe Local Municipality has a comparative disadvantage when it comes to the mining and manufacturing sector which has a very large comparative disadvantage. In general mining is a very concentrated economic sector. Unfortunately, the Mbhashe Local Municipality area currently does not have a lot of mining activity, with an LQ of only 0.0486.

TABLE 17. Total employment - Mbhashe, Amatole, Eastern Cape and National Total, 2012-2022 [numbers]

	Mbhashe	Amatole	Eastern Cape	National Total
2012	19,500	116,000	1,240,000	14,000,000
2013	20,400	120,000	1,270,000	14,400,000
2014	22,100	128,000	1,340,000	15,000,000
2015	23,500	135,000	1,400,000	15,500,000
2016	24,400	139,000	1,430,000	15,800,000
2017	24,900	140,000	1,440,000	16,000,000
2018	24,700	138,000	1,440,000	16,200,000
2019	24,400	136,000	1,430,000	16,200,000
2020	22,000	124,000	1,350,000	15,400,000
2021	20,900	117,000	1,300,000	14,800,000
2022	22,600	125,000	1,360,000	15,300,000
Average Annual growth				
2012-2022	***1.48***%	***0.75***%	***0.97***%	***0.88***%

Source: South Africa Regional eXplorer v2404 Data compiled on 10 Jul 2023. © 2023 S&P Global.

In 2022, Mbhashe employed 22 600 people which is 18.09% of the total employment in Amatole District Municipality (125 000), 1.66% of total employment in Eastern Cape Province (1.36 million), and 0.15% of the total employment of 15.3 million in South Africa. Employment within Mbhashe increased annually at an average rate of 1.48% from 2012 to 2022.

TABLE 18. Total employment per broad economic sector - Mbhashe and the rest of Amatole, 2022 [Numbers]

	Mbhashe	Mnquma	Great Kei	Amahlathi	Ngqushwa	Raymond Mhlaba	Total Amatole
Agriculture	828	813	1,480	2,580	1,360	2,780	9,842
Mining	30	18	4	7	7	7	74
Manufacturing	680	1,260	884	1,560	1,100	1,010	6,496
Electricity	53	108	51	65	45	67	389
Construction	2,520	2,600	944	1,990	1,200	1,850	11,094
Trade	5,720	7,720	2,240	4,320	2,900	4,450	27,365
Transport	1,090	1,810	491	1,020	575	695	5,673
Finance	2,140	3,520	1,160	2,280	1,730	2,000	12,835
Community services	8,200	12,700	2,660	6,550	4,050	7,690	41,816
Households	1,340	2,130	1,050	1,830	1,100	1,910	9,358
Total	**22,600**	**32,600**	**10,900**	**22,200**	**14,100**	**22,500**	**124,944**

Source: South Africa Regional eXplorer v2404 Data compiled on 10 Jul 2023. © 2023 S&P Global.

Mbhashe Local Municipality employs a total number of 22 600 people within its local municipality. The local municipality that employs the highest number of people relative to the other regions within Amatole District Municipality is Mnquma local municipality with a total number of 32 600. The local municipality that employs the lowest number of people relative to the other regions within Amatole District Municipality is Great Kei local municipality with a total number of 10 900 employed people. In Mbhashe Local Municipality the economic sectors that recorded the largest number of employments in 2022 were the community services sector with a total of 8 200 employed people or 36.3% of total employment in the local municipality. The trade sector with a total of 5 720 (25.3%) employs the second highest number of people relative to the rest of the sectors. The mining sector with 30.2 (0.1%) is the sector that employs the least number of people in Mbhashe Local Municipality, followed by the electricity sector with 53.2 (0.2%) people employed.

TABLE 19. Formal and informal employment by broad economic sector - Mbhashe Local Municipality, 2022 [numbers]

	Formal employment	Informal employment
Agriculture	828	N/A
Mining	30	N/A
Manufacturing	481	199
Electricity	53	N/A
Construction	1,120	1,400
Trade	2,600	3,130
Transport	266	822
Finance	1,710	437
Community services	7,150	1,050
Households	1,340	N/A

Source: South Africa Regional eXplorer v2404 Data compiled on 10 Jul 2023. © 2023 S&P Global.

(i) Unemployment

The unemployed includes all persons between 15 and 65 who are currently not working, but who are actively looking for work. It therefore excludes people who are not actively seeking work (referred to as discouraged work seekers).The choice of definition for what constitutes being unemployed has a large impact on the final estimates for all measured labour force variables. The following definition was adopted by the Thirteenth International Conference of Labour Statisticians (Geneva, 1982): The "unemployed" comprise all persons above a specified age who during the reference period were:

"Without work", i.e. not in paid employment or self-employment.

"Currently available for work", i.e. were available for paid employment or self-employment during the reference period; and "Seeking work", i.e. had taken specific steps in a specified reference period to seek paid employment or self-employment. The specific steps may include registration at a public or private employment exchange; application to employers; checking at worksites, farms, factory gates, market or other assembly places; placing or answering newspaper advertisements; seeking assistance of friends or relatives.

TABLE 20. Unemployment (official definition) - Mbhashe, Amatole, Eastern Cape and National Total, 2012- 2022 [Number percentage]

	Mbhashe	Amatole	Eastern Cape	National Total	Mbhashe as % of district municipality	Mbhashe as % of province	Mbhashe as % of national
2012	11,100	54,000	509,000	4,700,000	*20.6%*	*2.2%*	*0.24%*
2013	12,000	57,900	540,000	4,850,000	*20.8%*	*2.2%*	*0.25%*
2014	12,900	61,200	565,000	5,060,000	*21.1%*	*2.3%*	*0.26%*
2015	13,500	63,300	583,000	5,300,000	*21.3%*	*2.3%*	*0.25%*
2016	15,100	70,300	636,000	5,670,000	*21.5%*	*2.4%*	*0.27%*
2017	17,700	81,400	718,000	5,990,000	*21.7%*	*2.5%*	*0.29%*
2018	19,600	89,800	782,000	6,100,000	*21.9%*	*2.5%*	*0.32%*
2019	22,900	103,000	885,000	6,450,000	*22.2%*	*2.6%*	*0.36%*
2020	25,100	114,000	964,000	6,710,000	*22.1%*	*2.6%*	*0.37%*
2021	28,600	128,000	1,080,000	7,470,000	*22.3%*	*2.7%*	*0.38%*
2022	29,500	131,000	1,100,000	7,810,000	*22.5%*	*2.7%*	*0.38%*
Average Annual growth							
2012-2022	***10.25***%	***9.26***%	***8.00***%	***5.21***%			

Source: South Africa Regional eXplorer v2404 Data compiled on 10 Jul 2023. © 2023 S&P Global.

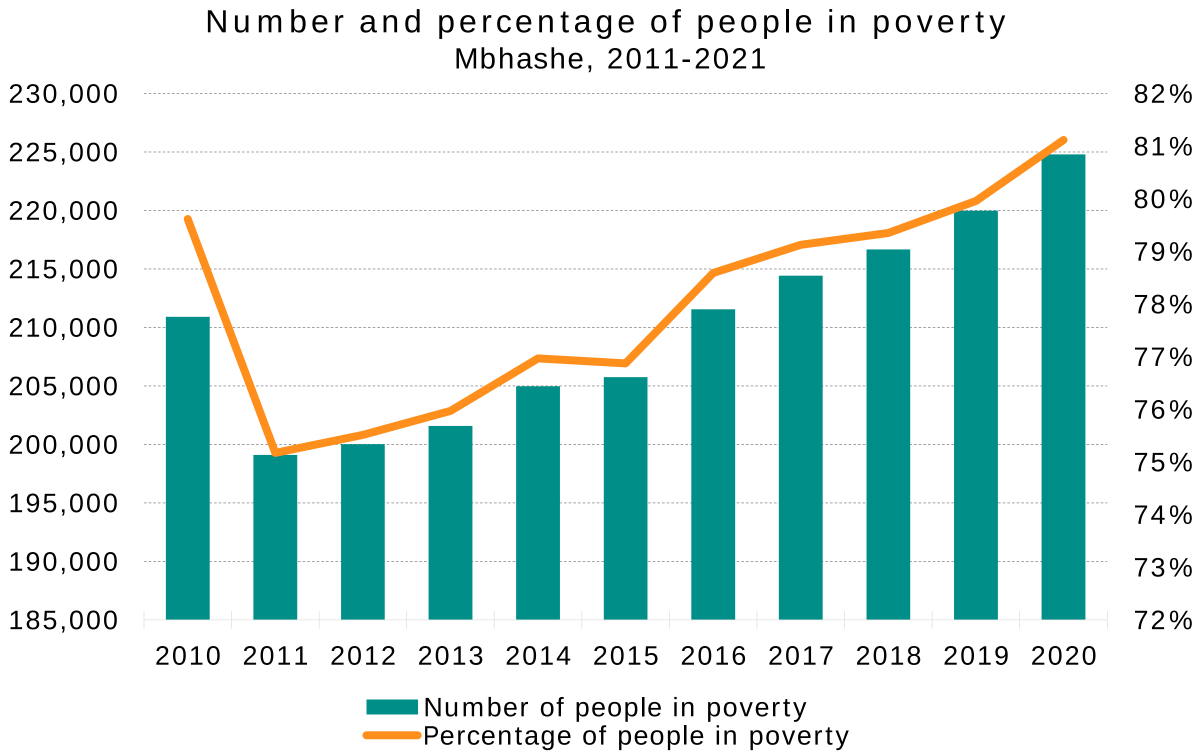
In 2022, there were a total number of 29 500 people unemployed in Mbhashe, which is an increase of 18 400 from 11 100 in 2012. The total number of unemployed people within Mbhashe constitutes 22.52% of the total number of unemployed people in Amatole District Municipality. The Mbhashe Local Municipality experienced an average annual increase of 10.25% in the number of unemployed people, which is worse than that of the Amatole District Municipality which had an average annual increase in unemployment of 9.26%.

UNEMPLOYMENT AND UNEMPLOYMENT RATE (OFFICIAL DEFINITION) - MBHASHE LOCAL MUNICIPALITY, 2011-2021 [NUMBER PERCENTAGE]

1.1 Poverty

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

NUMBER AND PERCENTAGE OF PEOPLE LIVING IN POVERTY - MBHASHE LOCAL MUNICIPALITY, 2011-2021 [NUMBER PERCENTAGE]



Source: ECSECC (2021)

In 2021, there were 225 000 people living in poverty, using the upper poverty line definition, across Mbhashe Local Municipality - this is 6.58% higher than the 211 000 in 2011. The percentage of people living in poverty has increased from 79.62% in 2011 to 81.12% in 2021, which indicates an increase of -1.5 percentage points.

Income and Expenditure

In a growing economy among which production factors are increasing, most of the household incomes are spent on purchasing goods and services. Therefore, the measuring of the income and expenditure of households is a major indicator of a number of economic trends. It is also a good marker of growth as well as consumer tendencies.

Number of Households by Income category

The number of households is grouped according to predefined income categories or brackets, where income is calculated as the sum of all household gross disposable income: payments in kind, gifts, homemade goods sold, old age pensions, income from informal sector activities, subsistence income, etc.). Note that income tax is included in the income distribution.

Income categories start at R0 - R2,400 per annum and go up to R2,400,000+ per annum. A household is either a group of people who live together and provide themselves jointly with food and/or other essentials for living, or it is a single person living on his/her own. These income brackets do not take into account inflation creep: over time, movement of households "up" the brackets is natural, even if they are not earning any more in real terms.

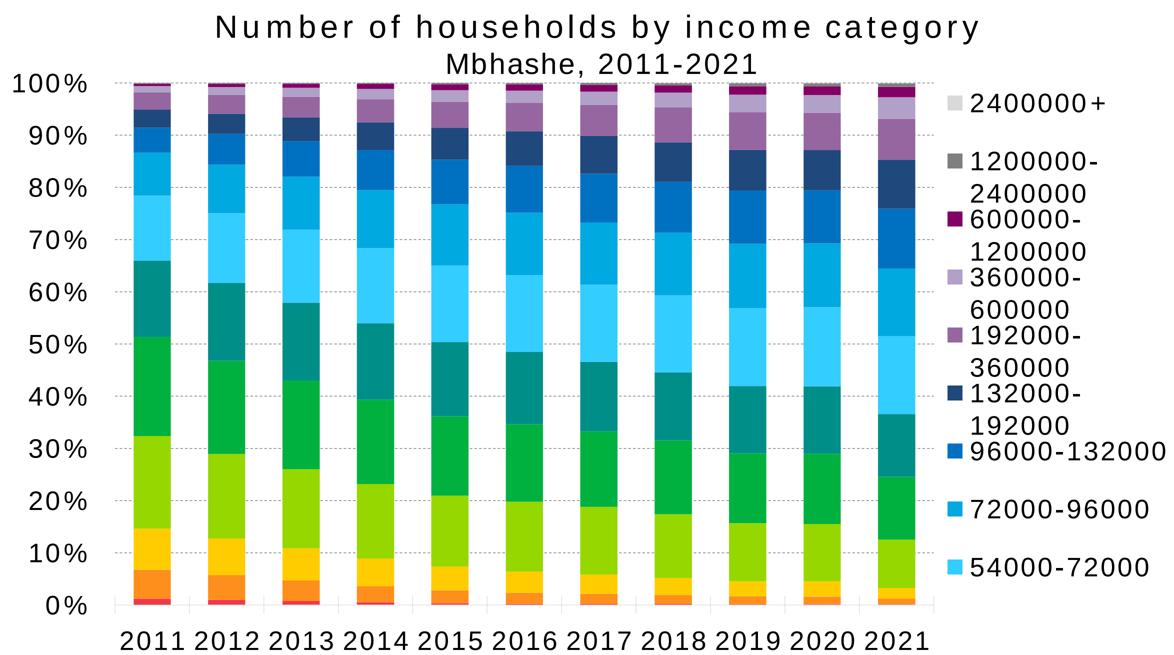
HOUSEHOLDS BY INCOME CATEGORY - MBHASHE, AMATOLE, EASTERN CAPE AND NATIONAL TOTAL, 2021 [NUMBER PERCENTAGE]

	Mbhashe	Amatole	Eastern Cape	National Total	Mbhashe as % of district municipality	Mbhashe as % of province	Mbhashe as % of national
0-2400	5	16	136	1,260	*29.2%*	*3.4%*	*0.36%*
2400-6000	79	284	2,430	20,700	*27.9%*	*3.3%*	*0.38%*
6000-12000	719	2,560	21,000	169,000	*28.1%*	*3.4%*	*0.43%*
12000-18000	1,320	4,680	37,300	293,000	*28.3%*	*3.6%*	*0.45%*
18000-30000	6,040	20,700	161,000	1,210,000	*29.1%*	*3.8%*	*0.50%*
30000-42000	7,880	26,700	199,000	1,440,000	*29.5%*	*4.0%*	*0.55%*
42000-54000	7,840	26,800	192,000	1,380,000	*29.3%*	*4.1%*	*0.57%*
54000-72000	9,760	33,800	241,000	1,820,000	*28.9%*	*4.0%*	*0.54%*
72000-96000	8,450	29,200	213,000	1,710,000	*28.9%*	*4.0%*	*0.49%*
96000-132000	7,470	26,500	199,000	1,740,000	*28.2%*	*3.8%*	*0.43%*
132000-192000	6,140	22,500	183,000	1,720,000	*27.3%*	*3.3%*	*0.36%*
192000-360000	5,110	19,300	183,000	1,950,000	*26.4%*	*2.8%*	*0.26%*
360000-600000	2,710	10,700	120,000	1,440,000	*25.4%*	*2.3%*	*0.19%*
600000-1200000	1,300	5,600	83,500	1,130,000	*23.3%*	*1.6%*	*0.11%*
1200000-2400000	442	2,130	38,300	534,000	*20.8%*	*1.2%*	*0.08%*
2400000+	38	256	6,960	101,000	*14.8%*	*0.5%*	*0.04%*
Total	**65,300**	**232,000**	**1,880,000**	**16,700,000**	***28.2%***	***3.5%***	***0.39%***

Source: IHS Markit Regional eXplorer version 2340

It was estimated that in 2021 12.50% of all the households in the Mbhashe Local Municipality, were living on R30,000 or less per annum. In comparison with 2011's 32.39%, the number is more than half. The 54000-72000 income category has the highest number of households with a total number of 9 760, followed by the 72000-96000 income category with 8 450 households. Only 4.6 households fall within the 0-2400 income category.

HOUSEHOLDS BY INCOME BRACKET - MBHASHE LOCAL MUNICIPALITY, 2011-2021 [PERCENTAGE]



Source: IHS Markit Regional eXplorer version 2340

For the period 2011 to 2021 the number of households earning more than R30,000 per annum has increased from 67.61% to 87.50%. It can be seen that the number of households with income equal to or lower than R6,000 per year has decreased by a significant amount.

Annual total Personal Income

Personal income is an even broader concept than labour remuneration. Personal income includes profits, income from property, net current transfers and net social benefits.

Annual total personal income is the sum of the total personal income for all households in a specific region. The definition of income is the same as used in the income brackets (Number of Households by Income Category), also including the income tax. For this variable, current prices are used, meaning that inflation has not been taken into account.

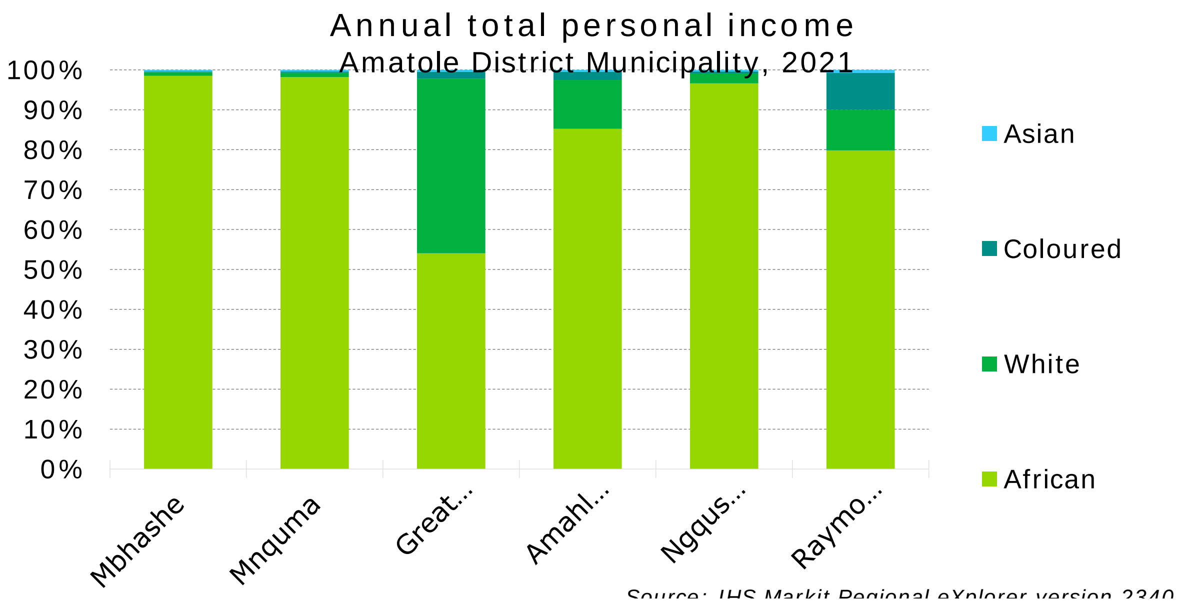
ANNUAL TOTAL PERSONAL INCOME - MBHASHE, AMATOLE, EASTERN CAPE AND NATIONAL TOTAL [CURRENT PRICES, R BILLIONS]

	Mbhashe	Amatole	Eastern Cape	National Total
2011	4.3	16.7	188.8	2,314.9
2012	4.7	18.3	210.7	2,525.0
2013	5.0	19.7	229.3	2,729.4
2014	5.4	21.2	247.2	2,938.2
2015	5.9	23.1	269.8	3,180.0
2016	6.3	24.6	288.5	3,413.6
2017	6.9	26.9	311.9	3,662.1
2018	7.5	29.1	334.0	3,910.4
2019	7.8	30.7	350.7	4,106.1
2020	7.7	30.2	343.3	4,016.7
2021	8.7	34.0	379.4	4,411.0
				Average Annual growth
2011-2021	***7.46***%	***7.40***%	***7.23***%	***6.66***%

Source: IHS Markit Regional eXplorer version 2340

Mbhashe Local Municipality recorded an average annual growth rate of 7.46% (from R 4.25 billion to R 8.74 billion) from 2011 to 2021, which is more than both Amatole's (7.40%) as well as Eastern Cape Province's (7.23%) average annual growth rates. South Africa had an average annual growth rate of 6.66% (from R 2.31 trillion to R 4.41 trillion) which is less than the growth rate in Mbhashe Local Municipality.

ANNUAL TOTAL PERSONAL INCOME BY POPULATION GROUP - MBHASHE AND THE REST OF AMATOLE [CURRENT PRICES, R BILLIONS]



The total personal income of Mbhashe Local Municipality amounted to approximately R 8.74 billion in 2021. The African population group earned R 8.61 billion, or 98.51% of total personal income, while the White population group earned R 80.4 million, or 0.92% of the total personal income. The Asian and the Coloured population groups only had a share of 0.42% and 0.15% of total personal income respectively.

ANNUAL TOTAL PERSONAL INCOME - MBHASHE AND THE REST OF AMATOLE DISTRICT MUNICIPALITY [CURRENT PRICES, R BILLIONS]

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Mbhashe	4.25	4.67	5.01	5.40	5.90	6.30	6.88	7.46	7.84	7.73	8.74
Mnquma	4.98	5.43	5.83	6.28	6.86	7.36	8.02	8.67	9.11	8.95	10.07
Great Kei	0.78	0.86	0.92	0.97	1.03	1.08	1.18	1.28	1.37	1.36	1.52
Amahlathi	2.09	2.31	2.49	2.66	2.86	3.01	3.30	3.58	3.78	3.74	4.20
Ngqushwa	1.18	1.28	1.38	1.47	1.59	1.69	1.85	2.01	2.13	2.11	2.40
Raymond Mhlaba	3.38	3.76	4.10	4.43	4.85	5.20	5.67	6.12	6.44	6.33	7.08

Source: IHS Markit Regional eXplorer version 2340

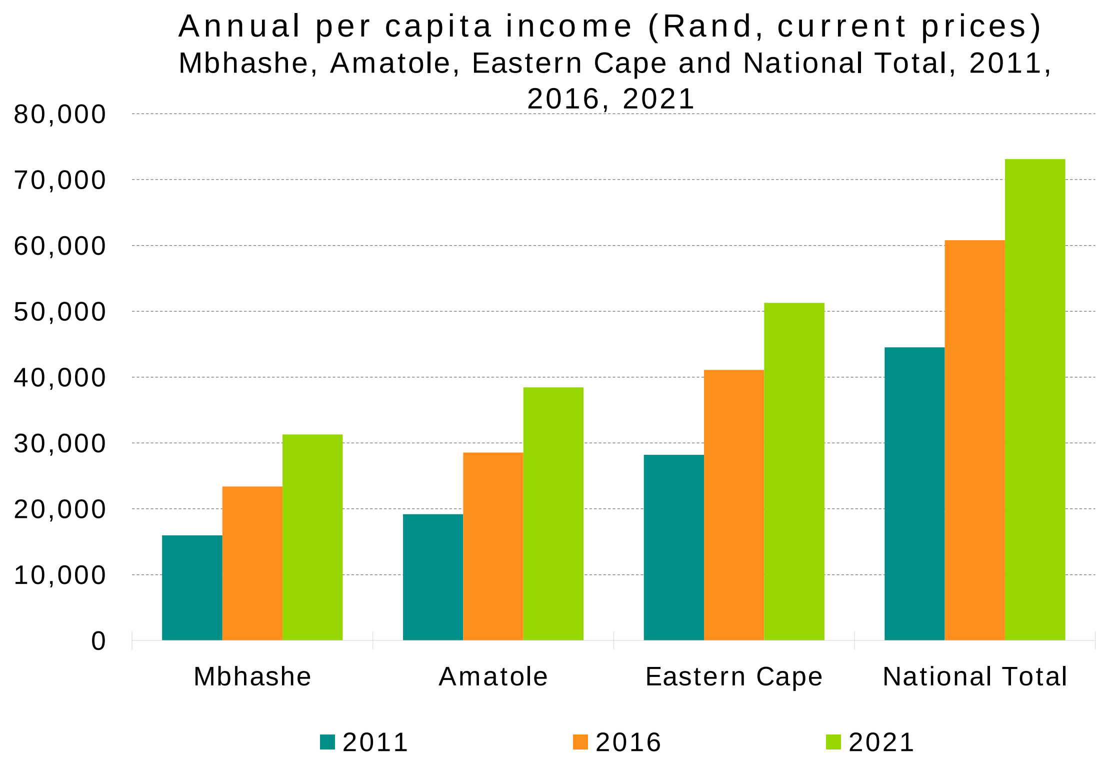
When looking at the annual total personal income for the regions within Amatole District Municipality it can be seen that the Mnquma Local Municipality had the highest total personal income with R 10.1 billion which increased from R 4.98 billion recorded in 2011. It can be seen that the Great Kei Local Municipality had the lowest total personal income of R 1.52 billion in 2021, this increased from R 775 million in 2011.

Annual per Capita Income

Per capita income refers to the income per person. Thus, it takes the total personal income per annum and divides it equally among the population.

Per capita income is often used as a measure of wealth particularly when comparing economies or population groups. Rising per capita income usually indicates a likely swell in demand for consumption.

PER CAPITA INCOME - MBHASHE, AMATOLE, EASTERN CAPE AND NATIONAL TOTAL, 2021 [RAND, CURRENT PRICES]



Source: IHS Markit Regional eXplorer version 2340

The per capita income in Mbhashe Local Municipality is R 31,300 and is lower than both the Eastern Cape (R 51,300) and of the Amatole District Municipality (R 38,400) per capita income. The per capita income for Mbhashe Local Municipality (R 31,300) is lower than that of the South Africa as a whole which is R 73,100.

PER CAPITA INCOME BY POPULATION GROUP - MBHASHE AND THE REST OF AMATOLE DISTRICT MUNICIPALITY, 2021 [RAND, CURRENT PRICES]

	African
Mbhashe	31,000
Mnquma	40,000
Great Kei	30,500
Amahlathi	36,900
Ngqushwa	36,800
Raymond Mhlaba	38,400

Source: IHS Markit Regional eXplorer version 2340

Great Kei Local Municipality has the highest per capita income with a total of R 49,900. Raymond Mhlaba Local Municipality had the second highest per capita income at R 43,900, whereas Mbhashe Local Municipality had the lowest per capita income at R 31,300. In Mbhashe Local Municipality, the African population group has the highest per capita income, with R 31,000, relative to the other population groups. Some of the population groups - where there are less than 1,000 people living in the area were excluded from the analysis.

Index of Buying Power

The Index of Buying Power (IBP) is a measure of a region's overall capacity to absorb products and/or services. The index is useful when comparing two regions in terms of their capacity to buy products. Values range from 0 to 1 (where the national index equals 1) and can be interpreted as the percentage of national buying power attributable to the specific region. Regions' buying power usually depends on three factors: the size of the population; the ability of the population to spend (measured by total income); and the willingness of the population to spend (measured by total retail sales).

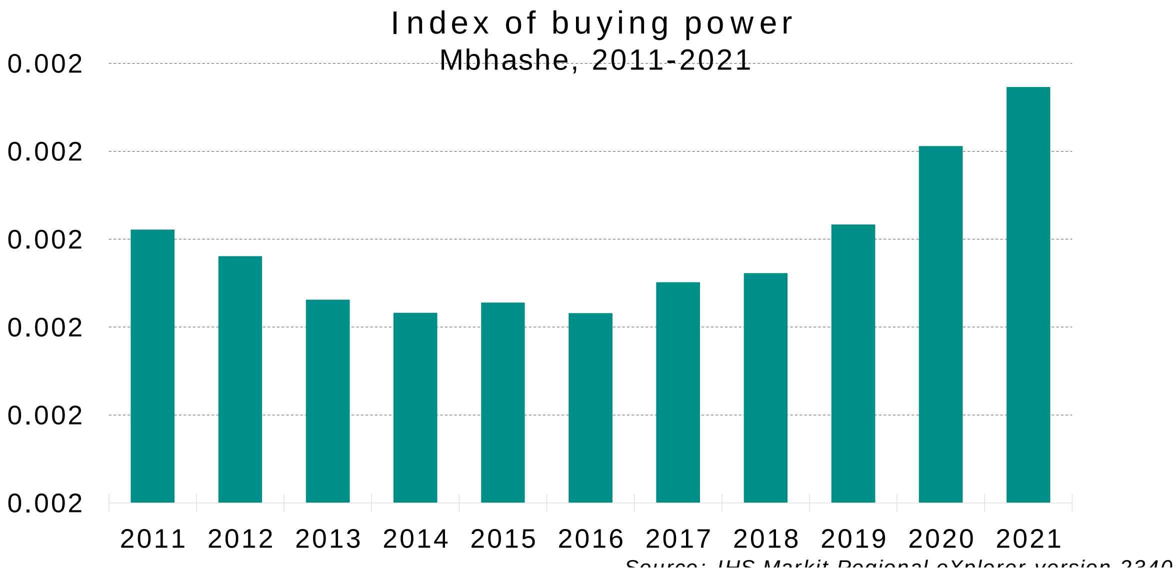
INDEX OF BUYING POWER - MBHASHE, AMATOLE, EASTERN CAPE AND NATIONAL TOTAL, 2021 [NUMBER]

	Mbhashe	Amatole	Eastern Cape	National Total
Population	279,112	884,642	7,398,907	60,324,819
Population - share of national total	0.5%	1.5%	12.3%	100.0%
Income	8,737	34,001	379,441	4,411,013
Income - share of national total	0.2%	0.8%	8.6%	100.0%
Retail	2,492,055	10,217,670	108,792,074	1,176,503,000
Retail - share of national total	0.2%	0.9%	9.2%	100.0%
Index	0.00	0.01	0.09	I1.00

Slurce: IHS Markit Regional eXplorer version 2340

Mbhashe Local Municipality has a 0.5% share of the national population, 0.2% share of the total national income and a 0.2% share in the total national retail, this all equates to an IBP index value of 0.0023 relative to South Africa as a whole. Amatole has an IBP of 0.0087, where Eastern Cape Province has and IBP index value of 0.092 and South Africa a value of 1 relative to South Africa as a whole. The considerable low index of buying power of the Mbhashe Local Municipality suggests that the local municipality has access to only a small percentage of the goods and services available in all of the Amatole District Municipality. Its residents are most likely spending some of their income in neighbouring areas.

INDEX OF BUYING POWER MBHASHE LOCAL MUNICIPALITY, 2011-2021 [INDEX VALUE]

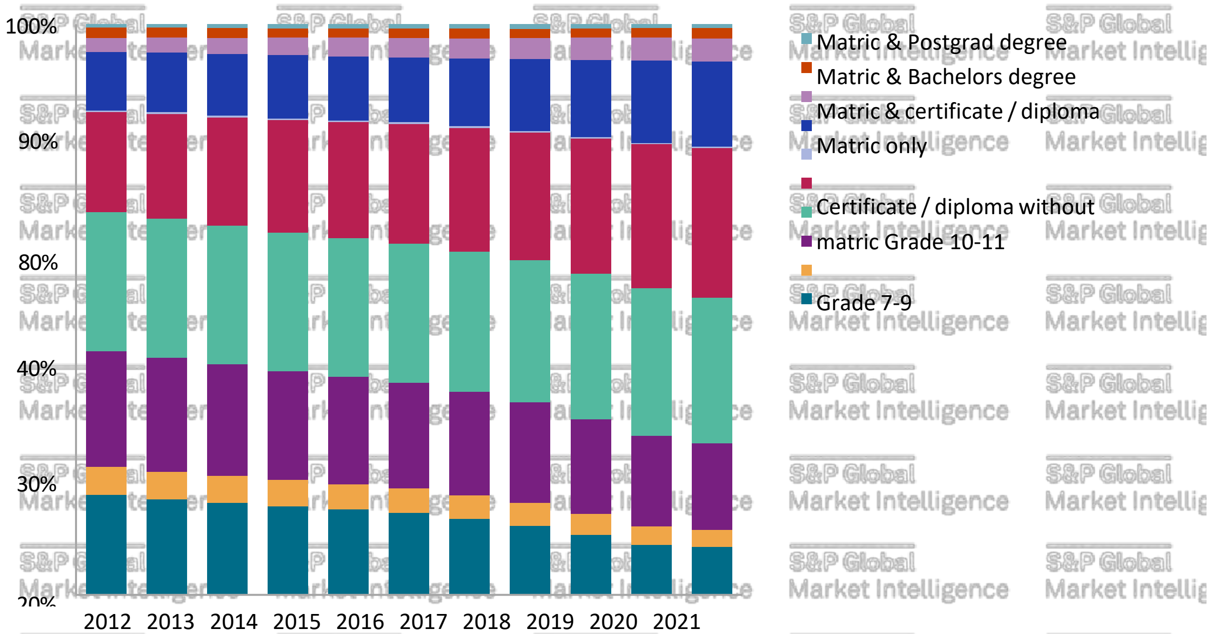


Between 2011 and 2021, the index of buying power within Mbhashe Local Municipality increased to its highest level in 2021 (0.002287) from its lowest in 2016 (0.002158). Although the buying power within Mbhashe Local Municipality is relatively small compared to other regions, the IBP increased at an average annual growth rate of 0.36%.

Education

Educating is important to the economic growth in a country and the development of its industries, providing a trained workforce and skilled professionals required.The education measure represents the highest level of education of an individual, using the 15 years and older age category. (According to the United Nations definition of education, one is an adult when 15 years or older. S&P Global uses this cut-off point to allow for cross-country comparisons. Furthermore, the age of 15 is also the legal age at which children may leave school in South Africa).

CHART 39. Highest level of education: age 15+ - Mbhashe Local Municipality, 2012-2022 [Percentage]



Source: South Africa Regional eXplorer v2404 Data compiled on 10 Jul 2023. © 2023 S&P Global.

Within Mbhashe Local Municipality, the number of people without any schooling decreased from 2012 to 2022 with an average annual rate of -5.90%, while the number of people within the 'matric only' category, increased from 13,600 to 22,500. The number of people with 'matric and a certificate/diploma' increased with an average annual rate of 6.17%, with the number of people with a 'matric and a Bachelor's' degree increasing with an average annual rate of 1.75%.

Overall improvement in the level of education is visible with an increase in the number of people with 'matric' or higher education.

COMPARATIVE ADVANTAGE / COMPETITIVE ADVANTAGE

The municipal area of Mbhashe in terms Absolute Advantages, it has more efficient production of the following in comparison with its neighbouring municipalities even though these advantages have not been tapped fully. The absolute advantages are in terms:

- Crop and sorghum production
- Sheep farming
- Wool production
- Eco-tourism
- Oceans Economy

In terms of comparative advantages, the municipal area of Mbhashe forms part of areas identified in terms of strategic framework for economic development in the Eastern Cape which are in the Wild Coast Jikelela Route. The comparative advantages are as follows:

- N2 Highway – one of the most busiest highways and transport corridor between South Africa's main industrial economic hubs such as such as East London, Gqebrha and Durban.
- Wild Coast Meander – one of the most untapped and tranquil gateway tourism routes that offer abundant opportunities in terms of eco-tourism, agro-tourism, events tourism and as way

as hub for unlocking Oceans Economy as determined in terms of Operation Phakisa which seeks to unlock economic potential of South Africa's oceans.

- Quarry mining – one of the abundant mineral deposits that the municipal area of Mbhashe is abundantly blessed with.
- Agro-processing – the area has good potential for expanded agricultural production. This is due to the many industrious communities already mobilized through government-supported farming programmes and investments in the area. Mbhashe Municipality will benefit most from the Wild Coast Industrial Development Zone (IDZ) as it will promote and connect fresh produce to international markets.
- Oceans Economy - However; there's a great potential for fish farming programme in the area. Currently there are two communities under development trusts that showed interest in the project. They are Nqabara Development Trust and Mahasana Development Trust. The pre-feasibility study was conducted in the Mahasana area. Currently the business plan is being developed with the interested private investor who will later partner with the community through the trust.
- Liberation Heritage – the area of Mbhashe also shares a very rich liberation history and heritage as they is quite a number of notable freedom fights both from Umkhinto Wesizwe of the African National Congress and as well as Azanian People's Liberation Army (Poqo) of Pan Africanist Congress
- Beaches and estuaries – the area is also abundantly blessed in terms of a number of costal resources such as pristine and tranquil beaches and statuaries that offer the best experience to the excursionists and foreign visitors.
- Small scale manufacturing – the area relatively small-scale manufacturing that is taking place in sub-economic sectors such as bakeries, new generation products, steel and aluminium.
- Commercial developments – the area of Mbhashe is amongst the other areas where there is increased development in terms of shopping complexes and bigger franchises that are flocking into the area for investment purposes.

LED STRATEGY

Local Economic Development (LED) strategy of the municipality was adopted by its Council in 2015 and subsequently, it has been implemented in accordance to its implementation plan. The strategy has reached its lifespan of five (5) years and therefore a credible service provider was appointed to review LED Strategy and the project of reviewal of the strategy is practically complete, the strategy will be adopted for implementation by the Council.

LED Strategy is aimed at providing a framework for municipal interventions and planning for sustainable economic development in the municipal jurisdiction. This also serves to encourage community involvement and ensure maximum participation in the municipal affairs. Due to unresponsive funding model for the realization of the programmes in the current strategy, it failed to attract resources for its implementation. Therefore a lot has changed in the municipality since the adoption of the current strategy and therefore necessitated a review since it was adopted for a 5 year period. The review also necessitated by information that has been freshly sourced from ECSECC which is an accredited source of information in government which indicates that a lot has changed in terms of socio-economic outlook of the municipality as the area was not exempted from adverse ramifications of Covid-19.

LED STRATEGIC PARTNERSHIPS

In effort to accelerate Local Economic Development (LED), the municipality has forged strategic partnerships with a number of its social partners from government, private and nongovernmental sector. The social partners that the municipality is working with in fostering economic development are as follows:

- Small Enterprise Development Agency (SEDA)
- Eastern Cape Development Cooperation (ECDC)
- Department of Economic Development, Environmental Affairs and Tourism (DEDEAT),
- National Youth Development Agency (NYDA),
- Department of Rural Development and Land Reform (DRDLR)
- Small Enterprise Finance Agency (SEFA)
- Department of Rural Development and Agrarian Reform (DRDAR)
- Department of Social Development (SD)
- Amathole District Municipality (ADM)
- Eastern Cape Parks and Tourism Agency (ECPTA)

INVESTMENT ATTRACTION, RETENTION AND EXPANSION

Developmental Planning department as part of its endeavor to ensure that attraction of new inward investment, retention and expansion of already existing environment takes place, has LED Investment Brochure which serve as guide to key investment areas within the jurisdiction of the municipality. LED Investment Brochure is undergoing a review so that it becomes responsive and agile to the prevailing socio-economic challenges that have been exacerbated by emergence of Covid-19 pandemic. In addition, the department is also in the process of developing Investment Attraction and Retention Strategy that will be in alignment and complement LED Strategy.

In terms of attracting new inward investment and ensuring that the already existing investment is retain the municipality has ensured availability of physical infrastructure in a form of land, roads, bulk infrastructure as these are critical and integral elements for economic development particularly in the context of agriculture, manufacturing and tourism strengths and opportunities in the municipal area. More importantly, provision of basic services is the most fundamental component of attracting new investment, retaining already existing investment and boosting investor confidence. There is good governance and political stability from the municipality of Mbhashe which further affirms confidence and hope to new and already existing investors in the areas. There are is quick turnaround time in terms of:

- Business Licensing and Permitting
- Approval of Building Plans
- Zonings
- Ease of doing business in terms of regulatory framework
- Enforcement of by-laws
- Availability of land for commercial development

SMALL TOWN REVITALIZATION

The Small-Town Revitalization (STR) Programme is one of the key flagship programmes that are primarily aimed at regeneration, restoration and fulfilment of economic potential of the underperforming small towns, to help address its challenges of underdevelopment and attract new investment for the purpose of driving and growing the local economy. The municipality has embarked on a number of development initiatives for the purpose of ensuring that its towns are revitalized to meet the socio-economic standards, and these are:

- Paving of internal streets
- Provision of streetlights and street names
- Provision of Hawker Stalls / Trading Facilities
- Decongestion of Main Road (N2) from informal trading activities
- Gentrification and beautification of faces of the towns
- Provision of economic infrastructure (TRANSIDO) to SMME's
- Waste management through programmes such as EPWP
- Provision of ablution facilities (public toilets)
- Taxi ranks and bus stations

INFORMAL TRADING POLICY

Informal sector which is largely referred to as "second economy" plays in integral part in assisting the government to address the challenges of underdevelopment which are unemployment poverty and inequality. This sector is a shock-absorber to those who cannot enter and those that are rejected by the formal sector of economy. The municipality in pursuance of its SMME Development Policy which covers both legally registered SMME's and Informal Traders support informal sector by providing production inputs in a form of trading stocks for the purpose of recapitalizing their businesses. In addition, the municipality also have Street Trading By-law which is used for ensuring that informal trading occurs within the confines of applicable laws and legislation upon all its three town – Xorha, Gatyane and Dutywa. The municipality in creating a conducive and enabling environment for the sector to thrive is providing support in a number of ways which include:

- Issuing of trading permits as legislated in terms of Business Act No. 71 of 1991
- Provision of economic infrastructure in a form of trading facilities / Hawker Stalls
- Enforcement of Street Trading by-law

REVITALIZATION OF TOWNSHIP ECONOMIES

The township economy can be defined as economic activity within townships which includes both formal and informal businesses, with some having a symbiotic relationship (WCEDP, 2019). Many township enterprises have become a way of surviving, especially for those who are unable to find formal employment as it helps households put food on the table. The township economy can also be characterised as an economic system that provides for the community's social and economic needs within a specific geographical space (Alock, 2021).

In the context of Mbhashe, township economies remain a vital cog and catalyst for revival of its economy, particularly in the midst of economic ramification that emergence of Covid-19 has exacerbated. Townships therefore form part of top priorities in terms of Local Economic Development (LED) for inclusive socio-economic growth and development of the area of

Mbhashe. The municipality through its SMME Support Programme continues to provide financial and non-financial support to township-based SMME's which are in some of the following categories:

- Tshisanyama and Ope-Air Cooked Food Businesses
- Fruit and Vegetable Vendors
- Car Washes
- Spaza-Shops
- Upholstery
- Brick Makers
- Small Scale Clothing and Textile
- Welders and Steel Fabricators

The municipality through its Local Economic Development (LED) continues to double its efforts for revitalization township economies by working jointly with its social and development partners such as the ministry that is responsible for development of SMME's – Department of Small Business Development (National) through Township and Rural Entrepreneurship Programme (TREP) and Informal and Micro Enterprise Development Programme (IMEDP). Department of Economic Development Environmental Affairs and Tourism (DEDEAT) (Provincial) and Development Finance Institutions (DFI's) such as Small Enterprise Development Agency (SEDA), Small Enterprise Finance Agency (SEFA), Eastern Cape Development Corporation (ECDC).

Therefore, SMME's and Informal Traders from townships of Mbhashe have benefitted from Informal and Micro Enterprise Development Programme (IMDEP) to date is (**175)** SMME's from Mbhashe supported with tools of trade and productive assets. The SMME's are from the following sub-economic sector:

- Sewing
- Crop Farming
- Poultry
- Salon
- Piggery
- Welding

JOB CREATION INITATIVES: EXPANDED PUBLIC WORKS PROGRAMME (EPWP) AND COMMUNITY WORKS PROGRAMME (CWP)

EPWP and CWP are one of government's key programmes that are primarily aimed at reduction of poverty and income relief through temporary employment for those that are unemployed. These job creation initiatives are a cornerstone for labour absorption and transfer of income to the poor households, in the short and medium terms. The municipality through LED and community services does have mechanisms in place for support in terms of implementation of EPWP & CWP programmes. Institutional support in terms of project management during implementation of the programme is provided by both departments to ensure that it achieve its desired results and targets. Both of these programmes are fully-fledged and are operational.

STAKEHOLDER ENGAGEMENT

The municipality in endeavour to pursue and promote socio-economic development agenda work in cooperation with other social partners and stakeholders. Therefore, is has established IGR structures and development structures to foster meaningful engagement on matters on Local Economic Development. There are quarterly and bi-annual seating of meetings with all the stakeholders who are social partners to LED. The structures are as follows:

- Business Forum
- Farmers Association
- Hawkers Association
- Local Tourism Organization

SMME INCUBATION PROGRAMME FOR A PERIOD OF TWO (02) YEARS

The municipality has appointed local service providers on incubation for supply & delivery and also appointed local service providers on incubation for maintenance and construction of municipal Infrastructure. The programme is aimed at developing and supporting local SMME's so that they become active participants in the mainstream economy of the country and create the much-needed employment opportunities to grow economy. There is quite a considerable budget (30%) that is allocated to SMME's that are participating on the programme. The local SMME's have been appointed to participate in this programme for period of two (2) years and appointment is in terms of the following categories:

- Infrastructure (Construction)
- Planning and Development (Supply and Delivery)
- Planning and Development (Maintenance)

BATTLE OF LURHWAYIZO

PRELUDE: FRAMING THE "BATTLE OF LURWAYIZO" WITHIN THE HISTORICAL CONTEXT

The mid 1980's was a turbulent period in the history of South Africa. Forces of change and progress were galvanized into action and begun to register impact through various activities across the length and breadth of the former Transkei. In 1975 a clarion call was issued to render the country ungovernable, to work relentlessly towards bringing the apartheid regime to its knees. This is the year our President declared in the January 8th address to the people of South Africa under the banner of the African National Congress (ANC) "The year of the Cadre" The call from the President of the ANC comrade OR Tambo was "In order to achieve such a high standard and spur our nation into a greater onslaught on the enemy and its institutions".

In the sector of mass mobilization, the people rallied unflinchingly under the banner of the United Democratic Front (UDF) which had emerged as a home and the internal vehicle directing their daily struggles in the right direction. Umkhonto we Sizwe (MK) had registered its presence through several activities heading the call from the President. Amidst the brutality of the homeland regime in suppressing dissent, the gunfire of (MK) echoed right on the doorsteps of the masses in Mthatha, Cala, Mbizana and Lurhwayizo Village in Willowvale.

On the 21st day of January 1987 "The Year of Advance to People`s Power" as declared by the President of the ANC in his January the 8th statement, a large contingent of combined forces made up of members of the Transkei Police (all units); as well as units from the Defence Force as well as units from the Traffic Police roped in. The reinforcements battalion went out on an offensive mission – to "flush out" a unit of MK that was based in the homestead of Mr. Max and Mrs. Joyce Jafta who were running a general dealer store at Lurhwayizo Village in Willowvale. The entire force suffered a greatest humiliation and defeated purpose as they left Lurhwayizo having been out-witted and out-classed by the superior military tactics of a lone MK combatant. This historic battle took more than 36-hours.

Negotiations, reconciliation, peace, and dialogue brought about a new order in South Africa. It is in this context that the commemoration of Battle of Lurwayizo becomes important as it seeks to bring together those that were fighting to find closure and heal the wounds. Engagement with families that lost their loved ones and those that lost their assets creates space for peace and restoration in the process of finding solutions. For the first time since it's dreadful occurrence, the municipality in partnership with various partners such as MKVA and other government departments commemorated the existence of the historical battle, where it occurred in the heart community of Lurhwayizo on the 27th January 2023. The municipality continues to provide support in the project.

STRATEGIC THRUSTS OF LED

LED comprises of three key focus areas which are also referred to as Strategic Thrusts, which are Agricultural Development, Enterprise Development and Tourism. Key development programmes and interventions of each focus area are denoted in detail as follows:

1. Strategic Thrust 1: Agricultural Development

Maize Support Programme

The subsistence agricultural sector is the biggest contributing sector in the economy of Mbhashe. Many households use agriculture for subsistence, and they heavily rely on it for food hence emerging farmers are supported through Maize Support Programme. Municipality partnered with Department of Rural Development and Agrarian reform provide assistance in cropping programme to make sure that the framers utilize the land by planting maize and the sell the product to the organized markets. For 2022/23 FY there are 59 farmers association assisted with the maize seeds under the cropping programme.

Maize seeds were supplied and delivered to 33 Idutywa projects. There were 258 bags of yellow maize 5R-590R 80K which covered 645 ha, 16 Willowvale projects were supported with 184 bags Yellow maize 6R-710BR 80K which covered 460 ha. 10 Elliotdale projects were assisted with 282 bags of yellow maize PAN 14 (25 kg) which covered 423 ha as per the assessment that was conducted by LED Standing Committee and Department of Rural Development & Agrarian Reform. The maize seeds amounted to R2 500 000.00 for supply and delivery of maize seeds for 2022/2023 FY.

Agricultural Infrastructure

Agriculture remains the backbone and vital cog in driving the local economy and therefore the municipality through LED has made considerable investment towards support, development and promotion of the sector. LED continues to provide economic infrastructure to emerging farmers from Mbhashe. LED conducted assessment of available agricultural infrastructure from Ward 2 to

32. The assessment revealed that almost all existing structures on ground need to be repaired and renovated. The agricultural economic infrastructure that has been repaired and maintained by the municipality is in a form of Cattle Dip Tanks and Shearing Sheds.

- Zimpuku Cattle Dip at Dutywa Ward 2
- Xeni Shearing Shed at Dutywa Ward 2
- Morrison Cattle Dip Tank at Dutywa Ward 3
- Xawuka Cattle Dip Tank at Dutywa Ward 5
- Candu Shearing Shed at Candu Ward 7
- Qolweni Shearing Shed at Dutywa

Crop Production

Two major crops that possess an opportunity to bring food and employment in the area are maize and vegetables.

- **Maize Production**

Size of the land available for maize production is 12 thousand hectares. The utilized size for maize production is less than 4 000 hectares covering 44 villages. Maize is the mostly utilized crop/grain in the Mbhashe area mainly because many of the households consume it as their staple food. About 32 wards of Mbhashe have been provided with fencing materials in financial years starting 2011/12 up to date. This is done to avoid intruding animals. Whilst there's no scientific study conducted, this assistance has encouraged more farmers to go back to the ploughing fields again. Municipality partnered with Department of Rural Development and Agrarian reform provide assistance in cropping support program to make sure that the framers utilize the land by planting certified maize seeds and the sell the product to the organized markets. There are 58 maize associations that were supported for 2022/2023 financial year for maize production with the aim of producing good quality maize and increase yields.

High Value Products (Hvp)

Sorghum

Sorghum is another High Value Project which is regarded as one of the products that can help grow the economy of the region. The initiative came from a youth co-operative called, "Nondobo Youth Co-operative''and Lubomvini. This pilot program of the Sorghum won the support from several government departments and parastatals and the private sector like Anglo American. The municipality has funded the general tree removal in the area. To sustain the programme, a total of 12000 tons is needed. For purposes of crop rotation, soya beans will be used. Participating villages include youth co-ooeratives from various areas such as Old Idutywa (200ha); Duff (180ha); Rwantsini; Upper Falakahla; Gam-Gam; Fort Malan; Chizele; Tyelekebende; Mfula; Lubomvini and Mnandi.

As part of the pilot, Nodayimane investment & Luleka Mbethe investment (PPTY) LTD was able to take virgin lands and convert them into productive land parcels that yielded a crop which was then sold to organised marketss. A total of 20 young, women were employed and trained before, during and after the planting season. During the 2018/19 season the Company planted 143 ha of sorghum in Chachazela and Mangwevini, the crop was harvested in July 2021. Municipality will assist Sorghum projects in ward 8 and 12 by supporting the farmers on Agricultural production. The aim is to create job opportunities in the rural areas.

Moringa

Another new venture is the Moringa Trees in the Bojini area of Gatyana. The community through its community development trust is engaging a private sector for partnership agreement. The Moringa tree is doing real good in South Africa, bringing sustainable business as well as uplifting the health and feeding of communities. The Moringa tree, also known as the horseradish tree is being called the miracle or magic tree. The trees will be planted using 150ha from the area of Bhojini and Ligwa. Municipality supported the Ligwa Moringa Project with Building Materials for building store and drying room and production inputs. The project created job opportunities for local people during weed control and Harvesting of the produce.

Lemon Grass / Essential Oil Production

Another new venture is the Lemon grass at Bulungula and Ku-Folokwe A/A at Elliotdale. The community through its women co-operative is engaging a private sector for partnership agreements. The Lemon grass is doing real good in South Africa, bringing sustainable business as well as for cosmetics industry.

There's a lemon grass woman cooperative (Bulungula Essential Oils Co-operative) in the area, which has a huge market for the produce and they confirmed that any lemon grass produced organic they're willing to buy it, in order to fill up their lemon grass market demands, i.e. the Cape Natural Tea producers. The youth of Folokhwe village want to take this privilege as the great alternative to generate income for them or ourselves and others who are interested as we go on. Municipality contracted Loyiso Consultant to build a Lemon grass processing structure for Bulungula project. The contractor is busy constructing the structure at Elliotdale in ward 19.

Agricultural Infrastructure

- **Shearing Sheds**

There are approximately 45 shearing sheds mostly in the Dutywa area where there are plenty of sheep (250 000 as recorded by Stats-SA 2015). However, there's a huge backlog in the shearing sheds construction as many communities are in demand. The construction and renovation of shearing sheds is done under the programme of "livestock improvement programme". The shearing season (2016) recorded an amount above R3.5m is wool sales. However, there was an increase in the subsequent year 2017, with sales amounting to R4 815 230 in Dutywa, R259 534 in Gatyana and R181 190 in Gatyana. With the availability of shearing sheds and equipment the woolgrowers could generate large sums of money from the wool sales. There is a new shearing shed constructed by Municipality for Ngqatyana famers at Elliotdale in ward 26. The shearing shed completed in August 2021 and the structure amounted to R599 999.11. Municipality is in a process oh handing over the structure to the farmers so that they can use the Shearing shed. DRDAR is busy procuring Shearing shed equipment for Ngqatyana shearing shed.

- **Dipping Tanks**

There are almost 400 cattle dipping tanks which were all built by the then Transkei homeland government and some by the provincial department of Agriculture. These dipping tanks become old and could not be used optimally. The municipality then budgets through a programme called ‘’Livestock improvement” to renovate the dipping tanks. In the year 2015/16 financial year five dipping tanks were renovated and more are planned for 2016/17 financial years. The MOU between the municipality and the DRDAR are currently being drawn where the municipality will provide material and farmers will do the dipping tanks on their own. The assessment that was conducted in ward 2-24 by LED reveals that almost all existing structures on ground need to be repaired and renovated. Cattle and Sheep Dip tanks and shearing sheds contribute the highest agricultural structures that need attention mainly because they are incomplete and on poor conditions. LED is busy conducting the LED infrastructure assessment in ward 25 to 32 for fourth quarter.

Fencing of Arable Land

The municipality has managed to rollout this programme for seven years in a row now. The objective is to have every arable land fenced so that farmers can farm peacefully not in fear of the animals. This programme is linked to Maize Production programme of Mbhashe Municipality and ADM where different assistance programs can be seen. All wards have received fencing for more than two times and the farmers are urged to fence for themselves as part of showing commitment to the course.

Macadamia Farming

The Amajingqi Traditional Council under the leadership of Chief Ngwenyathi Dumalisile) driven by their determination to participate in the mainstream economy, formed a partnership with a private company to develop a Macadamia nuts project in 12 of the 22 villages (who accepted the Macadamia Initiative). Today, this partnership is known as Amajingqi Macadamia Farming (Pty) Ltd (AMF). Shareholding in AMF is as follows: 51% belonging to the 12 Amajingqi villages represented by the Amajingqi Investment Trust (AIT); and remaining 49% belonging to East Cape Macadamia (Pty) Ltd (ECM). The project is still progressing well except for the challenge of roads, DR 0346, 0347 and the road from Willowvale to Kob Inn. This makes it difficult for production to reach the market in high quality.

2. Strategic Thrust 2: Enterprise Development

SMMEs Assistance and Cooperatives Support:

There were 50 SMMEs and Cooperatives that were approved for funding by the Council in 2022/2023 financial year. 15 SMMEs/Cooperatives assisted with tools of trade out of 47, the rest will be assisted in 2021/22 financial year. The Department of Small Business Development (DSBD) assisted 5 SMMEs with tools of trade, Mining Development Agency (MDA) assisted 2 Honey Cooperatives with beehives, 20 each coop, Eastern Cape Development Agency (ECDC) assisted 3 Cooperatives with tools of trade that cost an amount of R500 000.00 each coop, Department of Social Development supported 1 cooperative with building of a structure that cost R350 000.00, and World Vision assisted 10 cooperatives with tools of trade. In addition, 50

SMME's will be supported with tools of trade (R50 000.00 each SMME/Coop) or with trainings in Dutywa, Gatyana & Xhorha.

Training and Development Programme:

150 SMMEs were trained on the following: 90 were trained on tendering in partnership with Eastern Cape Development Corporation (ECDC), 30 were trained on Environmental health (hygiene and cleaning) in partnership with Eastern Cape Development Corporation (ECDC), and 30 were trained on Informal and Micro Enterprise Development in partnership with the Department of Small Business Development (DSBD). Participants received certificates of competence on Environmental health training and received certificates of attendance on other trainings. In addition, 30 SMMEs will be trained on how to write a business plan in partnership with Eastern Cape Development Corporation (ECDC).

Informal Traders Support Programme:

LED has been continuously giving support to the informal economy in the form of financial and non-financial assistance to hawkers/informal traders. 20 Elliotdale Informal traders (hawkers) were supported with trading equipment. 40 Informal Traders (hawkers) from Dutywa and Willowvale (20 from each Unit) will be supported with trading equipment.

The Department of Small Business Development has supported 175 informal traders .The informal traders have been supplied with tools of trade and economic infrastructure, in a form of hawker stalls. Budget for provision of economic infrastructure is taken from MIG allocation. A total of 80 Hawker Stalls will be provided for informal traders from Mbhashe. 40 of those will be for Dutywa, 20 for Xhora and 20 for Gatyana within the 2023/2024 financial year.

SMME Roadshows

Cooperative governance is a key element of success when it comes to supporting economic development initiatives within local government environment. To this end, the Mbhashe Local Municipality in partnership with Mbhashe Business Forum will be hosting events focused on broad sector Local Supplier Development in the Municipal CBD Town Halls.

Due to the widespread request for assistance from regionally based SMME’s, as well as current and potential suppliers, working predominantly with the business sector, Mbhashe Local Municipality and its partner institutions will be hosting events aimed at providing local institutions the opportunity to share information with local SMME’s on how to access opportunities within the respective companies and organizations.

Lack of business networks and knowledge also constrain woman, youth entrepreneurships. Studies show that men have more social connections that enable them to access business opportunities, information, and contacts than do women. In this way, women are disadvantaged from the start, having fewer professional connections, role models, and mentorship opportunities, which can adversely affect their business in the long run.

These SMME Roadshows intend to break down barriers to financial access and provide complementary services such as capacity building, access to networks and mentors, and opportunities to link with domestic and global markets as well as improving the business environment for women-owned or women-led SMME's across the developing world while reaching into new areas, supporting women-led businesses at earlier stages of growth, and unlocking access to equity and insurance services. At the same time, complementary public sector interventions that strengthen the enabling environment and enhance market and procurement opportunities for women entrepreneurs. This is perceived as an approach to addressing the constraints faced by SMME's, youth and women entrepreneurs. It will also help evaluate the issue to spur action by governments, parastatal, and private sector. Mbhashe Local Municipality 2023/2024 Departmental SDBIP proposed to host four SMME Roadshows in all Mbhashe units. Stakeholders to be invited:

- Small Enterprise Finance Agency (SEFA)
- Eastern Cape Development Corporation (ECDC)
- Department of Small Business Development (DSBD)
- Department of Trade and Industry (DTI)
- Small Enterprise Development Agency (SEDA)
- DEDEAT LRED/Isiqalo Youth Fund Unit
- W&RSeta
- DRDLR Enterprise Unit
- Local institutions within Mbhashe area (Dept. of Social Development, DSRAC, DRDAR etc)
- SARS
- NYDA

3. Strategic Thrust 3: Tourism

Local economy has a competitive advantage in Tourism. Tourism potential can be elicited in Heritage Tourism Development, Coastal and Ocean Development, Craft Development. Tourism Events and Shows and Festivals. However, the existing potential in these comparative and competitive advantages has yet to be realized. More needs to be invested in unleashing this potential for LED benefits. While more jobs were realized in the community services, this sector is not a sustainable sector for job creation. Tourism can provide a major boost to the district's economy, linking the many diverse attractions of Mbhashe. Strong branding is needed to link the different features. Activities include the following: -

- Heritage Tourism
- Coastal and Ocean Development
- Craft Development
- Tourism events and shows
- Heritage Tourism Development

Heritage forms part of socio-economic and cultural development. It contributes significantly to the gross domestic product through tourism, particularly cultural tourism. The development, marketing and packaging of heritage tourism routes will accelerate the contribution of tourism in the municipality. There are sites which have been identified for development such as signage, access improvements, information displays, and other anchor projects linked to the heritage and tourism development such as the Visitor Information Centre for Dutywa. Such sites are identified: -

- King Hintsa's grave
- King Sarhili's grave
- Sinqumeni caves
- Fort Bowker
- Fortmalan Memorial
- Fort Beechamwood

- Liberation Route
- Mazizi Maqhekeza Heritage site

AMAXHOSA KINGDOM HERITAGE

There are other places identified in the Liberation Heritage Route which is a National Project that seeks to establish a route based on the war against colonialism and national oppression. Projects included in the liberation route include developing and conserving the notorious “White House” at Dutywa which was used as a place of torture for many activists of the time. The other important project is the development of the Mazizi Maqhekeza Resource Centre as an honour to the former Umkhonto Wesizwe freedom fighter. The above identified heritage sites/routes will be linked and named them as Mbhashe Liberation Heritage Route.

Agro-Tourism Development

The agro-Tourism is a new industrial form promoted by expenses of healthiness, in which it centers on the leisure wellness to change to another atmosphere of completed devotion, to create a pace of slow life and to achieve a peaceful mind-state. Tourist agriculture: Literally, the agriculture comes the first before the tourism. The current agricultural entities should be transformed while adding some tourist factors. Production of agricultural product satisfying the ornamental demands and demands of consumption of material life for urban and rural residents.

Craft Development

Mbhashe Craft Development initiative was launched in 2004, and the structure of Mbhashe Crafters association was established in 2011. Individual craft projects are advised to register as co-operatives so that they are able to trade. Workshops in partnership with SASSA were conducted with the aim of encouraging them to properly register and get into database of the agency and other departments for purposes of supplying clothing. Currently approximately 15 Crafters are being assisted with tools of trade or material and 20 Crafters capacitated by means of training, and 15 are official Co-operatives. Opportunity is given to crafters to showcase in areas like Grahamstown Arts Festival, MACUFE, Tourism Indaba, Tourism Imbizo and any other area where craft material is strongly marketed.

Tourism Events and Exhibition Shows and Festivals

As part of promoting, marketing and bringing tourists in the area, we had various events hosted internal that market Mbhashe to many as a tourist destination. Due to Covid 19 pandemic some of the following events did not take place.

- Mazizi/Maqhekeza Memorial Heritage Festival
- Umbono Wesizwe Heritage Festival
- Boxing sport tourism event
- Horse Racing Sport Tourism Event
- Cultural and craft festival
- Youth Awards Festival

The Marine Tilapia industry incubator in Mbhashe

Mbhashe Municipality identified Agriculture, Tourism and Enterprise Development as a priority areas for Local Economic Development (LED). The objective is to ensure that the support and development within the municipality is enhanced to boost the local economy of the area. The municipality entered into Agreement with the ECRDA which is a schedule 3 (c) entity in terms of the Public Finance Management Act (PFMA) for the Marine Tilapia industry incubator in Mbhashe.

ECRDA has dedicated focus on formulating, promoting and ensuring the implementation of a comprehensive integrated rural development strategy for the Eastern Cape Province. The Entity's strategic objectives are to promote, support and facilitate rural development in the province by: mobilizing financial resources and providing financial and supportive services to persons domiciled, ordinarily resident or carrying on business; promoting and encouraging private sector investment in the province and the participation of the private sector in contributing to economic growth; promoting, assisting and encouraging the development of the province's human resources and financial infrastructure.

The Agency had appointed the Thapi Aqua-Kulcha (pty) Ltd which is based in 20 Blackburn road at East London to set up what will be known as a Marine Tilapia Industry Incubator, which will anchor the development of a series of aquaculture clusters and related value-chain activity along the coastline of the Mbhashe. The initiative is one of the flagships of the Eastern Cape Provincial Oceans Economy Strategy. Mbhashe Municipality has developed strategies to unlock coastal and marine tourism with key emphasis on key initiatives to drive development of blue flag programme, aquaculture farming and coastal infrastructure development opportunities guided by the Eastern Cape Marine Tourism Strategy, 2016.

ECRDA is working with the municipality to facilitate implementation of the project which has a potential to create 4 700 jobs on Aquaculture farming and processing facilities and benefit 150 000 small scale farmers who will supply feedstock for the fish feed. In 2021/22 financial year, R9 million has been allocated for Marine Tilapia Marine incubator facility by DADARD through conducting of Environmental impact Assessment and start of construction. Projects prioritized for investment are the following: -

- Tenza Development Precinct, Proposed Tenza Beach Development.
- Gcalekaland Cultural Village at Kob Inn;
- Dwayi / Jotela Development Precinct for Resort Development.
- Dwesa-Cwebe Nature Reserve for Abalone Farming and Tourism Development;
- Nqabarha Eco-Lodge tourism project
- Mncwasa Small habour development for fish farming and processing;
- Qatywa Community Lodge and Nkanya Development Precinct.
- Amaxhosa Royal Kingdom Project

BUILDING & FACILITY MANAGEMENT

- Mbhashe Local Municipality is made up of three towns namely, Dutywa, Elliotdale and Willowvale. Facilities operations and maintenance encompasses a broad spectrum of services, competencies, processes, and tools required to ensure safety conducive working environment. Operations and maintenance typically include the day-to-day activities necessary for the building/built structure, its systems and equipment, and occupants/users to perform their intended function. Coordinate sequences associated with monitoring compliance with standards, procedures, regulations and specifications encompassed in Building Control and Town Planning legislation. Hereunder is the list of municipal buildings and are maintai

- Animal Pound
- Staff Accommodation

WILLOWVALE FACILITIES

- Indoor sport centre
- Willowvale Town hall
- Bees building
- TRC building
- Willowvale Public Ablution

ELLIOTDALE FACILITIES

- Green Park
- Elliotdale town hall
- Indoor sport centre
- Elliotdale public ablution

SWOT ANALYSIS	
STRENGHTS	**WEAKNESSES**
Provision of water to municipal facility Maintenance plan	Inadequate personnel
OPPORTUNITIES	**THREATS**
Conducive building for working environment	By laws are overlooked

KPA 4- MUNICIPAL FINANCIAL VIABILITY

The budget planning unit is responsible for the development and monitoring of the municipal budget. The municipality operates on limited budget which is inadequate to cover all the capital and operating needs of the municipality. The municipal budget is funded through two sources of revenue. These being **Own generated revenue** and **Grants revenue** off which property rates and services (refuse removal, traffic income, rental of land and municipal facilities and commission on agency services) makes up the portion of own generated revenue and Grants revenue is made up of the following; Equitable Share (unconditional), Municipal Infrastructure Grant, Finance Management Grant and Expanded Public Works Programmes, Energy Efficient Grant, INEP Grant Disaster Relief Grant, all have conditions attached to as they are conditional in nature. The municipality is also a beneficiary of funding from the Office of the Premier (OTP) Eastern Cape.

The municipality's budget is prepared in-house guided by relevant MFMA, MBRR, mSCOA regulations and circulars from National Treasury. The municipality has a budget section with capacitated personnel to prepare and submit budget to management, Budget Steering Committee, Mayco, Council, Provincial and National Treasury and other stakeholders. The municipality complied with the requirements of mSCOA in line with the gazette on mSCOA regulations as at 01 July 2017 and is currently on the post-implementation phase. The municipality is currently budgeting and fully transacting on an mSCOA compliant financial system.

The municipality is using all the segments in the creation of votes in an effort to ensure alignment of the IDP, Budget and SDBIP in line with mSCOA

Challenges

Inadequate resources to fund the budget and keep up with the community needs resulting in the limited budget to speed up service delivery in particular the maintenance of roads infrastructure as well as upgrading of existing roads into more durable infrastructure assets that will require less maintenance with lower maintenance costs.

Low collection levels because of declining and stagnant economic sectors that are within Mbhashe Local Municipality, perception of customers and affordability amongst other factors.

Financial Reporting

This section deals with financial reporting in terms of the Municipal Finance Management Act, 2003 (Act No 56 of 2003) and the various circulars that are published to assist thereto. The municipality followed this process in the preparation of the Annual Financial Statements (AFS):

The AFS and supporting schedules were then prepared in-house by the municipal officials. The municipality has established an in-house AFS team that has prepared the AFS for the past seven financial years. The quality review was conducted by the Internal Audit Unit and Audit Committee before submission to Council for approval and then to Auditor General for Audit.

In-line with the MFMA Section 126 it is important to mention that the municipality has complied and submitted the AFS to the Auditor General by 31st August 2023. The office of the Auditor General South Africa has finished with execution of the annual regularity audit for the 2022/23 financial year.

Section 71, 52(d) and section 72 reports are submitted to all council committees for noting. The reports are further submitted to Provincial and National Treasury as well as relevant transferring officer/Department for each grant in line with the requirements of the DORA.

The municipality has complied with all mSCOA requirements, the implementation of the reforms and has been gradually improving on compliance in this regard as much as there is still room for improvement.

SWOT ANALYSIS

FACTORS	STRENGTHS	WEAKNESSES
Budget planning & Financial Reporting	Internal capacity	Limited financial resources
	Improved audit outcome	AFS with material misstatements
	Funded budgets	Non-compliance with laws and regulations
		Overspending of budgeted funds
	OPPORTUNITIES	**THREATS**
	Clean Audit	Changes in reporting framework introduced by National Treasury
	Improved public confidence in municipality due to good audit outcomes.	Inadequate resources to deal with increasing service delivery demands
	Improved public participation in budget planning process	Economic recession
	Ability to secure credit from financial institutions	Fiscal fluctuation

Below is the table depicting the audit opinions received over the past three (3) years from the Auditor General of South Africa:

2022/23	2021/22	2020/21
Unqualified Audit Opinion	Unqualified Audit Opinion	Unqualified Audit Opinion

Revenue and Debt Management

Debt Management

Credit Control and Debt Management Policy has been reviewed in 2023/2024 financial year for Implementation in 2024/2025 financial year and is in line with best practices. This policy was approved for implementation in the 2023/24 in May 2023. SAGE Financial System is used for billing customers on monthly basis. Billing is based on Valuation Roll and the current Valuation Roll has been compiled and is effective as from the 01st of July 2020. The municipality is currently busy compiling Supplementary Valuations, and the last one is being implemented which included schools in the far-flung areas and the relevant department has started paying. Due to the impact of the COVID-19, the municipality did not increase its tariffs during the 2023/24 financial year.

During the budgeting cycle for 2024/25 the tariffs for other sources of revenue have been increased with a rate that is linked to prime below is a table showing the ageing as at 31 March 2024. Property rates tariffs have remained the same for 2024/2025 when compared to current year. As from the 01st of October 2023, the municipality has implemented a Debt Incentive Scheme and it will run until the 31st March 2024. The scheme seeks to meet ratepayers halfway in terms of settling their debts.

DEBTORS AGE ANALYSIS AS AT 31 MARCH 2024								
CATEGORY	180 Days	150 Days	120 Days	90 Days	60 Days	30 Days	Current	Balance
AGRICULTURE	-19,848.09	1,034.30	1,765.43	1,183.25	702.61	-316.77	683.23	-14,796.04
BUSINESS	9,863,761.08	213,266.88	216,028.65	176,966.81	148,344.23	253,688.17	247,124.76	11,119,180.58
GOVERNMENT	16,281,230.73	447,371.37	322,841.06	242,991.60	247,140.74	81,070.29	226,133.09	17,848,778.88
MUNICIPAL	831,598.92	17,497.89	17,554.10	11,294.93	8,476.25	10,640.88	9,440.88	906,503.85
OTHER	3,463,768.15	41,092.87	40,690.28	13,920.13	13,981.23	13,919.23	13,919.23	3,601,291.12
PLACE OF WORSHIP	449,126.58	8,676.35	8,726.97	5,060.50	5,969.44	5,060.05	5,060.05	487,679.94
PUBLICE SERVICE INFRASTRUCURE	-109.73	0.00	0.00	0.00	0.00	0.00	0.00	-109.73
RESIDENTIAL	26,708,860.20	478,679.84	477,885.97	301,634.16	382,236.22	280,893.89	320,827.10	28,951,017.38
VACANT LAND	1,756,701.16	51,739.07	51,834.82	37,229.25	41,642.03	37,498.28	38,038.03	2,014,682.64
GRAND TOTAL	**59,335,089.00**	**1,259,358.57**	**1,137,327.28**	**790,280.63**	**848,492.75**	**682,454.02**	**861,226.37**	**64,914,228.62**

The balance of outstanding debtors as at 31 March 2024 is R 64 914 228.62 and a substantial portion of this debt relates to residential and government.

Council has approved debt incentive scheme which is now in implementation stage.

Valuation Roll

In the 2018/19 financial year, the municipality started the process of compilation of the new General Valuation Roll for 2020/25 by appointing professional valuers to assist with this exercise. There were delays in the public participation process caused mainly by the poor relations between the municipality and the rate payers. This compelled the municipality to request for extension of the 2014/19 Valuation Roll which was granted by the MEC for Local Government in January 2019. The certified roll was indeed submitted to the Accounting Officer on the 31st January 2020 after having complied with all the Municipal Property Rates Act (MPRA) in particular sections 49, 50, 51, etc requirements. The valuation roll was published for public inspection and thus allowing the public an opportunity to lodge appeals against market values or any other information, however due to the COVID19 lockdown the inspection period was extended to the 30th June 2020.

The existing Valuation Roll is published in the municipal website, www.mbhashemun.gov.za. The municipality is in its fourth year now of implementing the new valuation roll which started from 01st July 2020. The municipality is currently implementing Supplementary Valuation Roll number three.

The Valuation Roll and all the Supplementary Valuations were implemented successfully and reconcile 100% with the billing system. Regular updates are made to ensure that the two always talk to one another and the municipality bills the correct customers.

Revenue Management

Revenue earned in 2022/23 and 2021/23 financial years

The sources of municipal revenue include the following:

(i) Own Revenue Sources – this includes property rates, refuse removal, rentals of facilities, interest from investments, traffic income (drivers and learner's licenses, traffic fines and Registering Authority)

(ii) Government Grants – these include Equitable Share, Municipal Infrastructure Grant, Finance Management Grant and Expanded Public Works Programme, INEP Grant, Energy Efficient Grant, Grant from the Office of the Premier.

The municipality has adopted a conservative budget approach with a clear emphasis on budgeting for realistic revenue targets that respond to the depressed economic conditions.

The municipality has identified the dangers of not setting targets that are not 100% achievable, which include liquidity challenges that have been experienced in the past few years. This is a sole reason for reducing the own revenue projections so as to be more realistic in revenue projections.

Financial Year	Budget	Actual	%
2022-2023	R 51,200,000.00	R 60,084,372.23	117%
2021-2022	R 39,180,000.00	R 49,945,200.54	127%

INVESTMENTS AS AT 31 MARCH 2024

	Bank	Account Type	Acc name	Status
1	FNB	7 Day Interest Plus	Mbhashe Municipality	Active
2	FNB	Call Account	EPWP Call Account	Active
3	FNB	Call Account	FMG Call Account	Active
4	FNB	Call Account	Depreciation Account	Active
9	ABSA	Fixed Deposit	Mbhashe Municipality	Active
10	Nedbank	Fixed Deposit	Mbhashe Municipality	Active
11	Standard Bank	Fixed Deposit	Mbhashe Municipality	Active

AN EXTRACT FROM THE AFS FOR THE PERIOD ENDING 30 JUNE 2023

MBHASHE LOCAL MUNCIPALITY - OWN REVENUE REPORT AS AT 30 June 2023					
OWN REVENUE SOURCES	**DEPARTMENT**	**BUDGET**	**YEAR TO DATE**	**BALANCE**	**%**
POS-BUILDING PLANS	DEVELOPMENT PLANNING	150,000.00	220,659.40	(70,659.40)	147%
POS-BILLBOARD RENTAL	DEVELOPMENT PLANNING	120,000.00	70,593.10	49,406.90	59%
POS-HALL HIRE	COMMUNITY SERVICES	200,000.00	95,229.66	104,770.34	48%
POS-LEARNER AND DRIV	COMMUNITY SERVICES	650,000.00	830,937.91	(180,937.91)	128%
REGISTERING AUTHORITY	COMMUNITY SERVICES	800,000.00	1,716,874.03	(916,874.03)	215%
POS-POUND FEES	COMMUNITY SERVICES	150,000.00	242,382.88	(92,382.88)	162%
POS-PUBLIC TOILETS	COMMUNITY SERVICES	500,000.00	272,723.30	227,276.70	55%
POS-RENTAL OF COMMON	DEVELOPMENT PLANNING	2,000,000.00	3,221,097.28	(1,221,097.28)	161%
POS-SALE OF LAND	DEVELOPMENT PLANNING	20,000.00	2,600.00	17,400.00	13%
POS-TENDER DOCUMNTS	BUDGET & TREASURY OFFICE	400,000.00	357,920.83	42,079.17	89%
POS-TRAFFIC FINES	COMMUNITY SERVICES	1,000,000.00	1,633,613.78	(633,613.78)	163%
VAT RECOVERY	BUDGET & TREASURY OFFICE	17,000,000.00	21,989,522.31	(4,989,522.31)	129%
LGSETA	CORPORTATE SERVICES	210,000.00	33,228.72	176,771.28	16%
INTEREST ON INVESTMENTS	BUDGET & TREASURY OFFICE	20,000,000.00	20,466,113.64	(466,113.64)	102%
NON-BILLABLE REVENUE		**43,200,000.00**	**51,153,496.84**	**(7,953,496.84)**	**118%**
GRANTS					
EQUITABLE SHARE		294,923,000.00	-	294,923,000.00	0%
FMG		1,720,000.00	1,720,000.00	-	100%
MIG		68,458,000.00	68,458,000.00	-	100%
EPWP		3,498,000.00	3,498,000.00	-	100%
INEP		18,400,000.00	18,400,000.00	-	
OTP		10,000,000.00	10,010,386.71	(10,386.71)	100%
TETA		379,625.23	379,625.23	-	
Energy efficiency & Demand-side Management Grant		4,500,000.00	4,500,000.00		100%
DISASTER RESPONSE GRANT		14,415,000.00	14,415,000.00		100%
Library Grant		1,781,376.00			
Grants Total		**397,378,625.23**	**414,804,011.94**	**294,912,613.29**	
PROPERTY RATES	BUDGET & TREASURY OFFICE	7,500,000.00	8,833,004.10	(1,333,004.10)	118%
REFUSE REMOVAL	COMMUNITY SERVICES	500,000.00	97,871.29	402,128.71	20%
BILLABLE REVENUE		**8,000,000.00**	**8,930,875.39**	**(930,875.39)**	**112%**
GRAND TOTAL		**51,200,000.00**	**60,084,372.23**	**(8,884,372.23)**	**117%**

THE TABLE BELOW DEPICTS GRANTS RECEIPTS FOR 2022/23 & 2023/24

The municipality received all the grants that were gazetted for the financial year 2022/2023, the table below also reflect on the grants gazetted on 2023/2024.

Financial Year	2023/2024			2022/2023		
GRANT	ANNUAL BUDGET	TOTAL RECEIVED	% Received	ANNUAL BUDGET	TOTAL RECEIVED	% Received
MIG	67,487,000.00	66,706,000.00	99%	68,458,000.00	68,458,000.00	100%
MIG - Roll Over				22,932,860.00	22,932,860.00	100%
ENERGY EFFICIENCY GRANT	5,000,000.00	5,000,000.00	100%	4,500,000.00	4,500,000.00	100%
EPWP	1,750,000.00	1,750,000.00	100%	3,498,000.00	3,498,000.00	100%
OTP - Roll Over	657,166.00	657,166.00	100%			
OTP - Allocation	25,000,000.00	17,886,096.75	72%	15,121,282.83	15,121,282.83	100%
FMG	1,770,000.00	1,770,000.00	100%	1,720,000.00	1,720,000.00	100%
INEP	17,194,869.00	16,576,868.79	96%	18,400,000.00	18,400,000.00	100%
DISASTER RESPONE GRANT - Roll Over	8,312,314.00	8,273,142.00	100%			
DISASTER RESPONE GRANT - allocation	32,204,000.00	32,204,000.00	100%	21,900,000.00	21,900,000.00	100%
LIBRARY GRANT - Roll Over	403,597.00	403,597.00	100%	1,281,376.00	1,281,376.00	100%
LIBRARY GRANT - Allocation	500,000.00	500,000.00	100%	500,000.00	500,000.00	100%
WASTE RECYCLING SOLUTIONS GRANT	3,859,000.00	3,859,000.00	100%			
	164,137,946.00	**155,585,870.54**	**95%**	**158,311,518.83**	**158,311,518.83**	**100%**

The municipality has opened dedicated call accounts for the above conditional grants, the details of these accounts are as follows:

The municipality has opened investments accounts with all the major banks registered with Bank Act of South Africa. This is giving the banks an opportunity to compete for their interests' rates and by so doing the municipality is offered the best interest rates and maximize its earnings.

Mbhashe LM is currently not servicing any loans.

SWOT ANALYSIS		
FACTORS	**STRENGTHS**	**WEAKNESSES**
Revenue Enhancement Debt Management	Ability to generate own revenue through the acquired plant machinery GVR being updated Land Audit report being revitalized.	Low revenue base Largely dependent on Grant Funding Poor credit control Low collection rate Non-alignment of the GVR with billing system Non-optimal utilization of Investment Properties Poor tariff setting methods which lead to unsustainability service delivery. Non-alignment of the billing database with indigent register
	OPPORTUNITIES Increased revenue = increase in municipal grading Ring fencing of billable revenue sources to fast track basic service delivery Ability to attract new investments Introduction of incentive scheme to enhance debt collection Revenue generation alternative sources of funds	THREATS Providing services at a loss Recoverability of debt which impacts on the self-sustainability of the municipality Non-payment culture from communities and government departments Inadequate land use management controls Fraud and theft Billing queries due to integration of debtors information into the new financial system.

EXPENDITURE AND PAYROLL MANAGEMENT

Expenditure Management

Expenditure Management deals with the payments of service providers in line with Section 65 of the MFMA on a monthly basis. Expenditure reports are submitted to council on a monthly and quarterly basis in line with Section 71 and Section 52(d) of the MFMA. The municipality strives to pay its creditors within 30 days and as such has adopted bi- weekly payments runs. This is to accelerate processing of invoices as well assisting SMMEs. Whilst assisting SMME's strict adherence to cash flow management is not compromised. The municipality generates orders for all suppliers including the suppliers appointed through the competitive bidding process.

Payroll Management

Payroll Management deals with the payment of salaries and wages for employees, councilor's allowances as well ward committee travelling expenses in line with Section 66 of the MFMA. The section also is responsible for Income Tax administration of the municipality and deductions paid to third parties. All the vacancies in the payroll section have been filled. In order to comply with MSCOA, the municipality has changed its payroll system from Payday to SAGE VIP and went live on the November 2018 payroll run. All payroll related activities are processed using the system.

SWOT ANALYSIS		
FACTORS	STRENGTHS	WEAKNESSES
Value for money expenditure	Ability to meet short-term and long-term obligations Compliance with relevant tax obligations and laws Good spending on capital conditional grants	Occurrence of fruitless and wasteful expenditure Spending outside the approved budget resulting in unauthorized expenditure Lack of implementation and monitoring of controls and procedures Lack of monitoring and reviewing of payroll inputs. Late submission of inputs to the payroll section results in lack of proper reviewing and monitoring, thus resulting in errors not detected timeously. Inability to perform creditor's reconciliation on the system may result in duplicate payments and delays in paying suppliers. Proper record keeping resulting in missing vouchers.
	OPPORTUNITIES	OPPORTUNITIES THREATS
	OPPORTUNITIES Economic growth and development within the municipal area for SMMEs	**THREATS** Interest penalties Non-compliance with the MFMA Payment of suppliers through sundry payments exposes the municipality to the risk of fraud as banking details may be fraudulently altered.

EXPENDITURE INCURRED IN 2021-22 & 2022-23 FINANCIAL YEARS

Financial Year	Budget	Actual	%
2022-2023	R 387 606 199	R 343 073 629	89%
2021-2022	R 345 339 833	R 313 579 327	90%

EXPENDITURE PER DEPARTMENT FOR THE PERIOD ENDING 31 MARCH 2024

Department	Original Budget	Adjusted Budget	Actual	Commitment	Total Expenditure	Balance	% Spent
Budget & Reporting	32.933.596.00	37.087.515.00	27.109.328.14	1.270.326.00	28.379.654.14	8.707.860.86	77%
Corporate Services	32.509.500.00	36.159.500.00	15.319.794.09	3.309.215.13	18.629.009.22	17.530.490.78	52%
Operations	22.026.000.00	23.526.000.00	10.975.850.76	2.299.179.33	13.275.030.09	10.250.969.91	56%
Developmental Planning	17.926.060.00	18.726.060.00	11.917.318.25	2.257.891.55	14.175.209.80	4.550.850.20	76%
Community Services	17.543.688.00	23.306.285.00	12.794.700.45	2.057.464.27	14.852.164.72	8.454.120.28	64%
Infrastructure	138.050.560.00	152.707.253.98	111.188.950.14	12.485.405.40	123.674.355.54	29.032.898.44	81%
	260.989.404.00	**291.512.613.98**	**189.305.941.83**	**23.679.481.68**	**212.985.423.51**	**78.527.190.47**	**73%**

As at the end of Quarter 3 of 2023/2024 financial year the Institution spending when compared to Annual Budget was sitting at 73%.

THE TABLE BELOW DEPICTS GRANTS PERFORMANCE FOR 2023/24

FOR DISCLOSURE PURPOSES					
Unspent conditional grant - 29 February 2024					
	2024		**2023**		
	Conditions met and recognised to revenue	**Received during the year**	**Conditions met and recognised to revenue**	**Received during theyear**	
Disaster Emergency Housing Grant	5,435,601.00	-	13,626,858.00	21,900,000.00	Cond
Integrated Electrification Programme	13,534,386.00	2,640,000.00	5,965,131.00	18,400,000.00	Cond
Finance Management Grant	1,070,114.00	1,770,000.00	1,720,000.00	1,720,000.00	Cond
TETA SETA Grant	-		379,625.00	379,625.00	Cond
Municipal Infrastructure Grants	57,941,817.00	58,900,000.00	91,390,860.00	68,458,000.00	Cond
Library subsidies	213,087.00	500,000.00	1,377,779.00	500,000.00	Cond
Extended Public Works Programme	1,663,348.60	1,226,000.00	3,498,000.00	3,498,000.00	Cond
LG SETA Grant	141,387.00		33,229.00	33,229.00	Cond
OTP Grant	14,818,066.00	16,896,476.83	14,464,117.00	15,121,282.83	Cond
Energy Efficience Grant	320,028.00	5,000,000.00	4,500,000.00	4,500,000.00	Cond
Waste Management Grant		3,859,000.00			
	95,137,834.60	**90,791,476.83**	**136,955,599.00**	**134,510,136.83**	

	2024	**2023**
Movements during the year		
Balance at the beginning of the year	21,768,773.83	24,214,236.00
Additions during the year	90,791,476.83	134,510,136.83
Income recognition during the year	(95,137,834.60)	(136,955,599.00)
Unapproved roll-overs	-	-
Unspent conditional grant	**17,422,416.06**	**21,768,773.83**

The municipal capital budget is comprised of conditional grants, namely MIG and other conditional grants i.e FMG, EPWP, Energy efficiency Grant, INEP Grant, and Grant from the Office of the Premier. In 2022-23 the municipality did not reach the 100% expenditure on all the grants due to various reasons. MIG was fully spent in the 2022/2023 financial year. Some of the grants received have been fully spent as at year end which is commendable considering that these are conditional and if not fully spent they revert to National revenue fund.

THE BELOW TABLE DEPICTS THE GRANTS PERFROMANCE REPORT AS AT 31 MARCH 2024

GRANT DETAILS	PERIOD	ANNUAL BUDGET	TOTAL RECEIVED AS AT 31 MARCH 2024	ACTUAL SPENT	% SPENT vs ANNUAL BUDGET	% SPENT BASED ON RECEIPTS
MIG	July 23 – March 2024	R71,487,000.00	R66,706,000.00	59,576,811.17	83%	89%
ENERGY EFFICIENCY GRANT	July 23 – March 2024	5,000,000.00	5,000,000.00	2,046,159.16	41%	41%
EPWP	July 23 – March 2024	1,750,000.00	1,750,000.00	1,750,000.00	100%	100%
OTP	July 23 – March 2024	25,000,000.00	17,886,096.75	17,155,218.74	69%	96%
FMG	July 23 – March 2024	1,770,000.00	1,770,000.00	1,325,508.71	75%	75%
INEP	July 23 – March 2024	17,194,868.79	16,576,868.79	15,023,842.23	87%	91%
DISASTER RESPONE GRANT - Roll Over	July 23 – March 2024	8,273,142.00	8,273,142.00	5,435,600.95	66%	66%
DISASTER RESPONE GRANT - allocation	July 23 – March 2024		32,204,000.00			
LIBRARY GRANT	July 23 – March 2024	903,597.00	R903,597.00	299,020.88	33%	33%
WASTE RECYCLING SOLUTIONS GRANT	July 23 – March 2024	3,859,000.00	3,859,000.00	-	0%	0%
GRAND TOTAL		**R135,237,607.79**	**R154,928,704.54**	**R102,612,161.84**	**76%**	**66%**

The above table shows total received Grants of 154,9 million, as at the end of Quarter 3 of 2023/2024 financial year 76% has been spent when measured against Annual budget, Municipality received a new allocation for Disaster Grant which amounts to R32 million. As at end of March 2024 MIG spending was sitting at 83% when compared to Annual Budget.

Supply Chain Management

The Municipality has a dedicated unit that deals with the Supply Chain Management in line with Chapter 11 of the Local Government: Municipal Finance Management Act, 2003 (Act No 56 of 2003) as well as the Supply Chain Management Regulations, 2005. The Supply Chain Management Policy has been reviewed and adopted in May 2022 financial year to ensure compliance with the relevant legislation.

The PPPFA regulations were challenged by Agribusiness and as such the procurement was halted which meant some procurement had to be delayed until a further communication clarifying that the regulations can be used until January 2023 was received from Treasury. The municipality has developed a draft policy to outline how it is going to go about procuring goods and services going forward.

The following committees are in place in line with Supply Chain Management Regulations:

Bid Specifications Committee

BID SPECIFICATION COMMITTEE			
NAME OF MEMBERS	DEPARTMENT	MEMBERSHIP ROLE	CONTACT NO
1. Mr.S. Gobingca	Corporate Services	Chairperson	082 564 9340
2. Mr M. Sibaca	Planning & Development	Member	083 689 0667
3. Mr. T.Mafanya	Operations	Member	072 606 9031
4. Mr. C.L Makonza	Infrastructure Services	Member	082 564 8939
5. Ms S. Mboxo	Community services	Member	083 689 7134
6. Ms. S. Sichwe	BTO (SCM)	Member	072 399 8951

Bid Evaluation Committee

NAME OF MEMBERS	DEPARTMENT	MEMBERSHIP ROLE	CONTACT NO
1. Mr.S. Baliso	Operations	Chairperson	082 564 8516
2. Mr S. Cobokana	Planning & Development	Member	082 510 4982
3. Mr. S. Mashologu	Corporate Services	Member	064 756 0614
4. Mr. T. Masangwana	Infrastructure Services	Member	082 564 9340
5. Ms. L. J. Bongo	Community services	Member	082 564 9374
6. Mr. A. Mbebe	BTO (SCM)	Member	082 300 0816

Bid Adjudication Committee

NAME OF MEMBERS	DEPARTMENT	MEMBERSHIP ROLE	CONTACT NO
1. Mr.V. Jam-Jam	BTO	Chairperson	064 768 9635
2. Mr A. Mashaba	Planning & Development	Member	066 287 7410
3. Ms N. Nkuhlu	Corporate Services	Member	078 340 2793

NAME OF MEMBERS	DEPARTMENT	MEMBERSHIP ROLE	CONTACT NO
4. Mr Z. Msipha	Infrastructure Services	Member	060 937 3605
5. Ms N. Mlungu	Community services	Member	073 079 1122
6. Mr. M.Mphahlwa	Operartion Department	Member	
7. Mrs N. Mbedla	BTO (SCM)	Member	072 129 9615

Demand and Acquisition of Goods and Services

The section is responsible for procurement of goods and services in line with the approved procurement plan of the municipality.

Annexure attached:

Summary of Procurement Plan		
Awarded	63	
Cancelled	2	
Not yet submit	2	

Contracts Management

The section deals with overall management of procurement contracts and performance of service providers. This is done through maintaining of a "contracts register" and commitments register.

d	
Active Contract	86
Completed Project (Operatioanl and Capital Project)	65
Terminated	2

See the attached Annexure:

Annexure 1 and 2

There is a recurring irregular expenditure that was incurred in 2021/22 financial year due to BAC composition and rates letters that were not attached to bid documents. During the 2018/19 financial year the Auditor-General identified new irregular expenditure for Ngumbela sports field Ward 2, which was due to deviation from scope of works and contract oversight.

SWOT ANALYSIS		
FACTORS	**STRENGTHS**	**WEAKNESSES**
Procurement management	Centralization of Supply Chain Management Electronic requisition system in place	Poor planning from user departments
	OPPORTUNITIES	THREATS
	Economic growth and development within the municipal area for SMMEs through the new PPPF Regulations Central Supplier Database (CSD)	Fraud and corruption False declarations by service providers

Asset Management

The division is responsible for:

- The development and the implementation of the Asset Management Strategy, Policy and Procedures.
- Management of the development, updating and maintenance of the asset register as well as operating and finance lease registers.
- Reporting on the assets base of the municipality through preparation of Fixed Asset register for both infrastructure and movable assets.
- Safeguarding of municipal assets and ensuring that the risk associated with ownership is transferred or minimised through insurance.
- Disposal of assets that have reached their design and useful life in line with the Municipal Finance Management Act Section 14 and municipal Asset management policy.

The municipality has developed a GRAP Compliant Asset Register which is continuously updated and reviewed annually as part of management of Municipal assets. The department is planning to update and maintain asset management module in SAGE main accounting system integrating seamlessly.

Row Labels	Sum of Asset Cost (o/b)	Sum of Additions (22/23)	Sum of Disposals at Cost (22/23)	Sum of Asset Cost (c/b)	Sum of Accumulated Depreciation (o/b)	Sum of Annual Depreciation (22/23)	Sum of Disposal Accumulated Depreciation (22/23)	Sum of Accumulated Depreciation (c/b)	Sum of Accumulated Impairments (o/b)	Sum of Impairments (22/23)	Sum of Disposal Accumulated Impairments (22/23)	Sum of Accumulated Impairments (c/b)	Sum of Carrying Value (22/23)
HERITAGE ASSETS	**11.00**	-	-	**11.00**	-	-	-	-	-	-	-	-	**11.00**
INTANGIBLE ASSETS	**2,793,125.81**	**104,041.00**	**- 225,504.75**	**2,671,662.06**	**2,284,326.20**	**181,019.82**	**- 214,035.57**	**2,251,310.45**	-	-	-	-	**420,351.61**
INVESTMENT PROPERTY	**33,511,900.00**	-	-	**33,511,900.00**	-	-	-	-	-	-	-	-	**33,511,900.00**
PPE	**1,168,181,850.87**	**112,646,606.74**	**- 23,097,930.55**	**1,257,730,527.06**	**707,211,254.27**	**51,363,179.41**	**- 18,801,247.31**	**739,773,186.37**	**17,536,393.60**	**-11,992,407.15**	**- 393,792.10**	**5,150,194.35**	**512,807,146.34**
LAND	1,592,200.00	-	-	1,592,200.00	-	-	-	-	-	-	-	-	1,592,200.00
BUILDINGS	48,499,086.71	37,243,175.41	-	85,742,262.12	32,116,095.33	2,016,289.58	-	34,132,384.91	-	-	-	-	51,609,877.21
COMMUNITY ASSETS	100,275,836.11	14,467,765.59	-	114,743,601.70	22,087,812.25	3,936,364.62	-	26,024,176.87	-	-	-	-	88,719,424.83
INFRASTRUCTURE	868,875,544.40	45,262,795.35	-	914,138,339.75	561,666,735.77	35,896,569.44	-	597,563,305.21	17,083,911.62	- 11,992,407.15	-	5,091,504.47	311,483,530.07
LANDFILL SITE	30,551,609.05	-	-	30,551,609.05	10,183,869.68	2,545,967.42	-	12,729,837.10	-	-	-	-	17,821,771.95
OTHER	118,387,574.60	15,672,870.39	- 23,097,930.55	110,962,514.44	81,156,741.24	6,967,988.35	- 18,801,247.31	69,323,482.28	452,481.98	-	- 393,792.10	58,689.88	41,580,342.28
Grand Total	**1,204,486,887.68**	**112,750,647.74**	**- 23,323,435.30**	**1,293,914,100.12**	**709,495,580.47**	**51,544,199.23**	**- 19,015,282.88**	**742,024,496.82**	**17,536,393.60**	**-11,992,407.15**	**- 393,792.10**	**5,150,194.35**	**546,739,408.95**

SWOT ANALYSIS		
FACTORS	**STRENGTHS**	**WEAKNESSES**
Asset management	Credible and GRAP compliant asset register Electronic Asset Management System in place	Inadequately staffed asset management unit which comprises of 2 employees. Reliance on external consultants for asset register preparation Skills transfer plan has been developed but not fully implemented
	OPPORTUNITIES	**THREATS**
	Utilising of assets as leverage to raise or access funding from external sources Use of Asset management in SAGE	Theft of municipal asset Obsolete and impairment of municipal assets.

FLEET MANAGEMENT

In order for the council to function and execute its core responsibility, a requirement being a support aid in the form of fleet was identified. This is a support aid which requires both acquiring and maintenance of the municipal fleet. In the process of ensuring the MFMA provision are enhanced including fleet management process, the municipality ensures that adequate control over vehicles is always enhanced in a manner that designated officials within department also prioritize the issuing of vehicle trip authorities and submission of accurate logbooks and petrol slips are submitted when fleets cards have been issued.

It became clearly evident that the appointment of a dedicated official was necessary to manage the fleet operations as well as to implement the policy on maintenance and monitoring of the movement of vehicles. The office of fleet management is making sure that fleet procedure manuals are enforced, valued and adhered to by fleet users. There is still a need to beef up personnel in fleet and the Municipality has been decentralized white fleet per department. Yellow fleet is co-managed with the assistance of Infrastructure department.

The Municipality will be established a Fleet Management Committee which will on a quarterly basis

KPA 5- GOOD GOVERNANCE & PUBLIC PARTICIPATION (GGP)

Good Governance and Public Participation is managed in the Office of the Municipal Manager with Senior Manager Operations heading the Department. The main key performance areas of the department are:

- To ensure clean and accountable governance in the municipality
- To ensure a coordination of integrated planning, implementation, monitoring and evaluation
- Mainstreaming of Special programmes into Mbhashe programmes
- To promote effective communication of Mbhashe's business to its stakeholders
- To deepen local democracy through community participation
- To ensure Gazzeting of By laws

o **PROCESS FOLLOWED**

On 31 August 2023 Mbhashe Local Municipality's Council adopted its IDP /Budget /PMS Process Plan which outlines in detail the process in which the municipality will embark on the review of the 2024-25 IDP from its commencement in July 2023 to its completion June 2024.

ORGANISATIONAL STRUCTURES & PUBLIC PARTICIPATION

The IDP of Mbhashe has been compiled through an interactive process, which has been overseen by a Council and the Mbhashe Representative Forum.

Mbhashe Municipality's IDP Participatory Structure

The Mbhashe IDP Representative Forum, which was convened by the Mbhashe Municipality, served as the primary vehicle for consultation and public participation in the course of the IDP's amendment.

This body comprised of numerous stakeholders, including political parties, ward committees, youth and women's organizations, individuals, Government structures, NGO's and other organizations of civil society.

COMMUNITY PARTICIPATION

As the first pillar in Back to Basics, the municipality is continuously improving on mechanisms of making sure that the community participates in the affairs of the municipality.

SWOT ANALYSIS	
STRENGTHS	**WEAKNESSES**
Mayoral Imbizos conducted in all 32 wards community participation in IDP processes involvement of the municipality in establishment of war rooms effective public participation and petition strategy	Minimal education in the benefits of community participation in municipal affairs
OPPORTUNITIES	**THREATS**
Harmony in Communities	Lack of interests on municipal activities Protests

MANAGEMENT OF MUNICIPAL UNITS

The main purpose for the existence of the Units is to ensure effective and improved service rendering, thus bringing services closer to the community. The municipality has units at Gatyana and Xhora, with Gatyana servicing community members coming from 10 wards and Xhora also servicing communities coming from 10 wards.

GATYANA UNIT

Mbhashe municipality has offices in Gatyana town, and the town is incorporated to form Mbhashe Local Municipality. It is approximately 32 km southeast of Dutywa. This unit is managed by a unit manager. The manager prepares and develops monthly and quarterly reports which are submitted for presentation to Senior management meetings.

It is one of the satellite offices established for rendering services to the community of Gatyana. There are ten (10) wards that fall within this Unit namely: -

- Ward 11, 14,21,22,23,24,25,27,29 and 30

This unit consists of personnel from various departments within the municipality. The following services are rendered at Gatyana unit as there is personnel from all the six departments of the municipality:

- Provision of council support and cleaning services in municipal offices.
- Waste management, traffic management & law enforcement, safety and security of municipal assets, Expanded Public Works Programme (EPWP), community facilities and free basic services for the indigent beneficiaries.
- Provision of roads and storm-water services, maintenance of streetlights, civil and building works services. Building controls and facilities.
- Revenue management, cashiering, and banking services to the communities.
- Management of the unit, public participation, and customer care services.

Facilities (Offices, Halls and Public Ablution)

There are two (2) town halls and an Indoor Sports Centre in town two (2) sites for public ablution facilities as well as municipal offices (including new ones). The town hall needs major renovations.

Pound

There is an operational pound in place for impounding large stock. There is electricity installed in the facility. The facility has got personnel for administration and service rendering in town.

Landfill site

The site is fully functional and is managed by the municipal supervisors/drivers.

Cemetery

There is a cemetery in town, but the structure was vandalised.

Taxi rank

There is an existing taxi rank that is operational and plans in place for another one to be constructed at the entrance of the town from Dutywa side.

State of Roads

There are both surfaced roads/streets and gravel roads within the town. They both need to be maintained from time to time due to weather conditions in the area. Some of the streets need to be constructed (That is Extension 1 Township).

Streetlights and high mast

There are streetlights and high mast lights provided by the municipality besides Eskom's. This was done for improved service provision for the entire Gatyana community. The major challenge faced is vandalism or cable theft in almost all the streets.

CHALLENGES FACED

- Murder incidents in town pose a threat to the community and the business sector generally.
- State of roads infrastructure.

Xhorha is situated 63km Southeast of Dutywa. There are ten (10) wards that fall within this Unit namely: -

- Ward 13,15,16,17,18, 19,20,26,28 and 32

There are identified factors that distinguish the Unit from the others, and these are as follows:

- Facilities (Offices, Halls and Public Ablution, Green Park and Landfill Site, Pound, Cemetery, Taxi rank)

There is one (1) town hall and an Indoor Sports Centre, one (1) landfill site, 1 site for public ablution facilities, 1 cemetery, 1 Animal Pound, 1 sport field,1 taxi rank as well as municipal offices attached to the hall and additional park home offices.

- Municipal offices
  Majority of the offices are based in park homes, there is a need of construction of new permanent offices.
- Pound

There is an operational pound in place for impounding large stock but it's in a very bad condition. There is no electricity provided since the establishment of the facility. A temporal structure was erected to serve as a guard/storeroom.

- Landfill Site
  There is a landfill site that services both Xhora town and surrounding local areas, however, it is still work in progress. The condition is very bad.
- Town Hall
  There is not enough space inside and outside the town hall, there is always congestion outside townhall as parking space is too limited. Both halls i.e. town hall and indoor sport need to be renovated.
- Ablution facilities

There is no electricity and 2 water tanks have been installed for contingency situations.

- Indoor Sport centre
  It is fully functional but there is a need for re-electrification, paving and fencing.

- Sport field
  The Sport field is under construction.

- Taxi Rank
  There is a new taxi rank under construction.
- Cemetery
  The is one operational cemetery and one old cemetery that needs fencing and maintenance.
- Safeguarding of municipal assets and personnel
  There are thirteen (13) municipal security officers placed in Elliotdalet and they are responsible for visiting all Municipal Sites.
- State of Roads
  All surfaced roads/streets and unsurfaced roads within the town are in a bad state.
- Streetlights
  There are streetlights provided and upgraded by the municipality and there are also high must lights in place.
- Fleet
  There is a yellow fleet that helps in the maintenance of access roads and white fleet that is 4 barkies that assist in running day to day operations of the Unit.

ANTI-FRAUD AND RISK MANAGEMENT

Anti-fraud and risk management is made up of:
(i) Enterprise Risk management (ERM) and
(ii) Anti-fraud and corruption strategies

(a) RISK MANAGEMENT:

(i) Background risk management as legislated by MFMA and other relevant pieces of legislations applicable in Mbhashe municipality:

In the past, management of risk in the public service or municipal environment have not received adequate attention. With the introduction of the Municipal Finance Management Act (MFMA), Act 56 of 2003, the foundation has been laid for a more effective corporate governance framework as well as an accountable financial management system for the public sector. The Act has also established the legal framework for risk management in the public sector. Today, more than ever, those in the public sector should be taking a long, hard look at risk – the threats to success and the possible consequences if they materialise. The importance of looking at risk comes in the wake of a more demanding society, bold initiatives, and more challenge when things go wrong. Effective risk management processes will ultimately help to achieve:

- Greater organizational clarity of purpose by clearly identifying policy needs and actions required to meet strategic objectives,
- More cohesiveness of effort through organizational consistency and clear role definition, better decisions through consideration of issues,
- Faster reactions through concentration on key performance trends, and
- Accountability by recording decisions in context and allocating responsibility for action.

Risk management processes and responsibilities are incorporated in the list of responsibilities allocated to Accounting Officers and Audit Committees. However, these responsibilities are extended to all Managers in terms of the provisions of the MFMA. The MFMA establishes responsibility for Risk Management at all levels of management and thus becomes everybody's responsibility. This should be seen as a medium-term vision and to be successful it must assist in organizational and individual behavioral change and be seen to be of benefit to the individual as well as the organization. Municipality's risk management policy has been aligned to the Risk Management Frameworks issued by the National and Provincial Treasuries, to ensure a consistent approach to risk management at all levels of municipality.

Process of risk management has been developed and adopted by the council to

- To provide assurance to Council, Management, Risk Management Committee and Audit Committee that risks are properly addressed.
- To provide appropriate learning opportunities for the municipality and its stakeholders. Integrating risk management to all business activities across the municipality.
- To improve operations, communication, and reporting in the municipality.
- To ensure stakeholders confidence and trust.
- Ensure compliance and improved governance.
- Improve loss prevention, incident management and minimize losses.

(ii) Day-to-day Management of risk in Mbhashe municipality:

Currently, the municipality developed the following risk registers where the mitigations plans highlighted in the registers are reviewed and monitored for its implementation on a quarterly and annual basis. The progress is also reported on quarterly and annually basis to both management and the risk management committee.

- Strategic Risk register
- Operational Risk register
- National disaster risk register
- Strategic Anti-Fraud Risk register
- Information and Communication Technology risk management (ICT)

Status of Risk Management within the Municipality is considered as at a developmental stage since other activities like setting the risk maturity and risk tolerance levels which need to be first adopted by the council of the municipality before implementation are not yet developed.

Municipality has developed and implemented other initiatives to ensure that Mbhashe enterprise risk management achieved its intended purposes, being:

- As part of change or progress, the municipality have developed a key performance indicator (KPI) for risk management that is included in the institutional SDBIP where all Senior Managers/HODs have a responsibility to report on a quarterly basis about the progress for risk management.
- There is an existing risk management committee chaired by an external risk chairperson to coordinate the Mbhashe enterprise risk management.
- Risk champions from each department have been appointed
- Risk officer has been appointed to coordinate process of risk management that will be reporting to strategic management

Process on implementation and monitoring of the developed risk management framework or policy, has been considered and the following documents and activities are effectively implemented:

- Risk implementation plan with activities and targets dates for implementing identified activities.
- Risk management trainings to the risk champions and project managers
- Quarterly and monthly meetings for reporting progress on the implementation of the risk management to the senior management and audit committee
- Quarterly reporting the risk management by the audit committee to the council of the municipality

A Risk Management Framework has been approved and a risk identification process is conducted on a quarterly and annually basis. Code of conduct is signed by all staff members. This assists to inculcate ethos of adherence to a set of ethics and good conduct. Fraud and corruption which is a challenge to all government institutions and this institution is not spared either. Measures to fight this must be introduced to promote good corporate governance. All related internal controls in terms of policies and procedures for risk management and anti-fraud were adopted in 2022 for them to be implemented in 2023 financial year and will assist the management in mitigating the corruption and apply consequences of fraud as stated in the plan.

(iii) Mbhashe methods on assessment of risk:

Method used for the assessment and rating of risks identified was based on the approved risk management policy as follows:

Mbhashe assessment table				
Factors used in strategic risk analysis				
Each risk is evaluated in terms of potential impact, likelihood of occurrence and the perceived effectiveness of controls in place to manage the risks according to the criteria set out below:				
Potential impact				
Impact factor	**Continuity of supply**	**Safety and environmental**	**Technical complexity**	**Financial**
Catastrophic **100**	Risk event will result in widespread and lengthy reduction in continuity of supply to customers of greater than 48 hours	Major environmental damage	Use of unproven technology for critical system / project components	Significant cost overruns of >20% over budget.
		Serious injury (permanent disability) or death of personnel or members of the public	High level of technical interdependencies between system / project components	Affect on revenue / asset base of >10%.
		Major negative media coverage		
Critical **70**	Reduction in supply or disruption for a period	Significant injury of personnel or public	Use of new technology not previously utilised by the entity for	Major cost overruns of between 10 % & 20 % over budget

Mbhashe assessment table				
Factors used in strategic risk analysis				
Each risk is evaluated in terms of potential impact, likelihood of occurrence and the perceived effectiveness of controls in place to manage the risks according to the criteria set out below:				
Potential impact				
Impact factor	**Continuity of supply**	**Safety and environmental**	**Technical complexity**	**Financial**
	ranging between 24 & 48 hours over a significant area	Significant environmental damage	critical systems / project components	Affect on revenue / asset base of between 5% & 10%
		Significant negative media coverage		
Serious **50**	Reduction in supply or disruption for a period between 8 & 24 hours over a regional area	Lower level environmental, safety or health impacts.	Use of unproven or emerging technology for critical systems / project components	Moderate impact on revenue and assets base
		Negative media coverage		
Significant **30**	Brief local inconvenience (work around possible)	Little environmental, safety or health impacts	Use of unproven or emerging technology for systems / project components	Minor impact on revenue and assets base
	Loss of an asset with minor impact on operations	Limited negative media coverage		
Minor **10**	No impact on business or core systems	No environmental, safety or health impacts and/or negative media coverage	Use of unproven or emerging technology for non-critical systems / project components	Insignificant financial loss
Likelihood				
Likelihood factor	**Qualification criteria**			**Rating**
Almost certain	The risk is almost certain to occur in the current circumstances. The risk is already occurring or is likely to occur more than once within the next 12 months.			90%
Likely	More than an even chance of occurring. The risk could easily occur and is likely to occur at least once within the next 12 months.			65%
Possible	Could occur quite often. There is an above average chance that the risk will occur at least once in the next 3 years.			40%
Unlikely	Small likelihood but could happen. The risk occurs infrequently and is unlikely to occur within the next 3 years.			20%

Mbhashe assessment table				
Factors used in strategic risk analysis				
Each risk is evaluated in terms of potential impact, likelihood of occurrence and the perceived effectiveness of controls in place to manage the risks according to the criteria set out below:				
Potential impact				
Impact factor	**Continuity of supply**	**Safety and environmental**	**Technical complexity**	**Financial**
Rare	Not expected to happen - Event would be a surprise. The risk is conceivable but is only likely to occur in extreme circumstances.			10%
Perceived control effectiveness				
Effectiveness factor	**Qualification criteria**			**Rating**
Very Good	Risk exposure is effectively controlled and managed.			90%
Good	Majority of risk exposure is effectively controlled and managed.			80%
Satisfactory	There is room for some improvement.			65%
Weak	Some of the risk exposure appears to be controlled, but there are major deficiencies.			40%
Unsatisfactory	Control measures are ineffective.			20%
Inherent risk exposure			**Residual risk exposure**	
Inherent risk	**Rating**		**Residual risk**	**Rating**
Extreme	^{3} 50		**Priority 1**	^{3} 25
High	^{3} 35 < 50	50	**Priority 2**	^{3} 17.5 < 25
Moderate	^{3} 25 < 35	35	**Priority 3**	^{3} 12.5 < 17.5
Low	^{3} 15 < 25	25	**Priority 4**	^{3} 7.5 < 12.5
Insignificant	< 15	15	**Priority 5**	< 7.5
Action status				
Status	**Description**			
Behind schedule	The project to implement the control improvement is behind schedule and requires management attention			
Planned	The project has been planned to implement the control improvement, but the start date has not yet commenced			
In progress	The project to implement the control improvement is progressing as planned			
Final tests and maintain	The project to implement the control improvement is virtually completed or has been added to current controls in place			

(iv) Mbhashe Strategic risk register

The following top fifteen high risks were extracted directly from the municipal updated strategic risk register:

No	Risk name	Rating
1	ICT Business Interruption	Extreme
2	Inadequate implementation of workplace skills plan.	Extreme
3	Inadequate provision and maintenance of service delivery infrastructure	High
4	Inability to unlock investment opportunities	High
5	Non-compliance with laws, policies, and regulations	High
6	Institutional Instability	High
7	Inadequate strategies for revenue generation	High
8	Inadequate Expenditure management control	High
9	Inadequate asset Management	High

No	Risk name	Rating
10	Misuse of municipal assets.	Moderate
11	Uncoordinated land development	High
12	Loss of Municipal information	High
13	Inadequate infrastructure and facilities to provide efficient waste management services	High
14	Vulnerability Disaster Management	High
15	Manipulation of system	High

FRAUD AND CORRUPTION MANAGEMENT, COMPLIANCE AND LEGAL SERVICES

The Anti- Fraud and Corruption is championed by the Operations department under the guidance of the legal unit. The municipality adopted the Anti- Fraud and Corruption Strategy in 2020 which was reviewed in the council meeting of the 31 May 2023. The recently reviewed Anti – Fraud and Corruption Strategy assist the management in mitigating the corruption and apply consequences of fraud as stated in the policy. Mbhashe Anti –Fraud Strategy provides that the accounting office should ensure that there are Anti- Fraud and Corruption Awarenesses /workshops /trainings to assist in the prevention, detection and reporting of fraud and corruption by raising the level of awareness as to how the fraud and corruption are manifested in the municipality.

The said awarenesses are conducted in all the municipal departments as follows: -

- BTO
- Operations
- Developmental Planning
- Community Services
- Infrastructure
- Corporate Services

The municipality is in the process of establishing the Anti – Fraud Hotline /Reporting Line which will assist the communities to report any fraud and corruption related activities.

COMPLIANCE AND LEGAL SERVICES

The municipality has Legal and Compliance Manager who is a legal practitioner and the municipality has appointed a legal Intern who has a law degree. The Legal and Compliance Manager is responsible for legal services and assisting the municipality on the matters of compliance. The legal unit has the duty to advise the municipality on reviewing and drafting of contractual documents and also providing both informal and formal legal advice. A litigation register is updated monthly, and the litigation report is done quarterly to the management which thereafter the reports are submitted to the council.

SWOT ANALYSIS	
STRENGTHS	**WEAKNESSES**
The adoption and reviewal of the Anti-Fraud and Corruption Strategy has given assistance to the management. The Anti-Fraud and Corruption Awarenesses conducted in each department has reduced the level of ignorance to the fraud and corruption related actions to the employees. The appointment of a qualified legal practitioner as the legal and compliance manager assisted the municipality to develop the litigation register and the management is able to track any legal cases against the municipality as legal reports are made on quarterly basis.	No protective measures for the whistle blowers and as such employees are fearing of their lives. Lack of implementation of the advice after the awareness has been conducted. The legal unit is understaffed however the appointment of a legal Intern has reduced workload although it is still existing.
OPPORTUNITIES	**THREATS**
To minimize the risk and fraud to the municipality To save on the expenditure done by the municipality Building the public confidence	Litigation to the municipality

POLICIES AND BY-LAWS

As part of compliance, the development or reviewal of policies is coordinated in the office of the Municipal Manager under the guide of legal services.

The following policies have been developed or reviewed in 2024. The draft policies were submitted to all councilors in March 2024 and an institutional policy workshop was convened in April 2024. The policies were adopted in the Ordinary Council Meeting held on the 23rd May 2024.

The municipality had developed over the years and gazetted a number of by-laws that are effected through departments concerned. In 2023/2024 the municipality had developed one by-law, Film By – Law in the department of Developmental Planning, which is still in the process of being gazetted.

DEPARTMENT	POLICY	DEVELOPED 2023/24	REVIEWED 2023/24
Infrastructure	Infrastructure Policy& Maintenance Plan		X
	ISD Policy		X
Budget and Treasury Office	Property Rates Policy		X
	Credit Control & Debt Collection Policy		X
	Funding and Reserves Policy		X
	Banking Policy		X
	Fleet Management policy		X
	Creditors, Councillors and staff payment policy		X
	SCM Commodity Procurement Policy		X
	Petty Cash Policy		X
	Supply Chain Management Policy		X
	EFT Policy		X

DEPARTMENT	POLICY	DEVELOPED 2023/24	REVIEWED 2023/24
	Tariff Policy		X
	Credit Control and Debt Collection Policy		X
	Virement Policy		X
	Borrowing Policy		X
	Long Term Financial Planning Policy		X
	Investment Policy		X
	Policy on Planning and Approval of Capital Projects		X
	Management of Accumulated Surplus/Deficit and Bad Debts		X
	Policy on the Write-Off of Irrecoverable Debt		X
	Related Party Policy		X
	Commodity Based Procurement Policy		X
	Infrastructure Procurement and Delivery Management Policy		X
	Supply Chain Process Turn Around Policy		X
	Unauthorized, Irregular, Fruitless and Wasteful Expenditure Policy		X
	Asset Management Policy		X
	Cost Containment Policy	X	
	Sale & Disposal Municipal Land Policy		X
	Accommodation By-Law		X
	Advertising By-law		X
	SMME Development Policy		X
	SMMES/Cooperatives support & funding policy		X
Developmental Planning	Film By Law	X	
	Prevention of Land Invasion Policy		X
	Street and Street Naming Policy		X
	Informal Settlement & Upgrading Policy		X
	Replacement of Beneficiary Policy		X
	Incubation Policy		X
	Lease Policy		X
	Burial policy		X
	Early childhood development policy		X
	Community facilities policy		X
	Liquor Trading by –Law		X
	Sport Management policy		X
	Traffic By-laws		X
Community Service	Community Safety Strategy		X
	Taxis and Taxi Rank1		X
	Liquor Trading Hours by-Law		X
	Animal Pound Policy		X
	Vehicle impoundment policy		X
	Cemetery Policy		X
	Indigent Policy		X
	EPWP Policy		X
	Greening Strategy	X	
	Abscondment Policy		X
Corporate Services	Acting allowance Policy		X
	OHS Policy		X

DEPARTMENT	POLICY	DEVELOPED 2023/24	REVIEWED 2023/24
	Placement policy		X
	Recruitment and selection policy		X
	Sexual harassment policy		X
	Incapacity policy		X
	Individual PMS Policy		X
	Internship Policy		X
	Job Evaluation		X
	Attendance and Punctuality Policy		X
	Councilor and employee Assistant program Policy		X
	Smoking Policy		X
	Subsistence and Travelling Allowance Policy		X
	Application Patch Management Policy		X
	ICT Strategy Plan- ICT Master Plan		X
	Workplace on HIV Policy		X
	ICT Governance Charter		X
	ICT Service Strategy		X
	Records Management Policy		X
	Cell phone and data card policy		X
	ICT Change Management Policy		X
	ICT Governance Framework		X
	ICT SLA Management Policy		X
	ICT disaster recovery plan		X
	ICT Management Policy		X
	Email Policy		X
	Telephone Management Policy		X
	User Access Management Policy		X
	Transfer and demotion policy		X
	Leave Management Policy		X
	Bereavement Policy		X
	Training & Development Policy		X
	ICT Incident & problem management policy		
	Acting Allowance Policy		X
	Overtime Policy		X
Operations	Risk Management Policy		X
	Communication Strategy		X
	Customer Care policy		X
	Youth Development Policy		X
	Protocol For Sourcing Legal Opinion		X
	Litigation Management Framework		X
	Fraud Anti – Corruption Strategy		X
	Consequence Management Policy	X	
	Delegation of Authority Framework	X	
	Litigation Procedure Manual	X	
	SPU Strategy		X
	SPU Policy		X
	Internal Audit Charter		X
	Internal Audit Framework		X
	Audit Performance Audit Committee Charter		X
	Combined Assurance Framework		

DEPARTMENT	POLICY	DEVELOPED 2023/24	REVIEWED 2023/24
	Communications & Social Media Policy		X
	Performance Management Framework		X
	Public Participation Strategy		X
	IGR Framework		X
	Ward Committee Policy		X
	Rules of Order Policy		X

SWOT ANALYSIS		
FACTOR	**STRENGHTS**	**WEAKNESSES**
Policies	Smooth operations A product of consultation	Implementation Awareness
	OPPORTUNITIES	**THREATS**
	Stability Improve municipal perception by society	Changing legislation Court orders

INTERNAL AUDIT AND RISK SERVICES

INTERNAL AUDIT

(i) Background and responsibility:

The **Internal Audit** Service has no executive role, nor does it have any responsibility for the development, implementation, or operation of systems. However, it may provide independent and objective advice on risk management, control and governance, value for money and related matters, subject to resource constraints.

Referenced to the Internal audit framework, The main objective of internal auditors at local government level is to promote accuracy and reliability in accounting and operating data also to safeguard government resources against waste, fraud, and inefficiency, to measure the extent of the operating departments compliance with government policy. Formulating a systematic disciplined approach to evaluate and improve the effectiveness of risk management, internal control, and corporate governance processes.

(ii) Internal Audit Mission:

The mission of the unit is to help Mbhashe municipality to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes. In line with the fundamental expectation of the internal audit unit, Mbhashe Local Municipal's Internal Audit division is an independent and objective assurance that strives to add Value and improve the municipality's operations. Mbhashe Municipal's Internal Audit division subscribes to the statements and standards issued by the accountancy and internal auditing bodies, International Standards for the Professional Practice of Internal Audit (ISPPIA), issued by the Institute of Internal Auditors of South Africa (IIA), and Code of Ethics thereto.

To evolve and to move with the trends in compliance with the internal audit standards, Mbhashe internal audit unit is in a process to acquire the working tools/systems(teammate) and this process started in 2023 financial year.

(iii) Status of the internal audit unit and its functioning:

Currently the Mbhashe Internal audit unit consists of four permanent positions which are filled according to the approved organogram of the municipality.

Since its inception, the unit has been experiencing challenges on lack or shortage of staff and skills gap. Remedial action to address this challenge, the municipality have appointed a panel of three service providers for a period of three years as a co-sourcing method.

The unit developed a three-year rolling strategic plan which covers 2023 to 2026 financial years. The plan also includes an annual plan for 2023/24 financial and that plan approved by the audit committee for implementation.

Scope and coverage of audit annual plan for 2023/24 financial year consists of:
- ICT systems reviews
- Mscoa implementation and PMS
- Infrastructure and Project Management
- Procurement and expenditure
- Consulting activities/assignments
- Annual Financial Statements reviews
- SCM Reviews
- Follow-up on Audit Implementation Plans:
- Special or Ad-hoc Assignments:

The unit also experienced other challenges that impacts negatively to the effective functioning of the unit being as:

Challenges:

Challenge	Status to date
Internal audit recommendations: Although, there is improvement in the implementation of internal audit recommendations but there is a still an element of delays and shortfall during implementation	There are still elements of late or non-submission of the information requested by the internal auditors. There is also a limitation of scope
Internal audit software: lack of systems used by Internal Auditors e.g., teammate	To address this challenge, the municipality is still in a process to acquire new system to be used by the internal audit unit(teammate)
Grading of internal audit positions: Low grading of Internal audit posts which have negative impact on attracting people with skills	The municipal job description results are used, and the job results came back downgraded from task grade 12 down to 11
Trainings provided to IA: Inadequate trainings due to budget constraints	The municipality is trying to prioritise certain trainings needs but still it is not sufficient
Human resource capacity: Lack of resources human capacity	To address this challenge, the municipality have appointed co-sourced panel of service providers that will assist only on certain internal audit projects that need a special skill. There is still a challenge of budget limitation. Budget is not sufficient

IA Compliance with standards:

Functioning of the unit is basically guided by the approved Internal Audit Charter and National Treasury Framework and the following specifications are highlighted as the key functions that the Internal Audit Unit comply with:

- Accountable and report to the Municipal Manager administratively and to the Audit Committee functionally
- Submit the annual audit plan to the Municipal Manager and the senior management for their inputs and to the Audit Committee for their review and approval
- Report quarterly to the Municipal Manager on the adequacy of internal control
- Submit reports to the Audit Committee on all Internal Audit activities.
- Report quarterly to the Audit Committee on whether appropriate action has been taken on significant audit findings.

In conformance with the IIASA Standards, the unit managed to achieve and execute the following:

- In Compliance with standard 1311, the unit has been assessed by Provincial Treasury in terms of quality Improvement assessment program (QAIP) during 2019/20 financial year
- The unit has managed to develop its risk-based annual internal audit plan that reflects all the activities to be executed with resources available and time frames.
- All relevant internal audit policies and procedures developed and approved by the audit committee
- Internal audit awareness about the programs and policies of the unit has been conducted to all employees of the municipality

The unit has played its important role to the municipality and the following success factors were recognized:

- Established internal audit committee appointed by the council with independent members which are not employees of the municipality
- Relevant internal audit qualifications (IAT & PIA) acquired by the internal auditors as required by audit standards and other professions
- Opportunity to discuss internal audit reports with management before they are discussed with the internal audit committee
- As a form of compliance, Internal auditors are members of the institute of internal audit South Africa
- Internal audit plan is aligned with the strategic risk areas facing the organization
- Internal audit plan is prepared in consultation with management
- Matches assurance with available resources
- No findings from AGSA from the past two financial years about functionality and noncompliance of the Mbhashe Internal audit in terms of the standards

Key issues considered to strengthen Mbhashe internal audit department

- Internal and External audit awareness about the good governance to all the municipal departments
- In the light of this strategic view, restructuring of audit practices to move to higher level audits
- Encourage IA involvement or trainings on the development of new financial and accounting systems to ensure that adequate controls are built into these systems.

AUDIT COMMITTEE

Composition and establishment of the Mbhashe Audit Committee

In accordance with the provisions of Section 166 of the reporting and information Local Government: Municipal Finance Management Act 56 of 2003), each Municipality is required to constitute an Audit Committee that will serve as an independent advisory body which must advise the Municipal Council, the Accounting Officer, and the Management of the Municipality. Currently there are three audit committee members appointed for a fixed term of three years.

Majority/all the audit committee members are not the councillors or employees of the municipality including the Chairperson of the Audit Committee.
All the audit committee members have got the necessary skills to execute their responsibilities

In terms of the section 166 of the MFMA Act, Audit committee performed its duties and managed to advise the municipal council, the political office bearers, the accounting officer and the management of the municipality or municipal entity on matters relating to:

- Internal financial control and internal audits.
- Risk management.
- Accounting policies.
- The adequacy, reliability and accuracy of financial reporting and information.
- Performance management.
- Effective governance.

- Compliance with the Act, the annual Division of Revenue Act and any other applicable legislation.
- Performance evaluation; and
- Any other issues referred to it by the municipality or municipal entity.

The Municipal Council must ensure that the mandate of the audit committee includes the responsibility for auditing performance reports at least twice annually. It is suggested that before the municipal performance report is tabled to the audit committee, it must be seen by the internal auditor for his/her advice. This will minimize possibilities for adverse outcome opinions on the report.

In composing the municipal audit committee Council must ensure that:
- All members of the audit committee should not be councils of the municipality.
- Chairperson of the Audit Committee is neither a councilor nor an employee of the municipality
- Members of the Audit Committee have credibility within the communities and organs of civil society; and the
- The operation of the audit committee must be governed by Municipal Finance Management Act, Section 166 and also the National Treasury regulations, section 3 as follows, the performance audit committee will:
- Review the quarterly reports submitted to it by internal audit unit.
- Review the municipality's performance management system and make recommendations in this regard to the council of that municipality.
- Assess whether the performance indicators are sufficient.
- At least twice during a financial year submit an audit report to the municipal council.
- The audit committee should also be tasked with assessing the reliability of information reported.

To fulfil its function, a performance audit committee may in accordance with the regulations:

- Communicate directly with the Council, Municipal Manager or internal; and external auditors of the municipality concerned.
- Access any municipal records containing information that is needed to perform its powers.
- Request any relevant person to attend any of its meetings, and if necessary to provide information requested by the committee; and
- Investigate any matter it deems necessary for the performance of its duties and the exercise of its powers.

The Regulations specify that any auditing must include assessment of:

- The functionality of the municipality's Performance Management System.
- The compliance of the system with the legislation; and
- The extent to which performance measurements

Success factor:

Although the effectiveness evaluation of the Committee is the responsibility of the Council, the Committee shall conduct a self-assessment evaluation on an annual basis. The results of the evaluation shall be made available to the members and Council as soon as convenient.

For the first time since establishment of the audit committee structure, Mbhashe audit committee structure was assessed as compliant in terms of the standards by COGTA for the first time in 2022 financial year.

- **INTERGRATED PLANNING, INTERGOVERNMENTAL RELATIONS, STRATEGIC GOVERNANCE AND PERFOMANCE MANAGEMENT**

Strategic Manager is responsible for coordinating and monitoring the functioning of:

- **Integrated planning and IGR**
- **Performance management**
- **Risk management**
- **The administrative functioning of Municipal Public Accounts Committee (MPAC)**
- **The administrative functioning of political office bearers (TROIKA)**

❖ **Integrated Planning**

Integrated planning is a planning method to help municipalities develop a coherent, long-term plan for the coordination of all development and delivery in their area. Municipalities face huge challenges to develop sustainable settlements that meet the needs and improve the quality of life of local communities. In order to meet these challenges, they will need to understand and develop a concrete vision for the area and then develop the strategies and plans to realize and finance that vision in partnership with other stakeholders.

- **IDP Process Plan**

Introduction Mbhashe Local Municipality has developed the IDP and Budget in accordance with the requirements as set out in the Local Government: Municipal Systems Act (MSA) 32 of 2000, the Local Government: Municipal Planning and Performance Management Regulations 2001 and the Municipal Finance Management Act 56 of 2003.

The MFMA Act 53 of 2003 (S21 1b) states that the Executive Mayor must at least 10 months before the start of the budget year table in the Municipal Council a time schedule outlining key deadlines for the preparation, tabling and approval of the Budget and the Integrated Development Plan. The process plan was adopted on 31 August 2023. The Process Plan outlines the programme to be followed and provides details on issues specified in the Act. The Local Government: Municipal Structures Act 117 of 1998, Municipal Systems Act 32 of 2000 and Municipal Finance Management Act 56 of 2003 are specific to municipalities and are the key legislation for the development of the IDP.

Other national sector legislations also contain various kinds of requirements for municipalities to undertake planning. Some important National and Provincial guiding plans and policy documents for the IDP include the medium-term Strategic Framework, the National Spatial Development

Perspective (NSDP), the National Development Plan (NDP), the new Growth Path, the Eastern Cape Provincial Spatial Development Plan (ECPSDP), the Eastern Cape Provincial Growth and Development Plan (ECPGDP) and the Amathole District Growth and Development Summit (GDS).

Amongst the interventions above, the focus of this IDP is also on the following:

- MEC Letter with assessment comments on the Final IDP Review 2023/2024.
- Self-Assessment, based on past organisational performance outcomes.
- Outcomes of the Strategic Planning
- Revised Strategic Framework
- Development and review of the IDP core sector plans.
- Revised COGTA IDP Guidelines.
- Alignment with Government Priorities e.g., State of the Nation Address, EC State of the Province Address and State of the Municipal Address
- Community inputs received during the community outreach programs (IDP Roadshows);
- Different stakeholder comments and requirements.
- District Development Model

❖ **Intergovernmental Relations (IGR)**

Mbhashe municipality participates and coordinates the local forum (IGR) within the jurisdiction of Mbhashe. It is guided by an IGR Policy Framework adopted in 2017 and reviewed on an annual basis. The IGR forum provides for the seating of various sector departments to plan and address issues of mutual concern in service delivery in the municipal jurisdiction. The range of critical issues faced by our Municipality mirror's South Africa's national and provincial concerns, so dealing with them in a way that is sustainable requires concerted and coordinated intervention by all three spheres of government, the private sector and civil society partners. The intergovernmental relations programme ensures alignment with national and provincial government priorities and ensures alignment of Mbhashe local government system, organisation, strategy, budget, and implementation programmes with those of other spheres of Government. Government programs and services cut across jurisdictional boundaries, and if they are to be delivered in a seamless way, co-operative governance is critical.

The Inter-governmental relations programme co-ordinates engagement with neighboring municipalities to provide a conducive platform wherein they can exchange technical support with one another, to share knowledge and expertise in matters of mutual interest. Through this programme, the Municipality will continue to put in place systems and procedures to implement the District Development Model (DDM), with the aim to fast track and improve service delivery across all spheres of government. Through the DDM, all government departments are being mobilized to meaningfully participate in the development and implementation of a One Plan. The Plan will serve as an impact performance framework tracking the commitments and spending of national and provincial sector departments within the Municipalities when it is effectively implemented. In effort to implement the DDM in Amathole region, the district municipality working with COGTA have an existing task team which part of its responsibilities is to establish the work streams that will be contained of representatives from all local Municipalities within the Amathole District. These work streams will be led by the heads of departments of Amathole District Municipality.

Learning and Sharing:

In fulfillment of the Constitutional provisions, Section 41 (g) of the Constitution of the Republic of South Africa of 1996 prescribes that all spheres of government and all organs of state within each sphere must co-operate with one another in mutual trust and good faith by:

a) Fostering friendly relations
b) Assisting and supporting one another
c) Informing one another of and consulting one another on matters of common interest.

Mbhashe LM has in different departments forged relations with other municipalities in 2023/24.

Infrastructure- Ndlambe LM

Community Services-Mossel Bay

Corporate Services- Ngquswa LM

The intention is for these municipalities to work together and sign MOUs on matters of interest and working relations.

PERFORMANCE MANAGEMENT

The Systems Act 32 of 2000 requires municipalities to develop a performance management system that is:

(f) Commensurate with its resources best suited to its circumstances and in line with the priorities, objectives, indicators targets contained in its integrated development plan.
(g) Promotes a culture of performance management among its political structures, political office bearers, councilors and its administration.

The municipality should also:

- set targets, monitor and review performance based on indicators linked to their IDP
- Publish an annual report on performance for the councilors, staff, the public and other spheres of government.
- Incorporate and report on a set of general indicators prescribed nationally by the minister responsible for local government.
- Involve the community in setting indicators and targets and reviewing municipal performance.

The functions of the PMS section:

- coordinates or facilitates the development of the Institutional SDBIP annually, guided by the approved IDP.
- responsible for the coordination, monitoring, evaluation and assessment of the institutional performance.
- It deals with six departments within the institution, being Infrastructure Services, Corporate Services, Community Services, Budget and Treasury and Operations department, which is under the office of the Municipal Manager.
- responsible for providing assurance on the institutional performance reports received from the municipal departments.
- assessing the completeness, reliability and accuracy of the provided information, and reporting to Management and Council about the performance of the institution.

- prepares an unaudited performance report on a quarterly basis which is submitted to Internal Audit.

There is also an Audit Committee which one of their responsibilities is provide oversight on the performance management of the institution on a monthly and quarterly basis or on ad – hoc basis.

Furthermore, the section as part of the monitoring process has come up with a control measure of action plan on targets that were not achieved in the previous quarter. This helps the municipality in being able to track those targets that were not achieved, as to whether they have been implemented successfully or not.

The office is also reporting on circular 88, where all municipalities are required to report on the National COGTA indicators on a quarterly basis to reflect the status of the municipality as to whether its functional or dysfunctional. The unit has the responsibility of developing an annual report which must be aligned to COGTA guideline. The annual report is submitted to Council as a draft on 31st of August in each financial year and is then submitted as final again to council during Mid-term.

In August 2001 regulations on municipal planning and performance management were published by the Department of Provincial and Local Government (DPLG) to further explain the requirements of the LG Municipal Systems Act 32 of 2000. Mbhashe Municipality, in responding to the requirements developed the following tools aimed at operationalizing its PMS:

- Performance management framework
- Performance contracts and agreements
- SDBIP
- Annual performance reports

The Mbhashe Local Municipality reviewed and adopted a performance management framework represented as revised in this document. On this exercise, the municipality was assisted by Amathole district municipality. The outline of the Framework includes objectives, principles, process, procedures and the model that guides how the municipality implements its performance planning, monitoring, review, reporting, auditing and evaluation. It further, identifies the key stakeholders and their respective roles in the managing of municipal performance management.

The PMS framework was reviewed and adopted by council in May 2022/23 financial year, and it gives guidance on the implementation of institutional performance. The institutional performance deals with development, implementation, and monitoring of service delivery and budget implementation plan.

The municipality adheres to the legal prescripts in relation to reporting timelines, development, submission, and publication of performance information such as Service Delivery and Budget Implementation Plan, Quarterly reports, Mid-Term assessment reports, Annual report, oversight reports, and section 56 Managers performance agreements.

- **Development, monitoring, and review of performance management system**

The executive committee or executive mayor of a municipality or if the municipality does not have an executive committee of councilors appointed by the municipal council must manage the development of the municipalities performance manage system. Assign responsibilities in this regard to the municipal manager and submit the proposed system to the municipal council for adoption.

A municipality must establish mechanisms to monitor and review its performance management system.

In responding Mbhashe Municipality to the requirements, developed the following tools aimed at operationalizing its PMS.

- Performance management framework
- Performance contracts and agreements
- SDBIP
- Annual performance report
- Technical Indicator Description (TID's) / APR Schedule

- **Organizational Performance Management**

Institutional Performance deals with development, Implementation, monitoring and evaluation of Service delivery and Budget Implementation Plan (Annual operational plan) at an organizational level, where Senior Managers are being monitored, evaluated on a quarterly basis.

The municipality deals with level bellow Section 56 separately under Corporate Services. The municipality adheres to the legal prescripts in relation to reporting timelines, development, submission, and publication of performance information (SDBIP, Quarterly reports, Mid Term Performance assessment reports, Annual report, Oversight reports and Section 56 Performance Agreements). The municipality established the performance evaluation panel which is assessing the individual senior managers that started in 2016/17 financial year. The committee is composed of the people stated in the performance regulations for senior managers. Every department and staff member should be clear what they have to do and how their performance will contribute to achieving overall goals and targets.

The municipality currently does not have an electronic system for performance. A service provider was appointed to assist the municipality with E-performance; however, the project was not completed due to unforeseen circumstances from the service provider's side. Currently the municipality is making another research for the system of performance and a new process has started to acquire a service provider that will assist with the system.

Part of the strength of the unit, it can develop a credible institutional SDBIP, monitor and evaluate performance and reporting on quarterly basis about the status of performance. Gaining of public confidence through credible accurate reporting and good relations with the office of the AGSA, COGTA and other relevant stakeholders such as Legislature, National Treasury, Provincial Treasury etc. Continuously improving the submission of reports to IA unit as there is a dedicated person. Continuous interactions with internal sections. Direct interaction with office of the Auditor General & COGTA during the year. Continuous monitoring and evaluation of PMS reports on monthly basis with the elected PMS champions per department. Development of action plan for targets not achieved per quarter.

Auditor General had the following findings on the three determined objectives, on the 2022-23 audit. The Municipality developed an action plan to address the findings as shown in the table below:

#Ref	Reporting Area	Findings	Description	Auditors Recommendation	Management action/mitigation Plan	Person Responsible:	Management comments and Progress made as at 30 June 2023
COAF 1	Budget, IDP and SDBIP	Budget, IDP and SDBIP	1. Inspected the IDP for 2022 financial year and confirmed that the adopted IDP contains a financial plan covering 2020/21 - 2023/24 - in Chapter 7 of the IDP. Financial plan does not includes budget available for capital and operating expenses for the next 3 years (2023, 2024 and 2025). 2. Inspected the daily dispatch notice dated 12 May 2021 which had a notice on draft 2021/2022 IDP and budget roadshow which was to be on 11 to 13 May 2021 and confirmed that local community is invited to IDP forum but the number of days that were afforded to comment on the final draft of its IDP before the plan was submitted to council for adoption were 15 (12 May 2021 to 26 May 2021(approval date)), they were not 21 from the date of council adoption. 3. Inspected an acknowledgement of submission dated 09/06/2021 from the Eastern Cape Department of Cooperative and Traditional Affairs and confirmed that the reviewed 2021/22 IDP for the Mbhashe Local Municipality was not submitted by the MM to the MEC of the local	Management should ensure as per the requirements of the MFMA that their SDBIP and IDP are consistent and aligned with each other.	1. This will be a challenge in 2022/23 FY IDP that has been printed, however in 2023/24 it would be changed, where a 3 year capital plan will be included. - Possible update the IDP to be submitted to AG 2. This matter was clarified and was agreed upon so the finding was removed. 3. The IDP for 2023/24 will be submitted within legislated timeframes 4. The IDP and tariffs will be published within	Operations and CFO	The finding on the date of the submission of the IDP will be confirmed in the next audit but the submission date for 2022/23 IDP to relevant stakeholders is within the legislated time frame.

#Ref	Reporting Area	Findings	Description	Auditors Recommendation	Management action/mitigation Plan	Person Responsible:	Management comments and Progress made as at 30 June 2023
			government in the province within 10 days of the adoption date of the 26 May 2021. (26 May 2021 to 09 June 2021= 14 Days). 4. Inspected the daily dispatch notice dated 10 June 2021 which had a notice on adoption of tariff structure, final IDP and Budget for 2021/22 financial year which was approved on 26 May 2021 and confirmed that municipality made approved budget public in 11 working days, further inspected the daily dispatch and confirmed that the supporting documents were not made public via it, also inspected the municipal website (https://www.mbhashemun.gov.za/all-documents/budget/) and confirmed the municipality published budget, but the budget was not published within 10 days of approval.		legislated timeframes		
COAF 4	AOPO	AOPO-Differences between APR and annual reports submitted.	Differences between the annual performance report and the supporting schedules were identified on the audit of KPA 2: Basic Service Delivery and Infrastructure is accordance with the indicators.	Management should review and validate the schedules/ supporting documents that support the APR to ensure that each indicator reported	A review on evidence to support achieved indicators will be done as to align with what has been reported quarterly	All SM's	This is being done on a quaterly basis to check the reported information against the approved SDBIP.

#Ref	Reporting Area	Findings	Description	Auditors Recommendation	Management action/mitigation Plan	Person Responsible:	Management comments and Progress made as at 30 June 2023
				is supported by valid, accurate and complete portfolio of evidence.			
COAF 7	AOPO	AOPO: Inconsistencies between planned and reported objective, performance indicators and targets	Inconsistencies were noted in the indicators, targets and actual achievement reported	Management should ensure that adequate reviews are done by comparing the planned and reported indicators on the adjusted SDBIP and reported indicators and targets on the annual performance report so as to identify any inconsistencies between the planned and reported performance indicators and targets. Furthermore, management should ensure that changes in reported indicators	Quarterly reports will be assessed and aligned to the approved targets and files will remain at PMS office and changes in the evidence will be done through PMS Officer	Operations	Reviewal of the evidence submitted to substantiate targets set and achieved is done every quarter to ensure alignment of what is being reported.

#Ref	Reporting Area	Findings	Description	Auditors Recommendation	Management action/mitigation Plan	Person Responsible:	Management comments and Progress made as at 30 June 2023
				and targets are approved by the relevant persons.			
COAF 16	AoPO	AoPO: Presentation and Disclosure issues	For the following performance indicators that are not achieved in the annual performance report, it was noted that the measures taken to improve performance were not properly documented.	Management must ensure proposed corrective action is appropriate and accompanied by reliable source documentation	Evidence on indicators that have not been achieved is being requested every quarter, so as to see the commitment of achieving them at year end. Management will provide a detailed reasons on measures to be taken in order to address the target	All SM's	**Action plan circulated after every quarter and Management has responded with Catch up plans. Re-assessment will be done after reporting for Quarter 4**
CoAF 31	AoPO	AoPO: The Reported Performance could not be physically verified	During the audit of AoPO, it was noted that for the following indicator, we could not locate the household/ individual to confirm they have a solar system in place	Adequate reviews should be conducted on the list of individuals submitted for maintenance purposes to ensure they exist and located in the indicated villages.	Physical verification of projects that have been implemented and completed will be considered quarterly. During the implementation of the project beneficiaries will be made to sign	Operations	Verification of projects are done on a quarterly basis to check whether projects have implemented successfully.

#Ref	Reporting Area	Findings	Description	Auditors Recommendation	Management action/mitigation Plan	Person Responsible:	Management comments and Progress made as at 30 June 2023
					and provide contact detail which will be used when verifying and it will be 100% not sampling		
CoAF 31	AoPO	AoPO: Deficiency in the reporting of the indicator	During the audit of Predetermined Objectives, it was noted that for following indicator's performance the progress report does not agree to the physical verification. 1.SD 1.3 Number of storm water culverts and channels upgraded in each unit (Gatyana, Xhorha and Dutywa)	Management should ensure that the performance reported agrees to the progress reports prepared/ any other supporting evidence.	Reporting to be aligned to the planned targets and reported target	Operations/Infrastructure	Reports submitted by departments to substantiate achievement of targets will be verified once submitted in each quarter. For the past three quarters all evidence have been verified.
COAF 33	AoPO	Differences noted between Reported Performance and the supporting documents/ physical verification	During the audit of the predetermined objectives, the following indicators were not accurately reported in the APR.	Adequate reviews should be conducted on the Performance information to ensure that what is being presented in the APR is valid, accurate and complete.	Reporting to be aligned to the planned targets and reported target	Operations	Reports submitted by departments to substantiate achievement of targets will be verified once submitted in each quarter. For the past three quarters all evidence have been verified.
COAF 34	AoPO	AoPO-Performance	During the audit of predetermined objectives, it was noted for the	Management should ensure that	1. Smartness in crafting targets	Operations	If projects are not completed in a

#Ref	Reporting Area	Findings	Description	Auditors Recommendation	Management action/mitigation Plan	Person Responsible:	Management comments and Progress made as at 30 June 2023
		relating to 2020/21 reported in the 2021/22 financial year	following access roads were completed in 2020/21 financial year and were inappropriately reported in the 2021/22 financial year.	proper review is performed to ensure that revenue is correctly classified.	and linking them with activities and the Financial year in which they are undertaken 2. Targets and activities relevant to projects must not spill over to the next financial year		financial year , and there is still budget available which is above the retention monies, those projects still appear in the SDBIP monitoring tool, however projects are finalised and there is no budget , then project wont be reflected in the next financial years SDBIP.

Municipal Public Accounts Committee (MPAC)

The main purpose of **MPAC** is to exercise Oversight over the Executive functions of the council and to ensure good governance in the municipality is exercised and accounted for.

The oversight role of the Council is an important component of the financial reforms, and it is achieved through the separation roles and responsibilities between Council, the Executive (Mayor and Executive Committee) and administration. Good Governance, effective accountability, and oversight can only be achieved if there is a clear distinction between the functions performed by the different role players.

Composition and establishment of the Municipal Public Accounts Committee

The Oversight Committee is a committee of Council established in terms of section 33 and 79 of the Local Government Municipal Structures Act, Act 117 of 1998 which allows the co-option of advisory members to a Committee of Council, who are not members of the Council.

Due to the separation of roles and responsibilities, between Council and the Executive (Mayor and Executive Committee) it is not appropriate for members of the Executive Committee be members of the Oversight Committee.

The Council of Mbhashe Local Municipality appointed the following councilors to serve on the MPAC during the financial year under review.

The Council of Mbhashe Local Municipality appointed 12 councilors and 1 traditional Leader to serve on the Municipal Public Accounts Committee i.e.

Number	Name of the Cllr	Designation	Political Party
1.	Nosipo Ganda	Chairperson	ANC
2.	Thethemini Sitwayi	Member	ANC
3.	Nokanyo Magatya	Member	UDM
4.	Thobela Nodliwa	Member	ANC
5.	Zanele Magazi	Member	EFF
6.	Luyanda Mpunzi	Member	ANC
7.	Tamela Nokele	Member	ANC
8.	Nosipho Ntshontsho	Member	ANC
9.	Ernst Fipaza	Member	ANC
10.	Mzekelo Ndikinda	Member	ANC
11.	Ayabonga Tyatyaza	Member	ANC
12.	Amos Zunguzane	Traditional Leader	-

4. DUTIES/ FUNCTIONS OF THE MPAC

MPAC has the following duties:

- To consider and evaluate the content of the following reports submitted to Council by the Mayor and to make recommendations to Council in respect of such reports:
    - Quarterly Supply Chain Management Reports.
    - Quarterly Performance Reports.

- Quarterly report on the implementation of the Service Delivery and Budget Implementation Plan (SDBIP) to assess the effectiveness, efficiency and quality of services rendered and/or goods purchased; and to ascertain whether specific promised service delivery targets have been met.
- Section 71 and section 72 reports

- To consider and evaluate the content of the annual report and draft an oversight report in accordance with Section 129(1) of the MFMA, within two months of the annual report being tabled in Council.
- The oversight report must include a statement recommending that Council:
  (i) Approve the annual report with or without reservations.
  (ii) Reject the annual report.
  (iii) Refer the report back for revision of those components that can be revised.

- Examine the financial statements and audit report of the Municipality, and in so doing, to consider improvements made from the previous financial statement and audit reports; and to evaluate the extent to which the Audit Committee's and the A-G's recommendations in respect of the previous statements and audit reports, have been implemented.
- To consider and evaluate the content of any other report referred to it by Council.
  (i) By way of a resolution of Council, to investigate the recoverability of unauthorized, irregular or fruitless and wasteful expenditure in terms of Section 32(2)(a) and (b) of the MFMA.
  (ii) After completion of the investigations to make recommendations on the treatment of unauthorized, irregular, fruitless and wasteful expenditure as contemplated in the MFMA circular No. 68.
- By way of a resolution of Council, to investigate any other matter that Council may refer to it for investigation.
- To make recommendations to Council regarding:
  (i) Any aspect relevant to the oversight of the Executive and Administration.
  (ii) Good governance, transparency, and accountability within the Municipality.
  (iii) The use/abuse of municipal resources.
- To provide an annual report to Council on the activities of MPAC.
- To conduct Follow-Up reviews.
- To perform any other functions assigned to it through a resolution of Council within its area of responsibility.
- To examine the financial statements and audit reports, the functionality of the SMME's (Small Medium and Micro Enterprise), the process of municipal donations by the Municipality and to promote good governance, transparency, and public accountability.
- To Monitor the Cost Containment Policy implementation considering the Municipal Cost Containment Regulations, 2019.

The MPAC is executing its activities as per the approved Annual Plan.

Success Factor:

The committee is convening its meetings according to the adopted calendar of events. The MPAC conducted its Annual Report Roadshows successfully. An Oversight Report was prepared and submitted to council.

SPECIAL PROGRAMS

Legislative Framework

Mbhashe owns one of the highest numbers of illiterate populations in the province of the Eastern Cape. 60% of its population is illiterate followed by ordinary schooling (Grade R who attended a formal school; Grade 1-12 learners and learners in special classes) of 37%.

Only 0.62% has University degrees. This causes a high pressure to government as well as the population to engage this population in any formal economic activities. Research reports have consistently shown that individuals located in major urban areas were far more likely to be involved in entrepreneurial activity than those in rural areas. In metro areas, nearly 10% of adults were engaged in a start-up or new firm, compared to fewer than 2% in rural areas.

The Municipality is also earmarked as populated with the highest number of poor populations in the province of Eastern Cape, which is again revealed by the 2023 Stats SA Census that identifies that the unemployment rate as 93%, resulting from high illiteracy rate. Only 5% of population engaged in the formal sector and at 1% in each of informal and private households and the other number of populations engaged in various available sector of employment opportunity in the Mbhashe Municipality.

Mbhashe Municipality as a sphere of government is mandated to coordinate and uphold observation and compliance of Cooperative Governance as stipulated in Chapter 3 of the Constitution of Republic of South Africa. In an effort to fulfil its mandate the Municipality established a Special Programmes Unit within the Office of the Municipal Manager to drive the envisaged programmes in such a manner that the Municipality takes the lead in the process of mainstreaming the vulnerable groups from all the wards of Mbhashe Local Municipality.

The Special Programmes Unit developed the SPU Strategy as a guide for the Mbhashe Municipality in its response to addressing the needs of children, youth, women, and older persons, people with disabilities and HIV and AIDS.

The strategy is aligned to the broader developmental plans of the municipality as outlined in its Integrated Development Plan (IDP). This includes ensuring service delivery impacts in a manner that enhances the capacity of these groups to be part of the society as opposed to being a subject that is at the periphery.

Youth forms part of these groups and according to the Constitution of the Republic of South Africa, Chapter 7 section 152 of, Act 108 of 1996, as amended a Municipality must promote social and economic development.

SPU FOCUS AREAS

The Special Programmes Unit (SPU) is in the office of the Municipal Manager reporting directly to Senior Manager Operations. For proper coordination Special Programmes Unit functions are performed in Dutywa, Xhora and Gatyana.

Special Programmes Unit deals and considers issues falling within the following functional areas, report and also make recommendations for these vulnerable groups:

- Children
- Youth
- Women/Gender
- Elderly
- People with Disability
- HIV/AIDS
- Sport
- Military Veterans

For the effective coordination of special programs, Mbhashe Local Municipality adopted the following strategies which are reviewed annually:
- Special Programs Unit Strategy with Action Plans
- Youth Development Policy

There are policies relating to vulnerable groups which are in support of the SPU Strategy that still need to be developed.

Creating the necessary / conducive environment both internal and external through establishment of structures that will promote participation of Youth, Gender issues, Persons with Disability, Children, Older Persons and HIV/AIDS infected individuals in our local Municipality.

The role of SPU is to coordinate Capacity building programs for Youth co-operatives, Women co-operatives, Persons with Disability Co-operatives and Older Persons projects in partnership with LED and other stakeholders such as Office of the Premier, Buddha's Light International Association (BLIAs) in Taiwan, SEDA, NYDA, etc. To advocate for vulnerable groups and ensuring compliance on all prescribed legislation. Advising and make recommendations to the municipality on addressing issues of the vulnerable groups e.g. Development of polices and strategic documents. There is budget allocation as per Sector group to address needs for vulnerable groups in line with the Service Delivery Implementation Plan of the Municipality.

The Special Programmes Unit facilitates the integration and mainstreaming of the following designated groups;

- **CHILDREN**:

Children are persons below the age of 18 years. There are plans in place to establish Children's Advisory Council structure before the end of the second quarter 2023/2024 for advocating for Children's rights and programs. Mbhashe Local Municipality has a Memorandum of Understanding with Inspiration Developments which is an organization that conducts programs which advocate for Children rights. In addition Mbhashe Community Safety Forum also conducts programs which seek to address children's right.

Programmes for Children:

- Back to school Programmes
- Girl Child Dialogues Programmes
- 16 Days of Activism Programmes
- International Commemoration of Children's Day

- **YOUTH:**

Youth development is a matter recognized by the Constitution of the Republic of South Africa, (Act108 of 1996), which is the supreme law that supports a right based approach to growth and development. National Youth Policy (NYP)2015/20 was developed and reviewed 2020/2030 as a guide for implementation of the constitutional imperatives and is also aimed at addressing the challenges that the Youth are faced with and has an objective amongst others which requires that government institutions should consolidate and integrate youth development into the mainstream of government policies and programs.

Programs for Youth:

- Information Sharing sessions/ community Dialogue.
- Back to school campaign
- Capacity Building
- Moral Regeneration
- Mayor's Cup
- Youth Computer Centre
- ICT Learnership Programmes
- Youth day commemoration

Challenges and Recommendations:

There is a need to re-establish Local South African Youth Council Organization (SAYC) at both Ward and Unit base Youth Forum have main objective and mandate to champion Youth development programs within the Municipality. There has been a serious challenge in re-establishment of the South African Youth Council structure due to political interference.There is a need to form Local youth forums at ward level first then at unit level and SAYC at Mbhashe Level.

GENDER:

There is a scourge of Gender Based Violence which is prevalent within the Municipality in all the three Units locally. Community Safety Forum was established to conduct programmes as part of promoting safety of the community within the Municipality, social ills such as crime, substance abuse, rape and murder are programs conducted by this forum. In addition, a subcommittee called Gender Based Violence and Femicide (GBVF) Committee has been established for the main purpose is to conduct and champion programs and awareness campaigns that seek to addressing issues of GBVF and it is comprised of various stakeholders. This committee drives programs that are in line with GBVF National Strategy.

Programs for Women/Gender:

- Women's day commemoration
- 16 days of activism for no violence against women and children
- Capacity building programmes for Women
- Men's Dialogue Programmes
- Awareness Campaigns

Challenges and Recommendations:

Forums such as Women's Forum still needs to be established from Ward based level, Unit level to cover both Dutywa, Gatyane and Xhora and then a structure at Municipal level. The main objective for this structure will be to champion Women issues and developmental programmes. This structure will also work with Multiparty Women's Caucus Committee which is a Section 79 structure comprise of Women Councilors and Traditional leaders of the Municipality which its mandate is to ensure gender mainstreaming and equity within municipal processes.

In addition, a Men's sector Forum also needs to be established from Ward based level, Unit level to cover all Municipal towns and then a structure at Municipal level. Its main objective and mandate are to champion men's issues and programs.

HIV/AIDS, TB AND STI:

Special Programs Unit is responsible for coordination of HIV/AIDS, TB and STI activities within the municipality.

Mbhashe Local AIDS Council which is a structure that is chaired by Executive Mayor was re-established in 2023/24 financial year and it is multi-sectoral structure which was established for the main purpose of having a multi-sectoral approach and rather not biomedical (health) alone that should carry the burden of fighting this pandemic.

There is a National Strategic Plan for HIV/AIDS (NSP) which is a guiding tool for programs that needs to be conducted in fighting against this epidemic and Municipalities are expected to develop Local Implementation Plans (LIC) which is in line with the NSP.

Programs for HIV/AIDS, TB, and STI:

- HIV/AIDS, TB and STI Awareness campaigns
- Commemoration of World Aids Day

- **PERSONS WITH DISABILITIES:**

Persons with Disabilities forum was re- established in 2022/23 financial year and Unit forums have also been established for 2 Units of Mbhashe i.e. Dutywa and Xhora, Gatyana to be re-established in the current 2023/24 financial year. This structure has a mandate to champion programs for persons with disabilities of Mbhashe.

Programs for People Living With Disability:

- Capacity building programs
- Disability games
- International Commemoration for People living with disability

There are still challenges in addressing the issue of universal access for persons with disabilities and reasonable accommodation especially in buildings, houses and offices that are mandated to offer services to communities.

OLDER PERSONS:

Mbhashe LM has a very vibrant forum for Older Persons and there are also centers that older persons meet and have activities such as sport, sewing and gardening projects which are supported by both Municipality and Department of Social Development.

Programs for Older People:

- Capacity building programs
- Golden Games
- Elderly People Wellness Programs

SPORT:

Municipality has established a sports council structure and adopted by council in the 2022/23 financial year whose main responsibility would be to assist the municipality in coordinating sport programs.

Sport Programs:

- Mayor's Cup Tournament

Challenges And Recommendations

Mbhashe Local Municipality has an existing Sport Council requires to be strengthened through incorporation of the various sports federations as per different codes.

Social cohesion through sport is still a challenge to achieve mainly due to lack of properly coordinated sport programs. The Mayoral Cup Tournament has been revived by the municipality in the 2022/23 financial year which is a program aimed to drive sport development and, in the process, address social cohesion.

MILITARY VETERANS

Mbhashe Local Municipality established Mbhashe South African Military Veterans Association (SAMVA) structure IN 2017 as prescribed by Municipal Systems Act No.32 of 2000 and Military Veterans Act No. 18 of 2011 which requires all organs of state or governmental entities must ensure in cooperation with Department certain objectives of the Act are achieved. Government's strategic thrust of building cohesive, caring and sustainable communities. To leapfrog the restoration of dignity and entrench appreciation of the contribution of military veterans, the focus will be on the following priorities as determined by the Executive Authority.

Programs for Military Veterans:
- Universal access to health support
- Honouring and memorialising military veterans
- Education, training and skills development
- Facilitation of employment placement
- Facilitation of or advice on business opportunities
- Subsidization or provision of public transport

- Pensions
- Housing - Burial support

Challenges and Recommendations

There is a need to re-establish Mbhashe South African Military Veterans as the structure became redundant due to internal political differences from the then elected Military Veterans structure. The main objective and mandate will be to champion Military Veterans programs within and outside the Municipality. The Rapid Response Unit from the Office of the Premier in partnership with the National Department of Military Veterans, has committed to assist the Municipality to re-establish the Military Veterans Structure through provision of education, training and skills development programs for Mbhashe Military Veterans in the 2023/24 financial year.

COMMUNICATION, PUBLIC PARTICIPATION AND CUSTOMER CARE

The unit has three sections, namely, Communications, Public Participation and Customer Care with personnel assign to execute duties. This unit administratively situated under the Municipal Operation Department which is linked to Office of The Municipal Manager. The purpose of the unit includes among other things, to promote communication providing support to key activities associated with communicating short-term and long-term goals relating to corporate and developmental service delivery programs, involvement of communities in the affairs of the municipality through introducing and implementing effective public participation and providing effective customer care service. The communications section plays a fundamental strategic role in the institution aimed at ensuring that community participates in the affairs of the municipality. The unit also has a responsibility of empowering communities with information relating to programs planned for communities through disseminating service delivery information with the aim of building trust and upholding the image of the municipality by communicating short-term and long-term goals. The public participation section is responsible for facilitation and coordination of programs that are aimed at promoting community participation and stakeholder involvement in the in the affairs of the municipality. Customer Care section is responsible for handling of day-to-day customer care queries, referrals and follow-ups to those queries to promote and ensure customer satisfaction.

COMMUNICATIONS

The Communications section is responsible for coordinating all communication activities within the municipality for both internal and external programs. This section is the municipality’s first line of contact with the media. Communication is executed through the guidance of Constitution of the RSA 108 of 1996 which promotes a right of access to information, section 18 of the Local Government Systems Act 32 of 2000, Promotion of Access to Information Act 2 of 2000 including the overarching communication strategy, the policy and government handbook of the Government Communication and Information System. Over and above the stated prescripts, the municipality has an existing communication strategy with its communication action plan including the media plan, communication policy and social media policies were developed, and all of these guiding documents are reviewed annually to remain relevant. In this regard, the Communications section provides supports, co-ordinates and facilitates all communication efforts with the aim of enabling the Executive Mayor and Municipal Manager to perform their functions as Chief Communicators.

Print Media: Mbhashe Local Municipality utilizes print media to advertise or invite the public and interested parties to participate in legislated programs to exercise and promote their right of access to information and community participation. Use of national, provincial and local circulating newspapers such as Daily Dispatch. It has transpired that I'solezwe LesiXhosa which has been one of the print media circulating in our area has since stopped. The municipality is not limited to the aforementioned print media, emerging local newspapers covering the Mbhashe area and/or Amathole Region are also considered, e.g. Mthatha Express etc.

Language: Languages for medium of communication is English and Xhosa.

Loud hailing/ Announcements: The municipality conducts loud hailing to make announcements, build awareness to communities publicise programs that require the community's attention such as public meetings and service delivery related programs. This activity promotes community involvement to all community development programmes. Depending on the nature of the programmes', loud hailing activity is done in towns and in wards, whereas the announcements are done through gatherings in public spaces such as churches, schools, community engagements and during community activities.

Digital Platforms: The municipality make use of Social Media Platforms, i.e., Facebook and WhatsApp as another pillar of its strategy to further engage communities regarding its programs and to communicate service delivery progress. This is an instant communication platform which is able to assist the municipality in knowing how communities perceive the services they receive from the municipality. Thus, allowing the municipality to act swiftly on issues that require rapid response. Furthermore, the municipality embraces the use of virtual platforms as another powerful tool to advance communication in the institution as well as to promote efficiency.

The plan of the municipality was to procure the indoor LED screen to promote marketing and commercial advertising. 04 Indoor LED screens were installed in municipal offices (02 x Dutywa, 01 x Gatyana satellite offices and 01 x Xhorha satellite office). Municipal service delivery progress and notices are flighted on the screens to keep communities and customer informed about the municipal programmes. This promotes in closing the communication gap between the municipality and its communities, while marketing Mbhashe municipality. In the financial year 2023/2024, the municipality is in a process of procuring the Outdoor LED screen as part of venturing into the commercial advertising, with the aim of contributing to revenue generation plans of the municipality. The outdoor LED screen will also give an opportunity for local businesses to advertise their services at agreed rates. This will be beneficial to them as it will assist building their brands whilst boosting the local economy.

Livestreaming Services: The municipality make use of livestreaming services on its digital platforms (Facebook), to communicate service delivery programs. This allows the municipality to utilize its resources effectively while reaching its target group, especially social media users. Looking at the vastness of the Mbhashe area, this allows communities to know what is happening from the comfort of their homes. During the financial year 2022/2023, communication section has started to make use of You Tube as another platform to upload service delivery content.

Electronic Media / Website

The municipality developed an accessible municipal website that actively operates 24 hours where the municipality provides important information about municipal services to the public as

required by the Section 75 of the Municipal Finance Management Act 56 of 2003. Information such as policies, policies, legislated documents, services offered by the municipality etc. are made available. Communications also develop content in form of audio-visual production, flyers, posters to build awareness, publicise and market municipal
Programs

Radio and Television

The municipality uses radio to communicate messages regarding service delivery to Mbhashe communities. Quarterly media interviews or media activities are facilitated using allocated resources to spread a message to communities. Commercial Radio (SABC) and local community radio such as Engcobo FM, UCR FM, Vukani FM which are covering our area are utilized by the municipality to share the information. There is also Mbhashe FM community radio which has recently been fully registered and granted the full operating license by ICASA, the municipality has also played a role in assisting the founders in bring the radio to full functioning, in order to spread the message across our local and district communities. Television coverage is also received by the municipality through news coverage and the municipality make use of commercial services provided by provincial and nation television to maximise its reach.

Quarterly Newsletter: is developed in isiXhosa produced and published on a quarterly basis for the purpose of communicating service delivery information and empowering communities to keep them abreast about developmental programs. It is distributed to strategic areas where the public is able to access it is through Ward Committees, Municipal offices, business areas, public events, municipal website and it is uploaded on the website of the municipality.

PUBLIC PARTICIPATION

The execution and realization of public participation is governed by a number of pieces of legislation; these includes, The Constitution of RSA 108 of 1996, Chapter 4 of the Local Government Municipal Systems Act 32 of 2000, The Local Government Municipal Structures Act 117 of 1988, White Paper on Local Government and so forth. The Public Participation & Petition Strategy that serves as a guide to the effective implementation of Public Participation is in place and it is reviewed on annual basis to remain relevant. The communities participate in the IDP processes through various mechanisms to enhance effective community involvement in municipal affairs. The Council established structures to encourage community members to contribute in the decision- making processes and also to advise the Council on various matters to ensure that proper decisions are taken to enhance the development of Mbhashe. These platforms also serves as a feedback sessions with regards to infrastructural developments. The following are the mechanisms in place utilised to coordinate the development, review, implementation of the IDP and other affairs of the municipality:

- **IDP Representative Forum**: is a forum of representatives of various stakeholders including the municipality, where planning, implementation, reporting and accountability on issues relating to integrated development planning are discussed on quarterly basis. The forum is generally attended by all Councillors, Traditional Leaders participating in the Council, IDP Steering Committee members, organised groups/interest groups, Sector Departments operating within Mbhashe jurisdiction, all Ward Committees and Community Development Workers. After the tabling of the draft IDP/Budget to the Council, road shows to all the wards are undertaken, where logistical arrangements in the form of transport and catering are provided. It is noticeable that all ward committees are attending the forum and supposedly it should be attended by the ward committee secretaries.

- **Mayoral Imbizos:** These are programs aimed at uplifting and supporting those who are in need of service delivery. Executive Mayor and/or Members of the Mayoral Committee are leading these outreaches. The Office of the Executive Mayor embarked on the Mayoral Imbizo Program from 17 January – 16 February 2022 in 32 voting districts of all Mbhashe wards. This program is among the mechanisms introduced to respond a number of pieces of legislation that promote enhanced community consultation and participation. Through this program, the municipality has developed and approved a five-year Integrated Development Plan (IDP) for 2022-2027 financial year.
- **Stakeholder Engagements**: The municipality together with other role players engage with specific interest groups on development issues. The municipality continuously assist and intervene in all programs/ activities to strengthen the stakeholder relations. This is done to promote the Batho Pele principles.
- **Ward Committees**: Ward committees were established in all 32 wards following the recent local government elections held in November 2021. The establishment was conducted from 21 February 2022. To ensure full participation, the establishment was conducted in each voting station of all 32 wards. The ward committees were inducted in May 2022 in cooperation with CoGTA. Further to this, training areas to capacitate them on their operations have started. Up to date, 46 Ward Committee members in Xhorha unit have been trained on Report Writing. 13, 15, 16, 20 and 26 were trained from 26,27 and 28 September 2022.The municipality provides trainings/workshops of ward committees in order to build their capacity as to assist in service delivery. Each ward committee member convened village meeting on monthly basis. Ward Committees are chaired by the Ward Councillors and consist of up to ten elected members. Ward committee Meetings are held on a quarterly basis and officials from the Public Participation Unit attend and produce reports. Complaints and issues raised in the meetings are then escalated to Customer Care section where these are then further escalated to relevant Departments within the municipality or relevant sector departments and followed up by Customer Care Officials to ensure that issues are speedily resolved. Their reports form part of the Speakers report to the Council.
- The municipality developed a ward committee policy to guide the operations of the ward committees. The purpose of the committees is to broaden participation in the democratic process of Council and to assist the Ward Councillor with organizing, consultation, disseminating information and encouraging participation from residents in the ward. The Ward Committees gather information from the communities during the IDP process which are forwarded to the IDP and Budget Steering Committee for consideration in the budget process.
- **Community Development Workers (CDWs):**
  are appointed as government agents to assist Councillors and Ward Committees for change in Mbhashe. The municipality and the Department of Co-operative Governance and Traditional Affairs (COGTA) have developed and signed a Memorandum of Understanding (MOU) for effectiveness and efficiency of CDWs, as a result they are permitted access to municipal facilities, and they take part in all developmental programs. CDWs are actively involved as stakeholders in public participation. They are also Ex officio members in ward committee meetings. The work of the CDWs may be unnoticed because the municipality has no administrative control over the actions of these individuals. This is exacerbated by the fact that CDWs report to COGTA. Posts of CDWs are still left unfilled by the COGTA and this results in some wards living without CDWs for a long time. There are133 CDWs currently serving Mbhashe area of which this covers 41% only of the 32 wards.

- Operation Masiphathisane (War Rooms)
  The program was launched during the previous term 2017/22 of term of Council in all 32 wards. It has not become effective because of poor participation by other stakeholders involved. The Department of Cooperative Governance should guide and advise on measures to revive War Rooms.
- **Traditional Leaders:**
  The municipality has 02 Traditional Leaders in Council and their contribution in the affairs of the council is noticeable. They participate in the council structures and forum meetings such as IGR and IDP for the development and review of the strategic documents. The traditional leaders also form part of section 80 committee meetings that are held quarterly. The municipality engage with Traditional leaders to find solutions on matters related to land queries. All traditional Leaders around Mbhashe form part of the processes of community involvement in the development.
- **Customer Care**
  The municipality has a customer care section which is responsible and dedicated to ensure that quality services are rendered to our communities. This is done to improve quality customer service, through liaising with communities and municipal departments regarding the service delivery complaints raised from the ground by communities in order to meet the needs of our communities and improve service delivery. The municipality is currently using manual to register all queries and complaints received from customers on daily basis. Complaints attended are received through walk-ins, Social media platforms (Facebook and WhatsApp), correspondence received through the registry office, telephone and Email. These complaints are registered on developed manual complaints register, attended, referred to relevant departments within the prescribed time of 72 hours from the date of the receipt and followed-up. The challenge faced by the customer care is that the manual system used can create discrepancies in a long run even though this has not yet been the case. As the world goes digitally, it is deemed necessary that the municipality introduces an electronic complaints management system to promote data accuracy, effectiveness, and efficiency. Petitions register is available to keep records for petitions received from the public.
- Apart from complaints received by the municipality, the Office of the Premier has a presidential hotline system that is monitored through local municipalities around the province, where complaints are attended by the customer care personnel placed in the local and district municipalities.
- The Municipality is currently embarking on a Customer Satisfaction Survey which is anticipated to be finalised as at 30 June 2023.
- **Suggestion Boxes**
  The municipality provided suggestion boxes that are placed in all three units (Dutywa, Gatyana and Xhora), which are monitored at all times. They are utilised to increase channels wherein customers are able to complain or comment about service delivery matters

MBHASHE MUNICIPALITY

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CHAPTER 3

OVERARCHING STRATEGY

3.1. VISION, MISSION & CORE VALUES

On 25 August 2021 Mbhashe Local Municipality's Council adopted its IDP and Budget process plan. The IDP/Budget process plan outlines in detail the way in which the municipality embarked on its 2022/27 IDP development from its commencement in July 2021 to its completion June 2022**.** In the Institutional Strategic Planning held on 08 to 11 March 2022, it was resolved that Mbhashe LM's vision and mission will remain unchanged.

3.1.1. VISION

"A municipality that excels in promoting social cohesion, stimulates economic growth and sustainable development"

3.1.2. MISSION

By becoming an effective and efficient municipality with accountable leadership that is able to involve communities in the provision of quality services.

3.1.3. CORE VALUES

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

- Commitment
- Accountability
- Teamwork
- People centered development
- Discipline and respect
- Environmentally friendly
- Service excellency
- Integrity (Morals and Ethics)
- Integrity

3.2. CURRENT LEADERSHIP PRIORITIES

Following the election of the new council in 2021 the municipality embarked on a process of formulating its five (5) year integrated development plan (IDP) 2022 -2027, this document outlines the programmes and development commitments that will be delivered during the term of the current council. The IDP supersedes all other plans of a municipality.

The following were priorities that were identified by the municipal leadership in the next five years.

- Poverty eradication
- Improvement on the illiteracy rate
- Reduce unemployment
- Build active citizen

3.3. ALIGNMENT WITH OTHER PLANS

Sector Plans alignment & integration with National, Province and District plans

The content below outlines the approach and responses adopted to ensure alignment with national, provincial and district programmes & plans.

Preamble

The Local Government elections of 2021 ushered a new political dispensation with a mandate that sets the tone for the development of a five (5) year IDP (2022 -2027).

The Municipality is rural in its nature, characterized by high levels of poverty, unemployment and the low levels of education. It is further engulfed, like the rest of the country, with HIV and AIDS pandemic and further by the Covid-19 affecting mostly the economically active people and the youth. In its last term, council emphasized as its overarching local economic development strategy, which it believed would be the anchor for economic development of the municipality.

The term of council started in August 2016. In crafting the course of the future, the new council needs to define its overarching strategy towards sustainable service delivery. In so doing the municipality took into account the national, provincial, district and local contexts including what is contained in ***Outcome 9: A Responsive, Accountable, Effective and Efficient Local Government System.***

The Legal Context of the Overarching Strategy

The strategy is developed with the following pieces of legislation forming basis thereof: ***Mbhashe Local Municipality –2022/2027 Integrated Development Plan***
Constitution of the Republic of South Africa No. 108, 1996
Development Facilitation Act, 1995 (Act No 67 of 1995)
Local Government: Demarcation Act, 1998 (Act No 27 of 1998)
White Paper on Local Government of 1998
Local Government: Municipal Systems Act, 2000 (Act No 32 of 2000), as amended
Local Government: Municipal Structures Act, 1998 (Act No 117 of 1998), as amended
Local Government: Municipal Finance Management Act, 2003 (Act No 56 of 2003) and Regulations
Intergovernmental Relations Framework Act, 2005 (Act No 13 of 2005)
Municipal Property Rates Act 6 of 2004
Mbhashe Policies Strategies and By-Laws

The National Context

The Mbhashe strategy is informed by the five national key performance areas namely:

- Municipal transformation and institutional development.
- Basic service delivery and infrastructure development.
- Local economic development.
- Financial viability and management; and
- Good governance and public participation.

- Spatial Planning has also become one of the key areas that municipalities must consider as vital. Mbhashe takes into account interventions proposed by the National Planning Commission, outcome 9 and Back to Basics.
- National Policy Framework includes the following but not limited to
- Reconstruction and Development Programme (RDP).
- National Development Planning (NDP)
- National Development Strategy (NDS); and
- Spatial Development Framework (National Spatial Development Perspective)

Provincial Context

The Provincial Growth and Development Programme (PGDP 2004/2014), whose objectives includes the development of human capital, infrastructural development and systematic eradication of poverty, emphasises the following:
- Diversification of Manufacturing Sector.
- Agrarian Transformation.
- Strengthening of food security.
- Pro-poor programming.

The municipality will also consider the provincial strategic framework which proposes amongst other things the delivery agreement of the Executive Mayors

The Municipality considers the above and other policies and programmes that the provincial government developed in addressing the challenge of providing better life for all.

District Context

The Municipal Strategy considers the programmes of the district including its Integrated Development Plan, the District Growth and Development Strategy, Amathole Regional Economic Development Strategy (AREDS) as well as the advantages that are brought about by Amathole District Municipality including its development agency Aspire.

Local Context

The Municipality utilizes the IDP as the basis for the development and other strategic documents such as:
- Master plan vision 2025 Strategic Environmental Assessment 2009 Spatial Development Framework 2015/2020

CHAPTER 4

MUNICIPAL DEVELOPMENTAL OBJECTIVES & STRATEGIES

KPA 1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

FOCUS AREA	OBJECTIVE	OBJ. NO.	STRATEGY	INDICATOR	BASELINE	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27	ANNUAL TARGET 2027/28	RESPONSIBILITY
Human Capital Management	To provide and enhance skills among the Councilors, Traditional Leaders, Ward Committees, unemployed youth and employees to ensure effective service delivery by June 2027	MTI 1.1	By up skilling employees and Councillors, through formal and informal qualifications as per WSP and other funders (SETA, SALGA, TVET	Number of employees/Councillors registered for formal qualifications and informal trainings conducted as per approved skills development plan (WSP and SETA, SALGA, TVET)	16	10 employees/Councillors registered for formal qualifications and 15 informal trainings/workshops conducted as per approved skills development plan (WSP and SETA, SALGA, TVET)	10 employees/Councillors registered for formal qualifications and 15 informal trainings/workshops conducted as per approved skills development plan (WSP and SETA, SALGA, TVET)	10 employees/Councillors registered for formal qualifications and 15 informal trainings/workshops conducted as per approved skills development plan (WSP and SETA, SALGA, TVET)	10 employees/Councillors registered for formal qualifications and 15 informal trainings/workshops conducted as per approved skills development plan (WSP and SETA, SALGA, TVET)	Municipal Manager
				Number of unemployed youth participating in internship and learnership programs (Youth, Gender and persons living with disabilities)	25	35 unemployed youth participating in internship and learnership programs from Municipality and various SETAS (Youth, Gender and persons living with disabilities)	35 unemployed youth participating in internship and learnership programs (Youth, Gender and persons living with disabilities)	35 unemployed youth participating in internship and learnership programs (Youth, Gender and persons living with disabilities)	35 unemployed youth participating in internship and learnership programs (Youth, Gender and persons living with disabilities)	Municipal Manager
		MTI 2	By maintaining a	Turnaround time taken to fill vacant positions	9	90 days turnaround time taken to fill the vacant positions	60days turnaround time taken to fill the vacant position	60 days turnaround time taken to fill the vacant position	60 days turnaround time taken to fill the vacant position	Municipal Manager

FOCUS AREA	OBJECTIVE	OBJ. NO.	STRATEGY	INDICATOR	BASELINE	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27	ANNUAL TARGET 2027/28	RESPONSIBILITY
			low vacancy rate				says turnaround time taken to fill the vacant position			
			By organizing or coordinating assistance programs for Councillors, Traditional Leaders and Employees	Number of Employees and Councillors Wellness activities / Interventions / programs organized/ coordinated	4	4 Employees and Councillors Wellness activities / Interventions / programs organized/ coordinated	4 Employees and Councillors Wellness activities / Interventions / programs organized/ coordinated	4 Employees and Councillors Wellness activities / Interventions / programs organized/ coordinated	4 Employees and Councillors Wellness activities / Interventions / programs organized/ coordinated	Municipal Manager
				Number of career Expo conducted at Dutywa, Gatyana and Xhorha		3 Career Expo conducted as follows: Dutywa-1, Gatyana-1 and Xhorha-1	3 Career Expo conducted as follows: Dutywa-1, Gatyana-1 and Xhorha-1	3 Career Expo conducted as follows: Dutywa-1, Gatyana-1 and Xhorha-1	3 Career Expo conducted as follows: Dutywa-1, Gatyana-1 and Xhorha-1	
Performance Management	To ensure monitoring and evaluation of IDP to improve	MTI 3	By coordinating performance reporting, monitoring	Number of consolidated Institutional Reports on Individual Performance Reviews	4	6 consolidated Institutional Reports on Individual Performance reviews submitted to Municipal Manager	6 consolidated Institutional Reports on Individual Performance Reviews submitted to	6 consolidated Institutional Reports on Individual Performance Reviews submitted to	6 consolidated Institutional Reports on Individual Performance Reviews submitted to	Municipal Manager

FOCUS AREA	OBJECTIVE	OBJ. NO.	STRATEGY	INDICATOR	BASELINE	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27	ANNUAL TARGET 2027/28	RESPONSIBILITY
	institutional performance by June 2027		and evaluation.	submitted to Municipal Manager			Municipal Manager	Municipal Manager	Municipal Manager	
			By improving organisational performance through monitoring and evaluation of Reports	Number of quarterly organisational performance assessment reports submitted to Council	6	6 quarterly organisational performance assessment reports submitted to Council	6 quarterly organisational performance assessment reports submitted to Council	6 quarterly organisational performance assessment reports submitted to Council	6 quarterly organisational performance assessment reports submitted to Council	Municipal Manager
			By developing 2023/2024 annual report	Turnaround time for the submission of 2023/2024 final and audited annual report submitted to Council, AGSA, Provincial and National Treasury, COGTA and Legislature	1	2023/2024 Annual report submitted to AGSA by 31 August 2024 and to Council, Provincial and National Treasury COGTA and Legislature	2024/2025 Annual report submitted to AGSA by 31 August 2024 and to Council, Provincial and National Treasury COGTA and Legislature	2025/2026 Annual report submitted to AGSA by 31 August 2025 and to Council, Provincial and National Treasury COGTA and Legislature	2026/2027 Annual report submitted to AGSA by 31 August 2026 and to Council, Provincial and National Treasury COGTA and Legislature	Municipal Manager
			By complying with Laboure	Turnaround time to submit compliance reports: COIDA		Submission of 3 compliance reports : COIDA by 30 June 2025	Submission of 3 compliance reports : COIDA by 30 June 2025	Submission of 3 compliance reports : COIDA by 30 June 2025	Submission of 3 compliance reports : COIDA by 30 June 2025	Municipal Manager

FOCUS AREA	OBJECTIVE	OBJ. NO.	STRATEGY	INDICATOR	BASELINE	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27	ANNUAL TARGET 2027/28	RESPONSIBILITY
			related legislations	and Employment equity to Dept of Employment and Laboure) and WSP to LGSETA		and Employment Equity to Dept of Employment by 15 Jan 2025 and Laboure and WSP to LGSETA by 30 April 2025	and Employment Equity to Dept of Employment by 15 Jan 2025 and Laboure and WSP to LGSETA by 30 April 2025	and Employment Equity to Dept of Employment by 15 Jan 2025 and Laboure and WSP to LGSETA by 30 April 2025	and Employment Equity to Dept of Employment by 15 Jan 2025 and Laboure and WSP to LGSETA by 30 April 2025	
Facilities Management	To maintain all municipal facilities and properties by June 2027	MTI 4	By maintaining Municipal facilities and properties	Facilities maintained as follows, (Executive house staff Accommodation, Dutywa town hall. Customer Care building, Tesko) (Dutywa main building , Gatyana TRC building,Elliotdale Municipal building, Dutywa animal pound, Elliotdale green park Dutywa workshop, Elliotdale indoor sport centre, Willowvale indoor sport centre and Dutywa TRC.	9	14 Municipal Facilities maintained as follows, (Executive house staff Accommodation, Dutywa town hall. Customer Care building, Tesko) (Dutywa main building , Gatyana TRC building,Elliotdale Municipal building, Dutywa animal pound, Elliotdale green park Dutywa workshop, Elliotdale indoor sport centre, Willowvale indoor sport centre and Dutywa TRC.	14 Municipal Facilities maintained as follows, (Executive house staff Accommodation, Dutywa town hall. Customer Care building, Tesko) (Dutywa main building , Gatyana TRC building,Elliotdale Municipal building, Dutywa animal pound, Elliotdale green park Dutywa workshop, Elliotdale indoor sport centre, Willowvale indoor sport centre and Dutywa TRC.	14 Municipal Facilities maintained as follows, (Executive house staff Accommodation, Dutywa town hall. Customer Care building, Tesko) (Dutywa main building , Gatyana TRC building,Elliotdale Municipal building, Dutywa animal pound, Elliotdale green park Dutywa workshop, Elliotdale indoor sport centre, Willowvale indoor sport centre and Dutywa TRC.	14 Municipal Facilities maintained as follows, (Executive house staff Accommodation, Dutywa town hall. Customer Care building, Tesko) (Dutywa main building , Gatyana TRC building,Elliotdale Municipal building, Dutywa animal pound, Elliotdale green park Dutywa workshop, Elliotdale indoor sport centre, Willowvale indoor sport centre and Dutywa TRC.	Municipal Manager

FOCUS AREA	OBJECTIVE	OBJ. NO.	STRATEGY	INDICATOR	BASELINE	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27	ANNUAL TARGET 2027/28	RESPONSIBILITY
			By maintaining public ablutions	Number of ablution facilities maintained in each unit (Dutywa, Gatyana and Xhora) as per assessment report		4 ablution facilities maintained as follows:(Dutywa-2[Town Hall& TESKO], Gatyana- 1[Next to TRC hall] and Xhora-1[Post Office]) as per assessment report	5 ablution facilities maintained in each unit Dutywa-2, Gatyana-2 and Xhorha-1 as per assessment report	5 ablution facilities maintained in each unit Dutywa-2, Gatyana-2 and Xhorha-1 as per assessment report	5 ablution facilities maintained in each unit Dutywa-2, Gatyana-2 and Xhorha-1 as per assessment report	Municipal Manager
			By providing alternative water supply to municipal Facilities	Number of municipal facilities provided with boreholes Dutywa staff accomodation	7	1 municipal facility provided with borehole Dutywa staff accomodation	1municipal Facility provided with borehole	1 municipal Facility provided with borehole	1 municipal Facility provided with borehole	Municipal Manager
ICT and Digitization	To ensure an integrated, stable and responsive ICT infrastructure driving 4IR by	MTI 6	By ensuring Business Continuity through disaster recovery and Failover solution	% implementation of ICT Steering Committee resolutions	4	100% Implementation of the ICT Steering Committee resolutions	100% Implementation of the ICT Steering Committee resolutions	100% Implementation of the ICT Steering Committee resolutions	100% Implementation of the ICT Steering Committee resolutions	Municipal Manager

FOCUS AREA	OBJECTIVE	OBJ. NO.	STRATEGY	INDICATOR	BASELINE	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27	ANNUAL TARGET 2027/28	RESPONSIBILITY
	June 2027.		By extending connectivity to community members	Number of Municipal buildings with maintained WIFI Connection as follows:(Main building, customer care,TRC hall, Tesko,Dutywa workshop, Gatyana offices, Xhorha offices and Xhorha library.	0	8 Municipal buildings with maintained Wifi connections. (Main Building, Customer Care, TRC Hall, Tesko, Dutywa Workshop, Gatyana offices, Xhorha offices & Xhorha library	8 Municipal buildings with maintained Wifi connections. (Main Building, Customer Care, TRC Hall, Tesko, Dutywa Workshop, Gatyana offices, Xhorha offices & Xhorha library	8 Municipal buildings with maintained Wifi connections. (Main Building, Customer Care, TRC Hall, Tesko, Dutywa Workshop, Gatyana offices, Xhorha offices & Xhorha library	8 Municipal buildings with maintained Wifi connections. (Main Building, Customer Care, TRC Hall, Tesko, Dutywa Workshop, Gatyana offices, Xhorha offices & Xhorha library	Municipal Manager

KPA 2 – SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPEMENT

FOCUS AREA	OBJECTIVE	OBJ. NO.	STRATEGY	INDICATOR	BASELINE	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27	ANNUAL TARGET 2027/28	RESPONSIBILITY
Infrastructure and Service Delivery	To construct, maintain and upgrade quality infrastructure by June 2027	SD 1	By constructing new access roads to public amenities and Tourism attraction areas	Number of kms of new access roads constructed as follows ward 3,12,15,27,11,24,22	12.5km's	35.3 kms of new access roads constructed as follows: ward 3-3km's, (Mkhwezeni to Nqadu JSS) ward 12-9.8km's (Bolishi to Nqabarha access road), ward 15-5km's (Bobani access road), ward 27-4.4km's (Ndudumeni to Tywaka) , ward 11-6.7km's (Ntilini to Botwe), ward 24-2.9km's (Ntlahlane access road)	35.3 kms of new access roads constructed as follows: ward 3-3km's, (Mkhwezeni to Nqadu JSS) ward 12-9.8km's (Bolishi to Nqabarha access road), ward 15-5km's (Bobani access road), ward 27-4.4km's (Ndudumeni to Tywaka) , ward 11-6.7km's (Ntilini to Botwe), ward 24-2.9km's (Ntlahlane access road)	35.3 kms of new access roads constructed as follows: ward 3-3km's, (Mkhwezeni to Nqadu JSS) ward 12-9.8km's (Bolishi to Nqabarha access road), ward 15-5km's (Bobani access road), ward 27-4.4km's (Ndudumeni to Tywaka) , ward 11-6.7km's (Ntilini to Botwe), ward 24-2.9km's (Ntlahlane access road)	35.3 kms of new access roads constructed as follows: ward 3-3km's, (Mkhwezeni to Nqadu JSS) ward 12-9.8km's (Bolishi to Nqabarha access road), ward 15-5km's (Bobani access road), ward 27-4.4km's (Ndudumeni to Tywaka) , ward 11-6.7km's (Ntilini to Botwe), ward 24-2.9km's (Ntlahlane access road)	Municipal Manager

FOCUS AREA	OBJECTIVE	OBJ. NO.	STRATEGY	INDICATOR	BASELINE	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27	ANNUAL TARGET 2027/28	RESPONSIBILITY
						& ward 22- 3.5km's (Mgxabakazi access road).	& ward 22- 3.5km's (Mgxabakazi access road).	& ward 22- 3.5km's (Mgxabakazi access road).	& ward 22- 3.5km's (Mgxabakazi access road).	
				Number of bridges completed at Ward 20 (Ntlonyane bridge)	1	1 bridge Completed at ward 20 Ntlonyane bridge	1 bridge Completed at ward 20 Ntlonyane bridge	1 bridge Completed at ward 20 Ntlonyane bridge	1 bridge Completed at ward 20 Ntlonyane bridge	Municipal Manager
				Number of existing access road completed at Sibane ward 8	20.5km's	7.5 kms completed at ward 8 Sibane	7.5 kms completed at ward 8 Sibane	7.5 kms completed at ward 8 Sibane	7.5 kms completed at ward 8 Sibane	Municipal Manager
				Number of kms of Dutywa Internal streets upgraded at Ward 1	0	1.96km's of Dutywa Internal streets upgraded at Ward 1	1.96km's of Dutywa Internal streets upgraded at Ward 1	1.96km's of Dutywa Internal streets upgraded at Ward 1	1.96km's of Dutywa Internal streets upgraded at Ward 1	
				Number of meters paved and installation of storm water control measures at Gatyana ward 25, Dutywa ward 1 and Xhora ward 13 as per assessment report		500m paved at Gatyana ward 25 (Opposite KFC), 200m Xhorha ward 13 (Boxer to Caltex Garage) and 300m in Dutywa installation of	500m paved at Gatyana ward 25 (Opposite KFC), 200m Xhorha ward 13 (Boxer to Caltex Garage) and 300m in Dutywa installation of	500m paved at Gatyana ward 25 (Opposite KFC), 200m Xhorha ward 13 (Boxer to Caltex Garage) and 300m in Dutywa installation of	500m paved at Gatyana ward 25 (Opposite KFC), 200m Xhorha ward 13 (Boxer to Caltex Garage) and 300m in Dutywa installation of	

FOCUS AREA	OBJECTIVE	OBJ. NO.	STRATEGY	INDICATOR	BASELINE	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27	ANNUAL TARGET 2027/28	RESPONSIBILITY
						storm water culverts as per assessment report	storm water culverts as per assessment report	storm water culverts as per assessment report	storm water culverts as per assessment report	
			By maintaining access roads.	Number of km's of access roads maintained in each unit as follows: (Gatyana, Xhora and Dutywa)	799	60kms of access roads/re-gravelling maintained as follows: Gatyana-20km's Xhorha-20km's Dutywa-20km's	60kms of access roads/re-gravelling maintained as follows: Gatyana-20km's Xhorha-20km's Dutywa-20km's	60kms of access roads/re-gravelling maintained as follows: Gatyana-20km's Xhorha-20km's Dutywa-20km's	60kms of access roads/re-gravelling maintained as follows: Gatyana-20km's Xhorha-20km's Dutywa-20km's	Municipal Manager
				Number of square meters of potholes fixed as per the assessment report at Dutywa, Gatyana and Xhorha	100%	280 square meters of potholes fixed as per the assessment report as follows Dutywa-120, Gatyana-80 and Xhorha-80	280 square meters of potholes fixed as per the assessment report as follows Dutywa-120, Gatyana-80 and Xhorha-80	280 square meters of potholes fixed as per the assessment report as follows Dutywa-120, Gatyana-80 and Xhorha-80	280 square meters of potholes fixed as per the assessment report as follows Dutywa-120, Gatyana-80 and Xhorha-80	
			By upgrading storm water	Number of storm water control	46	32 storm water control	32 storm water control	32 storm water control	32 storm water control	Municipal Manager

FOCUS AREA	OBJECTIVE	OBJ. NO.	STRATEGY	INDICATOR	BASELINE	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27	ANNUAL TARGET 2027/28	RESPONSIBILITY
			culverts and channels	measures upgraded in each unit (Gatyana, Dutywa and Xhora)		measures upgraded in each unit (Gatyana, Dutywa and Xhora)	measures upgraded in each unit (Gatyana, Dutywa and Xhora)	measures upgraded in each unit (Gatyana, Dutywa and Xhora)	measures upgraded in each unit (Gatyana, Dutywa and Xhora)	
						500m paved at Gatyana ward 25 (Magistrate to Caltex Garage) and Xhorha ward 13 (Boxer to Caltex Garage) installation of storm water culverts as per assessment report	1km paved in Dutywa and installation of storm water culverts as per assessment report	1km paved in Gatyana and installation of storm water culverts as per assessment report	1km paved in Elliotdale and installation of storm water culverts as per assessment report	Municipal Manager
			By electrifying households with historical backlog.	Number of households electrified at ward 8 & 13		115 households electrified as follows: ward 8-93 Ward 13-22 and 1 design report for ward 8-kreqweni	240 households electrified at ward 8 Msikithi – 100 Sibane – 100 Chaphaza - 40	200 households electrified at ward 3 and 2 Drayini – 100 Quku – 100	200 households electrified at ward 5 and 29 5 – 100 29 – 100	Municipal Manager

FOCUS AREA	OBJECTIVE	OBJ. NO.	STRATEGY	INDICATOR	BASELINE	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27	ANNUAL TARGET 2027/28	RESPONSIBILITY
						village & ward 13 Langeni village				
				Number of households electrified at ward 23 & ward 14	0	434 households electrified as follows: ward 14-129 & ward 23-305	434 households electrified as follows: ward 14-129 & ward 23-305	434 households electrified as follows: ward 14-129 & ward 23-305	434 households electrified as follows: ward 14-129 & ward 23-305	
			By electrifying Municipal buildings through energy saving technology	Number of streetlights upgraded at ward 1 and ward 13 as per assessment report.	0	40 streetlights upgraded at ward 1 and 13 as follows: Ward 1 – 20 Ward 13 – 20 as per the assessment report	Design and construction of car pots	Installation of solar at Dutywa main building	Installation of solar at Gatyana and Xhorha main offices	Municipal Manager
			By upgrading streetlights in all towns	% of streetlights and high mast lights maintained as per the assessment report at Dutywa, Gatyana and Xhora	92	100% of streetlights and high mast lights maintained as per the assessment report at Dutywa, Gatyana and Xhora	50 streetlights upgraded in ward 1 and 13 as follows: Ward 1 - 30 Ward 13 - 20	N/A	N/A	Municipal Manager

FOCUS AREA	OBJECTIVE	OBJ. NO.	STRATEGY	INDICATOR	BASELINE	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27	ANNUAL TARGET 2027/28	RESPONSIBILITY
			By maintaining streetlights in all towns	% of streetlights and highmast lights maintained as per the assessment report at Dutywa, Gatyana and Xhora	640	100% of streetlights and highmast lights maintained as per the assessment report at Dutywa, Gatyana and Xhora	100% of streetlights and highmast lights maintained as per the assessment report at Dutywa, Gatyana and Xhora	100% of streetlights and highmast lights maintained as per the assessment report at Dutywa, Gatyana and Xhora	100% of streetlights and highmast lights maintained as per the assessment report at Dutywa, Gatyana and Xhora	Municipal Manager
			By energising high mast lights in all units	Number of high mast lights energized as per the assessment report at ward 13 and Rehabilitation of 3 highmast at Ward 25	14	1 high mast light energized as per the assessment report at ward 13 and Rehabilitation of 3 high mast at Ward 25	6 high mast lights energised as per the assessment report at ward 1, 13 and 25	6 high mast lights energised as per the assessment report at ward 1, 13 and 25	6 high mast lights energised as per the assessment report at ward 1, 13 and 25	Municipal Manager
			By constructing Sport facilities	Number of design reports completed for phase 2 of Ward 13 sport facility	0	1 design report completed for phase 2 of ward 13 sport facility	1 x swimming pool, 1 x gymnasium constructed (Ward 01)	N/A	N/A	Municipal Manager
				Number of phase 1 activities in construction of ward	0	1 activity for Phase 1 sport facility	1 Grandstand and artificial	N/A	N/A	Municipal Manager

FOCUS AREA	OBJECTIVE	OBJ. NO.	STRATEGY	INDICATOR	BASELINE	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27	ANNUAL TARGET 2027/28	RESPONSIBILITY
				1 sport facility (plantation of grass)		constructed at ward 1 as follows: plantation of grass	pitch constructed at ward 1			
				Number of design reports completed for phase 2 of Ward 13 sport facility and completion of irrigation system and fencing of courts.	1 bulk earthwork	1 Design report developed for phase 2 ward 13 sport facility and completion of irrigation system and fencing of courts	2 activities for phase 3 sport facility constructed at ward 2 as follows: Installation of fencing and design report submitted to COGTA for approval.	2 activities for phase 3 sport facility constructed at ward 2 as follows: Installation of fencing and design report submitted to COGTA for approval.	2 activities for phase 3 sport facility constructed at ward 2 as follows: Installation of fencing and design report submitted to COGTA for approval.	Municipal Manager
				Number of phase 3 activities in construction at ward 2 sport facility (Cricket pitch and fencing)		2 activities for phase 3 sport facility constructed at ward 2 as follows: sport facility (Cricket pitch and fencing)	2 activities for phase 3 sport facility constructed at ward 2 as follows: sport facility (Cricket pitch and fencing)	2 activities for phase 3 sport facility constructed at ward 2 as follows: sport facility (Cricket pitch and fencing)	2 activities for phase 3 sport facility constructed at ward 2 as follows: sport facility (Cricket pitch and fencing)	
			By constructing public facilities	Number of ablution facilities constructed at old Gatyana taxi rank	5	1 ablution facility Constructed at old	N/A	N/A	N/A	Municipal Manager

FOCUS AREA	OBJECTIVE	OBJ. NO.	STRATEGY	INDICATOR	BASELINE	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27	ANNUAL TARGET 2027/28	RESPONSIBILITY
						Gatyana taxi rank				
				Number of taxi ranks in construction at Gatyana and Dutywa		2 taxi ranks in construction as follows: Gatyana- Earthworks and Dutywa- rehabilitation of existing buildings	N/A	N/A	N/A	Municipal Manager
				Number of community halls constructed at Ward 8 (Gem Community Hall)		1 community hall constructed at ward 8 Gem Community Hall	N/A	N/A	1 community Hall constructed at ward 14	Municipal Manager
				Number of phase 1 activities constructed at ward 1 Vehicle Testing Station		2 activities for phase 1 Vehicle Testing Station completed at ward 1 as follows: foundation and fencing.	2 activities for phase 1 Vehicle Testing Station completed at ward 1 as follows: foundation and fencing.	2 activities for phase 1 Vehicle Testing Station completed at ward 1 as follows: foundation and fencing.	2 activities for phase 1 Vehicle Testing Station completed at ward 1 as follows: foundation and fencing.	Municipal Manager
	To provide safe and		By implementing	Number of road safety measures	0	12 road safety	12 road safety	12 road safety	12 road safety	

FOCUS AREA	OBJECTIVE	OBJ. NO.	STRATEGY	INDICATOR	BASELINE	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27	ANNUAL TARGET 2027/28	RESPONSIBILITY
	healthy environment to the community by June 2027		road safety measures	implemented in each unit Gatyana, Xhorha and Dutywa		measures implemented as follows: Gatyana-4, Xhorha-4 and Dutywa-4	measures implemented as follows: Gatyana-4, Xhorha-4 and Dutywa-4	measures implemented as follows: Gatyana-4, Xhorha-4 and Dutywa-4	measures implemented as follows: Gatyana-4, Xhorha-4 and Dutywa-4	
WASTE MANAGEMENT	To provide effective and affordable safety services to the community by June 2027	SD 1	By providing quality waste management services	Number of households and commercial areas serviced at Dutywa, Gatyana & Xhora	60124	164 households and 20 commercial areas serviced as follows: (Dutywa-65 households and 10 commercial areas, Gatyana-49 households and 5 commercials, and Xhora-50 households and 5 commercial)	12 road safety measures implemented quarterly in each unit Gatyana, Xhorha and Dutywa	12 road safety measures implemented quarterly in each unit Gatyana, Xhorha and Dutywa	12 road safety measures implemented quarterly in each unit Gatyana, Xhorha and Dutywa	Municipal Manager
				Number of programmes implemented as per the waste		3 programmes implemented as per the waste	3 programmes implemented as per the waste	3 programmes implemented as per the waste	3 programmes implemented as per the waste	Municipal Manager

FOCUS AREA	OBJECTIVE	OBJ. NO.	STRATEGY	INDICATOR	BASELINE	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27	ANNUAL TARGET 2027/28	RESPONSIBILITY
				management plan at ward 1, 13 and 25.		management plan at ward 1, 13 and 25.	management plan at ward 1, 13 and 25.	management plan at ward 1, 13 and 25.	management plan at ward 1, 13 and 25.	
				Number of Reports on Municipal Pounds Activities	0	4 Reports on Municipal Pound Activities	4 Reports on Municipal Pound Activities	4 Reports on Municipal Pound Activities	4 Reports on Municipal Pound Activities	
Traffic management			By enforcing peace in all 3 towns	Number of joint operations conducted to ensure peace and crime prevention at Gatyana,Dutywa and Xhora	12	12 joint operations conducted to prevent crime as follows Gatyana-4, Dutywa-4 and Xhora-4	12 joint operations conducted to prevent crime as follows Gatyana-4, Dutywa-4 and Xhora-4	12 joint operations conducted to prevent crime as follows Gatyana-4, Dutywa-4 and Xhora-4	12 joint operations conducted to prevent crime as follows Gatyana-4, Dutywa-4 and Xhora-4	
			By providing effective and responsive safety services to coastal communities during peak seasons (December - April).	Number of beaches provided with life rescue services during peak seasons as follows: (Qhorha, Tenza, Dwesa, Cwebe, Qatywa, Mpame, Mbholompo, Bulungula, Lubanzi and Haven).	10	10 beaches provided with life rescue services during peak seasons as follows: (Qhorha-W22, Tenza-W22, Dwesa-W29, Cwebe-W20, Qatywa-W32, Mpame-W19, Mbholompo-	4 joint operations conducted to prevent crime	4 joint operations conducted to prevent crime	4 joint operations conducted to prevent crime	Municipal Manager

FOCUS AREA	OBJECTIVE	OBJ. NO.	STRATEGY	INDICATOR	BASELINE	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27	ANNUAL TARGET 2027/28	RESPONSIBILITY
						W19, Bulungula-W19, Lubanzi-W19 and Haven-W20).				
Human Settlements	To Facilitate the development of sustainable and viable human settlements by June 2027	SD 4	By facilitating the provision of appropriate houses to destitute households. .	Number of relocation plans developed for Dutywa ward 9 and Gatyana ward 25	3	2 Layout plans developed for Dutywa Ward 1 and Gatyana Ward 25	2 informal settlements upgraded (Relocation and allocation plans) at Dutywa (W9) and Gatyana (W25)	2 informal settlements upgraded (Relocation and allocation plans) at Dutywa (W9) and Gatyana (W25)	2 informal settlements upgraded (Relocation and allocation plans) at Dutywa (W9) and Gatyana (W25)	Municipal Manager

KPA3 – LOCAL ECONOMIC DEVELOPMENT

FOCUS AREA	OBJECTIVE	OBJ. NO.	STRATEGY	INDICATOR	BASELINE	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27	ANNUAL TARGET 2027/28	RESPONSIBILITY
Agricultural development and food security	To promote agrarian reform and increase food security to emerging farmers by June 2027.	LED 1	By conducting continuous engagements with DRDAR and other relevant stakeholders	Number of LED Infrastructure projects (Dipping tanks & shearing sheds) maintained at Ward 2, 3,4,5,6,7 at Dutywa, Ward 11& 12 at Gatyana and 13 & 15 at Xhorha as per assessment report	10	10 LED Infrastructure projects maintained at Ward 2- Good Hope Shearing Shed, Ward 3 - Gwadana Cattle Dip,Ward 4 - Gxarha Cattle Dip,Ward 5 - Bolothwa Shearing Shed,Ward 6 - Sihlabeni Shearing Shed, Ward 7 - Old Idutywa Cattle Dip, Ward 11 - Nkonkwana Cattle Dip, Ward 13 - Riverview Cattle Dip Tank, Ward 14 - Lukhozana & Ward 15 - Mpiyose Cattle	10 LED Infrastructure projects maintained at ward 2, 3, 4, 5, 6, 7, 11, 13, 14 and 15 as per assessment report.	10 LED Infrastructure projects maintained at Ward 8, 9, 10, 12, 16, 18, 19, 20, 21, and 22 as per assessment report.	10 LED Infrastructure projects maintained at Ward 23, 24, 25, 26, 27, 28, 29, 30, 31 and 32 as per assessment report.	Municipal Manager

FOCUS AREA	OBJECTIVE	OBJ. NO.	STRATEGY	INDICATOR	BASELINE	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27	ANNUAL TARGET 2027/28	RESPONSIBILITY
						Dip Tank as per assessment report				
			By conducting continuous engagement with DRDAR and other relevant stakeholders	Number of wool processing plant maintained at ward 1	1	1 Wool Processing maintained in Dutywa at ward 1	1 Wool Processing maintained in Dutywa at ward 1	1 Wool Processing maintained in Dutywa at ward 1	1 Wool Processing maintained in Dutywa at ward 1	
			By providing assistance to emerging farmers in primary production	Number of programs implemented to assist emerging farmers – Maize Support (79 projects supported) and Livestock Remedy at Ward 1 to 32	24	2 programs implemented to assist emerging famers - Maize Support (79 projects supported) and Livestock Remedy at Ward 1 to 32	2 programs implemented to assist emerging famers (Crop production and stock remedy) ward 1-32	2 programs implemented to assist emerging famers (Crop production and stock remedy) ward 1-32	2 programs implemented to assist emerging famers (Crop production and stock remedy) ward 1-32	Municipal Manager
			By capacitating farmers to meet quality and safety requirements through exposure	Number of agricultural roadshows held for farmers in each unit. (Gatyana, Dutywa & Xhorha) as per	10	10 agricultural roadshows held for farmers in three units (Gatyana-3, Dutywa-4 & Xhora-3) as per assessment report	10 agricultural roadshows held for farmers in three units (Gatyana-3, Dutywa-4 & Xhora-3) as per assessment report.	10 agricultural roadshows held for farmers in three units (Gatyana-3, Dutywa-4 & Xhora-3) as per assessment report.	10 agricultural roadshows held for farmers in three units (Gatyana-3, Dutywa-4 & Xhora-3) as per assessment report.	Municipal Manager

FOCUS AREA	OBJECTIVE	OBJ. NO.	STRATEGY	INDICATOR	BASELINE	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27	ANNUAL TARGET 2027/28	RESPONSIBILITY
				assessment report						
Agro-processing	To ensure use of agricultural value chain to stimulate local economic development by June 2027	LED 2	By encouraging value chain and value addition through support given to emerging enterprises and high value crops	Number of High Value Crop enterprises supported with agricultural inputs and tools of trade as per approved business plan (Sorghum production at ward 8 & 12)	1	2 High Value Crops enterprises supported with agricultural inputs and tools of trade as per the approved business plan (Sorghum Production at ward 8 and 12)	2 High Value Crops enterprises supported with agricultural inputs and tools of trade as per the approved business plan (Sorghum Production at ward 8 and 12)	2 High Value Crops enterprises supported with agricultural inputs and tools of trade as per the approved business plan (Sorghum Production at ward 8 and 12)	2 High Value Crops enterprises supported with agricultural inputs and tools of trade as per the approved business plan (Sorghum Production at ward 8 and 12)	Municipal Manager
Tourism Growth and Development	To position and promote Mbhashe as a tourist destination of choice by June 2027	LED 2	By supporting heritage development	Number of commemorative events conducted at ward 21 (Battle of Lurhwayizo)		1 commemorative event conducted at ward 21 (Battle of Lurhwayizo)	1 commemorative event conducted at ward 21 (Battle of Lurhwayizo)	1 commemorative event conducted at ward 21 (Battle of Lurhwayizo)	1 commemorative event conducted at ward 21 (Battle of Lurhwayizo)	MM
Job creation	To reduce poverty and unemployment through viable and sustainable job creation strategies by June 2027	LED 3	By facilitating short term employment through EPWP projects implementation	Number of participants on short-term employment opportunities (EPWP and CWP)	961	627 participants on short-term employment opportunities (EPWP- 227 and CWP- 400)	627 participants on short-term employment opportunities (EPWP and CWP)	627 participants on short-term employment opportunities (EPWP and CWP)	627 participants on short-term employment opportunities (EPWP and CWP)	Municipal Manager

FOCUS AREA	OBJECTIVE	OBJ. NO.	STRATEGY	INDICATOR	BASELINE	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27	ANNUAL TARGET 2027/28	RESPONSIBILITY
Enterprise support SMME and development	To develop and capacitate enterprises by June 2027	LED 4	By supporting local SMMEs through targeted procurement	% of the Mbhashe operational budget allocated to SMMEs	30%	30% of the Mbhashe operational budget allocated to SMMEs	30% of the Mbhashe operational budget allocated to SMMEs	30% of the Mbhashe operational budget allocated to SMMEs	30% of the Mbhashe operational budget allocated to SMMEs	Municipal Manager
			By conducting and hosting SMME's roadshows	Number of roadshows conducted for SMMEs as per approved concept plan in Dutywa, Xhorha & Gatyana	4	3 roadshows conducted for SMME's as per approved concept plan in Dutywa-1, Xhorha-1 & Gatyana-1 -1	3 roadshows conducted for SMME's as per approved concept plan in Dutywa-1, Xhorha-1 & Gatyana-1	3 roadshows conducted for SMME's as per approved concept plan in Dutywa-1, Xhorha-1 & Gatyana-1	3 roadshows conducted for SMME's as per approved concept plan in Dutywa-1, Xhorha-1 & Gatyana-1	Municipal Manager
Ocean Economy and Fisheries Development .	To unlock opportunities and transform marine economic sector by June 2027	LED 5	By supporting marine economic activities	Number of marine economic initiatives conducted for SMME's or Cooperatives as per approved concept plan at ward 19, 22 and 29.	3	3 marine economic initiatives supported for SMME's or Cooperatives as per approved concept plan at ward 19, 22 and 29 (Fishing equipment)	3 marine economic initiatives supported for SMME's or Cooperatives as per approved concept plan at ward 19, 22 and 29 (Fishing equipment)	3 marine economic initiatives supported for SMME's or Cooperatives as per approved concept plan at ward 19, 22 and 29 (Fishing equipment)	3 marine economic initiatives supported for SMME's or Cooperatives as per approved concept plan at ward 19, 22 and 29 (Fishing equipment)	Municipal Manager
			By capacitating and supporting local SMMEs	Number of local SMMEs capacitated and supported	50	50 local SMMEs capacitated and supported	50 local SMMEs capacitated and supported	50 local SMMEs capacitated and supported	50 local SMMEs capacitated and supported	Municipal Manager

FOCUS AREA	OBJECTIVE	OBJ. NO.	STRATEGY	INDICATOR	BASELINE	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27	ANNUAL TARGET 2027/28	RESPONSIBILITY
			(BL)	with tools of trade/trainings as per approved concept plan in Dutywa, Gatyana & Xhorha		with tools of trade/trainings as per approved concept plan in Dutywa, Gatyana & Xhorha	with tools of trade/trainings as per approved concept plan in Dutywa, Gatyana & Xhora	with tools of trade/trainings as per approved concept plan in Dutywa, Gatyana & Xhora	with tools of trade/trainings as per approved concept plan in Dutywa, Gatyana & Xhora	
Tourism Growth and Development .	To position and promote Mbhashe as a tourist destination of choice by June 2027	LED 6	By using different marketing tools to market Mbhashe as a tourism destination	Number of events hosted and participated on-Ilifa Lo Mbhashe signature event, Tenza Beach Festival, Horse Racing, Africas Travel Indaba & Makhanda Arts Festival.	2	5 events hosted and participated on: 3 events hosted (Ilifa Lo' Mbhashe signature event, Tenza Beach Festival & Horse Racing and 2 events participated on -Africa's Travel Indaba & Makhanda Arts Festival	5 events hosted and participated on: 3 events hosted (Ilifa Lo' Mbhashe signature event, Tenza Beach Festival & Horse signature event, Tenza Beach Festival & Horse Racing and 2 events participated on -Africa's Travel Indaba & Makhanda Arts FestivaInts hosted (Coastal Beach Festival, Hiking and Horse	5 events hosted and participated on: 3 events hosted (Ilifa Lo' Mbhashe signature event, Tenza Beach Festival & Horse participated on (Tourism Indaba, Makhanda Arts festival and Macufe)	5 events hosted and participated on: 3 events hosted (Ilifa Lo' Mbhashe signature event, Tenza Beach Festival & Horse participated on (Tourism Indaba, Makhanda Arts festival and Macufe)	Municipal Manager

FOCUS AREA	OBJECTIVE	OBJ. NO.	STRATEGY	INDICATOR	BASELINE	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27	ANNUAL TARGET 2027/28	RESPONSIBILITY
							Racing) and 3 events participated on (Tourism Indaba, Makhanda Arts festival and Macufe)			
			By supporting tourism programmes	Number of tourism operators supported with trainings at Dutywa, Gatyana and Xhorha	3	15 Tourism Operators supported with tools of trade as in Dutywa, Xhorha and Gatyana as per the approved Concept note	15 Tourism Operators supported with tools of trade as in Dutywa, Xhorha and Gatyana as per the approved Concept note	15 Tourism Operators supported with tools of trade as in Dutywa, Xhorha and Gatyana as per the approved Concept note	15 Tourism Operators supported with tools of trade as in Dutywa, Xhorha and Gatyana as per the approved Concept note	
	By maintaining and engaging relevant stakeholders on declaration of heritage sites	LED 7 (BL)	Number of heritage sites maintained and coordinated at King Hintsa, Sarhili and Fort Malan Memorial	Number of heritage sites maintained and coordinated at King Hintsa, Sarhili and Fort Malan Memorial.	3	3 heritage sites maintained - King Hintsa, Sarhili and Fort Malan Memoria	3 heritage sites maintained - King Hintsa, Sarhili and Fort Malan Memoria	3 heritage sites maintained - King Hintsa, Sarhili and Fort Malan Memoria	3 heritage sites maintained - King Hintsa, Sarhili and Fort Malan Memoria	Municipal Manager

KPA4 – MUNICIPAL VIABILITY AND MANAGEMENT

FOCUS AREA	OBJECTIVE	OBJ. NO.	STRATEGY	INDICATOR	BASELINE	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27	ANNUAL TARGET 2027/28	RESPONSIBILITY
Budget and Reporting	To ensure alignment of IDP with Budget and compliance with municipal budget and reporting regulations by June 2027	MFV 1	By Budgeting according to IDP priorities	% alignment of 2025/26 Budget to the approved 2025/26 IDP	Aligned Budget vs IDP	100% alignment of 2025/26 Budget to the approved 2025/26 IDP	100% alignment of 2024/25 Budget to the approved IDP	100% alignment of 2025/26 Budget to the approved IDP	100% alignment of 2026/27 Budget to the approved IDP	Municipal Manager
			By ensuring budget process and format is in compliance with municipal budget & reporting regulations	Number of financial reports submitted (Section 71, Section 52d, monthly key reconciliations Section 72 and Data strings) submitted to the Executive Mayor and Treasury by the 10th working day of the following month and 30 days after the end of the quarter.	mSCOA compliant schedule A budget version	101 financial reports submitted (12-Section 71, 4-Section 52d, 1-Section 72, 12-Data strings, 12-Bank, 12-Debtors, 12-VAT, 12-Payroll, 12-Asset and 12-Creditors Reconciliations) submitted to the Executive Mayor and Treasury by the 10th working day of the following month and 30 days	29 financial reports submitted (12 Section 71, 4 Section 52d, 1Section 72 and Data strings-12) submitted to the Executive Mayor and Treasury by the 10th working day of the following month and 30 days after the end of the quarter.	29 financial reports submitted (12 Section 71, 4 Section 52d, 1 Section 72 and Data strings-12) submitted to the Executive Mayor and Treasury by the 10th working day of the following month and 30 days after the end of the quarter.	29 financial reports submitted (12 Section 71, 4 Section 52d, 1 Section 72 and Data strings-12) submitted to the Executive Mayor and Treasury by the 10th working day of the following month and 30 days after the end of the quarter.	Municipal Manager

FOCUS AREA	OBJECTIVE	OBJ. NO.	STRATEGY	INDICATOR	BASELINE	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27	ANNUAL TARGET 2027/28	RESPONS IBILITY
						after the end of the quarter				
			By ensuring that a healthy liquidity position of the municipality is maintained	Financial Viability as expressed by Cost Coverage Ratio (B+C) ÷D B represents all available cash at a particular time C represents investments D represents monthly fixed operating expenditure "Financial Viability as expressed by Cost Coverage Ratio (B+C) ÷D B represents all available cash at a particular time C represents investments D represents monthly fixed operating expenditure"	'9:41.2	3:1	3:1	3:1	3:1	Municipal Manager
	To achieve sound financial management through	MFV 2	By compiling AFS that fairly present the financial position,	Number of unadjusted material audit queries raised by AG on the 2023/24	2021/22 AG Action Plan	Zero unadjusted material audit queries raised by AGSA on	Zero unadjusted material audit queries raised by	Zero unadjusted material audit queries raised by	Zero unadjusted material audit queries raised by AGSA on	Municipal Manager

FOCUS AREA	OBJECTIVE	OBJ. NO.	STRATEGY	INDICATOR	BASELINE	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27	ANNUAL TARGET 2027/28	RESPONSIBILITY
	accountability and transparency by June 2027		financial performance and cash flows	Annual Financial Statements		the 2023/24 Annual Financial Statements	AGSA on the 2024/25 Annual Financial Statements	AGSA on the 2025/26 Annual Financial Statements	the 2026/27 Annual Financial Statements	
Revenue Management	To ensure maximization of revenue collection by June 2027	MFV 3	By ensuring accurate and timeously billing	% of billable properties included in the municipal billing system as per the General Valuation Roll	100 % of billable properties included in the municipal billing system as per the GVR	100 % of billable properties included in the municipal billing system as per the General Valuation Roll	100 % of billable properties included in the municipal billing system as per the General Valuation Roll	100 % of billable properties included in the municipal billing system as per the General Valuation Roll	100 % of billable properties included in the municipal billing system as per the General Valuation Roll	Municipal Manager
			By fully implementing the debt collection and credit control policy	% of budgeted billed income collected	100% of billed income collected	100% collected on own budgeted billed revenue	100% of budgeted income collected	100% of budgeted income collected	100% of budgeted income collected	Municipal Manager
				% collected on other own budgeted revenue		100% collected on other own budgeted revenue (BTO- R47 400 000, Community services- R 3 900 000, Development Planning- R2 290 000)	100% collected on other own budgeted revenue (BTO- R15 400 000 Community Services- R2 900 000	100% collected on other own budgeted revenue (BTO- R15 400 000 Community Services- R2 900 000	100% collected on other own budgeted revenue (BTO- R15 400 000 Community Services- R2 900 000	Municipal Manager

FOCUS AREA	OBJECTIVE	OBJ. NO.	STRATEGY	INDICATOR	BASELINE	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27	ANNUAL TARGET 2027/28	RESPONS IBILITY
							Development Planning- R1 790 000)	Development Planning- R1 790 000)	Development Planning- R1 790 000)	
Indigent Support (Free basic Services)	To alleviate poverty to improve quality of household life by June 2027	MFV 4	By investigating and advising on poor households to participate in indigent support program	Number of updated indigent register	2021-2022 Indigent register	Updated Indigent Register	1 Updated Indigent Register	1 Updated Indigent Register	1 Updated Indigent Register	Municipal Manager
			By Utilizing equitable share to support Indigent households	% spent on allocation of equitable share on free basic services	105%	100% spent on the allocated equitable share portion towards free basic services	100% spent on the allocated equitable share portion towards free basic services	100% spent on the allocated equitable share portion towards free basic services	100% spent on the allocated equitable share portion towards free basic services	Municipal Manager
Expenditure Management	Efficient, cost effective and transparent Supply Chain Management system by June 2027	MFV 5	By complying with Supply Chain Regulations and National Treasury Guidelines on procurement processes	% incurred of irregular expenditure on new procurement	0%	0% of new irregular expenditure incurred on procurement in the 2024/25 FY	0% of new irregular expenditure incurred on procurement in the 2025/26 FY	0% of new irregular expenditure incurred on procurement in the 2026/27 FY	0% of new irregular expenditure incurred on procurement in the 2027/28 FY	Municipal Manager

FOCUS AREA	OBJECTIVE	OBJ. NO.	STRATEGY	INDICATOR	BASELINE	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27	ANNUAL TARGET 2027/28	RESPONS IBILITY
			Conditional Grants	% expenditure on conditional Grants received	MIG- 47% FMG- 100% EPWP- 101%)	100% expenditure on conditional Grants received (FMG - R 1 700 000. MIG - R 70 329 000. INEP - R 9 029 000. EPWP - R 1 989 000. Disaster - R 44 166 000)	100% expenditure on conditional Grants received	100% expenditure on conditional Grants received	100% expenditure on conditional Grants received	Municipal Manager
			By ensuring timeous payment of creditors in compliance with MFMA	Turnaround time taken for paying creditors.	30 days	30 days' time taken for paying creditors	30 days' time taken for paying creditors	30 days' time taken for paying creditors	30 days' time 9 taken for paying creditors	Municipal Manager
Asset Management	To manage, control and maintain all assets of the municipality by June 2027	MFV 6	By allocating budget provision for repairs and maintenance of assets to be in line with NT norms	% expenditure of the operational budget allocated for repairs and maintenance.	0,08	100% expenditure of the operational budget allocated for repairs and maintenance	100% expenditure of the operational budget allocated for repairs and maintenance.	100% expenditure of the operational budget allocated for repairs and maintenance.	100% expenditure of the operational budget allocated for repairs and maintenance.	Municipal Manager

FOCUS AREA	OBJECTIVE	OBJ. NO.	STRATEGY	INDICATOR	BASELINE	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27	ANNUAL TARGET 2027/28	RESPONS IBILITY
			By regularly updating the existing Asset Management System	Updating of GRAP compliant asset register	GRAP Compliant Asset	Updated GRAP Compliant Asset Register	Updated GRAP Compliant Asset Register	Updated GRAP Compliant Asset Register	Updated GRAP Compliant Asset Register	Municipal Manager

KPA5- GOOD GOVERNANCE AND PUBLIC PARTICIPATION

FOCUS AREA	OBJECTIVE	OBJ. NO.	STRATEGY	INDICATOR	BASELINE	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27	ANNUAL TARGET 2027/28	RESPONSIBILITY
Good Governance	To ensure clean and accountable governance in the municipality by June 2027	GGP1	By identifying, assessing, managing, monitoring & reporting fraud and risk exposure to the institution	Number of updated risk registers (Fraud, ICT, Operational, National & Provincial Disaster and Strategic) submitted to the Risk Management Committee	9	11 updated risk registers (Fraud-1,ICT-1,Operational -6, National and Provincial Disaster -1 and strategic-1) 1 Compliance submitted to the Risk Management Committee	11 updated risk registers (Fraud-1,ICT-1,Operational -6, National and Provincial Disaster -1 and strategic-1) 1 Compliance submitted to the Risk Management Committee	11 updated risk registers (Fraud-1,ICT-1,Operational -6, National and Provincial Disaster -1 and strategic-1) 1 Compliance submitted to the Risk Management Committee	11 updated risk registers (Fraud-1,ICT-1,Operational -6, National and Provincial Disaster -1 and strategic-1) 1 Compliance submitted to the Risk Management Committee	Municipal Manager
			By developing 2022/2023 audit action plan based on AGSA report	Number of reports on implementation of AGSA findings for 2023/24 FY	2021/22 audit action plan	2 Reports on implementation of AGSA Findings for 2023/2024 FY	2 Reports on implementation of AGSA Findings for 2024/2025 FY	2 Reports on implementation of AGSA Findings for 2025/2026 FY	2 Reports on implementation of AGSA Findings for 2026/2027 FY	Municipal Manager
			By conducting anti-fraud and corruption awareness workshop to employees	Number of anti-fraud and corruption awareness workshops conducted per department , councillors and council	1	1 anti- fraud and corruption awareness workshop conducted in 6 departments ,councillors and council	1 anti- fraud and corruption awareness workshop conducted in 6 departments ,councillors and council	1 anti- fraud and corruption awareness workshop conducted in 6 departments ,councillors and council	1 anti- fraud and corruption awareness workshop conducted in 6 departments ,councillors and council	Municipal Manager

FOCUS AREA	OBJECTIVE	OBJ. NO.	STRATEGY	INDICATOR	BASELINE	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27	ANNUAL TARGET 2027/28	RESPONSIBILITY
				traditional leaders		traditional leaders	traditional leaders	traditional leaders	traditional leaders	
			By developing 2024/2025 municipal litigation register	Number of updated reports on legal matters (litigation Trends) and their status with financial implication and legal opinion submitted to Council	2021/22	4 updated reports on legal matters (litigation Trends) and their status with financial implications and legal opinion to Council	4 updated reports on legal matters (litigation trends) and their status with financial implications and legal opinion to Council	4 updated reports on legal matters (litigation trends) and their status with financial implications and legal opinion to Council	4 updated reports on legal matters (litigation trends) and their status with financial implications and legal opinion to Council	Municipal Manager
			By conducting audit assignments as per approved Internal Audit Annual Plan of 2023/2024	Number of Audit Committee meetings coordinated in 2024/2025 FY	4	Four (4) audit committee meetings and one (1) special audit committee meetings conducted for 2024/25 financial year	16 audit reports on assignments conducted as per approved Internal Audit Plan submitted to the Audit committee	16 audit reports on assignments conducted as per approved Internal Audit Plan submitted to the Audit committee	16 audit reports on assignments conducted as per approved Internal Audit Plan submitted to the Audit committee	Municipal Manager
				Number of Risk Committee Meetings Coordianated	8	4 Risk committee meetings coordinated	4 Risk committee meetings coordinated	4 Risk committee meetings coordinated	4 Risk committee meetings coordinated	Municipal Manager
			By coordinating implementation of MPAC activities as	Number of projects coordinated or verified by	13	24 Projects coordinated on project visits by MPAC	24 Projects coordinated on project visits by MPAC	24 Projects coordinated on project visits by MPAC	24 Projects coordinated on project visits by MPAC	Municipal Manager

FOCUS AREA	OBJECTIVE	OBJ. NO.	STRATEGY	INDICATOR	BASELINE	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27	ANNUAL TARGET 2027/28	RESPONSIBILITY
			per the Annual Plan	MPAC in 2024/25 FY						
			By coordinating the sitting of council oversight structures	Number of coordinated council structures held in 2024/25	61	55 coordinated council structures held in 2024/25	55 meetings held by council structures in 2025/26	55 meetings held by council structures in 2026/27	55 meetings held by council structures in 2027/28	Municipal Manager
				% Implementation of all council resolutions due for the period under review	0	100% update on implementation of all council resolutions due for the period under review	100% update on implementation of all council resolutions due for the period under review	100% update on implementation of all council resolutions due for the period under review	100% update on implementation of all council resolutions due for the period under review	Municipal Manager
			By ensuring effective functionality of satellite units	Number of monitoring reports on service delivery and operational issues in the Satellite Offices (Gatyana and Xhorha) submitted to Management	8	8 monitoring reports on service delivery and operational issues reported in the Satellite Offices (Gatyana and Xhorha) submitted to Management	8 monitoring reports on service delivery and operational issues reported in the Satellite Offices (Gatyana and Xhorha) submitted to Management	8 monitoring reports on service delivery and operational issues reported in the Satellite Offices (Gatyana and Xhorha) submitted to Management	8 monitoring reports on service delivery and operational issues reported in the Satellite Offices (Gatyana and Xhorha) submitted to Management	Municipal Manager
				% Implementation of issues raised in satellite units reports	100%	100% implementation of action issues raised in satellite units reports	% implementation on issues raised in Satellite Unit	% implementation on issues raised in Satellite Unit	% implementation on issues raised in Satellite Unit	

FOCUS AREA	OBJECTIVE	OBJ. NO.	STRATEGY	INDICATOR	BASELINE	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27	ANNUAL TARGET 2027/28	RESPONSIBILITY
	To ensure compliance with legislation as per Section 11 (3)(a) of Municipal Systems Act	GGP 2	By developing and reviewing Institutional policies, strategies, plans and by-laws	Number of policies/strategies developed	3	5 policies developed as follows: Corporate Services-1 (arrested and imprisonment policy), Dev Planning-4.	5	5	5	Municipal Manager
				Number of workshops conducted on all approved municipal policies/code of conduct/By-Laws that relates to employees in all units (Dutywa, Xhora and Gatyana)	6	6 Workshops conducted on all approved municipal policies/code of conduct that relates to employees at Dutywa, Xhorha and Gatyana	4 Departmental Workshops conducted on all approved municipal policies/code of conduct/By-Laws to all Municipal employees	4 Departmental Workshops conducted on all approved municipal policies/code of conduct/By-Laws to all Municipal employees	4 Departmental Workshops conducted on all approved municipal policies/code of conduct/By-Laws to all Municipal employees	Municipal Manager
				Number of reviewed policies	106	102 reviewed policies Corporate Services – 42 Operations – 15 BTO – 27 Community Services – 7 Developmental Planning – 8	102 reviewed policies Corporate Services – 42 Operations – 15 BTO – 27 Community Services – 7 Developmental Planning – 8	102 reviewed policies Corporate Services – 42 Operations – 15 BTO – 27 Community Services – 7 Developmental Planning – 8	102 reviewed policies Corporate Services – 42 Operations – 15 BTO – 27 Community Services – 7 Developmental Planning – 8	Municipal Manager

FOCUS AREA	OBJECTIVE	OBJ. NO.	STRATEGY	INDICATOR	BASELINE	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27	ANNUAL TARGET 2027/28	RESPONSIBILITY
						Infrastructure – 3	Infrastructure – 3	Infrastructure – 3	Infrastructure – 3	
				Number of reviewed strategies/ Plans	10	12 reviewed strategies/ Plans Operations – 4 BTO – 1 Developmental Planning - 1 Community Services - 1 Corporate Services -5	12 reviewed strategies/ Plans Operations – 4 BTO – 1 Developmental Planning - 1 Community Services - 1 Corporate Services -5	12 reviewed strategies/ Plans Operations – 4 BTO – 1 Developmental Planning - 1 Community Services - 1 Corporate Services -5	12 reviewed strategies/ Plans Operations – 4 BTO – 1 Developmental Planning - 1 Community Services - 1 Corporate Services -5	Municipal Manager Municipal Manager
Real Estate /Property's management	To ensure that all municipal properties are properly registered and effectively used by June 2027	GGP 3	By continually updating and reviewing lease register	Number of property lease registers updated and reviewed	1	4 reports on property lease registers updated and reviewed and proof of submission to the Council.	4 reports on property lease registers updated and reviewed and proof of submission to the Council.	4 reports on property lease registers updated and reviewed and proof of submission to the Council.	4 reports on property lease registers updated and reviewed and proof of submission to the Council.	Municipal Manager
Environmental Planning	To ensure adherence to sound environmental practices and to protect	GGP 4 (BL)	By Implementing climate change mitigation strategy	Number of programs implemented as per Climate Change Strategy at ward 08 & 25	2	2 programs implemented as per Climate Change Strategy at ward 08 & 25	2 programs implemented as per Climate Change Strategy at ward 08 & 25	2 programs implemented as per Climate Change Strategy at ward 08 & 25	2 programs implemented as per Climate Change Strategy at ward 08 & 25	Municipal Manager

FOCUS AREA	OBJECTIVE	OBJ. NO.	STRATEGY	INDICATOR	BASELINE	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27	ANNUAL TARGET 2027/28	RESPONSIBILITY
	environmental sensitive areas by June 2027	GGP 4	By implementing the coastal management plan	Number of programs implemented as per the Coastal management plan in Coastal areas (ward 19, 20, 22, 29 & 32)	2	3 Programs implemented as per the Coastal management plan (ward 19, 20, 22, 29 & 32)	3 Programs implemented as per the Coastal management plan (ward 19, 20, 22, 29 & 32)	3 Programs implemented as per the Coastal management plan (ward 19, 20, 22, 29 & 32)	3 Programs implemented as per the Coastal management plan (ward 19, 20, 22, 29 & 32))	Municipal Manager
			By implementing greening and beautification programme	Number of greening and beautification programmes implemented at Dutywa Gatyana and Xhora	2	4 greening and beautification programmes implemented at Dutywa,Gatyana and Xhora	4 greening and beautification programmes implemented at Dutywa,Gatyana and Xhora	4 greening and beautification programmes implemented at Dutywa,Gatyana and Xhora	4 greening and beautification programmes implemented at Dutywa,Gatyana and Xhora	Municipal Manager
Spatial Planning / Land use management	To ensure maximum and adequate land use management practices by June 2027	GGP 5	By reviewing coherent spatial plan	Number of developed coastal Local Spatial Development Framework (LSDF), ward 19	1	1 developed LSDF at ward 19	1 developed LSDF at ward 19	1 developed LSDF at ward 19	1 developed LSDF at ward 19	Municipal Manager
			By Surveying properties	Number of surveyed properties in Ward 1,13,25	10	20 surveyed properties in Ward 1,13 & 25	20 surveyed properties in ward 1,13 & 25	20 surveyed properties in ward 1,13 & 25	20 surveyed properties in ward 1,13 & 25	Municipal Manager
Inter-Governmental Relations	To strengthen and ensure coordination	GGP 6	By strengthening the	Number of IGR meetings coordinated	3	4 IGR meetings coordinated	4 IGR meetings coordinated	4 IGR meetings coordinated	4 IGR meetings coordinated	Municipal Manager

FOCUS AREA	OBJECTIVE	OBJ. NO.	STRATEGY	INDICATOR	BASELINE	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27	ANNUAL TARGET 2027/28	RESPONSIBILITY
	of integrated and joint planning with spheres of government by June 2027		functionality of IGR							
SPU	To mainstream special programs into the municipality by June 2027	GGP 7	By implementing SPU strategy	Number of programs implemented for designated groups (Youth, Older persons, Persons with disability, Gender)	17	9 programs implemented for designated groups (4 Youth, 1 Older persons, 2 Persons with disability, 2 gender))	9 programs implemented for designated groups (4 Youth, 1 Older persons, 2 Persons with disability, 2 gender)	9 programs implemented for designated groups (4 Youth, 1 Older persons, 2 Persons with disability, 2 gender)	9 programs implemented for designated groups (4 Youth, 1 Older persons, 2 Persons with disability, 2 gender)	Municipal Manager
				Number of Mayoral Cup 2024/25 Tournaments hosted	1	1 Mayoral Cup 2023/24 Tournament hosted	1 Mayoral Cup 2024/25 tournament hosted	N/A	1 Mayoral Cup 2025/26 tournament hosted	Municipal Manager
				Number of calendar events commemorated	9	9 Calendar Days Commemorated	9 calendar days commemorated	9 calendar days commemorated	9 calendar days commemorated	Municipal Manager
Moral Regeneration movement (BL)	To promote ethical and moral transformation by June 2027	GGP 8	By implementing annual plans of designated groups in	Number of programmes as per HIV/AIDS, STI and TB strategy	3	3 programmes as per HIV/AIDS, STI and TB strategy Implementation plan	3 programmes as per HIV/AIDS, STI and TB strategy implementation plan	3 programmes as per HIV/AIDS, STI and TB strategy implementation plan	3 programmes as per HIV/AIDS, STI and TB strategy implementation plan	Municipal Manager

FOCUS AREA	OBJECTIVE	OBJ. NO.	STRATEGY	INDICATOR	BASELINE	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27	ANNUAL TARGET 2027/28	RESPONSIBILITY
			line with HIV/AIDS, STI and TB Strategy implementation plan	Implementation plan						
	To promote ethical and moral transformation by June 2027	GGP9		Number of initiation programs conducted for young men		2 programmes conducted	2 programmes conducted	2 programmes conducted	2 programmes conducted	Municipal Manager
				Number of Programes Supported for Traditional Leaders		2 programs supported for traditional leaders	2 programs supported for traditional leaders	2 programs supported for traditional leaders	2 programs supported for traditional leaders	
Integrated planning and reporting	To ensure strategic development, coordinated, integrated planning, budgeting, reporting and legislative compliance on governance matters by June 2027	GGP 10	By coordinating development and alignment of IDP	Date on which the 2025/2026 reviewed IDP is submitted to Council for approval	1	2025/26 Reviewed IDP submitted to Council for approval by 31 May 2025	2025/26 Reviewed IDP submitted to Council for approval by 31 May 2025	2026/27 Reviewed IDP submitted to Council for approval by 31 May 2026	2027/28 Developed IDP submitted to Council for approval by 31 May 2027	Municipal Manager
			By coordinating the development and alignment of SDBIP with IDP	Number of days by which the SDBIP is submitted to the Mayor for approval after approval of the IDP and budget	SDBIP 2021/2022	2025/2026 SDBIP submitted to the Mayor for approval within 28 days after approval of the IDP and budget	2025/2026 SDBIP submitted to the Mayor for approval within 28 days after approval of the IDP and budget	2026/2027 SDBIP submitted to the Mayor for approval within 28 days after approval of the IDP and budget	2027/2028 SDBIP submitted to the Mayor for approval within 28 days after approval of the IDP and budget	Municipal Manager

FOCUS AREA	OBJECTIVE	OBJ. NO.	STRATEGY	INDICATOR	BASELINE	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27	ANNUAL TARGET 2027/28	RESPONSIBILITY
Communication and customer care	To enhance and promote communication in all municipal activities by June 2027	GGP 11	By implementing communication plan as per communication strategy	Number of media Interviews/activities Conducted		6 media Interviews/activities Conducted	6 media Interviews/activities Conducted	6 media Interviews/activities Conducted	6 media Interviews/activities Conducted	Municipal Manager
			By implementing communication plan as per communication strategy	Number of media Interviews/activities Conducted	7	6 media Interviews/activities conducted	6 media Interviews/activities conducted	6 media Interviews/activities conducted	6 media Interviews/activities conducted	
				Number of legislated adverts/notices	16	18 legislated adverts/notices published	18 legislated adverts/notices published	18 legislated adverts/notices published	18 legislated adverts/notices published	Municipal Manager
				Turnaround time taken to distribute the developed newsletters	7	20 days turnaround time taken to distribute the developed newsletters	20 days turnaround time taken to distribute developed newsletters	20 days turnaround time taken to distribute developed newsletters	20 days turnaround time taken to distribute developed newsletters	Municipal Manager
		GGP 12	By enhancing promotion of access to information wherther its	Turnaround time to respond on requested access to information by internal and	30days	30 days' time taken to respond to requested information	Queries from communities to be attended and refered to within 72 hours	Queries from communities to be attended and refered to within 72 hours	Queries from communities to be attended and refered to within 72 hours	Municipal Manager

FOCUS AREA	OBJECTIVE	OBJ. NO.	STRATEGY	INDICATOR	BASELINE	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27	ANNUAL TARGET 2027/28	RESPONSIBILITY
			personal or institutional	external stakeholders						
			By managing customer queries	Turnaround time taken to attend and refer queries from communities	72 hours	72 hours' time taken to respond and refer queries to departments (internal and external)	72 hours' time taken to respond and refer queries to departments (internal and external)	72 hours' time taken to respond and refer queries to departments (internal and external)	72 hours' time taken to respond and refer queries to departments (internal and external)	
Public participation	To ensure that all stakeholders participate in the affairs of the municipality by June 2027.	GGP 13	By strengthening community participation	Number of status quo reports on functionality of Ward Committees	0	4 status quo reports on functionality of Ward Committees	4 status quo reports on functionality of Ward Committees	4 status quo reports on functionality of Ward Committees	4 status quo reports on functionality of Ward Committees	Municipal Manager
				Number of Public Participation programs coordinated (IDP/Budget/PMS Rep Forum, MPAC Roadshows, IDP Budget Roadshows and Mayoral Imbizo)		7 Public Participation programs coordinated (4x IDP/Budget/PMS Rep Forum,1x MPAC Roadshows, 1xIDP Budget Roadshows and 1x Mayoral Imbizo)	7 Public Participation programs coordinated (4x IDP/Budget/PMS Rep Forum,1x MPAC Roadshows, 1xIDP Budget Roadshows and 1xMayoral Imbizo)	7 Public Participation programs coordinated (4x IDP/Budget/PMS Rep Forum,1x MPAC Roadshows, 1xIDP Budget Roadshows and 1xMayoral Imbizo)	7 Public Participation programs coordinated (4x IDP/Budget/PMS Rep Forum,1x MPAC Roadshows, 1xIDP Budget Roadshows and 1xMayoral Imbizo)	Municipal Manager
	To ensure that all stakeholders	GGP14	By strengthenin	Number of fora meetings held in 2023/24 FY	11	16 fora meetings LCF-4, Community	16 fora meetings LCF-4, Community	16 fora meetings LCF-4, Community	16 fora meetings LCF-4, Community	Municipal Manager

FOCUS AREA	OBJECTIVE	OBJ. NO.	STRATEGY	INDICATOR	BASELINE	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27	ANNUAL TARGET 2027/28	RESPONSIBILITY
	participate in the affairs of the municipality by June 2027		g community participation			safety Forum-4, Transport Forum-4 and Waste Management Forum-4 held in 2024/2025	safety Forum-4, Transport Forum-4 and Waste Management Forum-4 held in 2024/2025	safety Forum-4, Transport Forum-4 and Waste Management Forum-4 held in 2024/2025	safety Forum-4, Transport Forum-4 and Waste Management Forum-4 held in 2024/2025	

CHAPTER 5

MBHASHE 2024 – 2025 PROJECTS

KPA 1: PROJECTS: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

PROJECT NAME	WARD	FINAL BUDGET 2024-2025	OUTER YEAR 2025-2026	OUTER YEAR 2026-2027
Air Conditioners	Institutional	500,000.00	523,000.00	546,535.00
Bereavement support	Institutional	200,000.00	209,200.00	218,614.00
Career Exhibition	Institutional	500,000.00	523,000.00	546,535.00
Cleaning of offices	Institutional	700,000.00	732,200.00	765,149.00
Compliance with Legislation	Institutional	1,600,000.00	1,673,600.00	1,748,912.00
Computers	Institutional	500,000.00	523,000.00	546,535.00
Convening of oversight structures meetings	Institutional	1,040,000.00	1,087,840.00	1,136,792.80
Council Chamber Recording System	Institutional	110,000.00	115,060.00	120,237.70
Customer Care building	Institutional	150,000.00	156,900.00	163,960.50
Disaster Recovery site establishment	Institutional	2,300,000.00	2,405,800.00	2,514,061.00
Dutywa main Building	Institutional	1,000,000.00	1,046,000.00	1,093,070.00
Dutywa Town Hall Offices	Institutional	-	-	-
Dutywa TRC Offices	Institutional	400,000.00	418,400.00	437,228.00
Town Hall Upgrade	Institutional	3,500,000.00	3,661,000.00	3,825,745.00
Employee wellness programs	Institutional	1,680,000.00	1,757,280.00	1,836,357.60
Executive House	Institutional	100,000.00	104,600.00	109,307.00
Gatyana Municipal Offices	Institutional	650,000.00	679,900.00	710,495.50
Generator (New and Maintenance)	Institutional	250,000.00	261,500.00	273,267.50
ICT License Renewal	Institutional	2,560,000.00	2,677,760.00	2,798,259.20
IT Master Plan-IT Strategic Plan	Institutional	10,000.00	10,460.00	10,930.70
Maintenance of ICT Equipment	Institutional	500,000.00	523,000.00	546,535.00
Maintenance of the lift	Institutional	150,000.00	156,900.00	163,960.50
Municipal Clocking System	Institutional	450,000.00	470,700.00	491,881.50
Leave Management System	Institutional	880,000.00	920,480.00	961,901.60
Municipal Staff Accommodation	Institutional	350,000.00	366,100.00	382,574.50
Network Infrastructure on Municipal offices	Institutional	-	-	-

PROJECT NAME	WARD	FINAL BUDGET 2024-2025	OUTER YEAR 2025-2026	OUTER YEAR 2026-2027
Occupational Health & Safety	Institutional	1,020,000.00	1,066,920.00	1,114,931.40
Performance Management	Institutional	850,000.00	889,100.00	929,109.50
Personal Protective Equipment	Institutional	250,000.00	261,500.00	273,267.50
Printers	Institutional	1,000,000.00	1,046,000.00	1,093,070.00
Provision of electricity	Institutional	2,000,000.00	2,092,000.00	2,186,140.00
Public Ablution	Institutional	500,000.00	523,000.00	546,535.00
Recruitment & Selection	Institutional	2,320,000.00	2352,200.00	2,385,149 .00
Registry Management	Institutional	550,000.00	575,300.00	601,188.50
Study Assistance	Institutional	600,000.00	627,600.00	655,842.00
Tesko Building	Institutional	250,000.00	261,500.00	273,267.50

PROJECT NAME	WARD	FINAL BUDGET 2024-2025	OUTER YEAR 2025-2026	OUTER YEAR 2026-2027
Training and Development for Councillors	Institutional	1,580,000.00	1,652,680.00	1,727,050.60
Training and Development for Employees	Institutional	2,570,000.00	2,688,220.00	2,809,189.90
VPN, Wi-Fi and VoIP	Institutional	1,700,000.00	1,778,200.00	1,858,219.00
Ward Committee Training	Institutional	1,300,000.00	1,359,800.00	1,420,991.00
Water consumption	Institutional	2,000,000.00	2,092,000.00	2,186,140.00
Website management	Institutional	300,000.00	313,800.00	327,921.00
Workshop Office	Institutional	250,000.00	261,500.00	273,267.50
Xhora Municipal Offices	Institutional	450,000.00	470,700.00	491,881.50
Furniture	Institutional	500,000.00	523,000.00	546,535.00
TOTAL BUDGET		**40,070,000.00**	**41,838,700.00**	**43,648,541.50**

KPA 2 PROJECTS: SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT

PROJECT NAME	WARD	FINAL BUDGET 2024-2025	OUTER YEAR 2025-2026	OUTER YEAR 2026-2027
Animal Pound Management	1,13,25	700,000.00	732,200.00	765,149.00
Waste Recyling Solutions	All	3,000,000.00	3,138,000.00	6,138,000.00
Environmental awareness and Signage	1,13,25,22, 29, 20, 32, 19	300,000.00	313,800.00	327,921.00
Environmental Forums	All	260,000.00	271,960.00	284,198.20
Environmental Management	All	600,000.00	627,600.00	655,842.00
EPWP	1,13,25	3489,000.000	3,649,494.00	3,813,721.23
Land Rehabilitation	1,13,25	500,000.00	523,000.00	546,535.00
Law Enforcement/ Traffic support	1,13,25	3,142,000.00	3,286,532.00	3,434,425.94
Library Costs	All	500,000.00	523,000.00	546,535.00
Security Services	1,13,25	7,132,000.00	7,460,072.00	7,773,913.84
Tree Planting	1,13,25	370,000.00	387,020.00	404,435.90
VTS Equipment		-	-	-
VTS Maintenance		-	-	-
Waste Management Services	All	6,950,000.00	7,269,700.00	7,596,836.50
		25,443,000.00	26,613,378.00	30,647,908.61

PROJECT NAME	WARD	BUDGET 2024-2025	BUDGET 2025-2026	BUDGET 2026-2027
Bobani Access Road	15	4.802.553.60	5.023.471.07	5.249.527.26
Bolish to Nqabarha Access Road	12	`	4.197.994.44	4.386.904.19
Cizama to Singeni access road	5	-	-	-
Construction of Dutywa sports facility	1	2.832.691.91	2.962.995.74	3.096.330.54
Construction of Gatyana sport facility	25	2.000.000.00	2.092.000.00	2.186.140.00
Construction of Public Ablution Facility	25	-	-	-
Construction of Xhorha sportfields	13	3.500.000.00	3.661.000.00	3.825.745.00
Construction Stormwater Drainage - Elliotdale	13	3.000.000.00	3.138.000.00	3.279.210.00
Construction Stormwater Drainage - Willowvale	25	3.000.000.00	3.138.000.00	3.279.210.00
Dutywa Taxi and Bus Rank	1	3.114.448.92	5.114.448.92	5.344.599.12
EC121_CONSTRUCTION OF VEHICLE TESTING STATION FOR DUTYWA	1	6.000.000.00	6.276.000.00	6.558.420.00
Electrification	08&13	9.029.000.00	9.444.334.00	9.869.329.03
Emkhwezeni via Chaba Nqadu JSS/ Nkolweni Access Road	11	4.816.915.47	5.038.493.58	5.265.225.79
Energy Efficiency Program	N/A	-	-	-
Gem Community Hall	8	1.489.164.47	1.557.666.03	1.627.761.01
Gravel Road maintanance	All	22.973.000.00	24.029.758.00	25.111.097.11
INFR_BIKANE	14	-	-	-
INFR_EKUBINI	23	-	-	-
INFR_LOWER JUJURA	23	-	-	-
Installation of High masts	25&15	150.000.00	156.900.00	163.960.50
Khwanyana / Xhora river bridge approaches	28	-	-	-
Luxeni to Makhobokeni via Nyandeni & a bridge	6	3.010.000.00	-	-
maintanance of street lights	01,25& 15	3.000.000.00	3.138.000.00	3.279.210.00

PROJECT NAME	WARD	BUDGET 2024-2025	BUDGET 2025-2026	BUDGET 2026-2027
Maintenance of Sollar Panels	N/A	-	-	-
Mathunzini to Nqileni Access Road	26	2.800.000.00	2.928.800.00	3.060.596.00
Mgxabakazi Access Road	22	1.383.466.50	1.447.105.96	1.512.225.72
Munyu bridge structure	7	-	-	-
N2 to Nimrod access road	6	-	-	-
Ndudumeni to Tywaka Access Road	27	3.044.944.99	3.227.641.69	3.372.885.56
Nkolweni Access Road	14	-	-	-
Nqabane bridge approach	6	-	-	-
Ntlahlane Access Road	24	4.125.811.74	4.373.360.45	4.570.161.67
Ntilini to Botwe Access Road	11	3.072.939.61	3.257.315.99	3.403.895.21
Ntsingizi to Mantusini Access Road	17	-	-	-
Ntlonyane Bridge	20	4.000.000.00	4.184.000.00	4.372.280.00
OTP_Sibane Access Road	8	7.000.000.00	-	-
Upgrade of Internal Streets	1	13.000.000.00	-	-
OTP_Msikithi	8	2.000.000.00	2.092.000.00	2.186.140.00
Paving of sidewalks	13&25	3.000.000.00	3.138.000.00	3.279.210.00
PMU		3.516.450.00	3.678.206.70	3.843.726.00
Rehabilitation of existing High mast	25	1.000.000.00	1.046.000.00	1.093.070.00
Riverview to Langeni Access road	13	4.000.000.00	4.184.000.00	4.372.280.00
Sikhobeni to Chaba access road	31	4.015.965.63	4.200.700.05	4.389.731.55
Sihlabeni bridge approaches	6	-	-	-
SPECIALISED WASTE VEHICLES		-	-	-
Surface of Roads Maintenance	1,13&25	3.000.000.00	3.138.000.00	3.279.210.00
Tayi to Ngqungqushe Via Xaba	04	-	-	-
Upgrade of Ngumbela Sport Facility	2	4.295.115.00	4.492.690.29	4.694.861.35

PROJECT NAME	WARD	BUDGET 2024-2025	BUDGET 2025-2026	BUDGET 2026-2027
Upgrading of stormwater	1,13&25	600.000.00	627.600.00	655.842.00
Upgrading of streetlights	15&01	3.000.000.00	3.138.000.00	3.279.210.00
Vinindwa bridge approaches	5	-	-	-
Vonqo bridge structure	5	-	-	-
Willowvale Taxi Rank	25	4.538.703.16	4.747.483.51	4.961.120.26
No-Ofisi to Mthonjeni Access road	28	350.000.00	366.100.00	382.574.50
Gqukesi to Qhorha Access road	2	350.000.00	366.100.00	382.574.50
Bomvana to Lalini Access Road	16	350.000.00	366.100.00	382.574.50
Makabongwe shop to Jikanaye Access road	18	350.000.00	366.100.00	382.574.50
Quku to Mpume Access road	21	350.000.00	366.100.00	382.574.50
NoCwane to Diphini Access road	29	350.000.00	366.100.00	382.574.50
Magwevini Access road	12	350.000.00	366.100.00	382.574.50
Xhora Mouth Bridge	19	16.956.709.58	13.412.339.12	12.141.919.28
Bolotwa Access Road	5	1.995.000.00	1.995.000.00	2.086.770.00
Cumakala to Jojweni	31	1.785.000.00	1.785.000.00	1.867.110.00
Mhuku to Njemane and Chibini	6	1.470.000.00	1.470.000.00	1.537.620.00
Mpepeni to Qelane including bridge	3	3.175.000.00	3.175.000.00	3.321.050.00
Nywarha mission to Makinana and Nokoyo	6	1.995.000.00	1.995.000.00	2.086.770.00
Bulungula bridge	19	783.000.00	783.000.00	819.018.00
Bridge to Kosana school	26	1.700.000.00	1.700.000.00	1.778.200.00
Makhamiso (Nkintshana SPS via Ngxabani to lalini) access road	20	1.785.000.00	1.785.000.00	1.867.110.00
Xanase to Tongana	20	1.645.000.00	1.645.000.00	1.720.670.00
Miller pole to Jalamba SSS via Miller Mission access road	15	1.505.000.00	1.505.000.00	1.574.230.00
Mqhayi junction to Lower Ciko SPS	25	1.750.000.00	1.750.000.00	1.830.500.00
Maqhubela stop to Mabhulwini (Mendu)	21	1.995.000.00	1.995.000.00	2.086.770.00

PROJECT NAME	WARD	BUDGET 2024-2025	BUDGET 2025-2026	BUDGET 2026-2027
Mnandi Access Road	27	1.575.000.00	1.575.000.00	1.647.450.00
Bhomela Junction to forest via Thaleni	10	1.330.000.00	1.330.000.00	1.391.180.00
Xuba JSS to Pewula SPS	15	1.330.000.00		
Ntlangano Bridge to Nkonjane	21	1.900.000.00		
Mfezane to Lubomvini	27	2.170.000.00		
Ludondolo Bridge	07	1.600.000.00		
Ziqu Junction to Nokomis (Provincial Road)	31	1.820.000.00		
Nketshu to Mcelwana	15	1.470.000.00		
Xauka	05	1.470.000.00		
Bongweni	04	2.065.000.00		
Thafalehashe to Bulungula	28	2.135.000.00		
Cwebe Mbombenkulu to Geya	20	2.030.000.00		
TOTAL BUDGET		**205.995.880.57**	**173.333.005.52**	**179.283.503.67**

KPA 3 PROJECT: LOCAL ECONOMIC DEVELOPMENT

PROJECT NAME	WARD	BUDGET 2024-2025	2025-2026	2026-2027
Agricultural Information Days	All	300,000.00	313,800.00	327,921.00
Conveyancing	1,13,25	600,000.00	627,600.00	655,842.00
Co-Operatives Development	All	1,500,000.00	1,569,000.00	1,639,605.00
Craft development	All	230,000.00	240,580.00	251,406.10
Crop Production	All	400,000.00	4184,000.00	4,372,280.00
Drawing plans for all municipal buildings	Institutional	-	-	-
Enterprise (SMME) Development Support	All	600.000.00	418,400.00	437,228.00
External Events	All	1,000,000.00	1,046,000.00	1,093,070.00
Heritage Development Strategy	Institutional	590,000.00	617,140.00	644,911.30
High Value Crop (HVC) Sorghum Production		-	-	-
Housing Sector Plans		-	-	-
Informal Trader Support	1,13,25	250,000.00	261,500.00	273,267.50
Internal Events (Tourism)	All	2,250,000.00	2,353,500.00	2,459,407.50
Investment Brochure	Institutional	240,000.00	251,040.00	262,336.80
Land Audit	1,13,25	-	-	-
Land Use Scheme	All	285,000.00	298,110.00	311,524.95
Life Rescue Services	19,20,22,29,32	730,000.00	763,580.00	797,941.10

PROJECT NAME	WARD	BUDGET 2024-2025	2025-2026	2026-2027
Livestock Improvement	All	2,000,000.00	2,092,000.00	2,186,140.00
Marine Economic Initiative support	19	300,000.00	313,800.00	327,921.00
SDF		200,000.00	209,200.00	218,614.00
SMME Capacity Building Programmes	All	400,000.00	418,400.00	437,228.00
SMMEs Roadshows	All	200,000.00	209,200.00	218,614.00
Spluma Implementation		300,000.00	313,800.00	327,921.00
Supporting of Tour Guides	22,29,21,20 ,32,19	330,000.00	345,180.00	360,713.10
Surveying		1,000,000.00	1,046,000.00	1,093,070.00
Township Establishment (Layout Plans)	1,13,25	700,000.00	732,200.00	765,149.00
Upgrading of informal settlements	1,13,25	-	-	-
Wool Processing Plant	1	500,000.00	523,000.00	546,535.00
Mayoral Investment Symposiums Attendenace (New)	19, 22	100,000.00	104,600.00	109,307.00
Tourism & Heritage Support Fund (New)	3, 8, 20, 21, 22, 23, 29, 27	1,000,000.00	1,046,000.00	1,093,070.00
Dutywa Arts Centre Redevelopment	1	2,500,000.00	2,615,000.00	2,732,675.00
Development of Sector Plans	1,13,25	870,000.00	910,020.00	950,970.90
Battle of Lurhwayizo Development Project (New)	23	900,000.00	941,400.00	983,763.00
		23,875,000.00	24,764,050.00	25,878,432.25

KPA 4 PROJECTS: FINANCIAL VIABILITY AND MANAGEMENT

PROJECT NAME	WARD	FINAL BUDGET 2024-2025	2025-2026	2026-2027
AFS Preparation	Institutional	1,410,000.00	1,474,860.00	1,541,228.70
Annual Regularity Audit	Institutional	6,000,000.00	6,276,000.00	6,558,420.00
Debt Collection	Institutional	720,000.00	753,120.00	787,010.40
Expenditure and payroll management	Institutional	1,240,000.00	1,297,040.00	1,355,406.80
Financial Management Grant	Institutional	1,700,000.00	1,778,200.00	1,858,219.00
Fleet Management	Institutional	10,272,732.93	10,745,278.64	11,228,816.18
Free Basic Services	Institutional	1,290,000.00	1,349,340.00	1,410,060.30
Full Implementation of SCM system	Institutional	570,000.00	596,220.00	623,049.90
General Valuation Roll	Institutional	2,560,000.00	2,677,760.00	2,798,259.20
GRAP Compliant Asset Register	Institutional	6,892,732.93	7,209,798.64	7,534,239.58
mSCOA Implementation	Institutional	3,035,000.00	3,174,610.00	3,317,467.45
		35,690,465.86	37,332,227.29	39,012,177.52

KPA 5 PROJECTS: GOOD GOVERNANCE & PUBLIC PARTICIPATION

PROJECT NAME	WARD	FINAL BUDGET 2024-2025	OUTER YEAR 2025-2026	OUTER YEAR 2026-2027
Annual report development	Institutional	100.000.00	104.600.00	109.307.00
Branding of the Municipality	Institutional	1.000.000.00	1.046.000.00	1.093.070.00
Co-ordination of Audit and Risk Committee meetings	Institutional	500.000.00	523.000.00	546.535.00
Customer care update	Institutional	580.000.00	606.680.00	633.980.60
Development of Newsletters	Institutional	550.000.00	575.300.00	601.188.50
Engagement meetings	Institutional	430.000.00	449.780.00	470.020.10
Fraud Awareness	Institutional	400.000.00	418.400.00	437.228.00
IDP Development	Institutional	765.000.00	800.190.00	836.198.55
IGR meetings	Institutional	30.000.00	31.380.00	32.792.10
implementation of Communication Strategy and media Plan	Institutional	1.230.000.00	1.286.580.00	1.344.476.10
Implementation of IDP, SDBIP and Budget integration	Institutional	440.000.00	460.240.00	480.950.80
Internal Audits and ad-hoc assignments	Institutional	1.748.700.00	1.829.140.20	1.911.451.51
Legal cases	Institutional	3.500.000.00	3.661.000.00	3.825.745.00
MPAC	Institutional	550.000.00	575.300.00	601.188.50
MRM Programs	Institutional	500.000.00	523.000.00	546.535.00
Policy Review	Institutional	1.000.000.00	1.046.000.00	1.093.070.00
Programmes as per HIV/Aids, STI & TB Strategy Implementation Plan	Institutional	95.000.00	99.370.00	103.841.65
Programmes for Designated groups as per SPU Strategy	Institutional	2.115.000.00	2.212.290.00	2.311.843.05
Public Participation Programmes/Meetings	Institutional	1.310.000.00	1.370.260.00	1.431.921.70
Risk Management	Institutional	110.000.00	115.060.00	120.237.70
SALGA	Institutional	1.950.000.00	2.039.700.00	2.131.486.50
Ward Committee Administration	Institutional	5.050.000.00	5.282.300.00	5.520.003.50
Whippery Programme	Institutional	120.000.00	125.520.00	131.168.40
Performance Management System	Institutional	600.000.00	627.600.00	655.842.00
Women caucus	Institutional	380.000.00	397.480.00	415.366.60
TOTAL		**25.053.700.00**	**26.206.170.20**	**27.385.447.86**

PROJECTS BY OTHER SECTOR DEPARTMENTS

AMATHOLE DISTRICT MUNICIPALITY

						"ANNEXURE K1"
MIG THREE YEAR CAPITAL PLAN 2024 to 2027	New /Renew	Water /Sanitation/ VIP/Other	2024/25 DoRB AMOUNT	2025/26 DoRB AMOUNT	2026/27 DoRB AMOUNT	Region
District wide water services master plan	Water		4.200.000	10.000.000	7.456.126	ADM: WHOLE DISTRICT
MBHASHE LM						
Sundwane water supply scheme including other villages	Water	Water Supply Infrastructure	4.590.000	18.000.000	18.000.000	EC121 MBHASHE
Mgwali North Water Supply Scheme	Water	Water Supply Infrastructure	13.294.699	17.000.000	26.383.615	EC121 MBHASHE
Mgwali South Water Supply Phase B	Water	Water Supply Infrastructure	13.500.000	19.000.000	19.000.000	EC121 MBHASHE
Idutywa East Water Supply Scheme Phase 2	Water	Water Supply Infrastructure	13.258.421	-	-	EC121 MBHASHE
Ward 31 Water Supply Scheme	Water	Water Supply Infrastructure	12.500.000	13.000.000	13.000.000	EC121 MBHASHE
Bende Water Supply Scheme	Water	Water Supply Infrastructure	12.600.000	13.000.000	13.000.000	EC121 MBHASHE
Shixini Water Supply Scheme	Water	Water Supply Infrastructure	13.600.000	5.550.920	-	EC121 MBHASHE
Elliotdale Waste Water Treatment Works Feasibility Study	Sanitation	Wastewater Infrastructure	2.300.000	7.298.007	-	EC121 MBHASHE
Upgrading of sewer system to accommodate future developments in Dutywa	Sanitation	Wastewater Infrastructure	10.500.000	16.297.537	16.297.537	EC121 MBHASHE
Upgrading of water storage & retic to accommodate future development in Dutywa	Water	Water Supply Infrastructure	17.500.000	30.000.000	30.000.000	EC121 MBHASHE
Sewage Reticulation in Willowvale	Sanitation	Sanitation Infrastructure	3.500.000	1.679.187	1.679.187	EC121 MBHASHE
Repairs and Refurbishment of Water Infrastructure: Mbhashe	Water	Water Supply Infrastructure			-	EC121 MBHASHE
Completion of backlog- Mbhashe area wide sanitation project	VIPs	Installation of VIP Structures	14.900.000	16.000.000	29.000.000	EC121 MBHASHE

AMATHOLE DISTRICT MUNICIPALITY - REGIONAL BULK INFRASTRUCTURE GRANT THREE YEAR CAPITAL PLAN 2024||2027 MTREF

PROJECT TITLE	TYPE	REGION	BUDGET 2024||202	BUDGET 2025||202	BUDGET 2026||202
Xhora East Water Supply	Water	EC121 MBHASHE	5.000.000	4.000.000	-
Sundwana Water Supply	Water	EC121 MBHASHE	-	10.000.000	10.000.000
TOTAL:			**5.000.000**	**14.000.000**	**10.000.000**

AMATHOLE DISTRICT MUNICIPALITY - WATER SERVICES INFRASTRUCTURE GRANT THREE YEAR CAPITAL PLAN 2024||2027 MTREF

PROJECT TITLE	TYPE	REGION	BUDGET 2024||202	BUDGET 2025||202	BUDGET 2026||202
Drilling and Testing of Mbashe, Mnquma and Great Kei Boreholes	Water	ADM: WHOLE DISTRICT	5.000.000	5.000.000	10.000.000
Refurbishment of Sewage Systems in Amathole DM	Sanitation	ADM: WHOLE DISTRICT	5.000.000	7.000.000	5.000.000
Non Revenue Water Loss Control Project: Mbashe	Water	EC121 MBHASHE	4.000.000	5.000.000	5.000.000
Mncwasa	Water	EC121 MBHASHE	5.000.000	10.000.000	10.000.000
Equipping of Mbashe and Mnquma Boreholes	Water	EC121 MBHASHE	4.041.000	8.000.000	10.000.000
TOTAL:			**23.041.000**	**35.000.000**	**40.000.000**

ESKOM- MBHASHE 24/25 ELECTRIFICATION PLAN

PROJECT NAME	PROJECT TYPE	BENEFICIARIES	PLANNED CAPEX	PLANNED H/H
Dutywa Wards Ext	Households	Upper bolotwa(Vonqo & Khalankomo,gilandoda),Kwanxabane ,Bolotwa A, Matshaweni bolotwa B,Esihlabeni, Mhuku Nqabane, Nqabane qolweni, Masango,Njemane,bethani, Daymane, Lota Luxeni,Ginqi,Silityiwa, Jadezweni	R14 157 000.00	363
Gatyana Wards Ext	Households	Ntlabane, Lower dadamba, Komkulu Z, Ntilini, Mandluntsha, NtlabaneC, B, Ncedana, Gosani, Nkanga	R 5 616 000.00	144
Elliotdale Wards Ext	Households	None (Capacity Issue.)	0	0
Willowvale 22 kv Feeder Bay	Infrastructure		R 1 200 000.00	0
Willowvale 10km line	Infrastructure		R 4 000 000.00	0
Mbanjwa 22kv feeder bay	Infrastructure		R 1 200 000.00	0
Mbanjwa link line.	Infrastructure		R 6 400 000.00	0
Idutywa / Qunu 22kV 200A 32 step closed delta voltage regulator and NOP	Infrastructure		R 1 500 000.00	0
Xhora Substation 132/22KV 2X20MVA S/S Pre-Eng	Pre-Eng		R 6 288 916.00	0
Mbhashe infills type 1	H/H	Various	R 1 560 000.00	200
Mbhashe Pre-Eng	Engineering costs		R 1 200 000.00	0
Mbhashe Schedule5B Pre-Eng	Engineering costs		R 289 875.00	0
MBHASHE LM TOTAL			**R43 411 791.00**	**707**

- **DEPARTMENT OF COMMUNITY SAFETY**

Project Name	Project Description	Duration	Budget	Region (Police Station area)
Social Crime Prevention Program (Crime Awareness Program)	Dutywa	August 2024	R 30 000	Dutywa
Support Municipality with functioning of Community Safety Forum (CSF)	As per invitation from Municipality			

Multi-Year Expanded Public Works Programme

Local Municipality	PROJECTS	NATURE OF SUPPORT	Number Of Participants per project	BUDGET
Mbhashe LM	Household Contractors	Routine Road Maintenance	720	7 724 160,00
	SHE Cleaners (DPWI Elliotdale & Dutywa offices)	Safety of Officials & public entering govt premises	5	134 100,00
	Scholar Transport Monitors	Safety of Learners	41	1 099 620,00
	Walking Bus	Safety of Learners	25	670 500,00
	Supervisor	Supervision and M&E	48	2 292 480,00
	Road Rangers	Safety of road users	23	741 600,00
	NYS Learners	Routine Road Maintenance, Mechanical & administration	1	31 200,00
	Upscaling project (Routine maintenance along DR08045,Dutywa to Dwesa road(Project will end in 2023/24)	Routine Road Maintenance	35	R6,625,000.00

Road Maintenance Programme

LOCAL MUNICIPALITY	PROJECTS	NATURE OF SUPPORT	BUDGET
Mbashe LM	Re-gravelling by plant hire	Re-gravelling 5km along DR08349 (Ndlwana)	R3 034 500
	Re-gravelling by plant hire	Re-gravelling 5,1km along DR08327 (Manyathi)	R2 975 000
	Re-gravelling by plant hire	Re-gravelling 9km and Wet blading 2km along DR08346 (Ngcizela)	R5 365 000
	Re-gravelling by plant hire	Re-gravelling 6,52km and Wet blading 4km along DR08333 (Ncihana)	R3 897 250
	Re-gravelling by plant hire	Re-gravelling 12km and Wet blading 15km along DR08044 (Idutywa to Willow-A)	R6 551 000
	Framework projects	Wet blading, Patch gravelling and erosion protection on various roads along LMA	R3 100 000
	Framework projects	Pothole patching Road marking Side drain and culvert cleaning Gaurdrail repairs (all activities along DR08045: Willowvale)	R6 250 000

Construction of Welisizwe Bridges

Local Municipality	Ward	Village	Number Of Participants per project
Mbhashe	28	Folokhwe	40
	18	Mndwaka	40
	25	Mqothane	40

Public Transport: Bus Subsidy (AB350)

LOCAL MUNICIPALITY	ROUTES	BENEFICIARIES
MBHASHE MUNICIPALITY	Mdundu-Dutywa	238 800
	Mbhongo-Dutywa	
	LUKHOZANA V WILLOW- Dutywa	
	MENDWANA V WILLOW-Dutywa	
	MENDWANA V WILLOW-Dutywa	
	DWESA/NTUBENI-Dutywa	
	Ngqesa-Willow-Butterworth	

LAW ENFORCEMENT TRAFFIC		
LOCAL MUNICIPALITY	PROJECTS	NATURE OF SUPPORT
All LM's	**Reduced road traffic crashes and fatalities**	• Speed Ops • Drunken Driving • Stop and check • Pedestrian Ops • Selective Law enforcement, namely:- • Public Transport • Warrant of Arrest • K78 Roadblock • Stray Animal

Road Safety Projects and Programmes

Project Name	Project Target	Local Municipality	Budget
Stray Animal management	Herdsmen, Traditional Leaders	**Mbhashe LM**	**R 280 817**
Driver Training	Bus ,Taxi and Truck Drivers		
Passenger Safety	Passengers		
Driver Education	Drivers		

DEPARTMENT OF SOCIAL DEVELOPMENT
SERVICES TO OLDER PERSONS

FUNDED PROJECTS	NO OF PROJECTS	LOCAL MUNICIPALITY	ALLOCATED AMOUNT 2023-2024	ALLOCATED AMOUNT 2024-2025
Service Centres	96	Amahlathi Mnquma Raymond Mhlaba Mbashe Great Kei Ngqushwa	R11 081 784	R11 081 784

SERVICES TO PERSONS WITH DISABILITIES

FUNDED PROJECTS	NO OF PROJECTS	LOCAL MUNICIPALITY	ALLOCATED AMOUNT 2023-2024	ALLOCATED AMOUNT 2024-2025
Community Based Rehabilitation Centers	8	Ngqushwa Mbashe Great Kei	R727 644	R727 644

HIV/AIDS PROGRAMMES

FUNDED PROJECTS	NO OF PROJECTS	LOCAL MUNICIPALITY	ALLOCATED AMOUNT 2023-2024	ALLOCATED AMOUNT 2024-2025
Family resource centres	3	Mnquma Raymond Mhlaba Mbashe Ngqushwa	R423 600	R 423 600
Family Preservation	3	Mnquma Mbashe	R547 826	R548 925

SOCIAL RELIEF OF DISTRESS

FUNDED PROJECTS	NO OF PROJECTS	LOCAL MUNICIPALITY	ALLOCATED AMOUNT 2023-2024	ALLOCATED AMOUNT 2024-2025
Family resource centres	3	Mnquma Raymond Mhlaba Mbashe Ngqushwa	R423 600	R 423 600
Family Preservation	3	Mnquma Mbashe	R547 826	R548 925

SOCIAL RELIEF OF DISTRESS

SOCIAL RELIEF OF DISTRESS	LOCAL MUNICIPALITY	ALLOCATED AMOUNT 2023-2024	ALLOCATED AMOUNT 2024-2025
Material support available (Clothing, groceries, linen and sanitary towels)	Amahlathi Mnquma Raymond Mhlaba Mbashe Great Kei Ngqushwa	R1 177 255	R1 226 446.30

COMMUNITY BASED CARE SERVICES FOR CHILDREN

FUNDED PROJECTS	NO OF PROJECTS	LOCAL MUNICIPALITY	ALLOCATED AMOUNT 2023-2024	ALLOCATED AMOUNT 2024-2025
Drop-in Centres	9	Great Kei Mbashe Mnquma Ngqushwa Raymond Mhlaba	R 1 361 856	R1 361 856
Child Protection Organisations & Prevention and Early Intervention Programmes	4	Raymond Mhlaba Mnquma Mbashe	R2 836 290	R2 909 525

VICTIM EMPOWERMENT PROGRAMME

FUNDED PROJECTS	NO OF PROJECTS	LOCAL MUNICIPALITY	ALLOCATED AMOUNT 2023-2024	ALLOCATED AMOUNT 2024-2025
White Doors	26	Mnquma Amahlathi Great Kei Raymond Mhlaba Ngqushwa Mbashe	R4 467 692	R4 737 742

SUBSTANCE ABUSE PREVENTION AND REHABILITATION

FUNDED PROJECTS	NO OF PROJECTS	LOCAL MUNICIPALITY	ALLOCATED AMOUNT 2023-2024	ALLOCATED AMOUNT 2024-2025
TADA Programmes	9	Amahlathi Great Kei Mbashe Mnquma Raymond Mhlaba	R 1 191 692	R 1 244 636

POVERTY ALLEVIATION AND SUSTAINABLE LIVELIHOODS

FUNDED PROJECTS	NO OF PROJECTS	LOCAL MUNICIPALITY	ALLOCATED AMOUNT 2023-2024	ALLOCATED AMOUNT 2024-2025
Sustainable Livelihoods Projects	9	Amahlathi Mbashe Mnquma Ngqushwa Great Kei	R 2 075 345	R2 075 345

YOUTH DEVELOPMENT

FUNDED PROJECTS	NO OF PROJECTS	LOCAL MUNICIPALITY	ALLOCATED AMOUNT 2023-2024	ALLOCATED AMOUNT 2024-2025
Youth Development Projects	2	Mnquma Mbashe	R 420 000	R420 000
FUNDED PROJECTS	NO OF PROJECTS	LOCAL MUNICIPALITY	ALLOCATED AMOUNT 2023-2024	ALLOCATED AMOUNT 2024-2025
Youth Development Projects	2	Mnquma Mbashe	R 420 000	R420 000

WOMEN DEVELOPMENT

FUNDED PROJECTS	NO OF PROJECTS	LOCAL MUNICIPALITY	ALLOCATED AMOUNT 2023-2024	ALLOCATED AMOUNT 2024-2025
Women Development	4	Amahlathi Mbashe Mnquma	R400 000	R430 000

DEPARTMENT OF SPORT RECREATION ARTS AND CULTURE

ACTIVITY	WARD	VILLAGE	BUDGET	TIME-FRAME
SUPPORT TO TABLE TENNIS LEAGUE	13	FAMENI VILLAGE ELLIOTDALE	R35 000	MAY/JUNE 2024
SUPPORT TO DISTRICT INDIGENOUS GAMES FESTIVAL	1	DUTYWA	R78 000	JUNE 2024
SUPPORT TO ATHLETICS CROSS COUNTRY LEAGUE	28, 18, 13	ELLIOTDALE	R37 000	JULY 2024
SUPPORT TO HORCE RACING AND RIDING FESTIVAL	8	BHOMELA VILLAGE DUTYWA	R38 000	SEPTEMBER 2024
SUPPORT TO RURAL SPORT DEVELOPMENT	11	NQADU WILLOWVALE	R25 000	OCTOBER 2024

ACTIVITY	WARD	VILLAGE	BUDGET	TIME-FRAME
GAMES (SUPPORT TO TRADITIONAL COUNCIL)				
SUPPORT TO KULO-KHALA HUB RECREATION FESTIVAL	30	KULO-KHALA/KHALANE VILLAGE WILLOWVALE	R12 000	DECEMBER 2024
SUPPORT WITH EQUIPMENT AND/OR ATTIRE TO:	22	Qora Village Willowvale	R15 000	DECEMBER 2024
Qora Young Tigers Table Tennis Club	18	Lota Village Dutywa	R15 000	
Lota Athletics Club Warriors Volleyball Club	25	Willovale	R15 000	
SUPPORT WITH EQUIPMENT AND/OR ATTIRE TO				DECEMBER 2024
Ligugu Netball Club	30	Mboya Nqadu Willowvale	R15 000	
Trustini United Football Club	25	Ciko Village Nqadu Willowvale	R15 000	

DEPARTMENT OF RURAL DEVEVELOPMENT AND AGRARIAN REFORM

NAME OF PROJECT	BRIEF DISCRIPTION	WARD/ LOCATION	PROJECT AMOUNT	DURATION
MBHASHE GRAIN PRODUCERS	NEW INFRASTRUCTURE CAPITAL			30 March 2025
Ntlantsana	NEW INFRASTRUCTURE CAPITAL		850,000	30 March 2025
Qwaninga maize project	NEW INFRASTRUCTURE CAPITAL		550,000	Wednesday 31, 2028
Sundwana Maize Project	NEW INFRASTRUCTURE CAPITAL			Wednesday 31, 2028
Hobeni Maize Project	NEW INFRASTRUCTURE CAPITAL			Friday 1, 2029
Nkwalin Bafazi Maize project	NEW INFRASTRUCTURE CAPITAL			Tuesday 31 2031
Ntlabane (Masihlume Safa Yindla)	NEW INFRASTRUCTURE CAPITAL			Friday 30,2031
Ngcizela Maize project				
MBHASHE LIVESTOCK DEVELOPMENT	NEW INFRASTRUCTURE CAPITAL			30 March 2026
Emaphikweni - Tyholomi	NEW INFRASTRUCTURE CAPITAL			30 March 2026
Nqabarha Farmers Association	NEW INFRASTRUCTURE CAPITAL			Tuesday March 30, 2027
Ngwane Diptank	NEW INFRASTRUCTURE CAPITAL			Friday 28 March 2029
Lower Jotela Diptank	NEW INFRASTRUCTURE CAPITAL			30 March 2026
Masibambane WGA	NEW INFRASTRUCTURE CAPITAL			Tuesday March 30, 2026
Mhala Shearing shed	NEW INFRASTRUCTURE CAPITAL			Wednesday 31 March 2027
Qeqe Shearing shed	NEW INFRASTRUCTURE CAPITAL			Wednesday 31 March 2027

NAME OF PROJECT	BRIEF DISCRIPTION	WARD/ LOCATION	PROJECT AMOUNT	DURATION
Mqhele Shearing Shed	NEW INFRASTRUCTURE CAPITAL			Tuesday March 30, 2027
Gusi Shearing Shed	NEW INFRASTRUCTURE CAPITAL			Friday 28 March 2029
Zamukulungisa Shearing Shed	NEW INFRASTRUCTURE CAPITAL			Friday 28 March 2029
Mhuku WGA	NEW INFRASTRUCTURE CAPITAL			Wednesday 31 March 2028
Masiphathisane WGA	NEW INFRASTRUCTURE CAPITAL			Wednesday 31 March 2028
Siyavuka WGA (Ndakeni)	NEW INFRASTRUCTURE CAPITAL			Wednesday 31 March 2028
Manganyela WGA	NEW INFRASTRUCTURE CAPITAL			Wednesday 31 March 2027
Siyanqwena Shearing Shed	NEW INFRASTRUCTURE CAPITAL			Saturday 31 March 2029
Madakana large Diptank	NEW INFRASTRUCTURE CAPITAL			Saturday 31 March 2029
Keti large Diptank	NEW INFRASTRUCTURE CAPITAL			Saturday 31 March 2029
Old Idutywa	NEW INFRASTRUCTURE CAPITAL			Saturday 31 March 2029
Wewe - Ngcingwan Large diptank	NEW INFRASTRUCTURE CAPITAL			30 March 2027
Ngqatyana WGA	NEW INFRASTRUCTURE CAPITAL			30 March 2025
Mbanga	NEW INFRASTRUCTURE CAPITAL		700,000	30 March 2025
Zweliyazuza/ Colose			700,000	
MBHASHE CITRUS GROWERS				

NAME OF PROJECT	BRIEF DISCRIPTION	WARD/ LOCATION	PROJECT AMOUNT	DURATION
			2,000,000	
REVITALISATION OF IRRIGATION SCHEMES	NEW INFRASTRUCTURE CAPITAL			**Friday March 31, 2028**
Khaya Youth FARMING COOP	NEW INFRASTRUCTURE CAPITAL			**Tuesday 31 March 2027**
Mqhele Coop				
MBHASHE PIGGERY AND POULTRY	NEW INFRASTRUCTURE CAPITAL			30 March 2027
IKAMVA AGRIC COOP	NEW INFRASTRUCTURE CAPITAL			Wednesday March 31, 2027
Vukani Farm Stall	NEW INFRASTRUCTURE CAPITAL			Wednesday March 31, 2027
Gwabe Poultry	NEW INFRASTRUCTURE CAPITAL			Wednesday March 31, 2027
M&B Coop				
HORTICULTURE				**Tuesday March 30, 2026**
Vukani Tyekelebende			130,000	**Tuesday March 30, 2026**
Star Vegetable Production SA GAP (Pase 2)				Tuesday 31 March 2027
Vuka Lutsha (2 ventilated containers) SA GAP				

NAME OF PROJECT	BRIEF DISCRIPTION	WARD / LOCATION	PROJECT AMOUNT	DURATION
PROJECTS	**shed with small stock dipping tank, Fencing of grazing lands, Shearing Stockwater systems,**		**R16 860 000**	
Amathole Livestock Development	**Animal handling facilities & Diptank (Renovation &New)**		**R2 232 000**	
Amathole Grain producers	Fencing of arable lands		**R3 900 000**	
Amathole Citrus Growers	Fencing, irrigation system development		**R2 566 000**	
Horticulture &Revitalisation of irrigation schemes	300ha,Construction of Multipurpose shed Gap-Certification		**R1 100 000**	
Amathole Piggery &Poultry	Installation of irrigation system, and construction od packshed and storage facilities			
TOTAL	500 Sow Unit, poultry structure and Hatchery		**R19 638 000**	

INFRASTRUCTURE INVESTMENT-LIVESTOCK

NAME OF PROJECT	BRIEF DISCRIPTION	WARD/ LOCATION	PROJECT AMOUNT	DURATION
Zidlele Farm	Borehole Repaires		**R210,000**	2025/26
Ephikweni/Tyholomi	New Large Stock Diptank		R700,000	2025/26
Nqabarha Farmers Association	Renovation Diptank		R682,000	2026/27

INFRASTRUCTURE INVESTMENT-LIVESTOCK (WOOL)

NAME OF PROJECT	BRIEF DISCRIPTION	WARD/LOCATION	PROJECT AMOUNT	DURATION
Masibambane WGA	Construction of shearing shed with small stock diptank		1 300 000.00	2025/26
Mhala Shearing Shed	Shearing sheds with equipment and small stock dipping tank		1 300 000. 00	2025/26

AGRICULTURE/IRRIGATION SCHEMES

NAME OF PROJECT	BRIEF DISCRIPTION	WARD/ LOCATION	PROJECT AMOUNT	DURATION
Vukani Tyekelebende	**(2 ventilated containers)**		130 000	2025/26
Star Vegetable Production SA GAP	**2 containers; 1 ventilated with shelves and 1 refrigerator container, ablution facilities**		662 503	2024/25
Vuka 13Lutsha (2 ventilated containers)SA GAP	**2 ventilated containers**		130 000	2026/27

MBHASHE CROPPING PROJECTS

NAME OF PROJECT	WARD/LOCATION	PROJECT AMOUNT
Lusizini Zimpuku Masidlesonke Mpepheni (Qhubeka) Tyholomi Masibambane xeni Siyalima Mafama Gxarha Masikhule Vonqo Qeqe Bambanani-Ngxingweni Ephikweni Masilime – Lota Silityiwa Maize Project Vukuzenzele Makukhanye F.A Sikhulanathi-Nqabane Siyathuthuka Farmers (Mbelo) Wagwetywandlala (Candu) Vukuzenzele Chizela Maze Chachazele Varhoyi Maize Project (Bangani) Makusetyenzwe Mangathi Masijongane	**3.1 Elliotdale -Fencing in Ntlantsana maize project 8 km** **3.2 Dutywa- Mbanga Shearing Shed** **3.3 Dutywa- Zweliyazuza Shearing Shed** **3.4 Dutywa- Khanya stock water** **3.5 Dutywa- Xobo spring water**	• Household -R1 716 000.00 for 858 Beneficiaries in all Wards • Cropping -R5 520 000.00 for 1700 ha • Vegetables -R250 000.00 for 25 ha • Custom feeding-R90 000.00 • Star Vegies and Vukani tyekelebende (GAP compliance)

NAME OF PROJECT	WARD/LOCATION	PROJECT AMOUNT
Ebende Maize -LM Holdings Zibomvu Xabajiyana Maize Vukani Masihlume Old Idutywa Mbewuleni Masihlume Maize Mqonci Maize Project Dadamba Fortbowkwer Fort Malan Gangatha Mahlezana Mandluntsha Ngcizele Nqandu Komkhulu Ntlabane Qwaninga Tswelelitye Weza Nqandu Cithindla Mahasana		
Upper Jotela Phaphasini Wilowvale UFD Cropping Program Sande Project Mnandi (Philikhuba)		

NAME OF PROJECT	WARD/LOCATION	PROJECT AMOUNT
AgriSA Project Siyazama Xuba Farmers ASS Mbhanyana Farmers Association Mpakama Maize Project Stoney Drift		
Hobeni Farmers Project Cwebe Ntlonyana Maize Project Ntlantsana Maize Project Nkwalini Madwaleni Nqandu Whiphold (Partnership) Gwadana Whiphold (Partnership) Chachazele LMH (Partnership) Nqadu LMH (Partnership) Mgwevini LMH (Partnership) Qhora (Partnership)		

CHAPTER 6

FINANCIAL PLAN 2023/24

6.1. INTRODUCTION AND BACKGROUND

Section 26 of the Local Government: Municipal Systems Act (Act No 32 of 2000) as amended lists the core components of an Integrated Development Plan for all municipalities and section 26(h) requires the IDP to include a Financial Management Plan which "must include a budget projection for at least the next three years". Mbhashe Municipality has prepared this Financial Plan for 2023/24 in compliance with Section 26(h) of the Municipal Systems Act, as amended.
The IDP is a guiding document for the Municipality's 2023/24 budget planning process. The IDP's outcome is the alignment of all departmental planning processes to the mission and vision of the Municipality in achieving its long-term strategic goals. Therefore, the Financial Plan ensures that the objectives of the IDP are achieved over its implementation period, and also strives to ensure that scarce resources are obtained timeously and allocated to the relevant projects in line with the key targets of the IDP. The fundamental goal of the Municipality in all its processes is to enhance service delivery to its community and contribute to improved socioeconomic activities for its citizens. The municipality has complied fully in the implementation of the Municipal Regulations on a Standard Chart of Accounts (*mSCOA*) since 01st July 2017. The financial plan includes an Operating Budget and Capital Budget for the 2023/24 MTREF period which is informed by the Integrated Development Plan priorities and strategic direction of the Municipality.

6.2. OVERVIEW OF THE MEDIUM-TERM REVENUE AND EXPENDITURE BUDGET

Each department in the Municipality had to review the business planning process, setting of priorities and targets to compile the 2023/24 MRTEF operational and capital budgets. The application of sound financial management principles for the compilation of Mbhashe Municipality's Budget is essential and critical to ensure that the municipality remains financially viable and that municipal services are provided sustainably, economically and equitably to all communities. The table below shows a summary of Mbhashe Municipality's 2023/24 MTREF budget.

DETAILS	BUDGET PRIOR YEAR 2021/22	RESIVED BUDGET CURRENT YEAR 2022/23	PROJECTED FORECAST BUDGET YEAR 2023/24	PROJECTED FORECAST OUTER YEAR 2024/25	PROJECTED FORECAST OUTER YEAR 2025/26
TOTAL INCOME	R 421 931 682	R 515 157 782	R 475 089 940	R 487 666 737	R 510 534 304
TOTAL EXPENDITURE	R 370 731 682	R 458 157 782	R 418 089 940	R 427 873 737	R 447 931 033
SURPLUS/(DEFICIT) FOR THE YEAR-NON CASH ITEMS	**(R 51 200 000)**	**R 57 000 000**	**R 57 000 000**	**R 59 793 000**	**R 62 603 271**

The total operating revenue has decreased by 7.76% in 2023/2024 financial year when compared to the 2022/2023 Revised Budget and increased by 2.53% and increased by 4.72% for the outer years respectively. The major contributing factor for the revenue decrease from 2022/23 to 2023/24 is the once off Grant that was received which was for responding to Disaster and approved MIG roll over. Equitable share has increased as per allocation from DORA, we have also increased projections from our own revenue sources.

The total expenditure for the 2023/2024 financial year has been projected to be at R 418 million, it has decreased when compared to the 2022/2023 Revised Budget, operational expenditure has decreased by 8.73% in the 2023/2024 budget year and increased by 2.15% and increased by 4.68% on the outer years of the MTREF respectively.

6.2.1 Operational Budget

The following table represents the 2022/23 MTREF Operational Budget:

EC121 Mbhashe - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2019/20	2020/21	2021/22	Current Year 2022/23				2023/24 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26
Revenue											
Exchange Revenue											
Service charges - Electricity	2	-	-	-	-	-	-	-	-	-	-
Service charges - Water	2	-	-	-	-	-	-	-	-	-	-
Service charges - Waste Water Management	2	-	-	-	-	-	-	-	-	-	-
Service charges - Waste Management	2	309	3,491	2,638	500	500	500	500	500	525	549
Sale of Goods and Rendering of Services		717	1,165	543	650	650	650	367	550	577	604
Agency services		(786)	1,859	2,555	400	400	400	5,655	600	629	659
Interest		-	-	-	-	-	-	-	-	-	-
Interest earned from Receivables		(1,520)	560	1,086	-	-	-	577	-	-	-
Interest earned from Current and Non Current Assets		5,743	5,717	11,615	5,000	5,000	5,000	13,372	15,000	15,735	16,475
Dividends		-	-	-	-	-	-	-	-	-	-
Rent on Land		-	-	-	-	-	-	-	-	-	-
Rental from Fixed Assets		1,653	1,654	2,001	1,850	1,850	1,850	2,794	1,770	1,857	1,944
Licence and permits		(551)	-	-	-	-	-	-	-	-	-
Operational Revenue		772	931	1,273	400	400	400	297	520	545	571
Non-Exchange Revenue											
Property rates	2	12,760	11,637	16,242	7,500	7,500	7,500	7,500	8,000	8,392	8,786
Surcharges and Taxes		7,061	-	320	15,000	15,000	15,000	5,801	-	-	-
Fines, penalties and forfeits		2,103	1,083	1,416	650	650	650	1,470	650	682	714
Licences or permits		2,575	831	(371)	200	200	200	654	500	525	549
Transfer and subsidies - Operational		262,714	332,729	281,001	308,564	322,979	322,979	226,944	317,328	333,353	319,360
Interest		2,690	2,471	2,851	-	-	-	-	-	-	-
Fuel Levy		-	-	-	-	-	-	-	-	-	-
Operational Revenue		-	-	-	-	-	-	-	-	-	-
Gains on disposal of Assets		-	-	-	-	-	-	-	-	-	-
Other Gains		-	-	-	-	-	-	-	-	-	-
Discontinued Operations											
Total Revenue (excluding capital transfers and contrib		**296,239**	**364,129**	**323,171**	**340,714**	**355,129**	**355,129**	**265,931**	**345,418**	**362,819**	**350,211**
Expenditure											
Employee related costs	2	120,640	141,540	131,226	125,769	125,769	125,769	71,681	139,553	146,391	153,272
Remuneration of councillors		-	7,449	13,195	26,353	26,353	26,353	14,578	27,750	29,110	30,478
Bulk purchases - electricity	2	-	-	(162)	-	-	-	-	-	-	-
Inventory consumed	8	-	-	-	-	-	-	-	-	-	-
Debt impairment	3	-	-	-	-	-	-	-	-	-	-
Depreciation and amortisation		-	56,045	64,937	55,000	55,000	55,000	520	55,000	57,695	60,407
Interest		-	205	82	-	-	-	-	-	-	-
Contracted services		-	60,241	55,122	75,124	89,539	89,539	49,186	70,957	74,396	77,887
Transfers and subsidies		-	-	5	-	-	-	-	-	-	-
Irrecoverable debts written off		207	6,482	8,209	2,000	2,000	2,000	6,530	-	-	-
Operational costs		-	37,301	38,763	57,720	57,720	57,720	34,515	57,686	60,464	63,259
Losses on disposal of Assets		-	-	-	-	-	-	-	-	-	-
Other Losses		-	-	-	-	-	-	-	-	-	-
Total Expenditure		**120,847**	**309,263**	**311,377**	**341,967**	**356,382**	**356,382**	**177,011**	**350,946**	**368,056**	**385,301**

From the above table the total revenue amounts to R 345.4 million for the 2023/24 financial year (inclusive of operating and capital grants and reserves). The total operating expenditure is in the excess of R 350.9 million (including non-cash items) for the same financial year, resulting in an operating deficit of around R5 million, made up of non-cash items. The current revenue and expenditure trends have informed the following assumptions:

- Average increase of 4% on total income over the MTREF period.
- Property Rates budget have increased in 2023/24 financial year and then increased by 4.9% and 4.7% in the outer years respectively.
- Employee related costs have increased by 5.3% in the budget year and increased by 4.9% and 4.7% in the outer years respectively.
- Interest on investments have increased in 2023/24 financial year and increased by 4.9 and 4.7% in the outer years respectively.

The municipality remains grant dependent with its revenue base comprising of 92 per cent of grants and subsidies income and 8 per cent own revenue in the budget year.

6.2.2 Budget and treasury office policies

The Municipality's budget process is guided and governed by the relevant legislative frameworks, strategies and related policies. The Budget and Treasury Office has reviewed the following policies for adoption by Council before the end of the 2022/2023 financial year. The policies are set to provide a sound financial base and assist in the achievement of Budget and Treasury Office's respective IDP priorities.

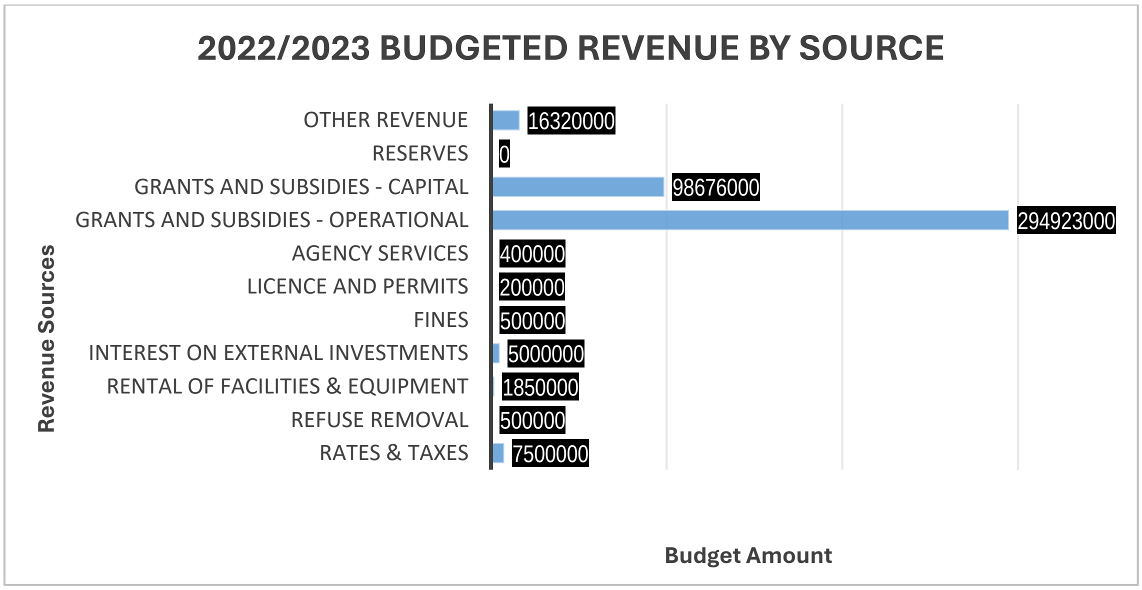
- Supply Chain Management policy
- Asset Management Policy
- Credit Control and Debt Collection Policy
- Banking Policy
- Tariff Policy
- Property Rates Policy
- Virement Policy
- Creditors, Councillors and Payments Policy
- Petty cash policy
- Borrowing Policy
- EFT Policy
- Funding and Reserves Policy
- Long-Term Financial Planning Policy
- Policy on Planning and Approval of Capital Projects
- Related Party Policy
- Unauthorised, Irregular, Fruitless and Wasteful Expenditure Policy
- SCM Process Turn-around Policy
- Commodity Based Procurement Policy
- Investment Policy
- Infrastructure Procurement and Delivery Management Policy
- Management of Accumulated Surplus/Deficit and Bad Debts Policy
- Payroll Management and Administration Policy
- Fleet Management Policy
- Write-off of irrecoverable Debts Policy
- Cash Management Policy
- Cost containment measure policy
- Debt incentive scheme policy

Budget and Treasury Office is reviewing its policies annually due to changes in the municipal environment and to ensure that changes in legislation, IDP priorities and administrative processes are aligned to its policies. the municipality also ensures that rates by law is gazette in the government gazette.

6.2.3 Revenue Strategies

In order for Mbhashe Local Municipality to continue improving the quality of services provided to its community it needs to generate adequate revenue. Due to the socio-economic conditions of the municipality, it becomes difficult to raise own revenue therefore, strong revenue management is fundamental to the financial sustainability of the municipality. The Municipality is currently faced with development backlogs, low household income levels with only 39% of household earning a monthly income equal to or higher than R3 000 and lack of human resource capacity. This has made it difficult for the Municipality to set affordable tariffs and balancing expenditures against realistically anticipated revenues. Another emerging burden is the COVID-19 pandemic which has resulted in tariffs being reduced or kept constant.

Mbhashe Municipality's own sources of revenue that are substantial are from the levying of assessment rates and service charges for refuse removal. The figure below indicates the municipality's main sources of revenue that are funding the 2022/23 operational budget year.



The municipality's revenue strategy is built around the following key components:

- National Treasury's guidelines and macroeconomic policy.
- Growth in the municipality and continued economic development.
- Efficient revenue management, which aims to ensure a 100% annual collection rate for property rates after the implementation of the Council resolution on debt write-off and on refuse removal charges overtime.
- Achievement of full cost recovery of specific user charges especially in relation to trading services.
- Using our own plant machinery for maintenance of infrastructure assets thus redirecting available funds to other areas in need.
- Determining the tariff escalation rate by establishing the revenue requirement of each service.
- The Municipality's Property Rates Policy approved in terms of the Municipal Property Rates Act, 2004 (Act 6 of 2004).
- Increase ability to extend new services and recover costs.
- Operating and maintaining a fully functional DLTC and RA.
- The municipality's Indigent Policy and rendering of free basic service.

Due to the current constraints and challenges facing the Municipality with regard to collections, the Municipality has decided to embark on a review of its revenue enhancement strategies which resulted in no financial implications in the 2021/22 financial year. Amongst the revenue strategies to be explored will be the Drivers Licence Testing Centre (DLTC) which is operating already and Registering Authority (RA). The municipality has appointed a debt collector to follow up on all long outstanding debts, and in the previous periods the debt collector has performed tremendously, as the municipality has an average of 80% collection rate on current billing.

During the financial year of 2019/20, the Municipality developed revenue enhancement strategies which focused mainly on the following factors:

Accuracy of billing information which included the implementation and continuous monitoring of the data cleaning exercise's recommendations and day-to-day operations of revenue generating departments.

Implementation of an Indigent Register with focus on the development of memorandums of understanding with the following stakeholders:

- Eskom
- The South African Social Security Agency
- House of Traditional Leaders Association
- Eastern Cape Provincial Government

Pay point management with emphasis on the accessibility of customer billing information from Municipality's satellite offices in Gatyana and Xhorha towns;

- Customer Care Management with focus on an integrated customer care centre
- Tariff structure review with emphasis on cost reflective tariffs to be applied on Municipal revenue generating services.
- Municipal property leases focusing on the registration of Municipal property occupants as debtors to the billing database to ensure application of debt collection processes once rental is overdue.
- Appointment of a debt collector to assist the Municipality collect outstanding debt.
- Upgrading of the Municipality's traffic services with DLTC and RA
- Improvement in the impounding of livestock with a development of policy and by-laws on auctioning of livestock.
- Review of asset management policy and strategy.
- Alignment of the Revenue Enhancement Strategy with the LED Strategy; and

In implementing the revenue enhancement strategy, the following activities have been earmarked over the 2021/22 MTREF period:

Improvement in the administration of contracts of sales and leases in respect of municipality's immovable properties by implementing the recommendations of the data cleansing exercise to assist the Municipality in verifying all municipal property leases to ensure compliance and enforcement and noting of common problems.

The Municipality has appointed a debt collector to improve revenue collections and implementation of the Municipality's debt collection policy.

The Municipality is considering opening pound centres in the Xhorha and Gatyana town areas to enhance revenue.

Utilize the plant machinery for maintenance of access roads and thus saving funds for new construction.

Compilation of the General Valuation Roll for 2019-2025.

6.2.4 Equitable Share

The local government equitable share allocation is based on achieving the Constitutional requirements as provided for in sections 214 and 227 of the Constitution. In terms of these provisions, local government is entitled to an equitable share of nationally raised revenue to enable municipalities to provide basic services to low-income households and to assist municipalities in maintaining functioning administrations.

Equitable share takes account of the fiscal capacity, fiscal efficiency, developmental needs, extent of poverty and backlogs in municipalities. According to the Division of Revenue Act (DoRA), the equitable share allocation comprises of the following components:

- Basic services component
- Development component
- Institutional support component
- Revenue Raising Capacity
- Correction and stability factor

Description	Prior Year 2021/22	Current Year 2022/23	Budget Year 2023/24	Outer Year 2024/25	Outer Year 2025/26
Equitable Share	R 271 935 000	R 294 923 000	R 310 734 000	R 327 847 000	R313 656 000
Free Basis Services	R 3 000 000	R 3 250 000	R 995 000	R 1 043 755	R1 092 811
Free Basic Services As % Of Equitable Share	1%	1%	0.3%	0.3%	0.3%

It should be noted that the basic services component supports poor households earning less than R2 300 per month based on the Census 2011 data. This is an income threshold that is less than the qualification threshold as stipulated in the Municipality's Indigent Policy. It also distinguishes between poor households currently receiving municipal services and those provided with lesser municipal services or no services. The municipality should prioritise its budget towards poor households and national priorities such as free basic services and the expanded public works programme.

The equitable share allocation analysis is shown in the table below:
From the table above, the equitable share is showing an increase of 5.44% in 2023/24 financial year compared to the allocation of R294 million in 2022/23 Budget period. The municipality is currently providing alternative energy sources for non-electrified areas in the rural areas through maintenance of solar systems as per the indigent policy. The municipality also provides a subsidy for prepaid electricity in rural areas for registered indigents through an agreement with Eskom. The table above shows that an average of 5 per cent of the total equitable share is allocated to subsidise for the provision of free basic services including the pre-paid electricity and provision of alternative sources of energy to qualified indigent households. With more than 60 per cent of the total household population within the Municipality earning less than R 3000, it is anticipated that the indigent subsidy currently provided might not be sufficient to cover all indigent households once the registration process is complete. The municipality has also embarked on extending its waste management programme to rural communities through the rural waste collection programme.

i. Operating Grants and Subsidies

Grants	Prior Year 2021/22	Current Year 2022/23	Budget Year 2023/24	Outer Year 2024/25	Outer Year 2025/26
Mig	R 67 367 000	R 68 458 000	R 71 487 000	R 74 711 000	R 74 729 000
Mig – Rolled Over	-	R22 932 860	-	-	-
Equitable Share	R 271 935 000	R 294 923 000	R 310 734 000	R 327 847 000	R 325 759 000
Electrification	-	-	R 4 760 000	R 19 000 000	R18 808 000
Epwp	R 4 622 000	R 3 498 000	R 1 750 000	-	-
Fmg	R 1 720 000	R 1 720 000	R 1 770 000		R 1 770 000
Municipal Disaster Response Grant	-	R 14 415 000	-	-	-
Library Subsidy	R 1 702 921	R 1 781 376	R 500 000	-	-
Energy Efficiency Demand Side Management	-	R 4 500 000	R 5 000 000		-
Office The Premier (Small Town Revit Program)	R 6 819 743	R 10 000 000	R 25 000 000	-	-
Teta Seta	-	R 379 652	-	-	-

With the promulgation of the Division of Revenue Act, 2013, cognisance needs to be taken of the following operating grant and subsidies allocations:

From the table above, it is evident that Equitable Share still remains a significant operating grant funding source for the implementation of free basic services amongst others. EPWP being the incentive grant to assist in creation of Job opportunities.

6.2.5 Expenditure Management

A major strategy related to the outcome of this financial plan was aligned to generating further operational gains and efficiencies to ensure the Municipality undertakes detail financial planning aligned to budgeting for improved service delivery. The operating expenditure budget is a direct product of this initiative, of which operational capacity created has been directed to the capital affordability limitations.

Total operating expenditure is estimated to decrease by 8.73% in 2023/2024 (compared to Adjusted Budget of 2022/2023) in increase by 4.9% and 4.9% in the outer years respectively. The operating surplus margins are looking good. The Municipality has reviewed its Supply Chain Management Policy to ensure that procurement processes are implemented in compliance to SCM regulations and therefore minimize the occurrence of irregular expenditure.

6.2.6 Municipal Infrastructure Grant

The MIG supports the broader objectives of the Municipality in the delivery of basic services to poor households and the alleviation of poverty. With the maintenance of access roads and construction of community halls, the economic development of Mbhashe Municipality is stimulated and also contributes to job creation. The largest infrastructure transfer for the 2023/24 financial year remains the Municipal Infrastructure Grant with a total budget of over R71 million.

CHAPTER 7

IDP APPROVAL

The process of approval for this IDP involved a series of consultative meetings with all stakeholders including all wards, representative forum members, sector departments, internal departments, National and Provincial Treasury, Auditor General, the district municipality and MEC for Local Government. The draft IDP was tabled to Council on the 20th of March 2024 and thereafter used to solicit comments from various municipal stakeholders through IDP and Budget roadshows on 02-04 April 2024.

This being the final IDP document, was tabled to Council on 23 May 2024 and marketed to all relevant audiences to ensure continuous buy-in and support for IDP implementation. Copies will also be forwarded to relevant authorities such as the MEC for Local Government in the province, the District Municipality, other development agencies and in the Municipal website www.mbhashemun.gov.za.