



RAYMOND
MHLABA
MUNICIPALITY
.....
UMANYANO KUPHHLISO

FINAL INTEGRATED DEVELOPMENT PLAN
2022/2023-2026-2027

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LIST OF ACRONYMS

ADM	Amathole District Municipality
CBO	Community Based Organization
EPWP	Expanded Public Works Programme
EMP	Environmental Management Plan
CWP	Community Works Programme
DLTC	Driver's License Testing Centre
FBS	Free Basic Services
GDP	Gross Domestic Product
HDI	Human Development Index
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
HR	Human Resources
IGR	Intergovernmental Relations
IDP	Integrated Development Plan
IA	Internal Audit
ITP	Integrated Transport Plan
IWMP	Integrated Waste Management Plan
KPA	Key Performance Area
KPI	Key Performance Indicator
LED	Local Economic Development
LUM	Land Use Management
MSA	Municipal Systems Act, 2000
MFMA	Municipal Finance Management Act, 2003
MTREF	Medium Term Revenue and Expenditure Framework
MTSF	Medium Term Strategic Framework
MIG	Municipal Infrastructure Grant
MSCOA	Municipal Standard Chart of Accounts
INEP	Integrated National Electrification Programme
IUDF	Integrated Urban Development Framework

NDP	National Development Plan
NGO	Non-Governmental Organization
NMT	Non-motorized Transport
PMS	Performance Management System
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework
SMME	Small Medium & Micro Enterprises
SCM	Supply Chain Management
RMLM	Raymond Mhlaba Local Municipality
RMEDA	Raymond Mhlaba Economic Development Agency

INTRODUCTION:

The Municipal Systems Act, 2000 of 2000 requires municipalities to develop a five (5) year strategic planning document popularly known as Integrated Development Plan (IDP). IDP is a strategic document through which the municipality conducts a comprehensive analysis of the community needs and subsequently priorities available resources to address those needs. It seeks to ensure vertical and horizontal integration between the municipal planned intervention with the planning efforts of national and provincial spheres of government as well as within the various sectors of government.

The municipality faces challenges of service delivery backlog and capital funding. Its ability to provide the key infrastructure to achieve sustainable and shared economic growth is therefore at the heart of the IDP and is underpinned by the municipality's long-term plan.

The 202-2027 IDP comprises of eight (8) as listed below.

IDP OUTLINE:

- CHAPTER 1:** Entails the Municipal Vision, mission, and values for the long-term development of the municipality with emphasis on the municipality's development needs.
- CHAPTER 2:** Provides the situational analysis of the Raymond Mhlaba, demographic profile and sector analysis.
- CHAPTER 3:** Summary of the Key Performance Areas.
- CHAPTER 4:** **Development Objectives and Strategies, Indicators and Targets and 2022/2027 Developmental Projects:** This Chapter entails Raymond Mhlaba Local Municipality's strategic objectives and performance deliverables which give directives to the developmental agenda of the Municipality.
- CHAPTER 5:** **Municipality's Sector Plans & Policies** - outlines municipal sector plans their status with executive summaries of the newly developed plans, by-laws and policies which guide the municipality in the service delivery provision. These plans present strategic interventions in response to the current status quo of the municipal area.
- CHAPTER 6:** Outlines the broad financial plan, allocation of resources and the MTREF.
- CHAPTER 7:** Provides an overview of the municipal Performance Management System, monitoring, and evaluation process.

CHAPTER 8: In this chapter, the summary of the SDF outlined including the nature and location of various activities in a manner that best meets agreed objectives.

1. CHAPTER 1: BACKGROUND AND SUMMARY

1.1 BACKGROUND

Raymond Mhlaba Local Municipality was established in 2016 and is made of now disestablished Local Councils of Nkonkobe and Nxuba. Alice town is a legislative seat and Fort Beaufort is the administrative head of the municipality, the latter is situated about 140km North West of East London on the R63 and is approximately 200km North East of Port Elizabeth. The Raymond Mhlaba Municipality is situated along the southern slopes of the Winterberg Mountain range and escarpment and is within the greater Amathole District Municipality in the Province of the Eastern Cape. The municipal area covers approximately 6 474 km², with major towns being Alice, Adelaide, Bedford, Fort Beaufort and Middledrift. Smaller settlements include Hogsback, Seymour, Red, Jumper, Balfour, Blinkwater and Debenek.

A municipal Integrated Development Plan (IDP) serves as an enabler for mutual accountability on the agreed priorities and allocation of resources to contribute to the long-term development of the municipality. It is therefore one of the most critical plans in ensuring effectiveness and efficiency, as well as community participation at a local government level.

An IDP encourages both short- and long-term planning. In the short term it assists in addressing issues or challenges that may be resolved within the relevant term of office while at the same time it provides space for the long term development of the area in an integrated and coordinated manner.

In terms of section 34 of the Municipal Systems Act 32 of 2000 as amended, a municipal council must review its integrated development plan:

- Annually in accordance with an assessment of its performance measures; and
- To the extent that changing circumstances so demand.

1.2 MUNICIPAL VISION AND MISSION

Raymond Mhlaba Local Municipality's commitment to developing "**A service excellence driven municipality**" will be the focal point of the 2022/2027 IDP. The focus of the 2022/2027 IDP is on "**Acceleration of the provision of quality services responsive to the needs of all communities**" that would translate the Municipality 's vision into action.

1.3 VALUES

- a) Ubuntu
- b) Accountability
- c) Transparency
- d) Courtesy
- e) Value for money
- f) Consultation
- g) Service Excellence
- h) Integrity
- i) Respect
- j) Redress
- k) Fairness
- l) Access

1.4 KEY INFORMANTS

The Intergrated Development Plan for 2022-23/2026-27 financial year has been informed by the consolidation and consideration of the following;

- Ward priorities;
- State of the Nation Address;
- State of the Province Address;
- 12 Outcomes of Government;
- Sustainable Development Goals;
- The Provincial Growth and Development Plan;
- The National Spatial Development Perspective;
- Spatial Development Plan;
- IDP/Budget Roadshows;
- National Development Plan
- District Development Model

1.4.1 SUSTAINABLE DEVELOPMENT GOALS (SDGS)

The intention of the SDG's is to be a universally shared common, globally accepted vision to progress to a just, safe and sustainable space for all inhabitants. It is based on the moral principle of the Millennium Development Goals that no one or one country should be left behind and that each country has a common responsibility in delivering on the global vision.

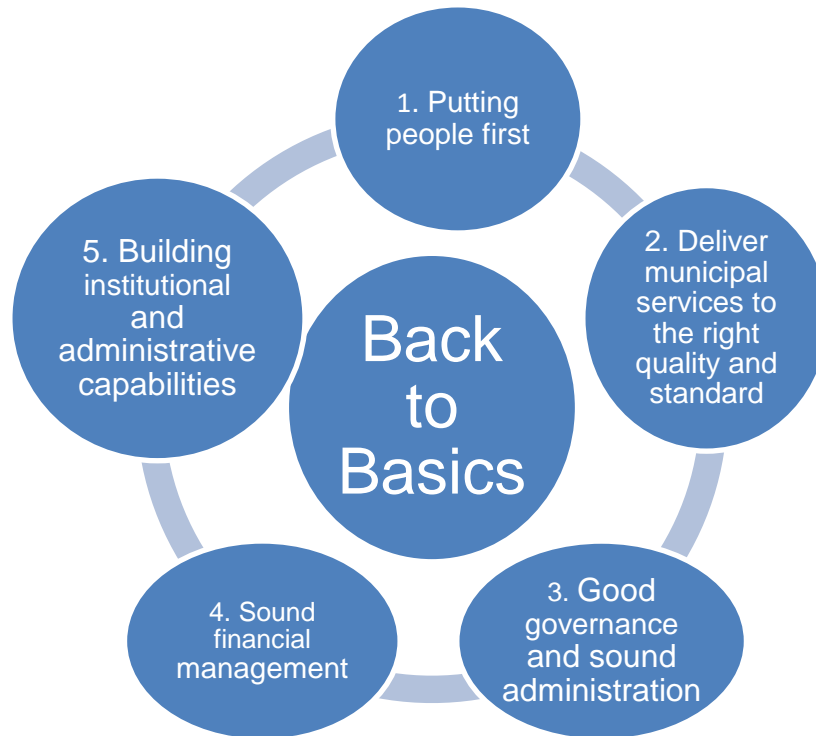
1.4.2 AFRICAN UNION 2063 AGENDA

The Agenda 2063 is premised on 7 aspirations, which are as follows:

1. A prosperous Africa based on inclusive growth and sustainable development
2. An integrated continent, politically united and based on the ideals of Pan Africanism and the vision of Africa's Renaissance
3. An Africa of good governance, democracy, respect for human rights, justice and the rule of law
4. A peaceful and secure Africa
5. An Africa with a strong cultural identity, common heritage, values and ethics
6. An Africa where development is people-driven, unleashing the potential of its women and youth
7. Africa as a strong, united and influential global player and partner

1.4.3 BACK TO BASICS

Local government has been a primary site for the delivery of services in South Africa since 1994. A tremendous progress has been noted in delivering the basic services in local government e.g. Water, electricity, sanitation and refuse removal at a local level. 61 Municipalities have committed to implementing the Back to Basics Programme which aims to meet the Back to Basic delivery. The programme is about serving the people at a basic level through the five pillars:



1.5 LEGISLATIVE FRAMEWORK

The section below outlines the legislative framework that guides the development of the Integrated Development Plan and Municipal Budget. Key pieces of legislation that provide guidance and define the nature of integrated development planning include but not limited to the South African Constitution 1996, the Municipal Systems Act 2000, and the Municipal Finance Management Act 2003.

1.5.1 South African Constitution, 1996

Section 151 of the Constitution of the Republic of South Africa provides a legal status of municipalities as thus:

- The local sphere of government consists of municipalities, which must be established for the whole of the Republic.
- The executive and legislative authority of a municipality is vested in the Municipal Council.

- A municipality has the right to govern, on its own initiative, the local government affairs of its community, subject to national and provincial legislation, as provided for in the Constitution.
- The national or a provincial government may not compromise or impede a municipality's ability or right to exercise its powers or perform its functions.

Section 152 also provides the objects of local government as thus:

The objects of local government are –

- to provide democratic and accountable government for local communities;
- to ensure the provisions of services to communities in a sustainable manner;
- to provide social and economic development;
- to promote a safe and healthy environment; and
- to encourage the involvement of communities and community organisation's in matters of local government.

A municipality must strive, within its financial and administrative capacity, to achieve the objects set out in subsection (1) of the Constitution of the Republic of South Africa.

Section 153 provides for developmental duties of municipalities as thus:

- Structure and manage its administrative and budgeting and planning processes to give priority to basic needs of the community, and to promote the social and economic development of the community; and
- Participate in national and provincial development programmes.

1.5.2 Other legislative guidelines for Developmental Local Government include:

- a) White Paper on Local Government, 1998- Introduced a notion of a developmental local government: Defined as: *“Local government that is committed to working with its citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives.”*
- b) Municipal Demarcation Act, 1998
- c) Municipal Structures Act, 1998 (Amendment, 2000)
- d) Municipal Systems Act, 2000 regulates core municipal systems
- e) National Environment Management Act, 1998
- f) Municipal Finance Management Act, 2003

1.5.3 Municipal Systems Act, 2000

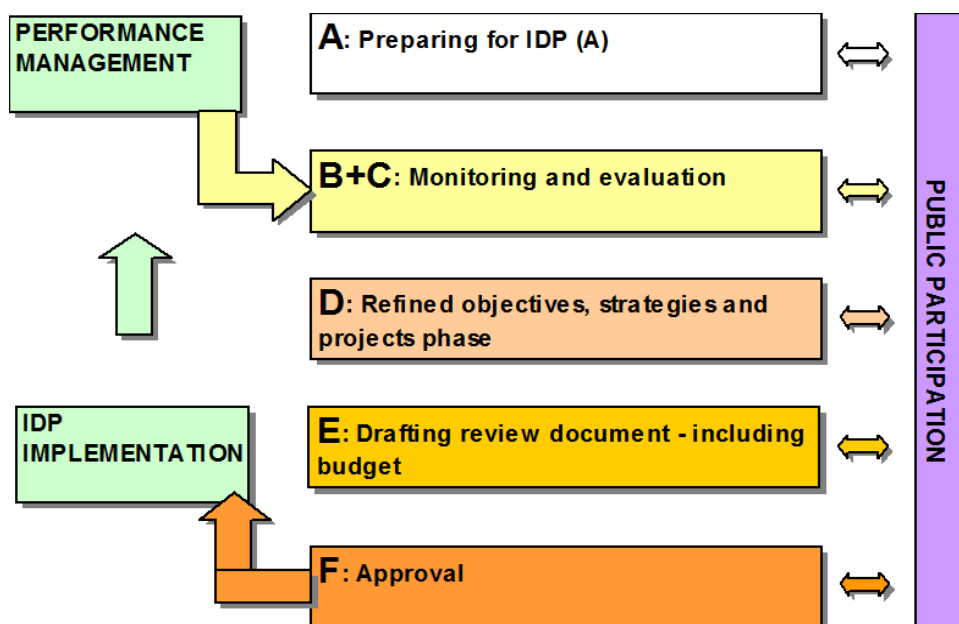
Section 25 of the Municipal Systems Act 2000, stipulates that each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality. An Integrated Development Plan, adopted by the Council of a municipality, is the key strategic planning tool for the municipality. Section 35 (1) (a) of the Municipal Systems Act 2000, describes an IDP as:

- The principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development in the municipality;
- Binds the municipality in the exercise of its executive authority.
-

1.5.4 Municipal Finance Management Act, 2003

Section 21 (1) (a) of the Municipal Finance Management Act states that the Mayor of a municipality must coordinate the process for preparing the annual budget and for reviewing the municipality integrated development plan and budget for reviewing the municipality's integrated development plan and budget related policies to ensure the budget and integrated development plan are mutually consistent and credible. The act further makes provisions for development of the Service Delivery and Budget Implementation Plan as a mechanism to strengthen alignment between the IDP and Budget.

1.6 PROCESS FOLLOWED IN DRAFTING THE 2022.2023 -2026.2027 IDP



Phases of the IDP

PHASE 0: PLANNING
During Phase 0 of the IDP the municipality have to develop an IDP Process Plan that is in line with the District IDP Framework. All organisational arrangements for the development of the IDP should be put in place during this phase.
PHASE 1: ANALYSIS
The Analysis phase is aimed at establishing the current developmental status of the municipal area. This will be done by comparing community needs with statistical information that is available to be able to identify priority areas, jointly with community.
PHASE 2: STRATEGIES
During the Strategies phase the developmental priorities of identified priorities during the analysis are used as the basis for developing a vision and a mission for the municipality. Thereafter strategic objectives and strategies are developed to ensure that the vision is achieved.
PHASE 3: PROJECTS
During the Projects phase projects are identified in line with the strategies developed during phase 2. These projects have to be prioritised.
PHASE 4: INTEGRATION

During the integration phase all sector plans and programmes are developed e.g. Spatial Development Framework, Housing Sector Plan etc. Only summaries of these plans are included in the IDP document.

PHASE 5: APPROVAL

During the approval phase of the IDP, the IDP document has to be advertised for 21 days to enable all stakeholders and members of the public to give inputs – thereafter, the IDP has to be adopted by council before the commencement of the new financial year.

Internal Institutional Arrangements for the IDP Process

On the 30th of August 2021, Council adopted an IDP/Budget/PMS Process to ensure smooth and well organized IDP/Budget processes for 2021 /2022 financial year. The municipality has identified role players to assist and inform the IDP Review Process as well as the roles and responsibilities attached to them.

	Composition	Responsibilities
Council	All Councillors	<ul style="list-style-type: none"> - Final Decision Making in terms of approval - Approval of the Reviewed IDP/PMS and Budget - Consider and approve Process Plan - Approval of budget calendar - Ensure conclusion of management performance agreements
Mayoral Committee	EXCO Members	<ul style="list-style-type: none"> - Chaired by the Mayors - Plays pivotal role in the reviewal of the IDP - Considers community inputs in the IDP and motivate to Council - Involved in quality check of the IDP document before its tabled to Council
Mayor		Ensure that IDP is reviewed annually, and that issues raised by communities find expression in the IDP and re given necessary attention and consideration
Municipal Manager		<ul style="list-style-type: none"> - Preparation of the Process plan - Undertaking the overall management and coordination of the planning process ensuring that (participation and involvement of all different role players; time frames are adhered to; conditions for participation are provided and results of the planning and IDP review process are documented) - Nominating persons in charge of different roles

		<ul style="list-style-type: none"> - Adjusting the IDP in according with proposals from the MEC for local Government and Traditional Affairs - Responding to comments on the draft IDP from the public and other spheres of Government to the satisfaction of the municipal Council - Chairing the IDP Steering Committee
IDP & PMS Manger		<ul style="list-style-type: none"> - Day to day management of the IDP and PMS Process - Ensure that the contents of the IDP and PMS satisfy the legal requirements and the requirement of the District Framework - Consolidate inputs from various stakeholders to the IDP
Managers and Heads of Departments		<ul style="list-style-type: none"> - Managers, with the assistance of officials, will be responsible for coordination and submission of departmental inputs for all phases of the IDP and PMS - Reporting progress with regard to project implementation - Provision of relevant technical and financial information for budget preparation
IDP/BUDGET/PMS Steering Committee	Municipal Manager (Chair); Senior Managers; Middle Managers IDP/PMS (Secretariat)	<ul style="list-style-type: none"> - Serve a s working committee of the IDP, PMS and Budget - Ensure integration between the IDP, PMS and Budget by adhering to process Plan - Ensure alignment with Provincial Government and District Municipality Plans.
IDP/PMS/BUDGET Cluster Teams	Chaired by EXCO Members Government Departments	<ul style="list-style-type: none"> - Provide technical assistance in the development of the IDP

1.7 PUBLIC PARTICIPATION

In line with Chapter 4 of the Local Government: Municipal Systems Act 32 of 2000 each municipality has to establish a culture that will promote inclusivity and participation amongst its citizens. In Raymond Mhlaba, public participation is used as a tool of fostering participatory governance and meaningful community engagements.

The structure for public participation is through Public Participation Programmes (Outreaches/Roadshows), Imbizo, Ward Committee Meetings, IDP Representative Forums, IDP Cluster Meetings, Sector Forums. In order to ensure that there is representation of the various organized and unorganized groups within our municipal area, the municipality makes use of the following approach:

- Placing adverts in newspaper(s), Daily Dispatch, in English and isiXhosa
- Municipal Website to publish our notices.
- Community Radio Stations.
- Flyers, posters, ward councillors, announcements through church gatherings and community based organizations, *etc.*
- Making an effort to reach unorganized groups and marginalized groups to ensure that their voices are heard. We will do this by approaching non-governmental organisations and community based organization's that represent the need of such groups.

1.8 INVOLVEMENT OF WARD COMMITTEES AND COMMUNITY DEVELOPMENT WORKERS

Involvement of ward committees is crucial in the promotion of participatory governance as they serve as an extension of council and in communicating council programmes. The Local Government: Municipal Structures Act 117 of 1998 and the Local Government: Municipal Systems Act 32 of 2000 advocates for formation of wards committees in each ward of the municipality.

Ward committees:

- are made up of representatives of a particular ward;
- are made up of members who represent various interests within the ward;
- are meant to be an institutionalized channel of communication and interaction between communities and municipalities;
- give community members the opportunity to express their needs and opinions on issues that affect their lives, and to be heard at the municipal level via the ward councillor; and

- are advisory bodies created within the sphere of civil society to assist the ward councillor in carrying out his or her mandate in the most democratic manner.

The institution has 23 wards, therefore, each ward is supposed to have a community development worker; however, there are those who play a significant role together with their coordinator. This minimum participation by some CDW's thwarts the municipal efforts of participatory governance as CDW's are supposed to directly assist communities and channel their concerns to municipality and various sector departments.

1.9 COMMUNITY PRIORITIES

Community and stakeholder participation in matters of local government is a cornerstone of democracy. Section 152 of the South African Constitution (Act 108 of 1996) put it concisely that: “the objects of local government include, amongst others, the encouragement of involvement of community and community organisations in matters of local government”. Furthermore, the Local Government: Municipal Systems Act (Act 32 of 2000) states that a municipality must develop a culture of municipal governance that complements formal representative government with a system of participatory governance, and must for this purpose encourage, and create conditions for the local community to participate in the affairs of the municipality, including in the preparation, implementation, and review of its integrated development plan. In order to give effect to the above legislative provisions, the municipality embarked in a process of soliciting community priority needs for 2022-2027. Below are priority needs identified by community members which will be used to inform the planning of the municipality in the next five years;

Ward 1		
Ward Cllr Ruselo		
Number	Community Issue	Description
1	Electricity	Extension of electrification for household connections in all villages Provision of Free Basic Services
2	Roads	Regravelling access roads in all villages Gravelling of internal street and DR roads
3	Community Amenities	Construction of Community Hall (Mgxotyeni) Fencing of graveyard in all villages
4	Land and Human Settlements	Construction of RDP houses in all villages
6	Agriculture	Dam scooping in all villages Assistance on livestock disease (Black Quarter) in most villages Increased livestock improvement Fencing of Ploughing Fields

		Removal of Cactus (Ukatyi)
7	Education	Provision of scholar transport in all villages
8	Health	Access to Mobile Clinic for all villages
9	Employment	EPWP opportunities for all villages
10	Water & Sanitation	Drilling of boreholes for water supply Access to water in all villages Completion of toilets

Ward 2

Ward Cllr Matayo

No	Community Issue	Description
1	Electricity	Installation of high mast Lights in Ntselamanzi
2	Roads	Regravelling of roads in all villages Paving of road linking Lower Gqumashe to Upper Gqumashe and Dyamala
3	Community Amenities	Maintenance of Community Halls Cleaning, Fencing and extension of graveyard Construction of recreation Park (Ntselamanzi) Construction of Community Hall in Upper Gqumashe
4	Land and Human Settlement	Construction of RDP Houses at Maplangeni Location
5	SMME	Trainings on Youth empowerment Support for cooperatives
6	Agriculture	Agricultural support for households through Siyazondla Fencing of Ploughing fields in all villages Dam scooping for all villages
6	Education	Training and Skill development for unemployed youth and women
7	4IR (ICT)	Network improvement

Ward 3

Ward Cllr Kley

Number	Community Issue	Description
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1	Electricity	Extension of electrification for household connections Provision of Free Basic Electricity
2	Roads	Paving of internal streets in Mpolweni, Takalani (Phase 2) Regravelling of internal streets in Chris Hani, Kanana, Mpolweni and Madakeni
3	Community Amenities	Renovation of Mpolweni Community Hall, Washington Bongco Library Construction of recreation Park in Mpolweni, Takalani. Construction of Day Care Centre in Takalani
4	Land and Human Settlements	Construction of RDP houses in Madakeni and Chris Hani Provision of electrical and water infrastructure for vacant sites in Kanana and Takalani for housing development
6	SMME	Provision of Women and Youth LED Projects
7	Agriculture	Agricultural support for households through Siyazondla
8	Education	Training and Skill development for unemployed youth and women

Ward 4

Ward Cllr Dyantyi

Number	Community Issue	Description
1	Electricity	Household electrification in all villages Provision of free Basic Electricity Maintenance of High mast lights in Seymour
2	Roads	Paving of internal streets in Old Location Seymour Gravelling of internal streets in all villages Construction of a Bridge to Elundini
3	Community Amenities	Construction of community halls in Upsher, Cathcartvalley Furniture and repairs for Lushington and Hertzog Community Hall Fencing of Graveyards in Lushington, Seymour, Hertzog
4	Land and Human Settlements	Construction of RDP houses in all villages
5	SMME	Provision of Women and Youth LED Projects
6	Agriculture	Agricultural support for households through Siyazondla Fencing of Ploughing fields in Picardy, Lushington, Cathcartvalley, Lushington, Upsher, Hertzog

		Removal of Alien plants or species such Ukatyi, Dywabasi
7	Education	Training and Skill development for unemployed youth and women
8	Health	Upgrading of the Seymour Clinic Access to Mobile Clinic for all villages Availability of Ambulance for patients to referral hospitals
9	Safety & Security	Revival of CPF and formation neighborhood watch teams
10	Water & Sanitation	Water Standpipes (Platform, Upsher, Hertzog, Cathcartvalley, Lushington)
Ward 5		
Ward Cllr Tsotsa		
Number	Community Issue	Description
1	Electricity	Extension of electrification for household connections in all villages Provision of Free Basic Electricity Installation of 1 High mast light per village
2	Roads	Resurfacing and paving of main road from Mavuso to Ngobe, from Skolweni(Mxhelo) to Roxeni, from Nomaqamba to Meva. Rehabilitation of bridge from Roxeni to Lenge, between Ngwabeni to Meva
3	Community Amenities	Finalisation of Mxhelo Community Hall (Skolweni)
4	Land and Human Settlements	Construction of RDP houses in all villages
5	SMME	Provision of Women and Youth LED and CBP projects. Provision of CASP for Local farmers, LED Support for SMME's Development of Youth and Women's Forum
6	Agriculture	Agricultural support for households through Siyazondla Fencing of Ploughing fields in all villages Removal of alien plants (Aloe and Ukatyi)
7	Education	Training and Skill development for unemployed youth and women

8	Health	Access to Mobile Clinic for all villages Availability of Ambulance for patients to referral hospitals
9	Water & Sanitation	Strategic Installation of boreholes water infrastructure as a reserve supply
10	4IR (ICT)	Develop rural smart Wi-Fi
Ward 6		
Ward Cllr Ngcume		
Number	Community Issue	Description
1	Electricity	Maintenance of streetlights in Happy Rest and Town Central Installation and maintenance of high mast lights
2	Roads	Regravelling of roads in Tukulu and Gubura Paving of internal streets in Hillcrest, Town Central and Golf Course Maintenance of roads in Happy Rest, Town Central Fixing of potholes and stormwater drainage system Erection of speed humps in Golf Course
3	Community Amenities	Construction of Community Hall in Gubura Construction of Sport facilities for Tukulu, Gubura, Town Central Renovation of Happy Rest Hall
4	Land and Human Settlements	Construction of RDP houses in Tukulu, Gubura and Hillcrest Removal of Asbestos roofing in Hillcrest, Town Central,
6	SMME	Provision of Women and Youth LED and CBP projects. Provision of CASP for Local farmers, LED Support for SMME's Development of Youth and Women's Forum
7	Agriculture	Agricultural support for households through Siyazondla Fencing of Ploughing fields in Tukulu farm,
8	Education	Training and Skill development for unemployed youth and women
9	Health	Access to Mobile Clinic for all villages Availability of Ambulance for transporting patients to referral hospitals
10	Safety & Security	Provision of security around the Old Municipal Building in Town Central
11	Employment	Provision of EPWP opportunities for all villages

12	Environment	Grasscutting and clearing of tree-felling in Town Central, Happy Rest and Hillcrest Cleaning of illegal dumping sites in Golf Course
13	Water & Sanitation	Provision of Water tanks and sanitation for Tukulu, Gubura and Golf Course
Ward 7		
Ward Cllr Siduli		
Number	Community Issue	Description
1	Electricity	Installation of High mast Lights in all villages
2	Roads	Regravelling of roads in all villages Construction of Bridges in Ngquthu to Gonzana
3	Community Amenities	Construction of Community Halls (Gonzana, Mankazana, Stanley) Renovation of Community Halls (Oakdene, Tyatyorha, Lamyeni, Ngwevu, Nobhanda) Renovation of Day Care Centre in Mabheleni Fencing of cemeteries (Lower Blinkwater, Gonzana, Oakdene, Ngqutu, Stanley, White and Mankazana) Construction of sport fields (Gonzana, Nondyola and Wezo) Construction of Youth and Adult Centres Construction of a Clinic in Gqugesu
4	Land and Human Settlements	Construction of RDP houses in all villages
5	SMME	Provision of Women and Youth LED Projects Provision of CASP for Local farmers, LED Support for SMME's Development of Youth and Women's Forum
6	Agriculture	Agricultural support for households through Siyazondla Fencing of ploughing fields in all villages Fencing of grazing camps (Healddtown villages, Wezo, Nondyola and Gonzana) Dam scooping in all villages
7	Education	Training and Skill development for unemployed youth and women
8	Health	Access to Mobile Clinic for all villages Provision of ambulance for transporting patients to referral hospitals
9	Waste	Provision of skip Bins or Waste Containers in all villages

10	Water & Sanitation	Installation of water stand pipes for all villages Revival of Boreholes
Ward 8 Ward Cllr Zizi		
Number	Community Issue	Description
1	Electricity	Installation of high mast lights in Newtown Installation of streetlights in Town and town entrances Access to electricity in all farm villages
2	Roads	Regravelling of farm access roads Maintenance of all roads in ward 8 incl. Town, Appiesdry and Newtown Reparation of bridges and construction of Bridges Installation of pedestrian crossing signs at Newtown Paving of internal roads (Newtown and Appiesdry)
3	Community Amenities	Renovations of community hall & library in Newtown Installation of an alarm system in Newtown halls Upgrading of the Newtown sportsfield
4	Land and Human Settlements	Land disposal of vacant municipal sites Construction & rectification of RDP houses in Newtown Construction of middle-income houses
5	SMME	Skills development: (cotton ,candle making, juice making ,brick making ,soap production ,piggery project ,bakery and beadwork
6	Agriculture	Construction of Dipping tanks and livestock handling facilities; Newtown Increased livestock improvement Establishment of grazing land in Newtown
7	Education	Provision of scholar transport in all farm areas Construction of high school in Newtown
8	Health	Training of home-based care givers Upgrading of Newtown clinic
9	Safety & Security	Fencing along the road (R63)
10	Environment	Grass cutting and bush Clearing along the R63 and R67 roads

11	Water & Sanitation	Access to water in all farm villages Construction of VIP toilets
Ward 9 Ward Cllr Quillie		
Number	Community Issue	Description
1	Electricity	Installation of high mast lights in Readsdales, ekuPhumleni Blackwoods Installation of streetlights in Fairban, Kolomane, Balfour, Access to electricity in all farm villages Access to Free Basic Services
2	Roads	Regravelling of access roads from Katberg to Readsdales via Blackwood Maintenance and gravelling of all access roads in ward 9 Reparation of bridges and construction of Bridges in all areas of Ward 9 Paving of internal streets in Balfour
3	Community Amenities	Construction of Community Halls in Readsdales, Jurieshoek, Phillipton Renovation of Buxton Hall, Kolomane Hall, Ekuuphumleni Hall and Marsdorp Hall Fencing of graveyard in Readsdales, Jurieshoek, Happy Rest, Dunedin, Fairban. Construction of sportfields in all villages Construction of Day Care Centres in Blackwoods and Jurieshoek Construction of a Library in Balfour
4	Land and Human Settlements	Land disposal of vacant municipal sites Construction of RDP houses in all areas
6	SMME	Skills development: (cotton, candle making, juice making, brick making, soap production, piggery project, bakery and beadwork) Construction orange juice factory
7	Agriculture	Provision of dipping tanks and livestock handling facilities Fencing of ploughing fields in Readsdales Dam scooping and furrows for irrigation in all areas Increased livestock improvement Construction of Game Reserve in Readsdales
8	Education	Provision of scholar transport in all farm areas

9	Health	Access to Mobile Clinic for all villages
10	Safety & Security	Visibility of SAPS in all areas
11	Environment	Grass cutting and bush Clearing along the R63 and R67 roads
12	Water & Sanitation	Access to water in all farm villages Provision of water tanks (3 Tanks for Votywe, Edika, Happy Rest) Maintenance of Water Stand pipes Construction of VIP toilets in all villages
13	4IR (ICT)	Networks improvement
Ward 10 Ward Cllr Xhego		
Number	Community Issue	Description
1	Electricity	Electrification of new extensions in 23 villages Provision of free Basic electricity for 23 villages
2	Roads	Construction of Bridges for (Phandulwazi and Gilton, Khayaletu and Guquka, Hala and Mabhangaleni, Chamama and Zixinene, Khayaletu and Nothenga,Mdeni and Mkhuthukeni, and between Sompondo villages Regravelling of roads in 23 villages
3	Community Amenities	Fencing of Ploughing Fields and cemeteries in 23 villages Construction and fencing of sportfields in all villages Electrification and furniture for community halls Construction of Community Halls for 18 villages Construction of Day Care Centres in 23 villages
4	Land and Human Settlements	Disaster assistance Construction of RDP Houses
5	SMME	Support for Youth and Women projects Access to Beehives project
6	Agriculture	Dam scooping for 23 villages Assistance with agricultural projects in 23 villages Clearing of grazing land Land care project for donga erosion

7	Education	Support for a Computer School in Hopefield
8	Health	Construction of a Clinics in Tyhume and Amathole Access to Mobile Clinic for the Ward Renovation of Amathole Basin Clinic
9	Safety & Security	Provision of Road Rangers in R345 Police Station for Amathole area to utilize unused Post Office
10	Environment	Grass cutting and bush Clearing along the R63 and R67 roads
11	Water & Sanitation	Installation of water standpipes for 23 villages Porvision of VIP toilets for 23 villages Installation of Boreholes and provision of water tanks for 23 villages (Hala, Sompondo and Siphingweni)
Ward 12		
Ward Cllr Gqokro		
Number	Community Issue	Description
1	Electricity	Installatrion of Street Lights for all villages Electrification of new extensions
2	Roads	Gravelling of internal streets in all villages Paving of Roads in Msobomvu
3	Community Amenities	Construction of Community Hall in Krwakrwa, Majwarheni, Msobomvu Fencing of Graveyards in all villages Upgrading of Sportfields (Poles and Grand stand) in Msobomvu
4	Land and Human Settlements	Construction of RDP Houses in all villages and Bergplaas
6	SMME	Skills development : (cotton ,candle making, juice making ,brick making ,soap production ,piggery project ,bakery and beadwork) Training Centre for skills development
7	Agriculture	Dam scooping for all villages Construction of Dipping tanks and livestock handling facilities; Increased livestock improvement Fencing of Ploughing Fields in all villages.
8	Education	Provision of Scholar Transport in all farm areas

9	Health	Access to Mobile Clinic for all villages
10	Safety & Security	Fencing along the road
11	Environment	Grass cutting and bush Clearing along the R63 and R67 roads
12	Employment	Access to EPWP employment projects
13	Water & Sanitation	Access to water in all villages Provision of VIP toilets Installation of Water stand pipes in Mkhobeni, Dish, Melani

Ward 13

Ward Cllr S. Magxwalisa

Number	Community Issue	Description
1	Electricity	Electrification of new extensions
2	Roads	Maintenance of internal roads and DR Roads in all villages
3	Community Amenities	Construction of community halls (Quthubeni, Washington, Zalaze and Ngcabasa) Renovation of community halls Finalization of Ngqolowa Sports field
4	SMME	Skills development : (cotton ,candle making, juice making ,brick making ,soap production ,piggery project ,bakery and beadwork Provision of LED projects for youth and women
5	Agriculture	Construction of Dipping tanks and livestock handling facilities; Increased livestock Dam scooping Eradication of alien plants (ukatyi) Fencing of Ploughing Fields in all villages
6	Education	Scholar Transport all farm areas Renovation of Thamsanqa and Zwelijongile High Schools
7	Health	Upgrading of Qhibira Clinic
8	Safety & Security	Fencing along the road
9	Environment	Grass cutting and bush Clearing along the R63 and R67 roads
10	Employment	Provision of EPWP programs
10	Water & Sanitation	Access to water in all villages

		Provision of VIP toilets Installation of Boreholes Revival of windmills
Ward 14 Cllr Mashengana		
Number	Community Issue	Description
1.	Electricity	Electrification of new extensions Provision of free basic services Installation of high-mast lights in Njwaxa/Mbizana
2.	Roads	Regravelling of roads (Mxubu, Debe-Marele, Mbizana, Sityi)
3.	Community Amenities	Construction of community hall in Mxubu Renovation of Debe-Marele Community Hall Construction of Day Care Centre in Njwaxa
4.	Agriculture	Construction of a Dipping Tank in Gqadushe Support with LED Projects (Poultry, Piggery)
5.	Water	Access to water in all villages
Ward 15 Ward Cllr Klaas		
Number	Community Issue	Description
1	Electricity	Electrification in Lower Ncerha
2	Roads	Regravelling of internal streets (Tyhali, Lower Ncerha, Nangu, Tyutyuza, Zibi, Mabheleni) Paving of main road between Upper Gqumashe and Victoria Hospital
3	Community Amenities	Construction of Community Halls (Jojozi (Tyhali) and Ngqele) Maintenance of Community Halls in (Dyamala, Lower Ncerha, Mabheleni, Tyutyuza) Furniture for Community Halls in (Zibi) Completion of Day Care Centre (Jonini) and construction of Day Care Centres (eLalini, Ngqele)

		Renovation of Mdeni Creche Fencing of cemeteries (Zibi, Mabheleni) Finalization of Dyamala Sportfield phase 2 Construction of Sportfield (Ngqele efama) Construction of a Youth Empowerment Centre
4	Land and Human Settlements	Land disposal of vacant municipal sites Construction of RDP houses Construction of middle-income house
5	SMME	Assistance with CBP Projects (Zibi, Tyutyuza and Mabheleni)
6	Agriculture	Construction of Dipping tanks and livestock handling facilities
7	Health	Access to Mobile Clinic (Tyutyuza)
Ward 16 WARD Cllr Zamo		
Number	Community Issue	Description
1	Electricity	Extension of Electrification for household connections Provision of Free Basic Electricity for all areas Installation of High Mast Lights in Gugulethu, Middledrift Town Converting old meters and install new ones in Middledrift Town
2	Roads	Completion of Phase 2 Paving Regravelling of access roads in Qawukeni, Cwaru, Lugudwini, Upper and Lower Regu, Paving of main road in Mpolweni
3	Community Amenities	Construction of Community halls in (Mfiki, Cildara, Gugulethu, Thornpark) Construction of Library in Middledrift Town Renovation of Lower Regu Community Hall Construction of Sportfields in all villages Upgrading and fencing of cemeteries Roll out Small Town Revitalisation programme
4	Land and Human	Land disposal of vacant municipal sites in Middledrift Town

	Settlements	Construction of RDP houses in all villages Construction of middle-income houses in Middledrift Town Issuing of Title deeds for RDP Houses in Gugulethu and Mpolweni
5	SMME	Skills development : (cotton ,candle making, juice making ,brick making ,soap production ,piggery project ,bakery and beadwork
6	Agriculture	Dam scooping in all villages Increased livestock improvement
7	Education	Provision of Scholar Transport all villages
8	Health	Access to Mobile Clinic for all villages
9	Safety & Security	Fencing and street lighting along the road R63
10	Environment	Grass cutting and bush Clearing along the R63 and R67 roads
11	Water & Sanitation	Access to water in all villages Provision of VIP toilets completion Construction of V-drains for stormwater control

Ward 17

Ward Cllr Matyolo

Number	Community Issue	Description
1	Electricity	Electrification of new Extension in Ntonga, Mayipase, Zihlahleni, Ntonga, Debe Nek, Mnqaba-Tafeni, Nonaliti, Qanda, Trust No.1 Installation of Highmast Lights
2	Roads	Regravelling of internal streets and access roads in all villages
3	Community Amenities	Furniture for Community Halls in 7 villages
4	Land and Human Settlements	Land disposal of vacant municipal sites in Debe Nek Construction of RDP houses for all villages Construction of middle-income houses
5	SMME	Skills development : (cotton ,candle making, juice making ,brick making ,soap production ,piggery project ,bakery and beadwork)
6	Agriculture	Construction of Dipping tanks and livestock handling facilities Increased livestock improvement

		Dam scooping
7	Education	Provision of Scholar Transport in all areas Construction of high school in Newtown
8	Health	Access to Mobile Clinic for 8 villages Availability of Ambulances for emergencies
9	Safety & Security	Fencing along the road
10	Environment	Grass cutting and bush Clearing along the R63 and R67 roads
11	Employment	Provision of EPWP opportunities for 8 villages
11	Water & Sanitation	Installation of Water Taps or standpipes for 8 villages Provision of VIP toilets
Ward 18 Ward Cllr Mjo		
Number	Community Issue	Description
1	Electricity	Provision of Free Basic Electricity in all villages High mast lights for all villages
2	Roads	Construction of bridges in (Gxwedera, Kwezana and Sheshegu) Regravelling of internal streets in all villages
3	Community Amenities	Renovation of community halls in (Joji, Lloyd and Khayamnandi) Furniture for Thembisa farmhouse used as hall and Sheshegu Community Hall Building of community halls for in all villages Building of Noluthando Day Care Centre Building of Old Age Centre in Papani and Siyabathanda Srevice Center Renovation of shearing shed of Kwezana used as a community hall Fencing of cemeteries for all villages
4	Land and Human Settlements	Construction of RDP houses for all villages
6	SMME	Support for Youth and Women Projects Funding for CBP Projects
7	Agriculture	Land care for all villages Fencing of grazing camps in all villages

		Dam scooping for all villages Eradication of Cactus (Ukatyi)
8	Education	Scholar Transport for all far villages
9	Health	Mobile clinic for Masakhane area
10	Safety & Security	Fencing along the road
11	Cleansing	Grass cutting and Bush Clearing along the R63 and R67 roads
12	Water & Sanitation	Jojo tanks for (Mpozisa, Nomtayi and Mpolweni)
Ward 19		
Ward Cllr Tokwe		
Number	Community Issue	Description
1	Electricity	Installation of High Mast Lights in Nazo Street, Mike Valley & Group Five Electrification of Daweti Extension (Informal settlement)
2	Roads	Paving in Nondumo Street, Nkukwini, Kanana to Matikinca Streets, Zoya, Sabisa, Rojie join Qupe, Tebe, Matyila., Nditha Street, Sineli Street, Ngoqo Street, Mbengashe Street, Matyila, Mlonyeni, Daweti Street and Nazo Street. Regravelling of internal street in Zwide, Tinis, Dubu, Mike Valley, Kuwait and Daweti Construction of speed humps in Group 5 Maintenance of roads
3	Community Amenities	Renovations of community hall in Gontsi Sportfield Construction of community hall in Old Rank, Gontsi Construction of Recreation Park in Mcathu Installation of a palisade fence in Gontsi Sportfield Fencing of Daweti & Dubu cemeteries Construction of a police station Construction of a day care centre
4	Land and Human Settlements	Land disposal of vacant municipal sites Construction of RDP houses in Daweti Construction of middle-income houses
5	SMME	Skills development (cotton ,candle making, juice making ,brick making ,soap

		production ,piggery project ,bakery and beadwork)
6	Agriculture	Construction of Dipping tanks and livestock handling facilities Increased livestock improvement Establishment of grazing land in Bhofolo Small-scale livestock farmers for
8	Education	Provision of Scholar Transport in all areas Renovation of Lingelabantu Primary School
9	Health	Training of home-based care givers
10	Safety & Security	Fencing along the road
11	Cleansing	Grass cutting, stormwater drainage for Ward 19 areas
12	Water & Sanitation	Access to water Provision of VIP toilets in Daweti informal settlement
Ward 20		
Ward Cllr Lento		
Number	Community Issue	Description
1	Electricity	Installation of Street lights in Kwepileni Installation of High mast lights in Ntoleni and Mlalandle
2	Roads	Regravelling of roads in (Ntoleni, Mlalandle, Ndaba, Hillside, Golf course, Nondyola) Maintenance of roads in Kwepileni Paving of main roads in Hillside and Golf Course Completion of paving of Hillside main road to Ntoleni Police Station Maintenance of stormwater drainage in Golf Course, Hillside and Kwepileni
3	Community Amenities	Renovation of Community Halls in (Ntoleni, Mlalandle, Ndaba and Hillside) Construction of Community Halls in (Golf Course and Kwepileni) Construction of Sportfield in Hillside
4	Land and Human Settlements	Construction of RDP Houses in (Mlalandle, Ndaba, Ntoleni)
6	SMME	Skills development : (cotton ,candle making, juice making ,brick making ,soap production ,piggery project ,bakery and beadwork)

7	Agriculture	Construction of Dipping tanks and livestock handling facilities; Increased livestock improvement Establishment of grazing camps
8	Education	Provision of Scholar Transport all farm areas Construction of high school
9	Health	Access to Mobile Clinic for Ndaba, Ntoleni, Malalandle
10	Safety & Security	Fencing along the road
11	Cleansing	Grass cutting and bush Clearing along the R63 and R67 roads
12	Water & Sanitation	Access to water in (Mlalandle, Ndaba, Ntoleni, Hillside, Golf Course, and Kwepileni) Provision of VIP toilets

Ward 21

Ward Cllr Tukani

Number	Community Issue	Description
1	Electricity	Installation of High Masts Lights in Fairview , Spidyuni & Reyini Location Maintenance of High Mast Lights (changing of bulbs and sensors) Installation of street lights around Adelaide Town Connection of High Mast lights at Mount Pleasant
2	Roads	Paving of Sithotho Street (Main road from Lingelethu to Red Location) Makhenyane Street, Mount Pleasant (main street ,)Funani , Maswili, Mbetshu, Mabindla & Joja street Filling of Portholes Erection of Speed humps (Williams Street)
3	Community Amenities	Construction of Community Hall (Red Location) Renovation and Maintenance of Lingelethu Community Hall Fencing of Cemeteries (Red Location) Renovation of Wanderers stadium
4	Safety & Security	Securities and Caretakers for Halls and Sport Fields
5	Cleansing	Removal of illegal dumping sites
6	Water & Sanitation	Maintenance of Storm water drains

Ward 22 Ward Cllr Yanta		
Number	Community Issue	Description
1	Electricity	Installation of high mast lights at the location and town entrances (Bez'ville, Alwyn Street , Gelvandale ,behind Siphso Camagu School and town entrances Access to electricity in all farm areas
2	Roads	Paving in Percey Joseph Street, Viljoen Street and New Area Regraveling and grading of all gravel roads Maintenance of stormwater drainanges
3	Community Amenities	Renovation of Bezuidenhoutville Hall Fencing of community halls Renovation of Bezuidenhoutville and Red Location Parks Upgrading of Bezville and Red Location Sportfields
3	SMME	Skills development
4	Education	Provision of Scholar Transport in farm areas
5	Environment	Clearing of illegal dumping sites
5	Water & Sanitation	Access to water
Ward 23 Ward Cllr Mahleza		
Number	Community Issue	Description
1	Electricity	Maintenance of high mast and streetlights
2	Roads	Regravelling and paving of roads Maintenance of roads
3	Community Amenities	Construction of a library at the location Upgrading of sport facilities Construction of a bridge in town
4	Land and Human	Construction of RDP houses

	Settlements	
5	Agriculture	Upgrading of animal pound
6	Employment	Developing skills centers for the unemployed
7	Environment	Greening and beautification of the ward
8	Water & Sanitation	Access to water Extension of Andrew Turpin dam Maintenance of Boreholes Extension of sewer pond Upgrading of public toilets

1.10 MEC COMMENTS

Raymond Mhlaba Local Municipality's IDP was rated high for 2021/2022 IDP assessment. The following were the results per Key Performance Area:

KPA	RATING IDP 2019/2020	RATING IDP 2020/2021	RATING 2021/2022
Spatial Planning, Land, Human Settlement and Environmental Management	High	Medium	High
Basic Service Delivery	Medium	Medium	Medium
Financial Planning and Budgets	High	Medium	High
Local Economic Development	High	High	High
Good Governance & Public Participation	High	High	High
Institutional Arrangements	Medium	High	High
OVERALL RATING	HIGH	HIGH	HIGH

Though the municipality has managed produce a **credible IDP for three consecutive years**, however there is a need to improve in terms of basic service delivery development as this KPA addresses the concerns of the community.

1.11 POWERS AND FUNCTIONS

A municipality has the functions and powers assigned to it in terms of sections 156 and 229 of the Constitution. These functions and powers are divided between the District municipality and the local municipalities established within its area of jurisdiction. Section 84(a) to (p) of the Structures Act defines the functions and the powers that are assigned to District and Local Municipalities. The Minister may authorize (under certain circumstances) a local municipality to perform a district function and power and the Member of the Executive Council for local government may (under certain circumstances) adjust specified functions and powers between the district and a local municipality in its area.

As stipulated in the Constitution of the Republic of South Africa 1996, functions and powers between Amathole District Municipality and Raymond Mhlaba Local Municipality are reflected hereunder.

SCHEDULE 4 B	Amathole DM	Raymond Mhlaba LM
Air Pollution		✓
Building Regulations		✓
Child Care Facility		✓
Electricity		✓
Fire Fighting Services		✓
Local Tourism		✓
Municipal Planning		✓
Stormwater management system		✓
Trading Regulations		✓
Water (potable)	✓	
Sanitation	✓	
SCHEDULE 5 B		
Billboards and display of advertisement in public places		✓
Cemeteries		✓
Cleansing		✓
Control of Public nuisance		✓
Control of undertaking that sells liquor to the public		✓
Fencing and Fences		✓
Local Amenities		✓
Local Sport Facilities		✓
Markets		✓
Municipal Parks and Recreation		✓
Municipal Roads		✓
Noise Pollution		✓
Pounds		✓
Licensing and control of	✓	

undertakings that sell food to the public		
Public Places		✓
Refuse Removal, Refuse Dumps, Solid waste disposal		✓
Street Trading		✓
Street lighting		✓
Traffic and Parking		✓

The Raymond Mhlaba Local Municipality is performing all the relevant functions as prescribed functions as enshrined in the 1996 Constitution.

DEMOGRAPHIC PROFILE OF RAYMOND MHLABA LOCAL MUNICIPALITY AND ENVIRONMENTAL CHARACTERISTICS

2.1 INTRODUCTION

This chapter deals with the existing situational analysis of Raymond Mhlaba Local Municipality. It considers the brief description of the municipal area, demographic indicators, socio-economic indicators, infrastructure, land use and related issues, and the physical environment. For any strategic planning process to be outcomes based focused and drive priority based decision making, valid and reliable data is necessary. Related to this is also the objective analysis of data and at the same time the presentation of the results in a non- biased manner. Census 2011 and Community Survey 2016 combined with the 2020 IHS Global Insight results were utilized throughout this document as the primary sources of data.

2.2 Raymond Mhlaba LOCAL MUNICIPALITY PROFILE

Raymond Mhlaba Local Municipality in Context

Raymond Mhlaba Local Municipality was established in 2016 and is made of now disestablished Local Councils of Nkonkobe and Nxuba. Alice town is a legislative seat and Fort Beaufort is the administrative head of the municipality, the latter is situated about 140km North West of East London on the R63 and is approximately 200km North East of Port Elizabeth. The municipality has the following satellite offices – Middledrift, Hogsback, Alice, Seymour, Adelaide and Bedford. The Raymond Mhlaba area is neighbored by the boundaries of Makana Local Municipality, Blue Crane Local Municipality and the Buffalo City Metropolitan Municipality.

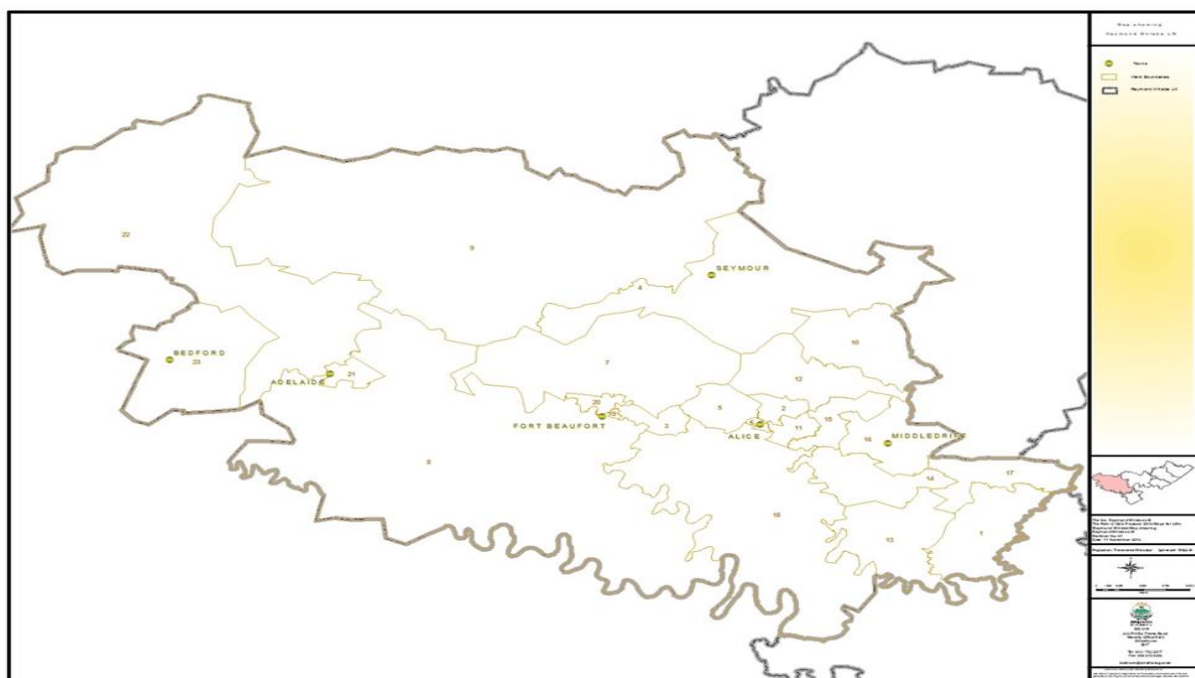


Figure 1: Map of Raymond Mhlaba Local Municipality

2.3 WARD BASED INFORMATION

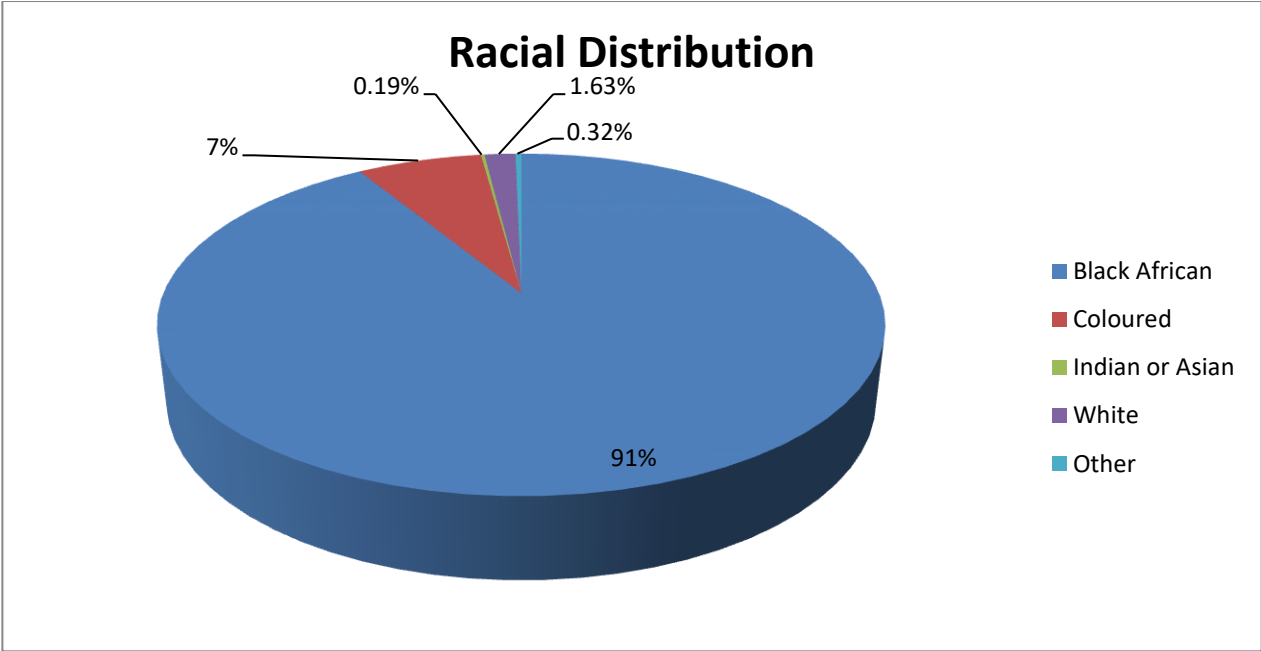
Ward	Villages
1	Qamdobowa, Zigodlo, Ndindwa, Mgxotyeni, Kulile, Mmqaba, Xhukwane, Sxekwen, Koloni
2	Township, Ntsela, Upper & Lower Gqumashe, Skhutshwane
3	Takalani, Kanana, Mpolo 1-2-3, Nkukwini, Tyoks Valley, Ntlekisa , Tambo Square
4	Seymour, Katkat Valley, Lushington, Lundini/Elukhanysweni, Hogsbag, Hertzog/Tambuksvlei, Platform
5	Ngobe, Ngwabeni, Gaga Sikolweni; Kwameva, Mgquba, Lenge, Nkobonkobo, Mavuso, Roxeni, Nomaqamba, Sgingqini, Lalini, Skolweni, Memela
6	Tukulu Farm, Guburha, Golf Course, Happy Rest, Town Central, Hillcrest
7	Rwantsane, Nobhanda, Mabheleni, Lamyeni, Ngwevu, Tyatyora, Luzini, Sikolweni, Mdeni, Cimezile, Tebha, Gontsana, Oakdene, Mankazana, Pikat, Ntilini
8	Fort Beaufort Town, Newtown, Rietsfontein, Sparkington, Smithkraal, Wagondrift, Kluklu Farm
9	Balfour, Buxton, Upper Blinkwater, Glenthon, Winterberg country club, Post Retief, Ekuphumleni, Massdor, Jurieshoek, Katberg, Readsdale, Blackwood, Philipton, Fairbain, Kolomani (Marais, Grafton, Ngqikane, Votywe, Phathikala, Edika, Dunedin, Cains, Diphala)
10	Gomoro, Machibi, Mpundu, Gilton, Guquka, Sompondo, Khayaletu, Hala, Nothemba, Hopefield, Benfield, Gato, Mathole, Komkhulu, Ngwangwane, Mkhuthuleni, Mdeni, Esphingweni, Machibini, Mqayise, Ndlovurha, Zixinene, Chamama, Mdlankomo
11	University of Fort Hare
12	Msobomvu, Magala, Ngcothoyi, Bergplaas, Melani, Krwakrwa, Upper Ncera, Majwareni; Khwezana, Mazotweni, Macfalani, Wordon, Dish, Mkhobeni, Taylor

13	Zalaze, Quthubeni, Fama, Ngcabasa, Ngqolowa, Qhomfo, Didikana, Phewuleni, Qhibira, Ndulwini
14	Saki, Ngwenya, Njwaxa, Mbizana, Gxadushe, Debe Marele, Faki, Mxumbu
15	Lower Ncera, Tyhali, Zibi, Mabheleni, Tyutyuza, Ngqele 1, Ngqele 2, Ncera Skweyiya, Dyamala
16	Annshaw, Town/Gugulethu, Lower Regu, Mfiki, Cwaru, Qawukeni, Cilidara, Ngele, Nothenga, Gudwini
17	Qanda, Trust 1&2, Koloni, Farm Bill, Thafeni, Nonaliti, Debenek, Zihlahleni, Mayiphase, Ntonga
18	Joji, Loyd, Phumlani, Khayamnandi, Thembisa, Xolani, Gxwederu, Balura, Lalini, Eskolweni, Kwali, Mpozisa, Lower Sheshegu, Nofingxana, Nomtayi, Lokhwe, Jowu, Jimi, Korks Farm, Krwanyini, Kwezana West
19	Gontsi, Dudu, Gommagomma, Zwelitsha, Nkukwini, Mike Valley, Kuwait, Group 5, Zwide, Daweti 1&2
20	Hillside, Golf Course, Ndaba, Kwepile, Ntoleni, Mlalandle
21	Red Location, Lingelethu, Adelaide Town, Mount Pleasant, Molweni Game Reserve, Mount Pleasant
22	Bezville, New Area, Gelvandale, Springgrove, Elandsdrift, Red Location,
23	Goodwin Park, Nonzwakazi, Bhongweni, Bedford Town, Phola Park, New Brighton, Khayelitsha, Ndlovini, Sizakhele and Tyoksville

2.4. DEMOGRAPHIC ANALYSIS

2.4.1 Total Population

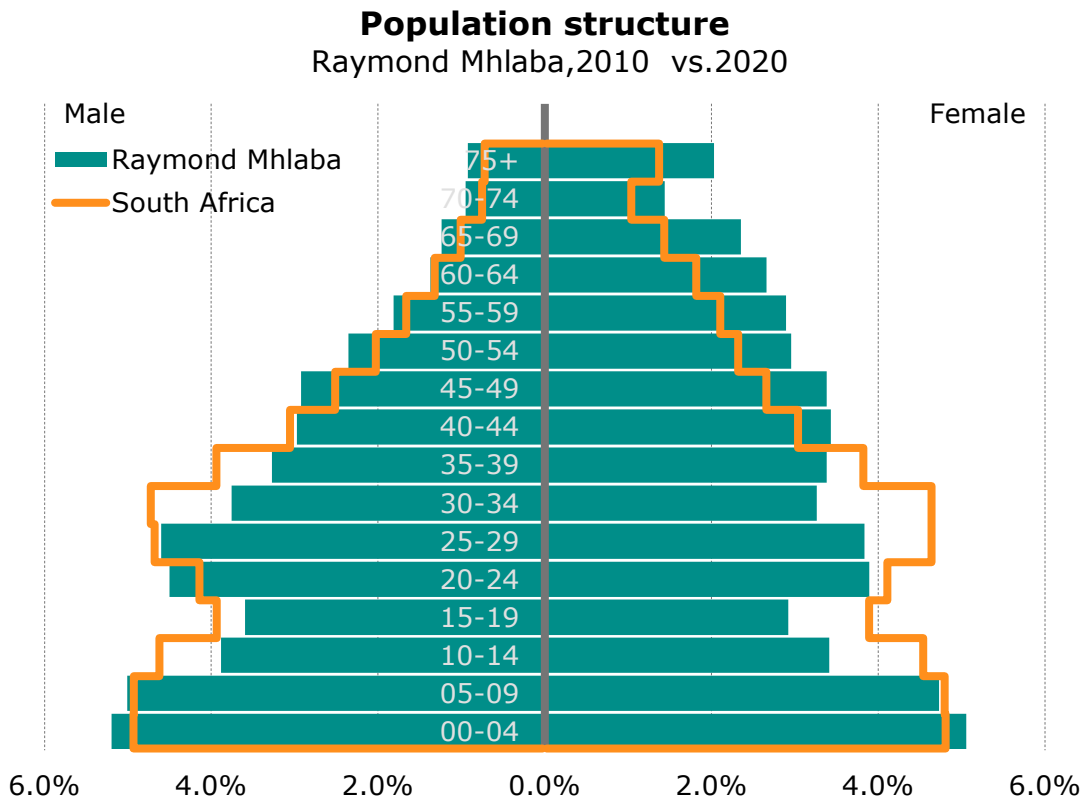
The 2020 IHS Markit Regional eXplorer indicates that the total population in Raymond Mhlaba Municipality is 163 000. The municipality has 23 wards; and it is dominated by large populace which is indigent. The majority of the population of Raymond Mhlaba of just over 70% resides in both villages and farms, and minorities are located in urban dwellings. Urbanisation is mainly concentrated in Alice, Fort Beaufort, Adelaide and Bedford.



Source: Community Survey, 2016 and 2020 IHS Global Insight

Population Growth Rate

In 2020, population consisted of 91% African (148 000), 1.63% White (2 360), 7% Coloured (11 200), 0.26% Asian/Indian 0, 19 % (440) people. The largest share of population is within the young working age category (25-44 years) with a total number of 46 200 or 28.5% of the total population. The age category with the second largest number of people is babies and kids (0-14 years) with a total share of 27.3%, followed by the older working age (45-64 years) with 33 000 people. The age category with the least number of people is the retired / old age (65 years and older) with only 14 500 people.



2.4.2 Population Analysis:

The population pyramid above, indicates that the population of Raymond Mhlaba Local Municipality is dominated by youth and women, ages from 25-39. The municipality therefore needs to develop programs and projects that would respond to gender issues.

INTERVENTIONS RELATING TO GENDER MAINSTREAMING:

- a) Enhance access to economic development for vulnerable population groups;
- b) Improve women's and youth earning power;
- c) Reduce vulnerability to social injustice and poverty;
- d) Increase participation of women and vulnerable groups in policy development.

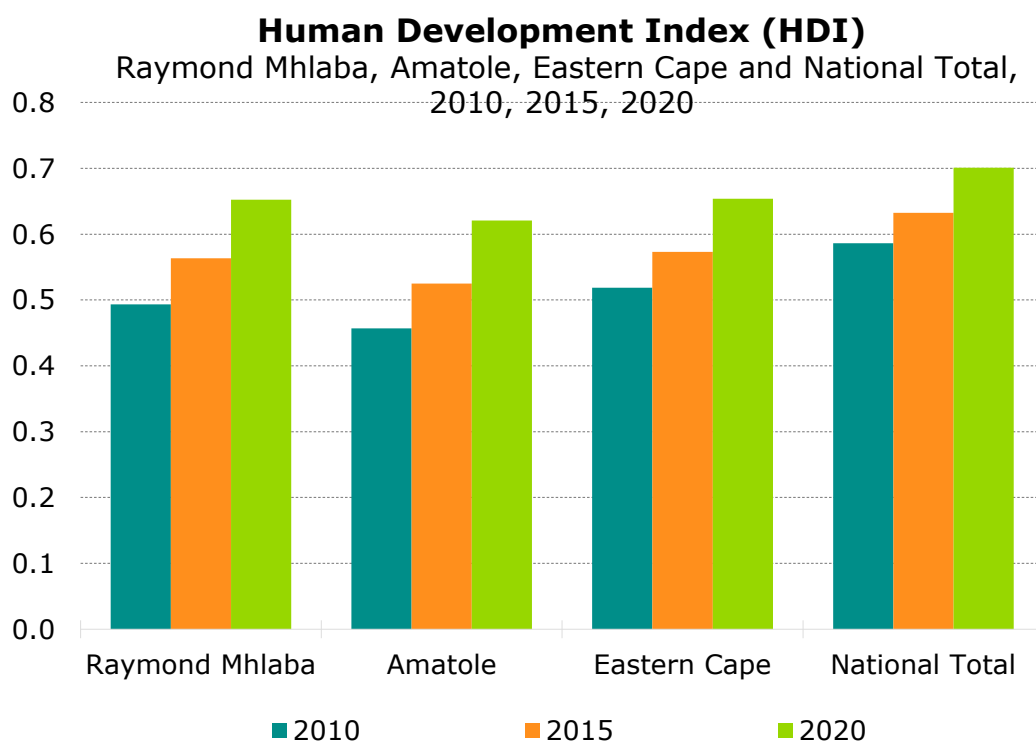
Implication for Economic Growth

Currently the area has a high dependency ratio, as the working age population supports a large number of dependents.

2.5 Development

Human Development Index (HDI)

HDI is a summary of composite index that measures a country's average achievements, in the three basic aspects of the human development: longevity knowledge, and decent standard of living. Longevity is a measurement by a combination of adult literacy rate and the combined primary, secondary and tertiary gross enrolment ratio and the standard of living is measured by Gross Domestic Product (GDP) per capital. The Human Development Index (HDI) reported in the HDI report of the United Nations is an indication of where a country is, in terms of development.



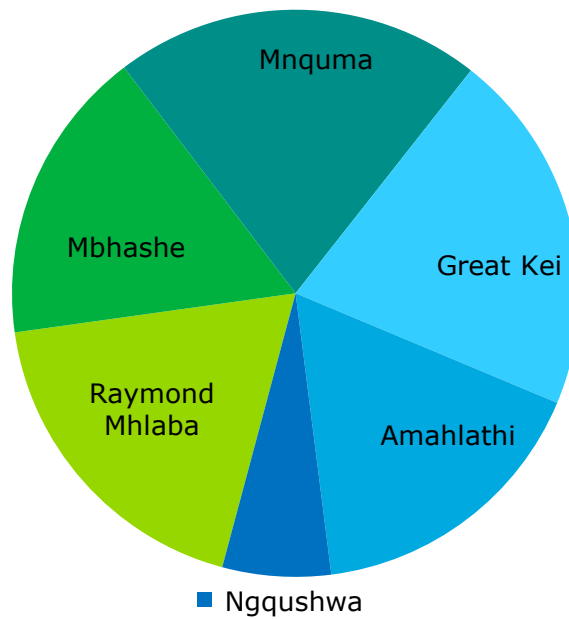
Source: IHS Markit Regional eXplorer version 2103

As at 2020 Raymond Mhlaba Local Municipality had an HDI of 0.652 compared to the Amatole with a HDI of 0.621, 0.654 of Eastern Cape and 0.701 of National Total as a whole. Seeing that South Africa recorded a higher HDI in 2020 when compared to Raymond Mhlaba Local Municipality which translates to worse human development for Raymond Mhlaba Local Municipality compared to South Africa. South Africa's HDI increased at an average annual growth rate of 1.81% and this increase is lower than that of Raymond Mhlaba Local Municipality (2.83%).

2.6 GROSS DOMESTIC PRODUCT (GDP)

The Raymond Mhlaba Municipality had a total GDP of R 10.1 billion and in terms of total contribution towards Amatole District Municipality and ranked third relative to all the regional economies to total Amatole District Municipality GDP. Raymond Mhlaba decreased in importance from ranking second in 2010 to third in 2020. In terms of its share, it was in 2020 (18.6%) slightly smaller compared to what it was in 2010 (19.5%). For the period 2010 to 2020, the average annual growth rate of 4.5% of Raymond Mhlaba was the fourth relative to its peers in terms of growth in constant 2010 prices.

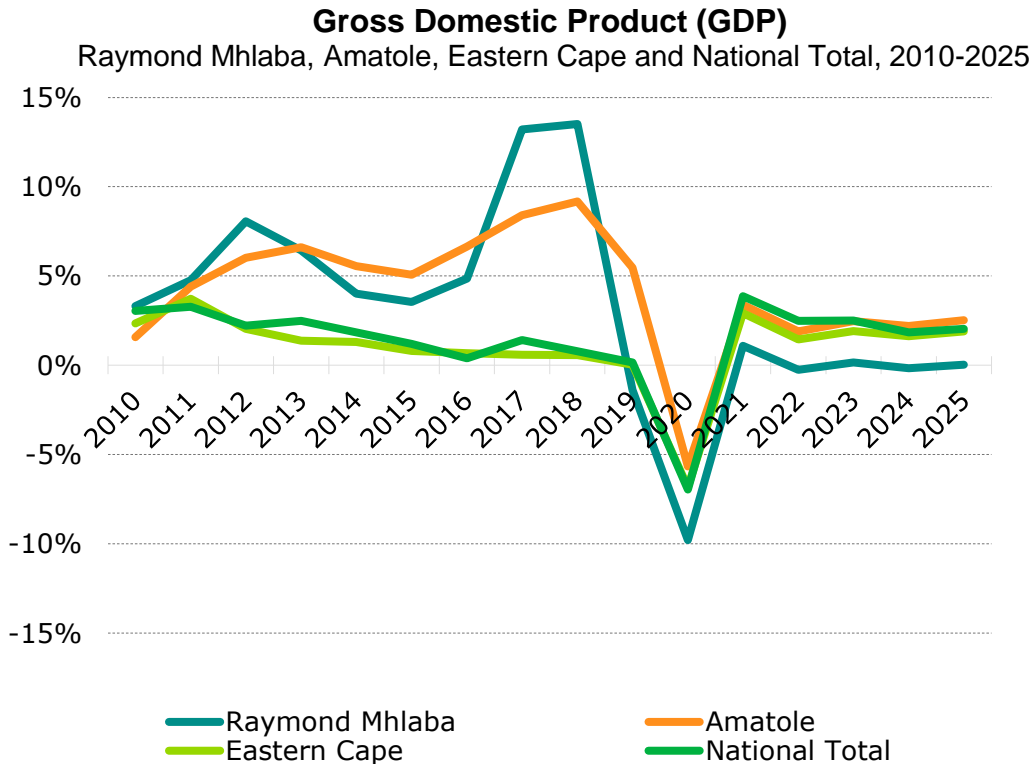
Gross Domestic Product (GDP)
Amatole District Municipality, 2020



Source: IHS Markit Regional eXplorer version 2103

Economic Growth Forecast

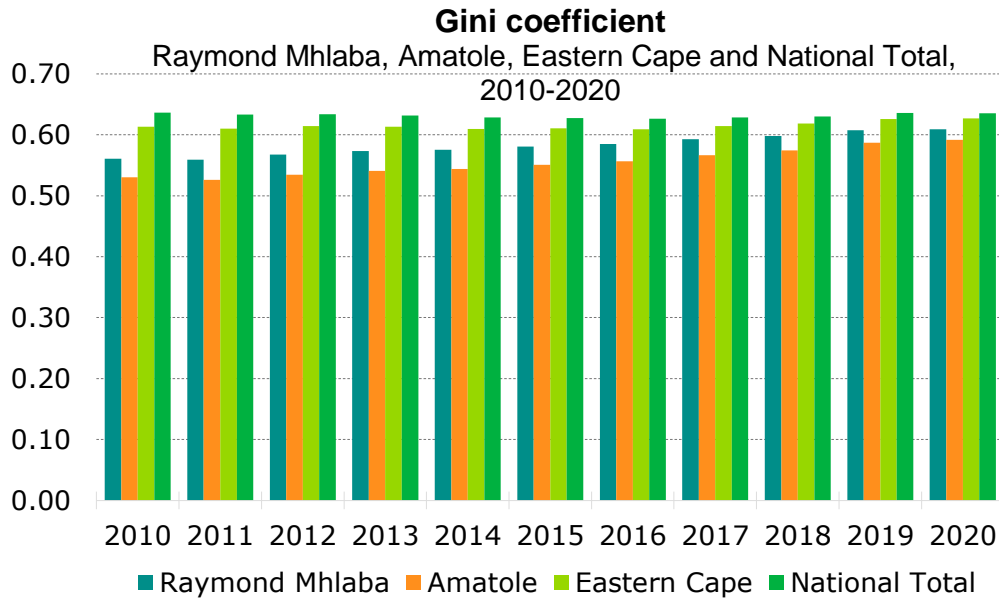
It is expected the municipality will grow at an average annual rate of 0.17% from 2020 to 2025. The average annual growth rate in the GDP of Amatole District Municipality and Eastern Cape Province is expected to be 2.49% and 1.96% respectively. South Africa is forecasted to grow at an average annual growth rate of 2.55%, which is higher than that of the Raymond Mhlaba Local Municipality.



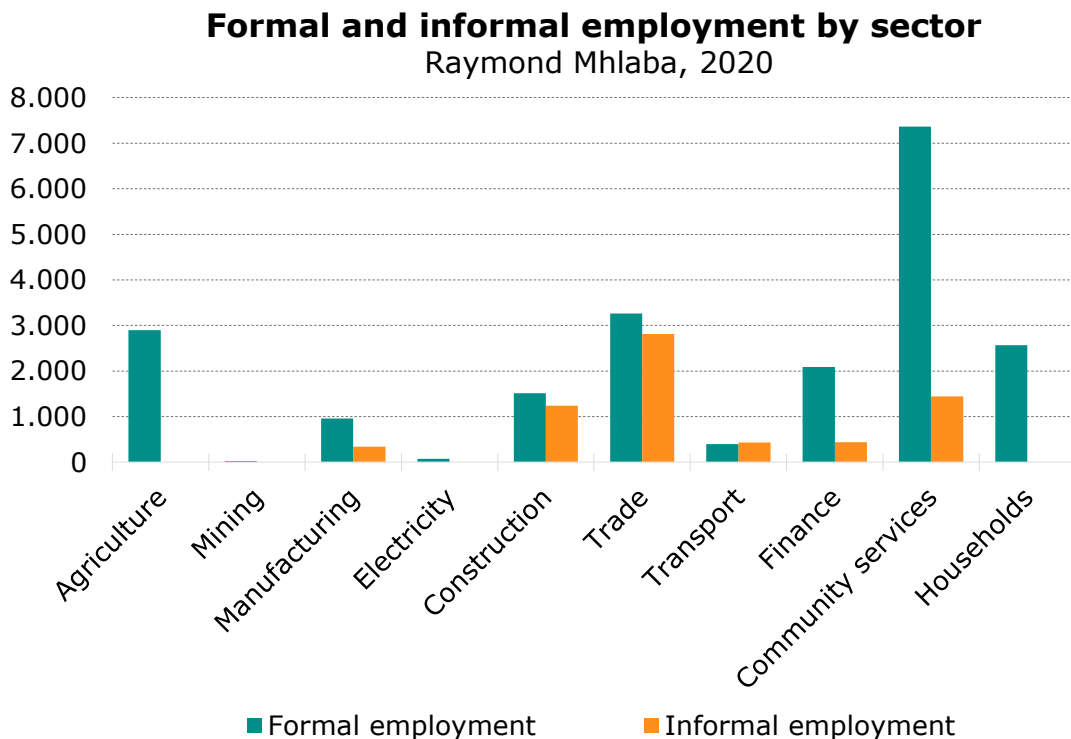
Source: IHS Markit Regional eXplorer version 2103

2.7 GINI COEFFICIENT

The municipality's Gini coefficient was at 0.609, which reflects an increase in the number over the ten-year period from 2010 to 2020. The Amatole District Municipality and the Eastern Cape Province had a Gini coefficient of 0.592 and 0.627 respectively. When Municipality is contrasted against the entire South Africa, it can be seen that Raymond Mhlaba has a more equal income distribution with a lower Gini coefficient compared to the South African coefficient of 0.635 in 2020. This has been the case for the entire 10 year history.



2.8 EMPLOYMENT

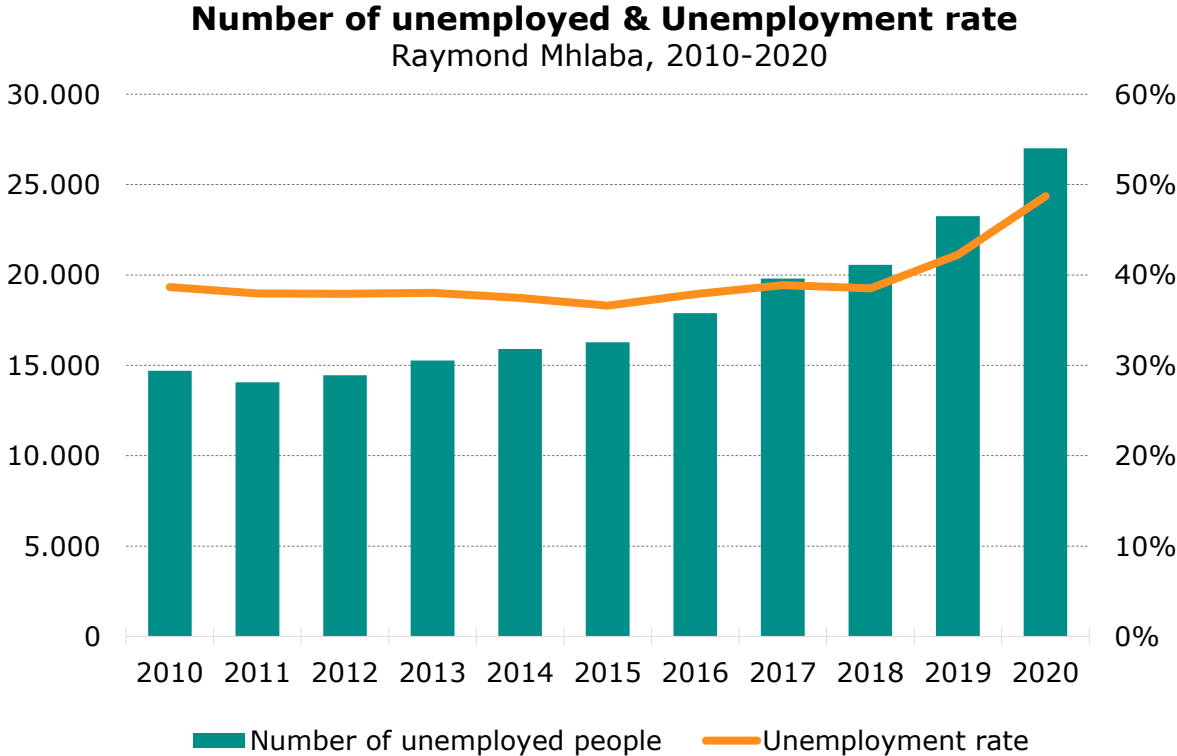


A total of 27 780 people within the municipality were employed in 2020. The number of formally employed people amounted to 20 900, which is about 75.24% of the total employment, while the number of people employed in the informal sector counted 6 880 or 24.76% of the total employment. Informal employment increased from 5 630 in 2010 to an estimated 6 880 in 2020. Trade sector recorded the highest number of informally employed,

with a total of 2 970 employees or 43.16% of the total informal employment. This can be expected as the barriers to enter the Trade sector in terms of capital and skills required is less than with most of the other sectors. The manufacturing sector has the lowest informal employment with 328 and only contributes 4.77% to total informal employment.

2.9 UNEMPLOYMENT

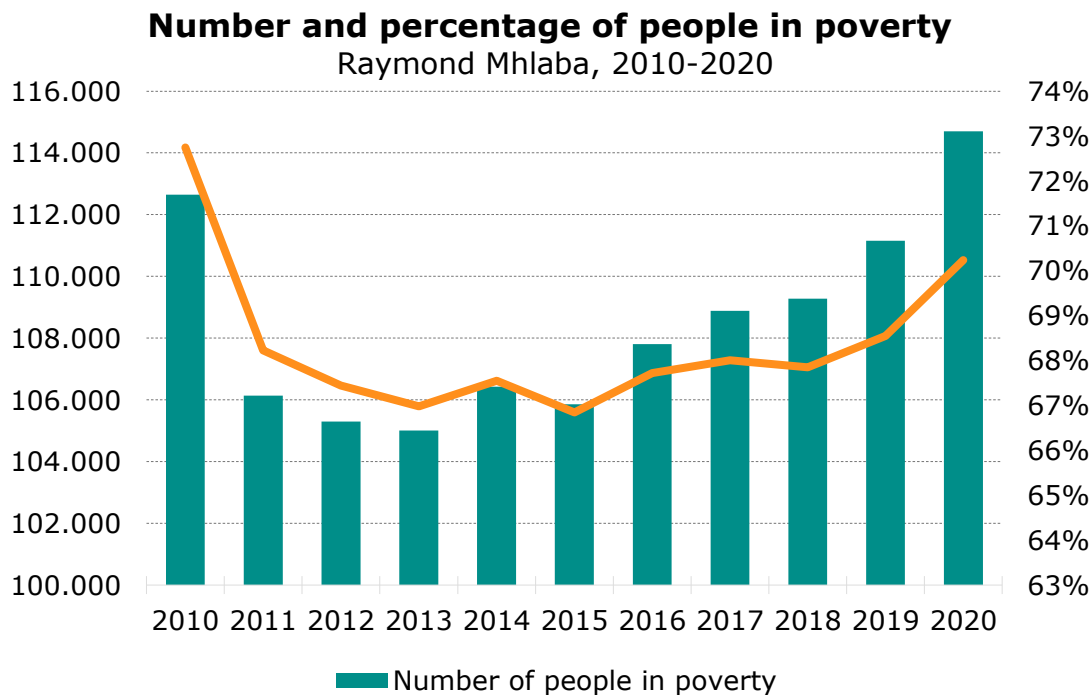
The statistical analysis reveal that unemployed data includes all persons between 15 and 65 who are currently not working, but who are actively looking for work. It therefore excludes people who are not actively seeking work (referred to as discouraged work seekers). In 2020, there were a total number of 27 000 people unemployed in Raymond Mhlaba, which is an increase of 12 300 from 14 700 in 2010. The total number of unemployed people within Raymond Mhlaba Municipality constitutes 25.79% of the total number of unemployed people in Amatole District Municipality. The Raymond Mhlaba Local Municipality experienced an average annual increase of 6.27% in the number of unemployed people, which is better than that of the Amatole District Municipality which had an average annual increase in unemployment of 6.66%. Based on the official definition of unemployment the rate was 48.72%, which is an increase of 10.1 percentage points. Comparing to the Eastern Cape Province it can be seen that the unemployment rate for Raymond Mhlaba Local Municipality was higher than that of Eastern Cape which was 41.06%.



Source: IHS Markit Regional eXplorer version 2103

2.10 POVERTY INDICATORS

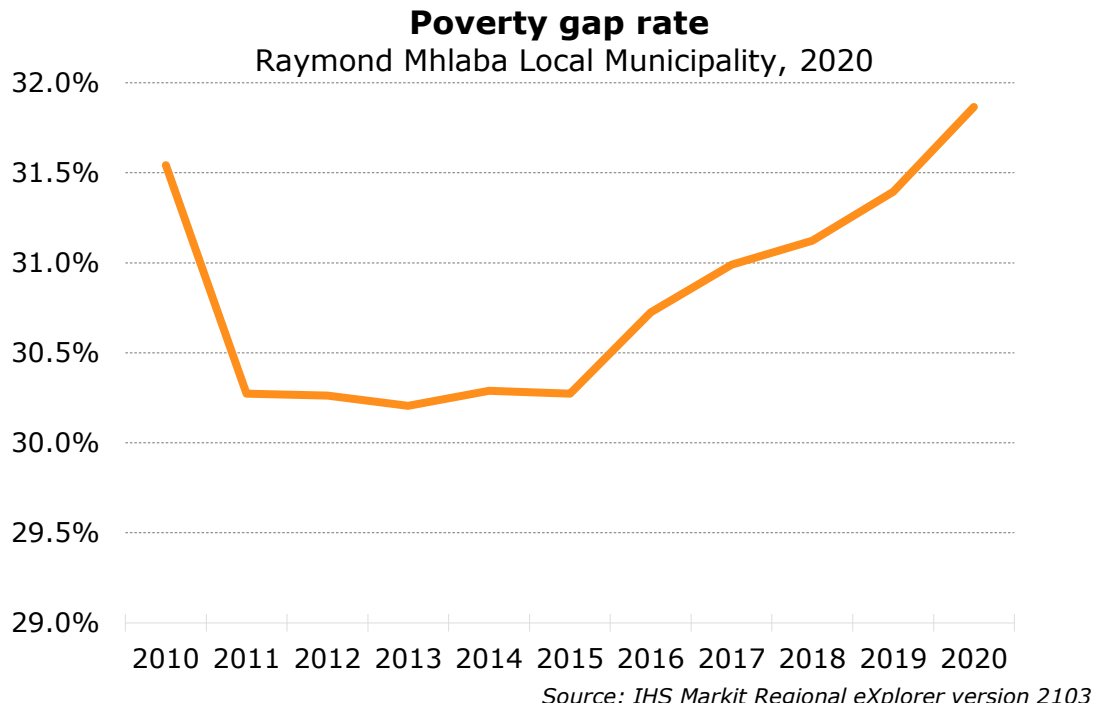
The upper poverty line is defined by StatsSA as the level of consumption at which individuals are able to purchase both sufficient food and non-food items without sacrificing one for the other. Using the upper poverty line definition 115 000 people were living in poverty in 2020, across Raymond Mhlaba Local Municipality - this is 1.82% higher than the 113 000 in 2010. The percentage of people living in poverty has decreased from 72.74% in 2010 to 70.24% in 2020, which indicates a decrease of 2.51 percentage points. This may be attributed to many aspects i.e. social grants offered by national government, seasonal jobs offered in the citrus industry and even contributions done by the municipality in terms of infrastructure development through the Expanded Public Works Programme, Community Work Programmes and through Cooperatives established by the municipality.



Source: IHS Markit Regional eXplorer version 2103

2.10.1 POVERTY GAP

The poverty gap rate amounted to 31.9% in 2020 compared to 2010 where it was 31.5%, it can be seen that the poverty gap rate increased from 2010 to 2020, which means that there were no improvements in terms of the depth of the poverty within Raymond Mhlaba Local Municipality.



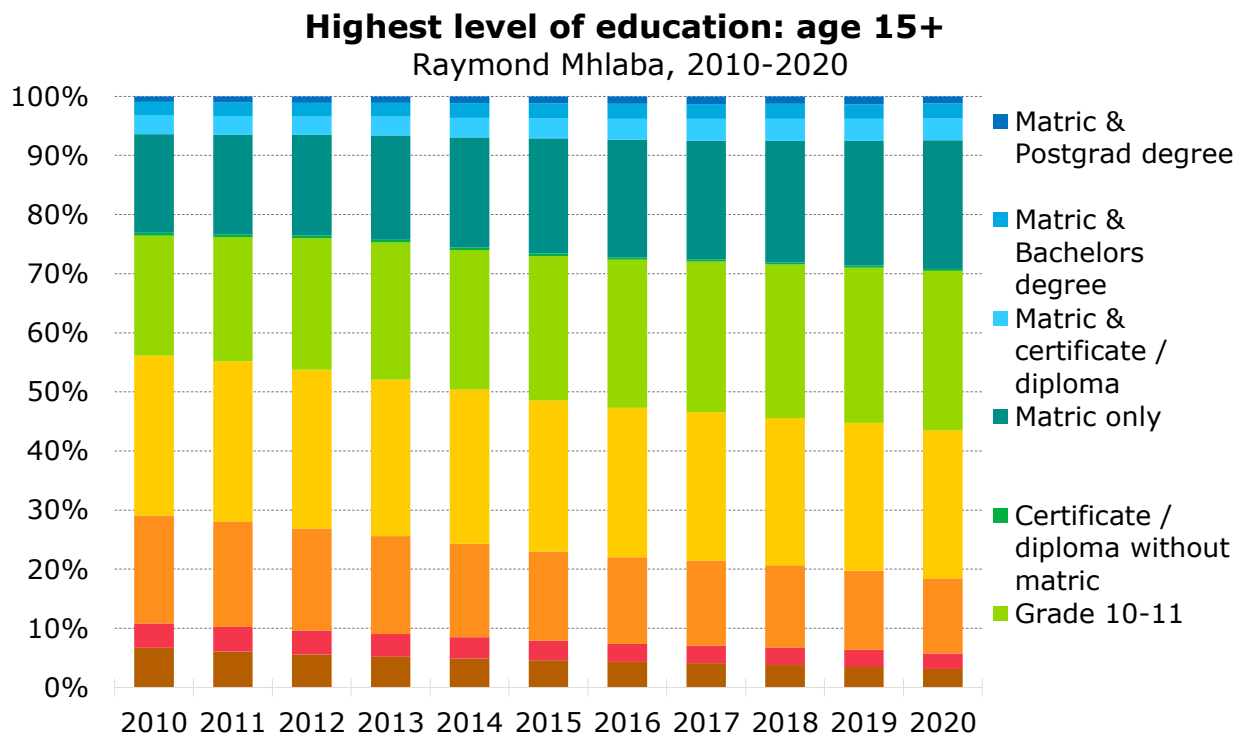
Interventions to alleviate poverty;

The municipality will;

1. Proactively identify land for development purpose
2. Support in accessing employment opportunities and skills development programs
3. Improve access to basic services
4. Take active steps to ensure that overall economic and social conditions of the community are conducive for employment opportunities
5. Review existing policies and procedures to promote local economic development.

2.11 EDUCATION

Education is a key dimension that directly influences the potential employability of community members is their education background and levels of skills that they possess. The level of education and skills within a region impacts on many factors, including: the productive efficiency of investments (e.g. health, capital), employment potential, the gender gap and productivity and income levels. In view of the foregoing, education is therefore, acknowledged as being inextricably linked to the economic development of Raymond Mhlaba Municipal area and to a growing society at large. The Raymond Mhlaba local Municipality is showing great improvement in terms of education. The number of people without any schooling decreased from 2010 to 2020 with an average annual rate of -6.41%, while the number of people within the 'matric only' category, increased from 16 300 to 23 2,600. The number of people with 'matric and a certificate/diploma' increased with an average annual rate of 2.54%, with the number of people with a 'matric and a Bachelor's' degree increasing with an average annual rate of 2.19%. Overall improvement in the level of education is visible with an increase in the number of people with 'matric' or higher education. This is reflected in the graph below



Source: IHS Markit Regional eXplorer version 2103

In addition to the above, the following table indicates the level of education amongst the population within Raymond Mhlaba Local Municipality.

EDUCATION LEVELS	
Level of education	Total
No schooling	3 370
Grade 0-2	2 850
Grade 3-6	13 800
Grade 7-9	27 200
Grade 10-11	29 300
Certificate /diploma without matric	355
Matric only	23 600
Matric certificate /diploma	4 080
Matric & Bachelor's degree	2 720
Matric & Postgraduate degree	1 300

Interventions relating to Education:

1. More equitable access to technical and vocational education, training and higher education; and the knowledge, skills and values needed to function well and contribute to society.
2. Assist in acquisition of foundational and higher-order skills

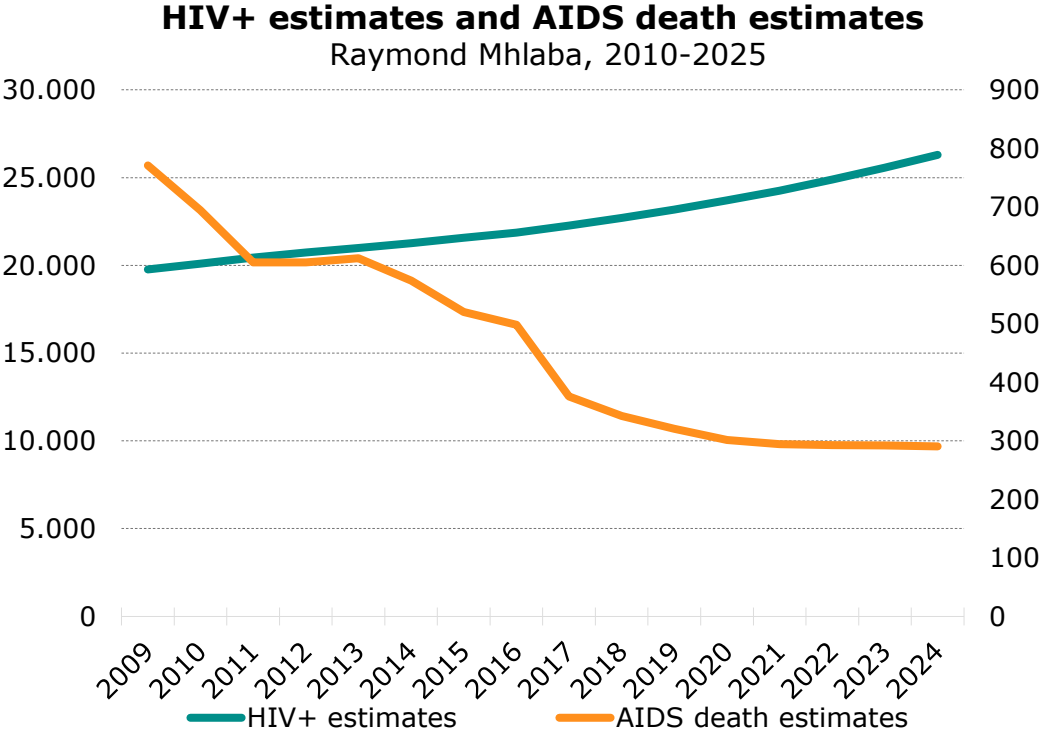
Implication for Economic Growth

There has been a gradual improvement in the level of education in Raymond Mhlaba and the population is relatively well educated compared with other municipal areas in the province, however overall education levels are still quite low. There is a large proportion of the population

who are unable to be fully economically active members of the community due to the fact that they are unemployable. This impacts on income levels of the community and reduces the potential for economic growth. Another could be the lack of employment opportunities for more skilled workers, which reduces the incentives for further study. Skilled people are more likely to leave the area to look for work or higher paying work elsewhere, reducing the skills available in the area.

2.12 HIV/AIDS

In 2020, 23 700 people in Raymond Mhlaba Local Municipality were infected with HIV. This reflects an increase at an average annual rate of 1.66% since 2010, and in 2020 represented 14.51% of the local municipality's total population. The Amatole District Municipality had an average annual growth rate of 1.43% from 2010 to 2020 in the number of people infected with HIV, which is lower than that of the Raymond Mhlaba Local Municipality.



Source: IHS Markit Regional eXplorer version 2103

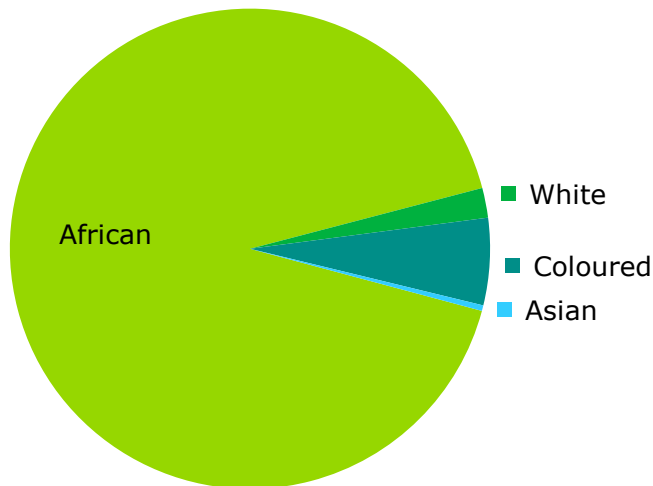
INTERVENTIONS RELATING TO HIV/AIDS

1. Focus on programs that will minimize the risk
2. Facilitate programs with Provincial counterparts to address the issues of HIV/AIDS

2.13 NUMBER OF HOUSEHOLDS AS AT 2019

The Municipality had a total of 44 832 households by the end of 2019. The composition of the households by population group consists of 91.4% which is ascribed to the African population group with the largest amount of households by population group. The Coloured population group had a total composition of 6.2% (ranking second). The White population group had a total composition of 2.0% of the total households. The smallest population group by households is the Asian population group with only 0.4%. The growth in the number of African headed households between 2010 and 2019 was on average of 0.47% per annum, which translates in the number of households increasing by 1 820 in the period. Although the Asian population group is not the biggest in size, it was however the fastest growing population group between 2010 and 2019 at 6.40%. The average annual growth rate in the number of households for all the other population groups has increased by 0.44%.

Number of Households by Population group
Raymond Mhlaba, 2019



Source: IHS Markit Regional Explorer version 2103

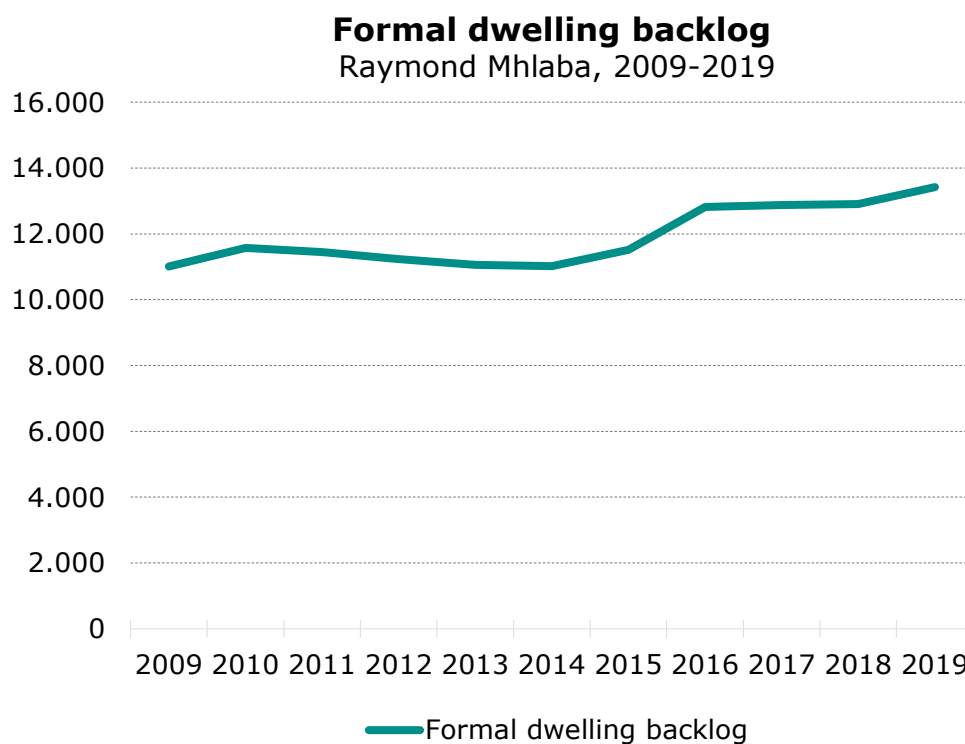
2.13.1 HOUSEHOLD BY INFRASTRUCTURE

The section below deals with number of households by infrastructure type as at 2019

2.13.1.1 Number of households by type of dwelling unit

Dwelling type	Formal	Informal	Traditional	Other dwelling type	Total
Number of households	31 407	2 703	10 574	148	44 832

2.13.1.2 Number of Households not living in a formal dwelling



Source: IHS Markit Regional eXplorer version 2103

From the graph above, it can be seen that in 2009 the number of households not living in a formal dwelling were 11 000 and 13 400 in 2019.

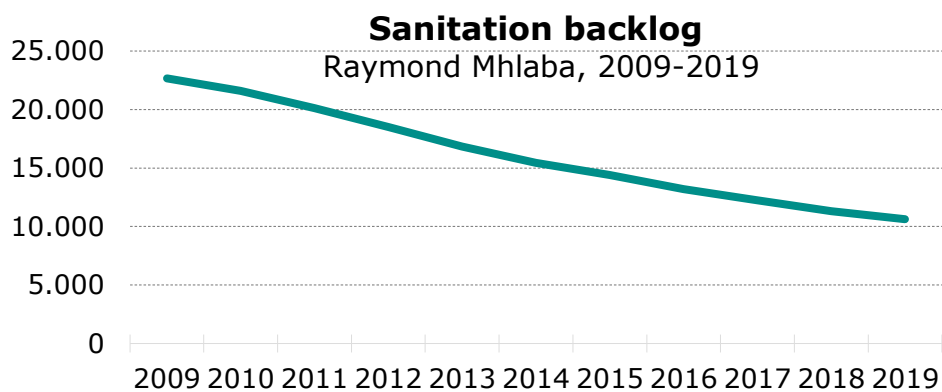
2.13.1.3 Households by type of sanitation

The Municipality had a total number of 22 800 flush toilets (49.90% of total households), 10 700 Ventilation Improved Pit (VIP) (23.42% of total households) and 9 710 (21.25%) of total households pit toilets. The figures are broken down on the table below;

Household by type sanitation	Flush toilet	Ventilation Improved Pit (VIP)	Pit toilet	Bucket system	No toilet	Total
Number of households	22 530	11 665	8 574	663	1 398	44 832

2.13.1.4 Sanitation backlog

As illustrated in the graph below, number of households in 2009 without any hygienic toilets in was 22 700, this decreased annually at a rate of -7.28% to 10 600 in 2019 as illustrated in the graph below.

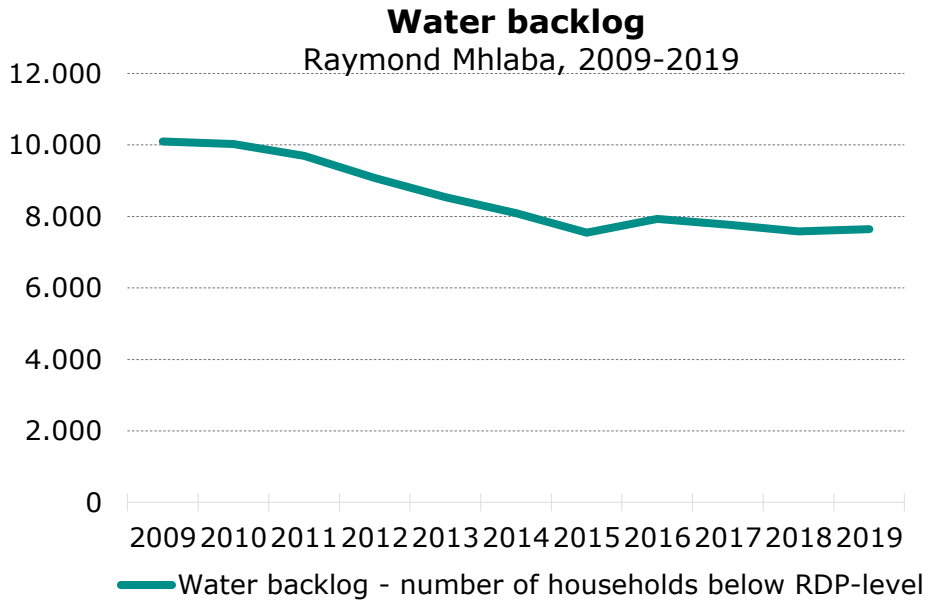


2.13.1.5 Household by Level of access to water

Type of water	Piped water inside dwelling	Piped water in yard	Communal piped water: less than 200m from dwelling (At RDP-level)	Communal piped water: more than 200m from dwelling (Below RDP)	No formal piped water	Total
Number of households	9 907	12 278	15 002	4 563	3 081	44 832

2.13.1.6 Water backlog

In 2009 the number of households below the RDP-level were 10 100 within Raymond Mhlaba Local Municipality, this decreased annually at -2.74% per annum to 7 640 in 2019.

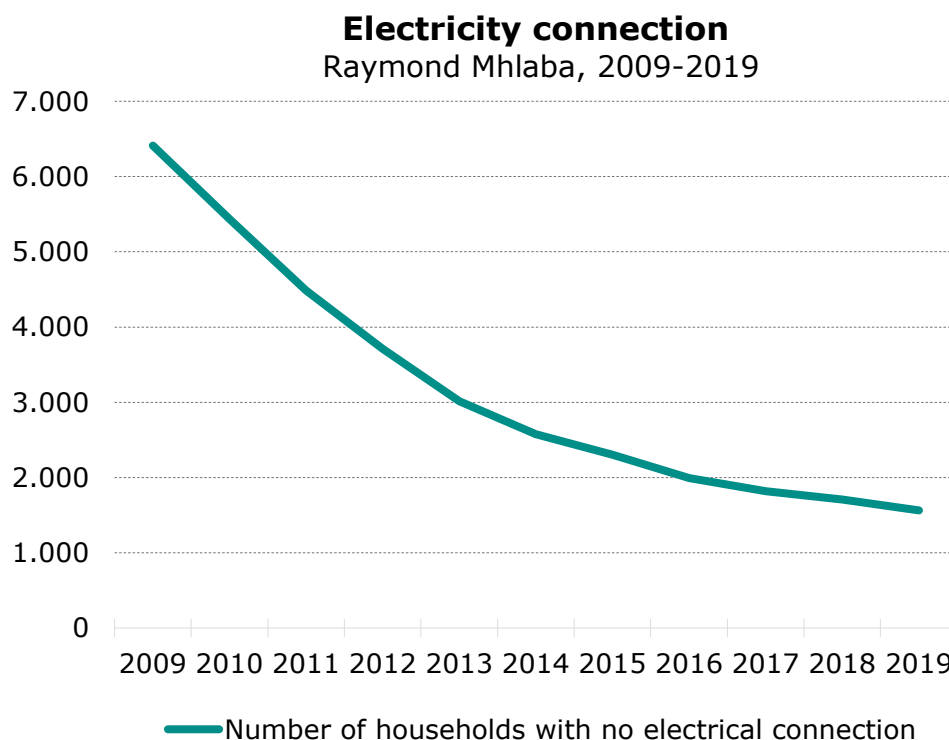


Source: IHS Markit Regional Explorer version 2103

2.13.1.7 Household by Electricity Connection

Type of electrical connection	Electricity for lighting only	Electricity for lighting and other purposes	Not using electricity	Total
Number of households	1 796	41 474	1 562	44 832

Households with no electrical connection



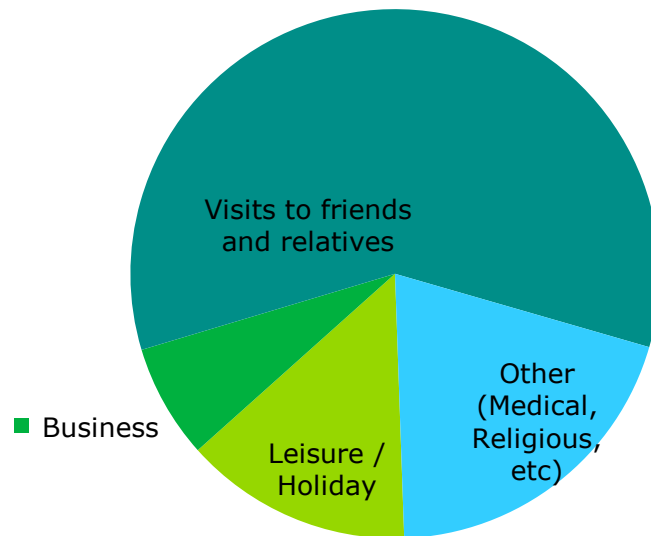
Source: IHS Markit Regional eXplorer version 2103

Looking at the table above it can be seen that in 2009 the households without an electrical connection was 6 410, this decreased annually at -13.17% per annum to 1 560 in 2019.

2.14 TOURISM

Tourism in Raymond Mhlaba is one of the key sectors of economic growth. Raymond Mhlaba is renowned of its rich heritage and history. It is the home to the University of Fort Hare, Lovedale College, the Historical Adelaide Gymnasium High School and Healdtown; moreover the municipal area boasts a number of tourism routes. This rich history and heritage however is not yet exploited. Visit to friends and relatives recorded the largest share of 57.60% of the total tourism and Others (Medical, Religious, etc) tourism had the second highest share of 24.65%, followed by leisure / holiday tourism at 12.02% and the Business tourism with the smallest share of 5.73% of the total tourism within Raymond Mhlaba Local Municipality.

Tourism - trips by Purpose of trip Raymond Mhlaba Local Municipality, 2020



Source: IHS Markit Regional eXplorer version 2103

2.15 ENVIRONMENTAL CHARACTERISTICS

This section provides background on the current status of the Environmental conditions and characteristics within Raymond Mhlaba Local Municipality. Furthermore, it also reflects the key issues facing the environment within the municipal area.

2.15.1 Physical Attributes

Vegetation Types

- **Amatole Montane Grassland:** Sweet grassland dominated by grasses such as *Themeda tiandra*, *Pennisetum sphacelatum*, and *Ehrharta calycina*. This vegetation is

good for cattle and sheep grazing. It is suitable for winter grazing but is vulnerable to transformation to sourveld, Karoo and Grassy Fynbos due to overgrazing.

- **Bedford Dry Grassland:** This grassland is composed of a few Acacia Karoo trees along water courses. It is suitable for grazing, and erratic summer rainfall makes the area high risk for agronomy.
- **Eastern Cape Escarpment Thicket:** The enclosed canopy is up to 6m in height and woody evergreen species are dominant. There is also a great variety of species in this thicket type and it is suitable for grazing of angora and Boer goats.
- **Eastern Cape Thornveld:** Open savannas dominated by Acacia Karoo bush clumps or individuals. They have a strong grassy characteristic, except in areas where overgrazing is present. Fire and grazing are important processes in the extent of this vegetation type.
- **Great Fish Thicket:** This vegetation is characterized by shrubs of an adult height, and dense and tangled shrubs with spines and thorns. On steep valleys it is characterized by tall, succulent tree euphorbias.

2.15.2 Geology and Soils

The Geology of Raymond Mhlaba Local Municipality mainly consists of the Beaufort sediments that are intruded by the Karoo dolerite that have thus penetrated the formation in many areas in the form of sills and dykes. The Beaufort sediments therefore comprise of shale, mudstone and sandstone. The soils in the area are therefore derived from the Beaufort and Molteno series of the Karoo sequence, most of the soils are therefore shallow and poorly developed and rocky. Alluvium occurs in the river terraces and no mineral deposits are found in the area although there is building stones and gravel that can be obtained from the area.

2.15.3 Topography

Raymond Mhlaba Local Municipality has a landscape that has a character of a flat, regular topography; the Northern Part of the municipality is structured by high mountain ranges, having the highest peak being the Hogsback Region, which has a height level of 1700m- 2000m above the sea. Towards the southern region, the topography starts to have a relatively flat surface and evens out, having some of the southern parts with the heights of less than 200m above sea level. The topography has influenced the distribution of human activities in the area, with most of the settlements occurring at heights of 200m-400m above sea level.

2.15.4 Biodiversity Conservation

Most of the Raymond Mhlaba jurisdiction is undisturbed and untouched environment, therefore the biodiversity in the area is very rich. There are areas that are categorized as those that are of primary environmental sensitivity, and these areas include those that are around the rivers and dams, those that are along wetlands and nature reserves. These areas are those that require environmental policies that are there to protect them and to ensure that they contribute towards the thriving economy of the municipality. In the Raymond Mhlaba Local Municipality the notable areas include:

- A natural corridor, which according to Terrestrial Critical Biodiversity Areas exists in the central portion of the Municipality.
- Water resources, which include Keiskamma River Basin, Koonap River, Baviaans River, Tyume River, Mxhelo River, Kat River Dam, and other rivers.
- Protected areas include the Doubledrift Nature Reserve, the Great Fish River Complex, and the Mpofu Game Reserve.
- Existing forests include the forestry products such as eucalyptus, pine, wattle and indigenous forests.

2.15.5 Climate Change

Climate change is a phenomenon that seems to have effect on everyone and therefore every area is affected by it, this phenomenon therefore has effects as to change climatic conditions, whether in a positive or negative way, this means that weather conditions are subjected to change because of a phenomenon known as global warming, which therefore lead to temperature increase and change in seasonal patterns within a region. The effects of such are associated with heavy rainfalls, unbearably hot conditions, mudslides due to heavy rainfalls therefore resulting in soil erosion. The result of such implications therefore result in depletion of food security, depletion of water sources therefore resulting in increased poverty to those that are dependent on subsistence farming, and increased prices to consumers that rely on commercial crop production, as it requires the farmers to increase technological efforts to sustain food production.

2.15.6 Water Resources

- **Rivers:** Raymond Mhlaba Local Municipality is well drained by a number of rivers, the major ones thus being the Keiskamma River that is located easterly of the municipality,

the Kat River which is located on runs north to south on the western side of the municipality, the Tyume river which runs from the mountainous Hogsback region and proceeds westerly towards Alice and then the southern- easterly to join the Keiskamma river. The Southern edge of the municipality is drained by the Koonap River and the Great Fish River.

- **Dams:** Raymond Mhlaba Municipality is supported by two main dams, which are the Kat River Dam and the Binfield Park Dam. There are also other small dams that are found within the municipal area, and they are known as the pleasant view dam, Hogsback Dam and the Debe Dam. These dams, along with the Sandile Dam that is found in a neighbouring municipality known as the Amahlathi Municipality, serve as main water supply schemes for the area and therefore serve as water supply for both domestic and agricultural use in the area. The municipality has however identified a tourism opportunity with the construction Foxwood dam, north of Adelaide.
- **Waterfalls:** the municipal area has water falls around Hogsback area, which is one of the beautiful resorts around Raymond Mhlaba.

2.15.7 Environmental Sensitivity

As most of the area in Raymond Mhlaba Municipality is undisturbed, the biodiversity in the area is still very rich. Areas of primary environmental sensitivity, mostly along rivers, dams, wetlands and nature reserves are categorized as conservation areas. These areas require sound environmental policies and practices to ensure a sustained and thriving economy in the municipality. In the Raymond Mhlaba Municipality the notable areas include:

- A natural corridor, which according to Terrestrial Critical Biodiversity Areas exists in the central portion of the Municipality.
- Water resources include Keiskamma River Basin, Kat River Dam, and other rivers.
- Protected areas include the Doubledrift Nature Reserve, the Great Fish River Complex, and the Mpofu Game Reserve.
- Existing forests include the forestry products such as eucalyptus, pine, wattle and indigenous forests.

2.15.8 Ecosystem Status

The ecosystem has guidelines that are attached to it that are intended to inform the land use management processes within the area and they assist with the identification of the need for

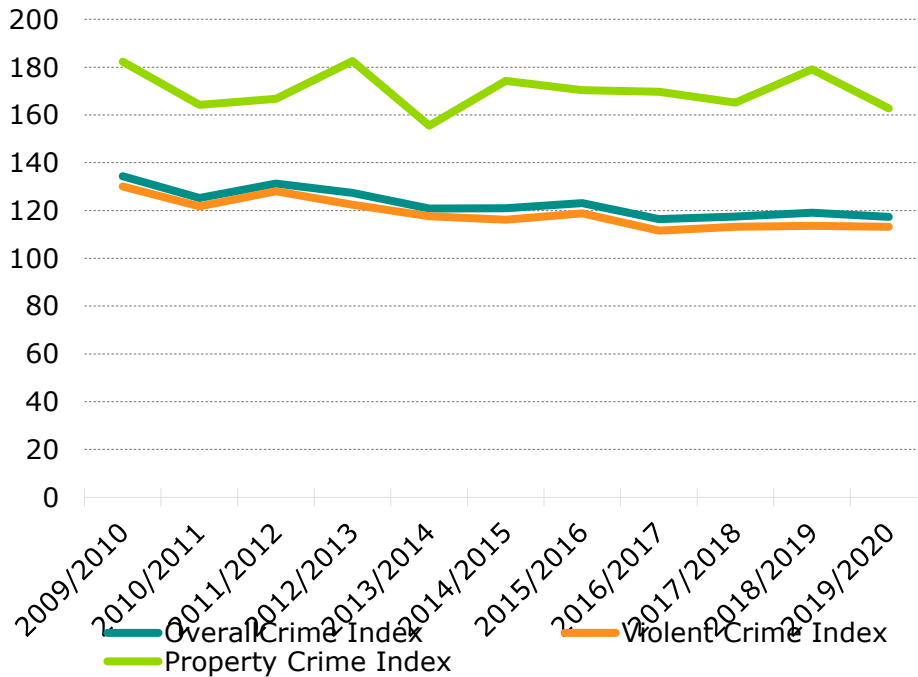
Environmental Impact Assessment also known as the (EIA) in certain areas within the municipality. Endangered, vulnerable and least threatened areas describe some of the relevant characteristics of the ecosystem status that falls within the municipality.

- **Endangered Areas:** These are areas whose original ecosystem has been so reduced that they functioning and existence is under threat of collapsing. Endangered land cannot withstand loss of natural area through disturbance or development. Portions of endangered areas have been identified mainly in Alice and Fort Beaufort and a small portion in Adelaide.
- **Vulnerable Areas:** Vulnerable areas cover much of their original extent but further destructions could harm their health and functioning. Vulnerable land can only withstand limited loss of the area through disturbance or development. Vulnerable land covers a large extent of the Raymond Mhlaba Local Municipality.
- **Least Threatened Areas:** The ecosystems of the less threatened areas cover up most of their original extent which are mostly intact, healthy and functioning. These areas can withstand some loss to the natural areas through development. A greater portion of Raymond Mhlaba is covered by least threatened eco-system status.

2.16 CRIME

Like all small towns, Raymond Mhlaba Local Municipality is affected by various forms of crime ranging from, rape, robbery, burglary and assault. For the purpose of this document, four types of crime are happening in the Raymond Mhlaba area have been selected ,namely sexual crimes, common robbery, burglary at residential premises and assault with the intent to inflict grievous bodily harm.

Overall, Violent and Property Crime Index Raymond Mhlaba, 2009/2010-2019/2020



Source: IHS Markit Regional eXplorer version 2103

For the period 2009/2010 to 2019/2020 overall crime has decrease at an average annual rate of 1.35% within the Raymond Mhlaba Local Municipality. Violent crime decreased by 1.37% since 2009/2010, while property crimes decreased by 1.12% between the 2009/2010 and 2019/2020 financial years. In 2019/2020, Raymond Mhlaba Local Municipality had the highest overall crime rate of the sub-regions within the overall Amatole District Municipality.

CHAPTER 3

STATUS QUO ANALYSIS PER KEY PERFORMANCE AREA (KPA)

The aim of this Chapter is to provide detailed information on the status quo of each key performance areas.

1. KPA 1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

1. INTRODUCTION TO ADMINISTRATION

Raymond Mhlaba Local Municipality Council adopted an organisational structure which will ensure attainment of the objectives entailed in the IDP. Alice town is a legislative seat and Fort Beaufort is the administrative head of the municipality. The municipal main offices are at Fort Beaufort, while the Council Chamber is located in Alice. The municipality has satellite offices in Adelaide, Alice, Bedford, Seymour, Middledrift and Hogsback. All these satellite offices have Unit Managers posts (though not filled), who are responsible for smooth running and monitoring of municipal satellites. The municipality has a code of conduct for Councillors, as well as, for all employees. The principalship of the Raymond Mhlaba Local Municipality's administrative structure lies with the Municipal Manager who administers the Institution with departments and various units reporting directly to him/her.

Functions of the Municipal Manager include:

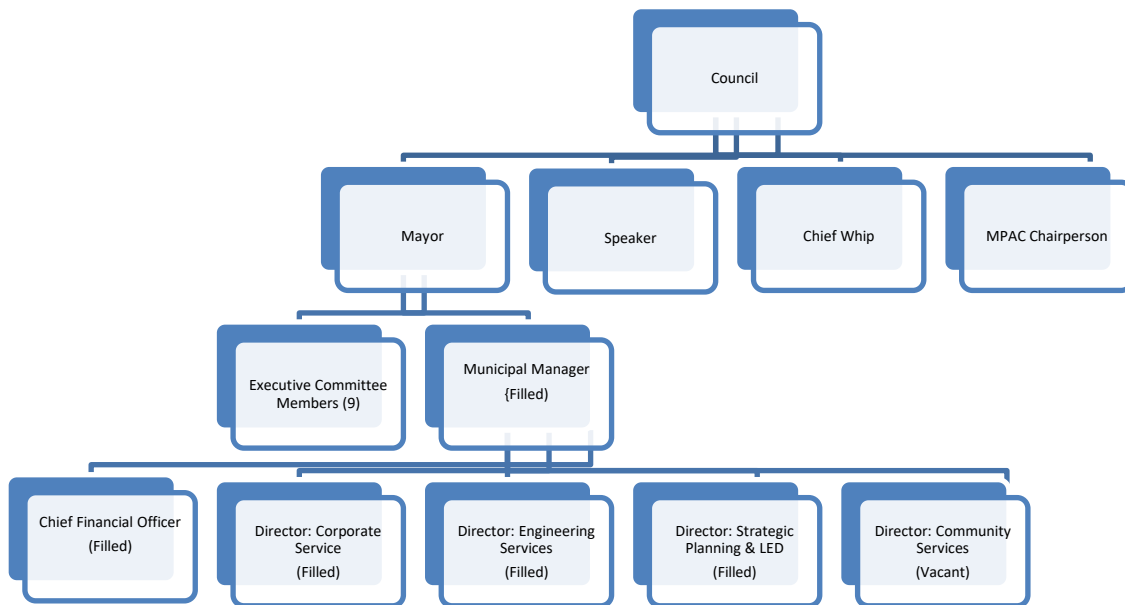
- The management of the Municipality;
- The rendering of Raymond Mhlaba Municipality's administrative Services to the Municipality;
- The rendering of Financial Services to the Municipality;
- The rendering of Corporate Services to the Municipality;
- The rendering of Protection Services;
- The rendering of Engineering Services;
- The rendering of support to the Office of the Mayor.
- The rendering of support to the Office of the Speaker
- The rendering of support to the office of the Chief Whip.

Of the functions identified six (6) departments were established to perform the functions, these being:

- Municipal Manager's Office
- Corporate Services
- Budget & Treasury Office

- Strategic Planning & Local Economic Development
- Engineering Services
- Community Services

Illustration of the Institutional Structure of Raymond Mhlaba Municipality is as follows:



Senior Management is made up of 60% Male and 40% Female, and the overall structure has 37 % female representation. The structure has just above 1% disabled employees against 4 % as required by Employment Equity Plan. The Municipality does not have any scarce skills.

Status quo of the Organisational Structure ;

Total number of posts	641
Filled posts	526
Percentage of vacancies	17%

2. Human Resource Strategy

The amalgamated Raymond Mhlaba Local Municipality is in a process of developing the HR Strategy as the old one for Erstwhile municipality expired in 2017. The HR Strategy

considerations focus on 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 with the municipality. The purpose of generating these strategies is to mitigate the threats and weaknesses which human resources and the municipality is faced with by among other things, taking advantage of the identified opportunities and capitalising on the identified strengths.

One of the key issues that can make the municipality as the employer of choice is to offer competitive salaries and financial reward which can be viewed as a major differentiation in being an employer of choice.

3. Job Evaluation

The municipality has started a process of Job description writing. A Job Evaluation Committee has been established and a workshop is scheduled. The task of the committee is to ensure that departments are developing those job descriptions and also to ensure quality. Job evaluation is being done at a District Job Evaluation Committee and thereafter to the Provincial Audit Committee for confirmation of results.

The municipality has appointed two delegates to serve in the District Job Evaluation Committee. Currently the municipality completed 30 Job descriptions for evaluation.

4. Employment Equity Plan

The plan seeks to achieve reasonable progress towards affirmative action in the workforce. After the analysis of the existing employee profile of Raymond Mhlaba Municipality it was discovered that the Municipality race is no longer a problem. A workshop was done to employees on disability. Employees came to disclose their disability and is no longer a challenge.

The Municipality strives to meet the Employment Equity targets to comply with the Employment Equity Act and redress past imbalances. The institution reports to the Department of Labour on yearly basis around equity targets. The Employment Equity plan was approved by Council in December 2019 and is being reviewed annually.

Total number of employees (including employees with disabilities) in each of the following occupational levels: Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	1	0	0	0	0	0	1
Senior management	3	0	0	0	1	0	0	0	0	0	4

Professionally qualified and experienced specialists and mid-management	6	1	0	1	4	0	0	0	0	0	0	12
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	61	3	0	3	28	3	0	0	0	0	0	98
Semi-skilled and discretionary decision making	80	3	0	0	39	1	0	1	0	0	0	124
Unskilled and defined decision making	89	14	0	0	146	11	0	0	0	0	0	260
TOTAL PERMANENT	265	21	0	4	220	15	0	1	0	0	0	526
Temporary employees												
GRAND TOTAL												

Total number of employees with disabilities only in each of the following occupational levels: Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	0	0	0	0	1	0	0	0	0	0	1
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0	0	0	0	1	0	0	0	0	0	1

Semi-skilled and discretionary decision making	1	0	0	0	0	0	0	0	0	0	0	1
Unskilled and defined decision making	5	1	0	0	10	0	0	0	0	0	0	16
TOTAL PERMANENT	6	1	0	0	10	0	0	0	0	0	0	17
Temporary employees												
GRAND TOTAL												

5. The Workplace Skills Plan (WSP)

According to the Skills Development Act, all employers are expected to submit their Workplace Skills Plan and Annual Training Report to their respective SETA's by the 30 April of each year. Employers are also expected to prepare monitoring reports on any training that took place as per the submitted WSP and submit to LGSETA on quarterly basis. Raymond Mhlaba Municipality has developed, adopted and implemented a WSP and submitted it to the LGSETA by April 2021 which is a stipulated time. The process of development of the WSP included skills audit that identified training interventions needed. The following programs are reflected in Raymond Mhlaba Municipality Workplace Skills Plan (WSP).

- National Treasury Minimum Competency Requirement
- Workplace Integrated Learning
- Unit Standard based and Non Unit standard based Trainings
- Skills programs

6. Training of officials, Councillors, Ward Committees and Unemployed learners

Training is currently being conducted in line with the Council approved WSP and an allocated budget for training including funding from SETA's. The training of officials, councillors, ward committees and unemployed learners are also a target in the institutional scorecard of the municipality. Therefore, training is one of the areas that is being prioritised by the municipality. Newly appointed Councillors were inducted by SALGA.

7. Labour Relations

7. 1 Local Labour Forum

The above-mentioned structure serves as a consultative structure between Labour and Employer and is functional. The structure is made up of councillors, managers and both two recognized union in the sector as prescribed in the Collective Agreement on Organizational Rights. The LLF deals with matters of mutual interest excluding matters that fall under the purview of the Provincial and National Bargaining Council. The LLF convenes its meeting quarterly and when necessary.

7.2 Employee Wellness and Occupational Health and Safety

The objectives of the employee wellness and occupational safety are to promote health and wellbeing of employees and Councillors by providing on-going education, information and communication in all health related aspects. They are also encouraged to be proactive about their health and modify their lifestyle for own benefits. The municipality is also ensuring that a safe working environment is created for all the employees at work and visitors during operations. It was identified during the wellness programmes that some employees are suffering from chronic diseases and measures were taken by the municipality to assist those employees. Hospitalisation and counselling of employees is also being undertaken for certain employees. Workshops were held to sensitise employees about conditions that can affect their work and were encouraged to come forward for assistance. Follow ups were done for those employees that were affected by these diseases. A workshop for financial health was conducted for those employees who are 55 years of age and upwards to sensitise employees about the misuse of pension money. Banks, insurance companies and pension funds were invited to give advice on employees.

The municipality has a functional Occupational Health and Safety Committee (OHS). This committee has started a process of evaluating the conditions of municipal offices that are occupied and are preparing a report and action plan on correcting defects.

8. LEGAL MATTERS

The Municipality has a Legal Unit that handles all the legal and litigation matters. A Litigation Register is in place and reports to Council on these matters on a Quarterly basis.

SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> 1. Approved Organogram 2. Senior Management positions filled 3. Approved WSP 4. Functional LLF 5. Functional OHS 6. Informative workshops conducted for employees 7. Job Evaluation Committee established 	<ol style="list-style-type: none"> 1. No HR Strategy 2. Non completion of placement appeals 3. No Work Study conducted yet

8. Integrated HR System	
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> 1. Labour stability 2. Improved service delivery 	<ol style="list-style-type: none"> 1. Change in legislation 2. Hacking of systems 3. Financial viability

9. COUNCIL SUPPORT AND RECORDS MANAGEMENT

Raymond Mhlaba Council Support Unit provides administrative support to all Council structures through compilation of items into an Agenda and taking and transcribing of minutes. The Unit is expected to issue out Agendas for meetings in line with Standing Rules of Order of Council.

As part of the support functions for the success of Raymond Mhlaba Municipality in fulfilling 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 auxiliary services is to provide an efficient service to both internal and external stakeholders. Records management is a process of ensuring the proper creation, storage, 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.

A File Plan was approved by the Provincial Archives in December 2017. A well-organized File Plan enables an organization to find information easily. Records that are correctly filed and stored are easily accessible, and this promotes transparency, accountability and democracy. The orderly and efficient flow of information enables the organization to perform its functions successfully and efficiently. 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 supposed to be 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. Raymond Mhlaba municipality is in a process of installing an electronic records management system that complies with these legislative requirements. Training of users and review of records management policy need to be done to enhance good use of the facility. Storage of documents is still a challenge. The Municipality is in a process of procuring two containers that will be customized according to Provincial Archives specifications. Document management workshop will be organized and facilitated by the Provincial Archives.

SWOT Analysis

STRENGTHS	WEAKNESSES
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<ol style="list-style-type: none"> 1. Approved File Plan 2. Approved Records Management Policy 3. Dedicated Photocopier Machines 4. Full Staff compliment 	<ol style="list-style-type: none"> 1. Decentralized document management system 2. No electronic document management system
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> 1. Limited litigations 2. Improved Audit opinion with Auditor General 3. Improved relations with Rate Payers 	<ol style="list-style-type: none"> 1. Disasters 2. Civil protests

10. Administration

10.1 Office Provision

Office provision is a challenge that is prevalent at Raymond Mhlaba municipality as a result the municipality utilizes six buildings within Fort Beaufort town as office space. The municipality also uses three park homes that are situated within the main building in Fort Beaufort.

10.2 Municipal By-laws

Fourteen Municipal Bylaws were promulgated by February 2019 after full consultation with the community. The fourteen By-laws were sent to all Magistrate Districts within the Raymond Mhlaba Municipality to conclude and approve the penalty clause. The implementation of these by-laws lies within all Municipal departments, Government and Law enforcement entities.

10.3 Insurance

The Raymond Mhlaba Municipality appointed Lateral Unison as short-term insurance Brokers with a three years' Service Level Agreement. The insurance covers Councillors, Management and Municipal Assets. This insurance also includes third party liability.

11. 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. In the process of ensuring the MFMA provisions are enhanced including asset management process, the municipality must ensure adequate controls. The allocated vehicles must always be accounted for by designated officials within departments. Trip authorities are always a priority in allocation of vehicles and submission of accurate logbooks and petrol slips are non-negotiable. The Municipality has both white and yellow fleet. The white fleet includes leased vehicles from ABSA bank. The Municipality has a fleet maintenance contracts with two service providers. This year Council has approved the disposal of vehicles that has 15 years and above life span and those less than 15 years but in bad condition. The Municipality is in the process of auctioning of those vehicles.

12. Information and Communication Technology (ICT)

12.1 ICT GOVERNANCE

Corporate Governance of ICT Policy Framework adopted by parliament in 2012 states that, the Council and Management of municipalities need to extend their governance functions to include the Corporate Governance of ICT. In the execution of the Corporate Governance of ICT, they should provide the necessary strategies, architectures, plans, frameworks, policies, structures, procedures, processes, mechanisms and controls, and culture which are in compliance with the best practice ICT Governance Frameworks.

The following ICT policies were developed, approved and inducted in June 2021.

- ICT Governance Framework
- ICT Security Policy
- ICT Strategy
- ICT User Access Management Policy
- Email Policy
- Backup Policy

12. 2 OFFICE BACK-UP (CIBECS)

Raymond Mhlaba local municipality is using Cibecs software for office back-ups. Cibecs is the simplest and most efficient software for business laptop and desktop data protection. Cibecs business backup software has been built from the ground up to address organizational challenges around desktop and laptop data backup and recovery, ensuring tangible operational benefits.

The Cibecs business backup solution consists of three components:

Continuity Server Software: This software application is installed on a centralized server/s and **it ensures that the data is stored efficiently and securely** in an encrypted format.

Control Center Software: This software application is installed on an IT administrator's laptop or desktop, and it serves as a management console whereby IT can centrally define, deploy and enforce their backup policies. The Control Center provides IT the visibility to **identify risk with its dashboard** and **e-mail reporting** as well as the ability to ensure efficient backups by being able to **configure settings** to optimize its bandwidth and manage its storage requirements.

User Agent Software: This software application gets installed on the end-user's laptop or desktop, and it ensures that the data **backups perform automatically** and securely over an encrypted connection to the server that requires **no user intervention**. The agent ensures the highest efficiencies are achieved by performing block level incremental and encrypted backups with minimal impact to the user. The agent also provides the user with the **self-service wizard-driven restore functionality**, should the user need to restore data.

Cibecs is **centrally deployed** and allows automated deployment to tens, hundreds or thousands of endpoints.

ICT can then **centrally set and customize backup policies** by individual user or by group or department through simple **Active Directory integration**.

Cibecs is easy to install and deploy, easy to customize and control, and easy to monitor. Cibecs is the most intuitive and effective business backup software.

12.3 DRP (Disaster Recovery Plan)

IT Disaster Recovery Plan ("IT DRP") is to provide guidance to Raymond Mhlaba Local Municipality's Information and Communication Technology Unit function in recovering the IT infrastructure in the event of a major IT disaster, in line with the Recovery Time Objectives ("RTO") defined by business.

However, with the above said Raymond Mhlaba local municipality has a Business Continuity Plan where the RTO (Recovery Time Objectives) are properly defined. The financial systems depend on service providers for recovery plans. The offsite backup storage facility is yet to be established but the municipality is in the processing its establishment.

12.4 FIREWALL & ANTIVIRUS

A **firewall** is a system designed to prevent unauthorized access to or from a private network. You can implement a **firewall** in either hardware or **software** form, or a combination of both. **Firewalls** prevent unauthorized internet users from accessing private networks connected to the internet, especially intranets

Currently the municipality is using Cisco ASA firewall software. **ASA** in **Cisco ASA** stands for Adaptive Security Appliance. In brief, **Cisco ASA** is a security device that combines **firewall**, antivirus, intrusion prevention, and virtual private network (VPN) capabilities. It provides proactive threat defense that stops attacks before they spread through the network.

The municipality is currently using ESET Endpoint antivirus for network and PC protection.

12.5 INTERNET UPGRADE

The internet upgrade was implemented by the ICT Unit and there was a significant improvement on the internet speed and email access. The completed sites are Fort Beaufort and Alice. Middledrift site is almost completed while Seymour, Adelaide, Bedford and Hogsback are expected to be completed before the end of the financial year.

12.6 TELEPHONE SYSTEM

The telephone system used in the municipality is an IP based telephone system. There are extensions specifically allocated to each office.

12.7 GIS Project

The Geographic Information System Shared Services Centre. The GIS provides centralized spatial information management, mapping, analysis and dissemination. Server upgrade with the latest technologies has been completed and tested.

SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • A fully fledged ICT Unit • Compliant Server rooms • A functional website • Adequate Network Infrastructure • Approved Policies • Functional Photocopy Machines in all offices • Functional ICT Steering Committee 	<ul style="list-style-type: none"> • No Disaster Recovery Site • Slow network connection in Satellite Offices •
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Investment attraction • Efficient service delivery • Improved tourism 	<ul style="list-style-type: none"> • Civil Protests • Cyber threats • Load Shedding

2. KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Service delivery falls within the functional area of different institutions, but all impact on the lives of the community. This KPA deals with the core functions of the municipality by providing the provision of electricity, roads & stormwater, community facilities, refuse removal, emergency services, and Land & Human Settlements.

2.1 ELECTRICITY

INTRODUCTION TO ELECTRICITY

The supply of electricity in Raymond Mhlaba Municipality is provided for by two suppliers, i.e. Eskom and the Local Municipality. The municipality has a NERSA license to provide electricity in Adelaide, Bedford and Fort Beaufort and the surrounding townships. Electricity in the other administrative areas of Alice, Middledrift, Hogsback, Seymour, farm areas and all rural villages is supplied by Eskom. In areas supplied by Eskom it is estimated that electricity provision stands at 90% with a backlog of 10% of which most of the areas are extensions that require a line upgrade to electrify the villages, whereas, in areas supplied by the municipality it is estimated

that electricity provision stands at 99% with a backlog of 1% which is new connections for extensions, etc. The municipality does not have issues or challenges with the bulk electricity supply within the municipal areas of supply. The municipality has set aside a budget for the maintenance of its reticulation network though in most cases it is found not to be enough. Furthermore, the municipality is piloting a mini-grid project in the Upper Blinkwater. The mini-grid is using solar panels to electrify 70 household in the Upper Blinkwater Area.

The municipality has also taken into consideration savings in energy consumption within the municipality area of supply. A retrofitting project has started where the municipality is changing streetlights and high mast lights to energy saving lights i.e. LED lights. This project will not only focus on street lightning and high mast, in the near future it will also consider changing internal building lights and air conditioners etc. to energy saving mode. The municipality feels the need of renewable energy and energy saving as a priority and a research is currently being conducted about wind generation as distribution is some areas.

Key Challenges:

- Ailing infrastructure
- Panels are very old and need to be replaced.
- No signage on exterior of substations and mini subs
- Links and conductors damaged
- Palisade fencing for mini sub-stations in residential area
- Underground old cable faults which leads to unplanned outages

2.2 ROADS AND STORM WATER MANAGEMENT

2.2.1 ROADS

The road network within the Raymond Mhlaba Municipal area falls under the jurisdiction of three (3) authorities, namely:

- South African National Roads Agency Limited (**SANRAL**) - responsible the National Route R63 and R67, SANRAL has initiated upgrading of the R63 road and progress currently at Design Stage.
- Eastern Cape Department of Roads and Transport - responsible for the provincial trunk, main, district and minor roads within the area;
- Raymond Mhlaba Local Municipality - responsible for all municipal roads.

The National Department of Transport is currently rolling out the Rural Transport Services and Infrastructure Grant whose objective is to ensure effective and efficient investment on rural roads through development of Road Asset Management System (**RAMS**) with the following methodology in mind:

- **Collection of Road Inventory data including condition assessment and traffic data.**
- **Setting up pavement and bridge management system compatible with national standards.**

The system is currently in place and relevant data and updated in line with conditions of the grant. Municipalities are encouraged to utilise this system when prioritising road project.

The National Department of Transport is currently rolling out the Rural Transport Services and Infrastructure Grant whose objective is to ensure effective and efficient investment on rural roads through development of Road Asset Management System (RAMS) with the following methodology in mind:

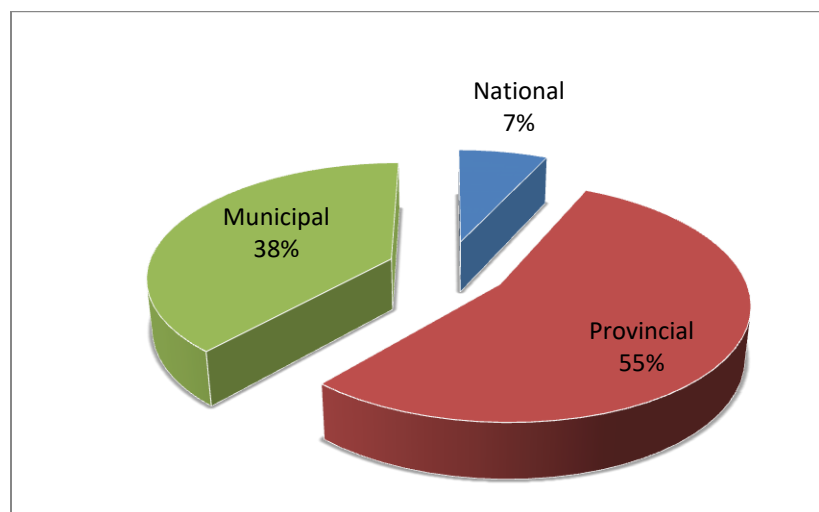
- **Collection of Road Inventory data including condition assessment and traffic data.**
- **Setting up pavement and bridge management system compatible with national standards.**

The road network within the Raymond Mhlaba Local Municipality Area, together with the relevant road authority is indicated in table below:

Road network in the Raymond Mhlaba Local Municipal Area

ROAD AUTHORITY	LENGTH
SANRAL	158.35
DRPW	1234.24
RAYMOND MHLABA L.M	878.64
Total	2 280.23

The pie-chart of the road network within the Raymond Mhlaba Local Municipality Area in terms of ownership percentages is reflected below;



CONDITION OF THE SURFACED ROADS:

The surfaced road network was assessed in accordance with the procedure set out in TRH 22. The condition of the roads are summarized in the table below.

ROAD AUTHORITY	LENGTH
SANRAL	158.35
DRPW	1234.24
RAYMOND MHLABA L.M	878.64
Total	2 280.23

The road network has been divided between (EPWP) Expanded Public Works Programme and (MIG) Municipal Infrastructure Grant; this enables the municipality to attend to some of road network challenges.

There are five Taxi ranks in Raymond Mhlaba Municipality namely (Adelaide, Alice, Bedford, Fort Beaufort, and Middledrift), where commuters use them to board the taxis and buses in and around the villages within the municipality, as well as to surrounding towns. The aforementioned Taxi Ranks are licensed and operate within the regulations set by the municipality and department of transport. Seymour and Balfour, as well as Debe Nek do not have licensed taxi ranks – even though there is commuting activity taking place in those areas. The Alice Taxi Rank has been rehabilitated by the municipality (Raymond Mhlaba Local Municipality) in partnership with ASPIRE (Development Agency of Amathole District Municipality) as part of the Small Town Regeneration Project and has been in operation since March 2019.

The municipal area also has bus shelters around the R63 from Debe Nek to Alice. These shelters play a pivotal role, shielding and providing shade to the commuters against scorching heat and subsequently protecting them on rainy days. There are bus shelters in the rural areas; these were done through the EPWP and Community Works Programme.

The municipality also offers Traffic Services – these officials regulate traffic offences by all road users and ensure that there is tolerance on the road by all who are making use of it. The traffic services unit also provides the following services: Driver’s License Testing Stations in Fort Beaufort and Adelaide, only Fort Beaufort offers Driver’s license testing, Renewal of Drivers Licenses (Alice and Fort Beaufort), Public Driving Permit, Learners License application and issue (Fort Beaufort), Driver’s License application and issue (Fort Beaufort and Adelaide) and Registration and licensing of vehicles (Alice, Adelaide and Fort Beaufort).

2.2.2 STORMWATER

The Stormwater management system is provided for in the town of Adelaide, Alice, Bedford, Fort Beaufort, Middledrift and Seymour. The Municipality has prioritized storm water and storm water management needs. These are to be taken seriously as it becomes very difficult for the communities to access their properties where storm water drainage is not attended. The network has been neglected for some time and this situation has caused major flooding during rainy seasons. This prevailing situation will cause the road network to disintegrate rapidly over the years to come resulting to high maintenance cost.

Areas of prioritized intervention:

- a) Develop a storm water / pavement management system;
- b) Facilitate the improvement of road infrastructure.

2.2.3 LAND AND HUMAN SETTLEMENT

2.2.3.1 Land administration

In terms of land ownership statistics and ownership information, the municipality does not have a comprehensive land audit. The municipality has formulated a general valuation roll which undertakes a similar process to that of a land audit which a preliminary report is done yearly and the valuation roll is being done every 5 years. The municipality has a land audit which was formulated in 2014/2015 financial year (for former Nxuba and Nkonkobe). The municipality will have to amalgamate the two to have one document for Raymond Mhlaba Municipality. The Municipality does not have any claims that may hinder the development. The municipality is using the shared GIS from ADM, the GIS has all the necessary tools which are needed when verifying ownership, cadastral, surveyed and not surveyed land pieces, amenities of the municipality. In terms of land administration, the municipality attends to land ownership identification, land disposals and land leasing.

In the Adelaide area, the municipality in conjunction with the Amathole district Municipality is attending to land reform projects such as the Wortel drift farms as part of land restitution project. Land Restitution and Land Reform Land dispossession and removal of black people in South Africa was formalised through the Land Act of 1913 and the Group Area Act which resulted in black citizens owning only 13% of land and white counterparts owning 87% of land in South African by 1994. To address this challenge the South African government developed the Restitution of Land Rights Act 22 of 1994 and the Policy on Land Redistribution for agricultural development (2000).

The document included criteria for qualification for land restitution and it was underpinned by key desired outcomes which included

- Provide equitable redress to victims of racial land dispossession;
- Provide access to rights in land, including land ownership and sustainable development;
- Foster national reconciliation and stability; and,
- Improve household welfare, underpinning economic growth, contributing to poverty alleviation and improved quality of life.

At present the municipality does not have a wall to wall scheme but has land use management legislation applicable in its areas. The municipality has appointed a service provider that will assist the municipality in developing a Land Use Scheme. The Land Use Scheme will be in place before end of the next financial year.

SPLUMA Implementation

Raymond Mhlaba Local Municipality has opted for the Joint District Municipal Planning Tribunal (JDMPT) with Amathole District Municipality model to process matters pertaining to land development and land use applications within its area of jurisdiction. The Department of Rural Development and Land Reform (DRDLR) has been informed about this process. Furthermore, Council has approved and Gazetted SPLUMA bylaws, which has been customized for the Raymond Mhlaba Municipality.

2.2.3.2 Housing Developments

The Municipality facilitates the housing projects with the Department of Human Settlements. The majority of households in Raymond Mhlaba Local Municipality live in a formal house on individual stands (66.1%). A relatively large percentage (29.2%) of households still resides in traditional dwellings (hurts/structures made of traditional material). The housing backlog is estimated at 6700 in Raymond Mhlaba Local Municipality.

Rectification was done in Seymour, Middledrift and now Department of Human Settlements is busy rectifying at Fort Beaufort Hillside (638), Kanana 300 in Newtown (662) there is only 3 outstanding houses. There is a plan to rectify the following projects. Below and overleaf is progress to date.

3.2.3.3 Informal Settlement and Backyard Structures

There are 3 310 households living in informal settlements and 802 in informal structures in backyards. The large majority of these is likely to have incomes of R3 500 or less and would therefore be eligible for housing subsidy. Given the low income levels many would not afford the necessary formal rentals even within subsidized social housing and CRU programmes. In addition, the majority are likely to be unemployed or working within the informal sector. Again this would make tenancies in formal rental very difficult. The majority of these households are likely to be eligible for government subsidy this is most achievable through in-situ informal settlement upgrade or Greenfield RDP development. In view of the foregoing, the Housing Sector Plan of the municipality reveals that informal settlements are fewer in Alice, whereas Fort Beaufort is having the high number – and there is evidence of informal settlements in Adelaide, Bedford, Middledrift, Seymour and Hogsback.

2.2.3.4 Rural Housing and Farmworker Housing

Around 9 400 households in Raymond Mhlaba presently live in traditional structures in rural areas 17 008 households (or 95%) earn below R3 200.00 per month. It cannot be assumed that all of these are inadequately housed. More research is required within the district to better understand the actual housing need of these households also differentiating between those on communal land and those living on farms in the commercial farming sector. In the former case the initial emphasis is likely to be on the resolving of some of the tenure issues and then the provision of basic needs water and sanitation services. Consideration can be given to the best approach to supporting improvements of top structures.

In the case of farmworkers there is the need to establish more clearly the conditions and whether provision through Agric-villages will provide tangible improvements in quality of life. The Housing Act in Section 3 provides policy prescripts framework for the Farm Resident Subsidy Programme where the intent is to provide a flexible mechanism which will promote access to adequate housing, including basic services and secure tenure to farm workers. The Comprehensive Plan for the creation of Sustainable Human Settlements approved in September 2014, specifically called for a stronger rural housing development focus through economic, social and institutional sustainability of farm worker settlements. The Housing Sector Plan for the Raymond Mhlaba Local Municipality is currently at draft stage to be adopted by Council by the end of the current financial year.

On the existing information it is difficult to precise such options and more focused research is required by the municipality.

2.3 SOLID WASTE MANAGEMENT

Raymond Mhlaba Local Municipality is responsible for waste management which includes street sweeping, collection, transportation and disposal of solid waste. Refuse removal is currently not performed in rural and farm areas due to capacity, shortage and ageing transport system. Raymond Mhlaba Local municipality has three solid waste sites and one refuse transfer stations located in Alice, Bedford, Middledrift and Fort Beaufort. All these waste facilities have permits as issued in terms of the Environment Conservation Act, 1989.

2.3.1 WASTE MANAGEMENT COOPERATIVES

The municipality has waste management community cooperatives in Alice Golf Course and Newtown. These cooperatives are intended to improve the standard of the service by the municipality by rendering the following services: refuse collection; litter picking; street sweeping; removals of illegal dumping's and conduct environmental and waste awareness campaigns. The cooperatives were involved to achieve the following:

- render refuse removal service where the municipal cannot
- assist in job creation
- capacity building in communities
- create a sense of ownership among the citizens
- increase awareness on waste related issues

With the placement of staff having been concluded the Waste Management Officer is also to be taken into strong consideration. A formal process to establish an Integrated Waste Management Plan is underway. The DEA has appointed a service provider to assist the municipality with the drafting of the IWMP. Raymond Mhlaba Municipality has a number of projects aimed at addressing Waste management challenges: -

- i. Masicoce Programme
- ii. Good Green Deeds

2.4 ENVIRONMENTAL MANAGEMENT, CLIMATE CHANGE AND AIR QUALITY

The municipal staff establishment does cater for the post of the Environmental Management Officer but currently not filled. These functions are currently performed by partnering with DAFF, DEA, DEDEAT and ADM. The municipality conducts environmental awareness campaigns quarterly.

2.5 CEMETERIES

Raymond Mhlaba Municipality currently has a total of thirteen (13) cemeteries that are located in urban areas which are being maintained by the municipality through EPWP and CWP. All of the cemeteries are full to capacity and as such the municipality has identified new sites for the establishment of new cemeteries.

The municipality also has a programme of fencing rural cemeteries which are identified by ward councillors in consultation with members of the community in their respective wards in each financial year. The fencing is labour intensive; thus contractual workers are taken from the community.

LOCALITY	NUMBER
Adelaide town	1
Bezuidenhoutville	1
Lingelethu (Old and New)	1
Bedford town	1
Bongweni	1
Colored area	1
Fort Beaufort	4
Alice	1
Middledrift	1
Seymour	1
TOTAL	13

2.6 COMMUNITY PUBLIC TOILETS

All the public toilets in the CBD are vandalised and constitutes a health risk. Communities have shown interest in renovating these and operating them at a minimal fee by the users.

2.7 FIRE FIGHTING

The Municipality is operating the firefighting service on a full-time service and as such buildings in Fort Beaufort, Adelaide and Alice have been renovated are used as a fire stations. The buildings do not have necessary equipment / resources (CCC) as to enable fire fighters to operate effectively and efficiently. There is a medium sized fire truck to improve the fire service.

However, due the vastness of the municipality there is still a need to increase the number of fire trucks to improve the turnaround time for this service. Middledrift, Seymour and Hogsback need to have fire stations as well. A total of 8 internal personnel members were trained on fire services and are awaiting for their certificates.

2.8 DISASTER

The Raymond Mhlaba coordinates the disaster management functions and a disaster management officer has been appointed. The disaster management plan has been approved by Council. The plan is inclusive of veld and forest fires, oil spillages and floods.

2.9 COMMUNITY SAFETY

Currently the municipality does not have an integrated community safety forum as well the integrated community safety plan, however the municipality is in a process of establishing the forum and the plan.

2.10 HALLS AND AMENITIES

2.10.1 Halls

The municipality has 18 halls within its area of jurisdiction which are situated in urban areas. All these halls are in a dilapidated state, however the municipality has set aside a target to renovate two halls per financial year. In the previous financial year (2020/2021) four halls renovated (Umsobomvu in Bedford, Fort Beaufort town, Adelaide Town and Alice Town renovated.) This will also add value to revenue enhancement.

2.10.2 MUNICIPAL PARKS

The Municipality has 6 parks under its area of jurisdiction. The Department of Environmental Affairs has approved a total amount of 8million to rehabilitate the existing parks.

2.10.3 LIBRARIES

Raymond Mhlaba Municipality has 8 Public Libraries in the CBD areas, namely; Bedford, Adelaide x 2, Alice, Fort Beaufort x 3 and Seymour. This service is performed on an urgency basis with Department of Sport, Recreation, Arts & Culture. The municipality is requested to submit a business plan which outlines the activities that will be carried out within these libraries .The municipality is also required to enter into a MOU with the Department which outlines the responsibilities of each party, however the DSRAC does not fund 100% for the needs of the Library Services.

Challenges	Possible solutions
Limited financial resources	DSRAC to fund 100% of the programme

3. KPA 3: LOCAL ECONOMIC DEVELOPMENT

3.1 Local Economic Development

Local Economic Development is one of the cardinal strategies that should be explored by Raymond Mhlaba Local Municipality in order to address socio-economic problems such as poverty and unemployment facing local communities. It is understood that LED is a pivotal local and community driven initiative. The contribution of local government, business and civil sectors aims to impact on individual communities within the Municipal jurisdiction. In short, LED is a bottom-up socio-economic instrument, within a broader IDP, New Growth Path (NGP) to create conducive business environments to improve their competitiveness. It focuses on enhancing competitiveness, increasing sustainable growth and ensuring that growth within a local area is inclusive. Applicable policies have been developed and adopted by Council i.e Tractor Policy and LED funding policy

Policy context for LED

“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” Constitution of the Republic of South Africa (1996). The White Paper on Local Government (1998) introduces the concept of ‘developmental local government’, which is defined as:

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

GOVERNMENT’S PERSPECTIVE ON MUNICIPAL LED ROLE:

“Local Government is not directly responsible for creating jobs. It is responsible for taking active steps to ensure that the overall economic and social conditions of the locality are conducive to the creation of employment opportunities” refer to Local Government White Paper (1998). The Local Economic Development, according to LED Guidelines (2005), is not about municipalities or other public bodies financing small local projects from the public purse. Nor is it about Mayors, Councillors or municipal officials trying to run or manage these or even larger projects. All too frequently these have been initiated without real business plans or any serious notion of sustainability and they only last and provide temporal employment for as long as the public grant, which created them, lasts.

Raymond Mhlaba Municipality has through many initiatives strived to strengthen the local economic development within the area as informed by the mentioned legislations.

3.2 SETTING UP THE LED UNIT

The LED unit consists of Agriculture, SMME/Cooperative Development, Informal Traders, Tourism and Heritage. These sections are filled with skilled personnel to perform the LED tasks. The LED Unit specializes on Community Based Projects (CBP), LED Projects which are mainly

soft impact projects (*what is normally referred as quick wins*). In implementing the LED programs and LED Funding policy, the municipality has an entity called Raymond Mhlaba Economic Development Agency (RMDA), this entity focuses mainly on high impact projects and assist the municipality in the implementation of LED projects that are captured in the Municipal IDP. LED Unit/ agencies/forums have appropriate and sufficient powers, functions and resources to enable them to discharge their responsibilities effectively. The setting up of LED institutions and structures are attempts to facilitate an inclusive and robust approach to achieve LED objectives.

INSTITUTIONALISATION OF THE LED

The Raymond Mhlaba municipality has not yet made efforts to institutionalize the LED Unit through holding workshops that encourage participation of various stakeholders for implementation of Local Economic Development objectives.

3.3 LED STAKEHOLDER COMMITTEES

The municipality facilitated the establishment of Business Forum in September 2018, which its meetings sit regularly per cluster. Raymond Mhlaba Agric.-Park Forum which will contribute immensely in value chain i.e Dimbaza Industrial Eco-Park & other markets, Informal Trader Forum and CTOs to facilitate development to move fast and easy. Through IGR LED Cluster meetings, the LED Unit is planning to establish LED forum for all stakeholders to participate in local economic development issues within the area. The objectives of the forum are to evaluate the economic trends within the parameters of the municipality, consider the impact of the economic strategies of the municipality. Serve as a monitoring mechanism of the municipality on the implementation of the economic development projects and policies. A long term and shared vision on how to develop and drive a robust and inclusive local economy with a view to create job opportunities and eradicate poverty should be realised by the LED forum.

3.4 LED STRATEGY

Summary of Local Economic Development Strategy for Raymond Local Municipality

Raymond Mhlaba Local Municipality is in a process of developing Local Economic Development (LED) strategy to stimulate the local economy and therefore assist in providing sustainable livelihood for the inhabitants of the municipality. University of Fort Hare has been appointed to develop LED strategy, Memorandum of understanding between the University and the Municipality has been signed, processes to develop the strategy are in progress.

3.5 RAYMOND MHLABA ECONOMIC DEVELOPMENT AGENCY (RMEDA)

Raymond Mhlaba Economic Development Agency hereinafter referred to as RMEDA was established in the year 2002. It is registered as a Section 21 Company. The Agency was established along the principles of government entity with a primary role of focusing on high impact projects, whilst the municipality's focus would be on medium-term impact projects. The

decision was made that the Agency will neither be precinct-based agency or sector focused agency, but it would rather be assuming the middle ground. The rationale behind that approach was the fact that the Agency has been expected to operate in a relatively small area. The implications of the space constraints to the Agency were mainly the bases on its ability to create a critical mass. It has thus looked into projects in all the sectors and geographic pockets of the Raymond Municipal area.

SUPPORT OF PUBLIC EMPLOYMENT PROGRAMME

The Municipality entered into a partnership with Cooperative Governance and Traditional Affairs, National Department of Public Works and Department of Economic Development, Environment Affairs to support Extended Public Works Programme (EPWP). The purpose of the programme is to provide poverty and income relief through temporary work for the unemployed.

EPWP Steering Committee was established which is chaired by Hon Mayor, He/ She can delegate the powers to the Portfolio Head. EPWP Coordinators were employed on a permanent basis.

The purpose of the steering committee is to facilitate the implementation EPWP while ensuring the performance standards in the programme; it is also responsible for budget approval and gives guidance on the development of EPWP credible business plan and further monitor and evaluates the programme and its relevance.

The Municipality through its EPWP received LRED Fund amounting to R5 million from the Department of Economic Development, Environmental Affairs and Tourism for Alien Plant Eradication Programme, these invasive plants translated a negative impact in the livelihood and well-being of the people in Alice Sheshegu (ward18) because of their massive detrimental financial impact on human enterprise such as agriculture, grazing and the potential to damage soil nutrition, injuring livestock and reducing the value of animal products. 250 job opportunities were created for a period of 9 months.

The Municipality through its partnership with Department of Cooperate Governance is also responsible for the implementation of Community Works Programme (CWP) which seeks to provide an employment safety net to eligible members of target communities by offering them a minimum number of regular days of work each month. CWP steering Committee was established to enable the implementation of the programme as stipulated in the implementation plan and recruitment policy. CWP Site Manager and Coordinator are employed to ensure the smooth running of the programme.

3.6 SMALL TOWN REVATILISATION PROGRAMME (SRP)

The Municipal Council on its sitting took a resolution to adopt Small Town Regeneration development strategy with the support of the Office of the Premier (OPT).

The Alice Revitalisation Programme initially started as the Alice Rejuvenation Project by local stakeholders and Fort Hare Alumni in the early 2000's. This has evolved with Aspire, RMEDA, Raymond Mhlaba Municipality and Amathole District Municipality playing more prominent roles in formulating the strategy for the regeneration of this forum, in alignment with Aspire's small towns Regeneration Model. A lot has been achieved through the Alice Regeneration Programme, to mention a few, Alice Taxi Rank construction and it was successfully handed over on the 12 April 2019 together with Garden of Remembrance and Foot bridge to Lovedale College. The Alice town streets have been paved and Tyhume road to Victoria Hospital has also been tarred. The Fort Hare Bridge was successfully constructed and the road from this bridge to Victoria Gaga Street has been successfully tarred and SMME's that conducted all the construction work were awarded with certificates.

Subsequently to the Alice Revitalisation programme, the Municipal Council took a resolution to approved Seymour Revitalisation programme. The Municipality requested the Office of the Premier to consider funding the programme in the attempt to respond to the infrastructure development, local economic development, and spatial development challenges, however, the Municipality will further engage other organs of state for the same purpose.

3.7 AGRICULTURE

Agriculture is one of the mainstays of the region's economic base; it involves the investment of basic infrastructure (water supply) as well as, poverty alleviation programmes such as crop and livestock production. In Raymond Mhlaba, there are three types of agricultural areas, that is:

- **Agriculture and rural development:** the entire Raymond Mhlaba area is regarded as an important as it has a potential for general agricultural purposes.
- **Intensive agriculture:** refers to areas identified for its potential for citrus and/or irrigated crop production. These areas will need to be considered for specialized infrastructure provision and appropriate land development and tenure arrangements.
- **Organic Agriculture :** refers to areas identified for organic agricultural potentials for essential oils production & pharmaceutical plants (to make medicinal herbs & medicines)
- **Citrus Production.**

All of these have played a big role on the development of the Raymond Mhlaba Municipal area. A large number of communities in various wards of the municipality who were confronted by poverty and unemployment benefited from these projects.

Three catalytic interventions have been identified, which will have the maximum impact in moving Raymond Mhlaba from its current position towards its vision. Focal point in these interventions is seen as something that will unlock opportunities and encourage further investments into Raymond Mhlaba, These three catalytic interventions are Ncaza Game Transformation , and agronomic business model for citrus development, Midlledrift Chicken Abattoir. Ncaza Game Transformation aims to economically uplift a community in Seymour \Mpofu area through the provision of resources to develop a game \hunting reserve on land

owned by the community of Ncaza. The property currently grazes cattle informally. Two years of discussions with DEDEAT Department of Economic Development Environmental Affairs & Tourism and Eastern Cape Parks and Tourism Agency (ECPTA) have convinced the community that this project is where the community want to take this.

Numerous meetings have been held pertaining the refurbishment of the Chicken abattoir in Middledrift. The consultant will develop a comprehensive business plan with financial projections and present it to the Senior Management.

Raymond Mhlaba Municipality undertaken to assist communities within the municipality to participate in the Citrus industry based on approaches from other community-based initiatives , to put the proposal into action, the Municipal council took a resolution to fund a feasibility study on Citrus Development within the municipal area, and further entered in to an MOU with the Chief Jongumsobomvu Maqoma Foundation be the facilitating agents and will also partner with technical experts with experience in the citrus industry and community-based business approaches.

It is understood that there is a total citrus production area of approximately 70 000 hectares planted in Southern Africa, of which the Eastern Cape occupies approximately 26% (based on the latest statistics, as per figure below). The Amathole district contributes 4.9% of Eastern Cape's total citrus exports and this is largely produced in the Raymond Mhlaba municipality. The climate conditions of the region make it better suited for the production of the navel oranges, lemons and easy peelers such as Clementine and Satsumas.

Citrus farming is highly profitable and labour intensive, thus making the Citrus business highly effective on wealth and jobs creation. The proposed model serves as a great opportunity to empower communities within Raymond Mhlaba by converting idle land parcels within the area into income and job generating operations, reducing the current migration away from the municipality and alleviating poverty within the area. The aim of the project is to build 100ha of Citrus per community which will generate sustainable rural jobs. Each community and their Traditional Authority, owning a 100ha land parcel, will syndicate with other communities to own a citrus packaging facilitating and will do joint marketing and processing of the product.

Two sites within the Raymond Mhlaba Local Municipality were identified for this study being, Upper Kat River Basin and Tyume Valley. To this point, the feasibility study at Upper Kat River Basin is complete. The Tyume Valley site phase has started.

3.8 COMMUNITY BASED PLANNING

The Municipality provides technical, financial and mentoring support programmes to local economic development initiatives. Furthermore, the municipality also partners with other agencies (private and public) in discharging this responsibility. In line with this commitment, the municipality received requests from various commodities within the economic development space. There is a careful assessment that was done before consideration of the identified LED

projects. Case studies were built for each LED initiative. The criterion that was used is as follows:

(1) It must be an existing initiative that has been existent for quite some time and is still functional.

(2) Women/ Youth driven initiatives and or people living with disabilities.

- After the identification process was done, an LED activity plan was developed and approved by the Director of Strategic Planning & LED.
- Letters will be issued to the identified projects in due course

CBP are undertaken for the following reasons

- To improve the quality of local government plan (IDP) and sector departments
- To improve the quality of service of the municipality and sector department.
- To improve the community's control over the development
- To increase community action and reduce dependency and
- To strengthen the bottom-up approach to planning and service delivery by people participating directly in joint analysis , development of action plans and formation of strengthening of local organizations, using participatory planning tools, used with different community groups, to identify and prioritized the desired outcomes and how to plan

3.9 TOURISM

Raymond Mhlaba Municipality prides itself for world - class tourist destinations namely; Hogsback, Katberg, Fort Fordyce and the Double Drift Game Reserves, Maqoma Heritage Route to mention just a few, the battle fields of the Frontier wars, the battles of the Axe and Amalinda, It cuts across water streams of the AmaGqunukhwebe tribe and to the popular sites of our rich heritage like Lovedale College across the Tyhume river and the University of Fort Hare in Alice which have both produced heroes and heroines, great sons and daughters of Africa in Dr. Tengo Jabavu, Prof. Z.K. Matthews, Nelson Mandela, Oliver Tambo, Julius Nyerere, Robert Mugabe, Seretse Kama, Robert Sobukwe, Thabo Mbeki (the list is long).

Raymond Mhlaba Municipality has identified Tourism as one of the catalyst to drive economic growth and development. Tourism alone cannot be exclusively looked at without considering heritage given the historic endowment of the municipal area. The Tourism sector within Raymond Mhlaba Municipal area is clustered according to accommodation, game reserves, heritage and history, education, outdoor activities, cultural villages, craft and tour guiding. Many studies that have been undertaken in the Raymond Municipal area reveals that the Tourism sector is one of the sectors that seems to possess a strong potential to regenerate the economy of the Raymond Mhlaba Municipal area

The following were identified as tourism products in the area:

- Nature-based attractions and activities; nature reserves, hiking trails, sport tourism.
- Heritage-based attractions and activities; the built heritage (architectural buildings), cultural heritage, furthermore , the Department of Strategic Planning and LED has developed a draft tourism master plan , which outline the tourism development and marking strategic planning and role of stakeholders partnership on developing and promoting tourism in RMM.

3.9.1 TOURISM SUPPLY

Raymond Local Municipality has a small selection of accommodation available to the visitors/or any prospective visitor. This includes country hotels, town-based guest houses and B&B's, guest farms (farm stays), guest cottages, game farms, lodges and facilities for camping / caravanning. In most categories, there is a relatively limited selection of different establishments. Raymond Mhlaba Municipality has established homestays in Alice, which are made to provide accommodation “home away from home accommodation” and authentic cultural experience for the tourists. Raymond Mhlaba Municipality has supported the homestays with twenty (20) promotional signage and sixteen (16) street directional signage in order to market the homestays project. The municipality is in a process of developing a homestays brochure and website in order to market the homestays. The municipality is planning to facilitate & coordinate capacity building programmes for the homestays & also planning to take the homestays to an educational study tour, in order capacitate the homestays, to create networks and collaborations. The majority (79%) of the accommodation establishments are located in and around Hogsback (54%) and Fort Beaufort (25%). The number of formal tourist beds in Raymond Mhlaba Local Municipality and their measured average bed occupancies, divided into the categories of accommodation.

National Department of Tourism has funded the development of Mthontsi Lodge at Mount Pleasant within the Municipal area. The construction is underway and Lodge consists of 13 chalets, restaurant which accommodates 150 – 200 people. The consulting company has been appointed to facilitate the process of completing the Lodge Resort, the construction is estimated to be finished by December 2022.

Raymond Mhlaba Municipality hosted the cultural heritage festival on 25 – 26 September 2019 at Alice Park in order to develop, celebrate and promote heritage in the area. The municipality supported the Bedford Garden Festival with an amount of R150 000.00 for the operational programme which was held on the 18 - 20 October 2019, in Bedford.

3.9.2 VISITOR INFORMATION CENTRES

Raymond Mhlaba Municipality has five visitors information centres “Tourism Information Centres”, in Alice, Hogsback, Balfour, Bedford, and Adelaide which serves as tourist information office in order to disseminate tourism information to the visitors. Visitor Information centres can play multiple roles within a destination. The most crucial of these is the role they play as the visitor’s contact with a region / destination whether by telephone, letter, fax, email or in person. They provide a welcome to the area, information on accommodation, places to eat, attractions,

outdoor activities, events, transport, tours, craft, cultural villages and other essential services. The Arts and Craft centre, located in the same premises with a Visitor Information Centre in Alice has been converted into Raymond Mhlaba Museum to house the heritage of this area. Raymond Mhlaba Community Tourism Organisations in partnership with the municipality is in a process of decorating and refurbishing the tourism information centres in order to make the offices attractive and provide better services to the local people and visitors.

3.9.4 LOCAL TOURISM ORGANIZATIONS

Raymond Mhlaba Municipality has successfully established the Community Tourism Organisations in Adelaide, Alice, Balfour, Fort Beaufort and Middledrift. The municipality is in a process of engaging and partnering with the stakeholders in Bedford and Hogsback in order to establish the Community Tourism Organisation Committees. The structure is working hand in hand with the municipality and the way it is constructed it includes all sub sectors within the area that have products to offer in the tourism sector. Various tourism development initiatives are originating from the CTO's that will be implemented when the Local Tourism Organisation is established; those activities include annual events and festivals. The main function and role of the LTO is ideally to market the destination, facilitating the development of the tourism products in the destination, establish a sustainable financial model upon which the Visitor Information Centre's can operate, networking and collaboration, route development and research. Raymond Mhlaba Municipality in partnership with the Community Tourism Organisations have developed and designs a tourism market brochure. The purpose of the brochure is to promote the municipality as the leading tourist destination in Amathole District Municipality.

3.9.5 CRAFTERS ASSOCIATION

Raymond Mhlaba Municipality Crafters Association has been established, the structure is comprised of crafters across the area, and each area has a representative on the structure. The structure's role and responsibilities is to develop and promote craft, as the area is one of the unique places whereby craft is linked to the richness of the heritage. Raymond Mhlaba Local Municipality as a host, facilitated the establishment of the structure and is working hand in hand with the structure as a partner by providing monitoring, financial and technical assistance. Raymond Mhlaba Municipality, through Strategic & LED Department has converted and refurbished the Arts and Craft Shop in Alice Tourism Information Centre into an Arts and Craft Curio Shop, whereby all the handmade arts and craft items produced in Raymond Mhlaba will be displayed and sold. The municipality is planning to collaborate with the Raymond Mhlaba Crafters Association in order to monitor the centre operations and customer service.

3.9.6 TOUR OPERATORS

Raymond Mhlaba Local Municipality trained six local youth to become accredited tourist guides in Raymond Mhlaba. The municipality is planning to facilitate and coordinate level three first aid training for the tourist guides in order to capacitate them and meet all necessary tourist guides national level requirements. The municipality is supporting the tourist guides with promotional material and equipment's in order to promote the tourist guides. The municipality have set aside a space at Alice Visitor Information Centre, which could be utilized by the tourist guides for

office work and meeting place for tourist guides activities. The tourist guides have been accredited, they have their own badges, licences and certificates in order for them to operate legally on tourism promotion activities in Raymond Mhlaba. The function of the tourist guides is to promote and conduct historical, cultural and social tours in the area as tourism ambassadors. The brochure is made to promote Raymond Mhlaba in trade fairs, conferences, workshops, tourist information centres, tourism activities and events locally and nationally.

3.10 SMME and COOPERATIVE DEVELOPMENT

Generally, cooperatives in Raymond Mhlaba are black owned, run by the elderly folks and this leaves cooperatives unsustainable even if they are skilled, they suffer from attrition due to old age. Most cooperatives and group enterprises are started with unemployed people, often with low technical skill capacity levels and no prior business experience in economically marginal areas; hence their chance of success is reduced to the absolute minimum.

The Cooperative Act No.14 of 2005 spells out how cooperatives should operate and as such the Municipality has assisted local cooperatives in the form of financial support, capacity building and legal registration. However, there is new amendment Act No. 6 of 2013 which seeks to address the strengthening of Cooperative governance, adhering to cooperative regulations as per cooperative constitution and also to ensure the effective directorship, leadership and management of the cooperative.

Business licensing process

- Business Licensing to create an enabling environment, not burden to SMME Development
- Technical Legal Framework should form part of things in Business licensing issuing before operational.
- Re-enforcing effect of business licensing must be there in Local Municipalities.
- Correction of misalignment of issuing of Business licensing through guidelines for By-Laws and Business Licensing Bill, 2014
- Customize Business Licensing Bill 2014 to suit individual needs of Raymond Mhlaba
- Each Municipality must have an updated Database formal & informal
- Close look at Legitimate and fronting businesses
- Need for proper training of Business License holders (for obligation, expectations to obtain license)
- Clearance of goods that are not legitimate and illegal traders

The aim is “to repeal the Business Act, 1991 and proclamations, notices, regulations promulgated under that law; and to provide regulations promulgated under law” the theme seek to respond to the expressed need to resolving the Business Licensing issues to create an enabling environment, not burden to SMME Development. The municipality has ensured that the LED officials and Raymond Mhlaba cooperative forum are well informed with the amendment Act.

Furthermore, to enhance the effectiveness and financial viability and stability, Department of Trade and Industry, Eastern Cape Development Corporation, SEDA and DEDEAT have funding for SMME development and the municipality has explored these funding opportunities by assisting SMME in developing their business plans for funding. The municipality is working hand in hand with RMDA for registration of new SMME's.

3.10.1 YOUTH IN BUSINESS

DEDEAT in collaboration with Raymond Mhlaba LED department seeks to address the enrollment of Isiqalo Youth Fund which DEDEAT & NYDA implement on 100% youth owned businesses with the aims of contributing to restorative justice, economic upliftment, and poverty reduction. All Municipalities are urged to work with DEDEAT & NYDA in identifying potential youth owned businesses that can benefit. The call is still open for applications to be submitted in Department of Economic Development, Environment Affairs & Tourism.

4. KPA 4: MUNICIPAL FINANCIAL VIABILITY

The Municipal Finance Management Act 56 of 2003 (MFMA) prescribes that the Council of a municipality must for each financial year approve an Annual Budget for the municipality before the start of that financial year. 2021 Section 16 (2) of the same Act stipulates that in order for the municipality to perform what is prescribed, the Mayor of the municipality must table the Annual Budget at a Council meeting at least 90 days before the start of the financial year. The processes involved during the 90 day period enable transparent engagements amongst the Communities, Councilors, the Executive and Administration to finalize the budget. The consultative and Public Participation processes also promote oversight over the adoption and implementation of the budget. The departmental budget statements provide Council with information on how different departments within Raymond Mhlaba Municipality (RM) intend to spend the funds that will be appropriated by Council, to enable Council and communities keep departments accountable for their delivery commitments contained in the Service Delivery Budget Implementation Plans (SDBIP) and to ensure that Council Committees effectively perform their oversight functions.

4.1 REVENUE MANAGEMENT

Raymond Mhlaba Municipality is largely dependent on grants, grants being 53% of total income budget. grant dependent. Our major source of revenue is Rates and service charges. The municipality is in the process of developing a financial viability strategy that will help the municipality to improve financial sustainability of the municipality. Collection is currently below the prescribed threshold of 90%. seating at 62% as at December 2021 this can be attributed to the high number of indigent beneficiaries and the weakening economy due to COVID-19. The municipality has received support from COGTA through their Municipal Infrastructure Support Agency (MISA) in reviewing the Revenue Enhancement Strategy. The Revenue Enhancement Strategy is therefore implemented but due to above mentioned challenges of indigence and high unemployment rate the municipality still face some difficulties on Revenue enhancement.

Revenue Enhancement Strategy seeks to ensure that the Municipality improve revenue collection through ;

Accurate Billing • Enforcement of By –laws • Data Cleansing • Reviewal and implementation of revenue related policies • Management of indigent consumers • Installation of Smart Meters • Conversion of conventional meters to prepaid meters etc

The major grants that the municipality receive are the following.

Operational Grants

- Equitable Share
- Finance Management Grant (FMG)
- Expanded Public Works Programme (EPWP)
- SETA Learnership grant

Capital Grants

- Municipal Infrastructure Grant (MIG)
- Integrated National Electrification Program

4.2 REVENUE ENHANCEMENT STRATEGY

The purpose of this strategy is to ensure that all possible avenues are explored to Maximize the receipt of any monies available to Council by way of intergovernmental transfers and Grants or Donations, including expanding the billing database and maximize income opportunities on every registered serviced site within the RM' jurisdiction. The second component of this strategy focuses on strengthening and building capacity within credit control and debt management practices and processes of Council, ensuring the attainment and exceeding of collection rates in line with key budgetary requirements. The third component of the strategy focuses on maximize the registration of households eligible for participation within the Free Basic Services programme of Council, this component is aimed at arresting spiraling debts associated with this user group, and limiting consumption of services in line with the FBS allocation threshold.

4.3 CREDIT CONTROL AND DEBT COLLECTION POLICY

The Policy sets out to control and manage the recovery of outstanding debt due to Council. This policy is in place and is subject to regular updates. The policy lays down the basis for distribution of accounts, collection procedures, interest and penalties to be charged in the event of non-payment, with strong focus on management reporting requirements pursuant of key legislative requirements and performance management. Giving effect to the administration of this policy, Council through the appointment of a revenue specialist has invested in a Revenue Management and Debt collection System fully compliant with Municipal Bylaws and objectives

of the policy framework, the system effects have result in macro approach to debt management and collection being effected, in an effective and efficient manner, maximize the return on investment and per household.

4.4 TARIFF POLICY

This policy sets key guidelines on what should be considered when pricing services and guiding principles for the compilation of water, sanitation, solid waste and electricity tariffs. This policy is subject to constant review, given significant reforms within the electrification sector, which impact on the price cost of services rendered, and ultimately on the sustainability of trading services.

4.5 THE INDIGENT SUPPORT POLICY

The basic principle of this policy is to ensure that the poor households are not denied their constitutional right of access to services. The Municipality is required to implement an indigent policy that makes adequate financial provision to ensure the provision of efficient and sustainable services to all residents.

4.6 RAYMOND MHLABA TARIFFS

The municipality has developed its New Tariff's for the year 2022/2023 financial year and the National Treasury is encouraging all Municipalities to implement tariff structure that reflect the following;

- Tariffs that are fully cost-reflective – including the cost of maintenance and renewal of infrastructure especially electrical infrastructure
- Tariffs that are structured to protect basic levels of service and ensure the provision of free basic services to the poorest of the poor (indigent); and
- Tariffs that are designed to encourage efficient and sustainable consumption.

4.7 ASSET MANAGEMENT

The municipality has an Asset Register which is updated monthly for the movable assets and has procured an Asset Software which is also assisting in the proper management of asset. The area that still to be strengthened is the management of Infrastructure Assets. Infrastructure asset register is only updated at the end of the financial year which sometimes possess challenge during the end of the financial year. Any lost and stolen assets are reported to the asset manager and the asset register is updated. This is a plan to unify the asset management function and financial management system.

The municipality is fully compliant with GRAP 17 Both the movable and immovable assets were evaluated. Section 63 of the MFMA No. 56 of 2003 stipulates that “the Accounting officer is responsible for the management of:-

- The assets of the municipality, including the safeguarding and the maintenance of those assets
- Ensure that the municipality has and maintains a management, accounting and information system that accounts for the assets and liabilities of the municipality
- That the municipality has and maintains a system of internal control of assets and liabilities including an asset and liabilities register, as may be prescribed”.

4.8 SUPPLY CHAIN MANAGEMENT

On Supply Chain Management the unit is the custodian of the institution’s Supply Chain Management Policy which has been adopted by Council this policy is reviewed annually and ensures its implementation in its procurement processes at all times. The policy itself is in line with Treasury Guidelines and is renewable annually. The unit has the following key priority areas:

- To ensure that the municipality has and implements a supply chain management policy, this gives effect to the provisions of the act.
- To ensure procurement of goods and services in a fair, equitable, transparent, competitive and cost effective and comply with the prescribed regulatory framework .
- That all reasonable steps are taken to ensure that proper mechanisms are in place and separation of duties in the supply chain management system is implemented to minimize likelihood of fraud, corruption, favoritism and unfair and irregular practices.
- To ensure that all contracts/agreement are in writing and are procured in line with the Supply Chain Management
- To ensure that the supply chain management delegations are properly enforced and managed
- That the municipal bid structures are in place and effective, to ensure competitive bidding process.
- Ensure submission of proper, accurate and applicable reports as per MFMA
- To ensure the disposal of municipal assets in accordance with the applicable legislation.
- Ensure that municipal inventory levels are kept at an acceptable level as per the Municipal SCM policy

The institution is using CSD for the procurement for goods and services for the operational budget depending on delegation as per legislation, and is using an electronic order system for purchases. Also the bidding system is followed as per legislation in terms of capital appointments and according to the delegations.

There are three bid committee structures that are active and have own set of dates that they normally follow to attend to matters. The Bid Committees are:

- The Adjudication Committee that is comprised of Head of Departments, Supply Chain Management Manager and is chaired by the CFO of the institution.

- Specification and Evaluation Committees are appointed by Municipal Manager in line with MFMA and as well SCM officials assist in sitting of these committees.
-

The municipality has the following elements of SCM that are fully functional:-

Demand management: This is the beginning of the supply chain, and must begin with a needs assessment, to ensure that goods or services are required in order to deliver the agreed service, that specifications are precisely determined, that requirements are linked to the budget and that the supplying industry has been analyzed.

Acquisition management: It is the management of procurement by the municipality to decide on the way the market will be approached; to establish the total cost of ownership of a particular type of asset; to ensure that bid documentation is complete, including evaluation criteria. **Logistics management:** This aspect addresses the setting of inventory levels, placing of orders, receiving and distribution of material and goods, stores, warehouse and transport management, expediting orders, the review of vendor performance, maintenance and contract administration.

Disposal management: A supply chain management policy must provide for an effective system of disposal or letting of assets no longer needed, including unserviceable, redundant or obsolete assets, subject to sections 14 and 90 of the MFMA.

Contract Management: This section addresses the validity of our contracts in terms of compliance and applicable deliverables. It also monitors any variations that may be incurred. **Risk management:** Risk management is maintained in all elements of SCM by putting in place proper controls. Risk management includes identification of risks on a case-by-case basis; **Performance management:** This is a monitoring process, undertaking a retrospective analysis to determine whether the desired objectives were achieved. Some of the issues that may be reviewed are: compliance to norms and standards; cost efficiency of procurement process (I e the cost of the process itself).

4.9 ANNUAL FINANCIAL STATEMENT AND AUDIT

Budget and Treasury office is also responsible for preparation of Annual Financial Statement and Audit Coordination. This area entails the following;

- Preparation and submission of Annual Financial Statements
- Ensuring that audit is performed well by Auditor General and required information is submitted to them timeously
- Ensure that Audit Action plan is developed and implemented

4.10 MUNICIPAL STANDARD CHART OF ACCOUNTS (MSCOA)

Section 216(1) of the constitution states that national government must establish a National Treasury and prescribe measures to ensure both transparency and expenditure control in each sphere of government. Uniform expenditure classification in the form of Standards Chart of Accounts (SCOA) have already been rolled out to the National and Provincial Government Departments. mSCOA was introduced in the Local Government sphere in 2014 and the Minister

of Finance promulgated the Municipal Regulations on Standard Chart of Accounts (mSCOA) on 22 April 2014. The objective of the regulations was to provide national standards with uniform recording and classification of municipal budget and financial information at a transactional level by providing a standard chart of accounts. In accordance with these regulations, the municipality is MSCOA compliant and monthly reports are submitted to National Treasury at ease.

Raymond Mhlaba Current Status:

- All Treasury submission done on time.
- Monthly reports are uploaded on LGPortal database monthly.
- Keeping up with Treasury changes on the project.
- Employees have been informed about mSCOA change and requirements.

4.11 FINANCE POLICIES

Raymond Mhlaba Finance related Policies are

- Indigent Policy;
- Budget policy;
- Rates Policy;
- Tariff Policy;
- Supply Chain Management Policy;
- Credit Control Policy;
- Debt Collection Policy;
- Asset Management Policy

These policies are reviewed on annual basis. Once adopted they are promulgated into by-laws and are used by the institution to control the municipal revenue, as well as the municipal credit control.

4.12 RESOLVING THE OUTSTANDING MATTERS RAISED BY THE AUDITOR GENERAL

The municipality has effective internal control systems that are utilised to manage day to day operations of the institution although there are weaknesses identified by Auditor General, the municipality has developed the audit intervention plan which is looking to all the auditor’s recommendation and determine the root causes then detailed proposed resolutions.

FINANCIAL YEAR	2017/2018	2018/2019	2019/2020	2020/2021
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AUDIT OUTCOME	Unqualified	Qualified	Qualified	Qualified
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5. KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

5.1 POLITICAL STRUCTURE OF RAYMOND MHLABA MUNICIPALITY

The principal-ship of Raymond Mhlaba Municipality lies with Council, which operates a number of committees. The Committees listed below are established in terms of Sections 79 and 80 of Local Government Municipal Structures Act (Act no 117 of 1998). Listed below are the committees that assist Council in carrying out its Political responsibilities:

1. Executive Committee
2. Audit Committee and Performance Audit Committee
3. Municipal Public Accounts Committee
4. Risk Management Committee
5. Women's Caucus

5.3 COMMITTEES OF COUNCIL:

The Municipality has functional section 79 and 80 committees of which section 80 committees are as follows; Engineering, Finance, Strategic Planning and Local Economic Development, Corporate Services, Community Services, Sport and Recreation Committee headed by Members of the Executive Committee. These Committees are set up to deal with oversight roles, support and performs an advisory role to the Mayor and Council.

The following Councillors are chairpersons of the above mentioned committees:

NO.	NAME	COMMITTEE
1.	Cllr B.S Tyhali	Corporate Services Committee
2.	Cllr N.B Sango	Engineering Services
3.	Cllr A.W Ntsangani	Finance Committee
4.	Cllr S.M Zuka	Community Services Committee
5.	Cllr S Mjakuca	Strategic Planning and LED Committee
6.	Cllr P Sabane	Sports and recreation Committee

5.3 SECTION 79/OVERSIGHT COMMITTEES:

1. **Municipal Public Accounts Committee (MPAC)**

This committee exercises oversight responsibilities over the executive responsibilities of Council. It also assists Council to hold the executive and municipal entities to account, and to ensure the economic, efficient and effective use of municipal resources. By doing so the Committee helps to enhance the public awareness on financial and performance matters of Council and its entities, where applicable.

2. Petitions committee

The municipality has established a petitions committee in order to facilitate a fair and equitable process of receiving, processing and consideration of petitions. The committee regularly or at intervals not exceeding six months to submit to the Council a report indicating all the petitions received, referred, resolved and a summary of the response to the petitioners or community.

3. Ethics Committee

The committee as mandated by Council in terms of delegated powers must ensure that issues of Councilor's ethical conduct and discipline become key fundamental values that will shape the future of the Council.

4. Rules Committee

The committee exists to create a clear road map in as far as the implementation of rules within the Raymond Mhlaba Municipality. To enforce compliance in all stings and official gatherings of the Council and also to put into place systems that will enhance the development of members of the council in terms of conducting fruitful gathering within council.

5. Women Caucus

The committee oversee/review the alignment, efficiency and effectiveness of gender policy, mainstreaming strategy to implementation, it also oversees and ensure that civic education/awareness programmes, gender analysis and impact assessment are activated within the municipality.

6. AUDIT AND PERFORMANCE MANAGEMENT COMMITTEE

Raymond Mhlaba Municipality has an independent advisory body that advises the institution on matters, amongst other things, relating to performance management and performance evaluation. The Audit Committee consists of five (5) non-members listed hereunder and meets on quarterly basis as per the approved terms of reference. The terms of reference for the audit and performance committee were approved by Council on the 20 August 2021

Members of Performance Audit Committee and Performance Audit Committee

1. Mr W. Manthe (**Chairperson of Audit Committee**)
2. Mr S. Mxunyelwa (**Chairperson of Performance Audit Committee**)
3. Ms S. Lehlehla
4. Mr M. Skosana
5. Dr N. Mzamo

The function of the Audit Committee is primarily to assist the municipality and its Entity (Raymond Mhlaba Economic Development Agency) in discharging its duties relating to the safeguarding of assets, the operation of adequate systems, control processes and the preparation of financial reports and statements. The Committee operates in terms of section 166 of the Municipal Finance Management Act 2003 (MFMA) (Act 56 of 2003) and has endeavored to comply with its responsibilities arising from those requirements. The Committee has performed its duties according to its terms of reference in the form of an Audit Committee Charter which stipulates amongst other issues the primary purpose of the Committee, which is:

- To monitor the integrity of the Council's financial statements and announcements relating to its financial performance, reviewing significant reporting financial reporting judgments.
- To review the effectiveness of the Council's internal controls and risk management systems.
- To monitor the effectiveness of the internal audit function and review its material findings.
- To oversee the relationship with the internal and external auditors, including agreeing the latter's audit fees and terms of engagement, monitoring their independence, objectivity and effectiveness.

The Audit Committee has no executive function, and its primary objective is to review and challenge rather than assume responsibility for any matters within its remit. In view of the foregoing, the role of Audit Committee has increased its scope of work and thus focuses also on Performance Audit of the Municipality and its Entity (Raymond Mhlaba Economic Development Agency).

5.4 RISK MANAGEMENT

The risk management is under internal audit unit. This is aligned according to Sections 62(1)(c)(i) and 95(c)(i) of the MFMA, and National Treasury, Public Sector Risk Management Framework

The risk assessment was conducted in August 2021. The risk monitoring is conducted on quarterly basis. Risk annual plan is in place and according to Enterprise Risk Management (ERM) requirements.

Risk committee is chaired by Municipal Manager and all departmental Heads of Departments are risk owners. On monthly basis risk registers are discussed and updated on the departmental meetings and quarterly basis risk champions meeting with the CAE to update the strategic and departmental risk registers. Which are then discussed with the risk committee for the final updating. Final reports are presented to the Audit Committee and Council.

5.5 INTERACTION BETWEEN COUNCIL, STAFF AND COMMUNITY

The municipality make uses of various mediums of communication; the institution has a functional website. Even though there is no intranet, there is instant communication that is used on the website to communication critical information. Information on the website gets updated regularly even though there are challenges in that regard, however information that is supposed to be posted on the website in terms of section 75 of the Local Government: Municipal Finance Management Act 2003 (Act 53 of 2003) is regularly updated. Currently the municipality relies heavily on social media platforms to communicate immediate information to external stakeholders (Residents, Business and Rate payers etc.). The municipality has revived its Internal Publication (Insight) and plans are in place to revive the external publication (Umhlali) and this will assist in terms of meeting the constitutional mandate, managing Raymond Mhlaba Municipality Brand and being the pulse of our communities.

5.6 CUSTOMER CARE

Raymond Mhlaba Municipality embarked on Customer Care Strategy project with the assistance of GIZ. The project entailed an electronic customer care system, strategy and change management. The aim of this project was to assist the municipality on improving customer care satisfaction within communities and by placing them at the centre of development. The system was handed over to the municipality on the first quarter of 2021/ 22. A total number of 9 agents were trained on how to use the Customer Care System.

This electronic customer care system is ensuring that whenever a customer has a contact with the municipality, they consistently experience standards of service excellence. In this way we are displaying our commitment to our values and main principle of ***putting people first*** and ensuring that service excellence is an integral part of the planning and delivering of all municipal services to the people.

The institution receives complaints/ queries through a dedicate email (customercare@raymondmhlaba.gov.za) and communications Office landline. Once a complaint/ query has been received, officials from customer care acknowledge receipt of the query to the resident / rate payer, then forwarded to departmental personnel, who investigates and resolves the query and forward update/ action to Customer Care Unit.

5.7 LOCAL COMMUNICATORS FORUM (LCF)

The main purpose for the establishment of the LCF was to close the information gap between the municipality and its communities and to ensure the co-ordination of a local level information management system advising the council and government on issues affecting the communication environment at local level. The strategy that the municipality has adopted is to include ward committees as part of the LCF to ensure that information reaches communities. Sittings of the forum are proposed to be conducted on a quarterly basis. A process to revive the municipality's Local Communicators Forum is underway, which will also assist IGR in terms of streamlining government projects and programmes.

5.7 INTERGOVERNMENTAL RELATIONS FORUM (IGR)

Raymond Mhlaba Local Municipality has fostered Intergovernmental Relations (IGR) to ensure the coordinated delivery of services to citizens. This aligns with the Intergovernmental Relations Framework Act, Act No 13 of 2005, which requires all spheres of Government to coordinate, communicate, align and integrate service delivery to ensure effective access to services. The IGR is a forum that is chaired by the mayor, and includes senior managers of departments in Raymond Mhlaba Municipality as well as senior managers within the municipality. Government departments in this forum present their programmes within the municipal space for the year as well as programmes they want the municipality to be involved in.

5.9 PROVINCIAL INTERGOVERNMENTAL STRUCTURES

The Municipal Manager seats in the provincial structure called the Ministers and Members of Executive Council meeting (MuNIMEC). This is where all Ministers, MECs, Municipal Managers, Mayors and Heads of Departments sit. In terms of the value obtained from the meetings; it is challenging to quantify it. There are thorny issues that the municipality has over the years raised in the local structures, and these have been escalated to both the DIMAFO (Mayor's forum) and the provincial IGR structure (MuNIMEC).

5.10 DISTRICT INTERGOVERNMENTAL STRUCTURES

The Amathole District Municipality's Executive Mayor is Chairperson of the District Mayors Forum which has been established in accordance with the Intergovernmental Relations Framework Act, No. 13 of 2005. This forum meets quarterly and seeks to promote and facilitate intergovernmental relations between the district municipality and the local municipalities in the District. Raymond Municipality participates in this forum and benefits immensely from this involvement by being exposed to good practices in other municipalities and strengthening the relationship with the district municipality in forging joint partnerships in the interest of good governance and service delivery. The relationship between Raymond Mhlaba Municipality and the District Municipality has dramatically improved particularly in areas such as communication, sharing of resources and capacity building.

5.11 PUBLIC PARTICIPATION

Chapter 4 of the Local Government Municipal Systems Act, 32 of 2000 encourages municipalities to create conditions for the local community to participate in the affairs of the municipality. In terms of strengthening public participation, a wide range of communication tools are used to communicate with the community and to disseminate information. These includes: -

- Newspapers; Times Media, Imbizo's / Road shows,
- Loud hailing,
- Library.
- Notice boards, and
- Municipal Website.
- IGR

- Meetings of CDW's and ward committees
- Forte FM

The office of the Speaker also engages with Traditional Leaders in matters of Public Participation where there are Traditional Councils and with ward councillors to mobilize the ward committee members and community members to attend the meetings.

5.12 WARD COMMITTEES

Ward Committees are playing a huge role in the municipality's IDP and budget processes including Community Based Plans. The municipality has established ward committees in all twenty three wards. Ward committees support the ward councillor by providing reports on development, participate in development planning processes and facilitate wider community participation. To this end, the Municipality constantly strives to ensure that all ward committees function optimally.

5.13 INTEGRATED SERVICE DELIVERY MODEL (ISDM)

The municipality embarked in a process of Integrated Service Delivery Model (ISDM), to provide comprehensive, integrated and transversal services to communities through effective and efficient multi-sectoral partnerships. The objectives of the ISDM are to coordinate and integrate service delivery model of action to address the empowerment of youth and women, social ills of the communities, communities participating in governance and bringing government to the people.

5.14 COMMUNITY DEVELOPMENT WORKERS

The Department of Local Government and Traditional Affairs appointed Community Development Workers to assist the municipality to enhance public participation by ensuring that communities are consulted and that their problems are communicated through all government departments.

5.15 SOCIAL COHESION

Social cohesion is about improving a way the community interacts – ensuring that all its members can participate in social activities and access services without suffering a sense of

exclusion based on their ethnic background, faith, disability and or age. It is a way that promotes interaction and understanding between different groups of people in society, and through this generates a sense of trust and community spirit. In promoting a cohesive society in Raymond Mhlaba, the municipality has a number of programmes which includes; Mayors Cup, Community Builder of the Year, Cultural Heritage Festival, Bedford Garden Festival, Ward Championships, various programmes for elderly, disable and all these programmes are directed at harnessing people from all races, united in their diversity.

The month of September has been designated as a Heritage and Tourism Month in South Africa. Every year on the month of September, Raymond Mhlaba Municipality has been hosting Cultural Heritage Celebrations to develop, promote the cultural diversity, social cohesion, history, tradition and to use heritage richness of the area to attract tourists and businesses in our municipality.

5.16 SPECIAL PROGRAMMES

The municipality established Special Programmes Unit (SPU) under the office of the Mayor; however, the office now is currently located in the Strategic Planning and Local Economic Department. The focus of the unit is the implementation of youth, disabled, women, elderly and children programmes and projects. The vision of the municipality on special programmes: Raymond Municipality envisages a future for all designated groups which:

- Is free from discrimination
- Promotes enabling environment to build capacity amongst women, youth and people with disability to be active participate in the life of the Raymond Mhlaba municipality with the view to fulfill their potential, hopes, and aspirations.

The Special Programmes Unit (SPU) facilitates the integration and mainstreaming of the designated groups into the development of the Municipality by:

1. Creating the necessary / conducive environment both internal and external through establishment of structures that will promote participation of youth, Woman, Disabled, Children, Elderly and HIV/AIDS infected individuals in our local Municipality.
2. Developing Policies, strategies and plans for the above groups for integration, mainstreaming, and alignment of such policies, plan and strategies into the sector plans of the Local Municipality.

3. Maintaining a mutual relationship between stakeholders in an endeavor to share experiences, align programmes and plans harness resources for better implementation of policies, strategies and plans

The population demographics of the Raymond Mhlaba Municipality show that youth is the dominant group. The municipality entered into partnership with the National Youth Development Agency wherein a Youth Advisory Centre (YAC) was opened in the Municipality, subsequent to that partnership the office was then absorbed by the municipality for sustainability. There are two officers permanently employed responsible for the provision of services in the office. Their focus is on career counselling and outreach programmes. The office has the mandate of ensuring youth development in the community and the mandate is informed by the lack of skills, high unemployment rate, poverty and crime and scarcity of required resources. The targeted group mainly are unemployed youth, entrepreneurs and upcoming entrepreneurs, in & out of school youth, skilled & unskilled and the disabled.

OBJECTIVES OF THE OFFICE

- Dissemination of information to young people on employment (finding work, job preparation, etc.), self-employment (starting your own business, financing, etc.), education and training (career planning, skills development, etc.), citizenship (life skills, rights, community work, etc.), and health and well-being (reproductive health, general health, mental health, etc.).
- Linking young people to entrepreneurship support services (business support and finance).
- Provision of basic career and business counseling and support to young people.
- Placement of young people into exit opportunities.
- Referral of young people to other specialized service providers for follow-up services.

CHAPTER 4

MUNICIPAL STRATEGIC OBJECTIVES AND DEVELOPMENT PROJECTS

4.1. INTRODUCTION

This Chapter entails Raymond Mhlaba Local Municipality's strategic objectives and performance deliverables which give directives to the developmental agenda of the Municipality.

The Municipality is committed to the objectives of local government which are enshrined in section 152 (1) of the Constitution of the Republic of South Africa, 1996 namely:

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

Raymond Local Municipality's strategic objectives are therefore crafted within the context of ensuring that efforts are focused on delivering the expected outcomes of the developmental mandate of the local sphere of government.

4.2 ALIGNMENT OF SELECTED NATIONAL, PROVINCIAL, AND LOCAL STRATEGIES.

Section 24 (1) and (2) of the Local Government: Municipal Systems Act (No: 32 of 2000) stipulates that;

(1)The planning undertaken by a municipality must be aligned with and complement the development plans and strategies of other affected municipalities and other organs of state so as to give effect to the principles of cooperative government contained in Section 41 of the Constitution.

(2) Municipalities must participate in national and provincial development programmes as required in Section 153(b) of the Constitution.” Regulation 2(1) (d) further stipulates that “(1) A municipality’s integrated development must at least identify-

(d) all known projects, plans and programmes to be implemented within the municipality by any organ of state.”

In line with the above legislation, the municipality has developed objectives and strategies aligned to the needs of the community and also to the two spheres of government.

NATIONAL PRIORITY	NATIONAL OUTCOME	PROVINCIAL PRIORITY	NATIONAL DEVELOPMENT PLAN	MUNICIPAL PRIORITY AREA
2. Education	5 A skilled and capable workforce to support an inclusive growth path	4. Strengthen education, skills and Human resource base	Improving Education, training and innovation	Through the implementation of work place skills the municipality will develop skills of the Councillors, municipal workforce and community members
	9 Responsive ,accountable ,effective and efficient local government	7 Building a developmental state and improving the public services, and strengthening democratic institutions	Economic infrastructure	The municipality seeks to ensure that communities have access to safe and well maintained community facilities by 2027.
1 Creation	4. Decent	1 Speeding up	Economy and	Promote green towns,

of decent work and sustainable livelihood	employment through inclusive economic growth	growth and transformation economy to create decent work and sustainable livelihood	employment	Trade and investment
	9 Responsive, accountable, effective and efficient local government	7 Building a developmental state and improving the public services, and strengthening democratic institutions		Revenue enhancement Supply chain Management Expenditure Management Financial Control
	12 An efficient, effective and development orientated public service and an empowered fair and inclusive. 9 Responsive, accountable, effective and efficient local government	7 Building a developmental state and improving the public services, and strengthening democratic institutions	An open society, transparency, disclosures and a culture of accountability	Audit and Compliance

4.3 MUNICIPAL SCORECARD

KPA 1: INSTITUTIONAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT													
IDP REF	REF	PRIORITY AREA	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	BASELINE	MEANS OF VERIFICATION	ACCUMULATIVE ANNUAL TARGET (2022-2027)	2022 - 2023	2023 - 2024	2024 - 2025	2025 - 2026	2026 - 2027	
KPI 1	IT 1	Human Resources	To ensure effective and efficient workforce by aligning institutional arrangements to the overall strategy to deliver quality services by 2027	Number of female representatives from employment equity groups employed submitted to the Municipal Manager	95%	Quarterly report reflecting the number of females recruited. Appointment letters. Employment Equity Plan	65	13	13	13	13	13	
KPI 2	IT 2		To ensure effective and efficient workforce by aligning institutional arrangements to the overall strategy to deliver quality services by 2027	Number of people living with disability from employment equity groups employed submitted to the Municipal Manager	3%	Quarterly report reflecting number of people living with disability recruited. Appointment Letters. Employment equity	20	4	4	4	4	0	
KPI 3	IT 3		To ensure effective and efficient workforce by aligning institutional arrangements to the overall strategy to deliver quality services by 2027	Number of work-study exercises conducted	New indicator	Quarterly report. Outcome's report approved by Council and implementation of recommendations	2	1	0	0	0	0	1
KPI 4	IT 4		To ensure implementation, monitoring and evaluation of the Integrated Development Plan by 2027	Number of organizational structures reviewed	1	Reviewed organisational structure approved by Council	5	1	1	1	1	1	1
KPI 5	IT 5		To ensure implementation, monitoring and evaluation of the Integrated Development Plan by 2027	Number of Workplace skills Plans implemented	8	Quarterly report on the implementation of WSP	20	4	4	4	4	4	4

KPI 6	IT 6		To ensure implementation, monitoring and evaluation of the Integrated Development Plan by 2027	Number of Councillors trained		Report reflecting Councillor trainings	45	9	9	9	9	9
KPI 7	IT 7		To ensure implementation, monitoring, and evaluation of the Integrated Development Plan by 2027	Number of wellness programmes facilitated	5	Quarterly reports on wellness programmes	20	4	4	4	4	4
KPI 8	IT 8	Policies	To ensure implementation, monitoring, and evaluation of the Integrated Development Plan by 2027	Number of policy workshops facilitated	1	Approved policies by Council. Council Resolution	5	1	1	1	1	1
KPI 9	IT 9	Fleet Management	To ensure implementation, monitoring, and evaluation of the Integrated Development Plan by 2027	Number of individual vehicle maintenance report	4	Quarterly comprehensive fleet report on a Fuel use, accidents, controls, and break downs	170	34	34	34	34	34
KPI 10	IT 10	Information Communication Technology	To enhance technological advancement that ensures the implementation of the IDP by 2027	Number of ICT programmes implemented and the functionality of the website and municipal systems		Progress Reports Functional ICT steering committee with signed minutes. Committee resolution Matrix	20	4	4	4	4	4
KPI 11	IT 11	Performance Management System	To ensure effective and efficient workforce by 2027	Number of organizational performance assessments conducted		Quarterly organizational performance reports	20	4	4	4	4	4

KPI 12	IT 12	Township Economy	To ensure a safe, friendly, and sustainable environment by 2027	Developed Township Economy Strategy	0	Concept documents. Report on roll out plans	1		1				
KPI 13	IT 13	Waste Management	To ensure a safe, friendly, and sustainable environment by 2027	Developed Integrated Waste Management Plan (IWMP)	New indicator	Approved IWMP	1	1	0	0	0	0	0
KPI 14	IT 14	Environmental Management	To ensure a safe, friendly, and sustainable environment by 2027	Developed Environment Management Plan (EMP)	New indicator	Approved EMP	1	1	0	0	0	0	0
KPI 15	IT 15	Safety and Security	To ensure effective and efficient workforce by 2027	Developed Security Risk Plan	New indicator	Approved Security risk plan	1	1	0	0	0	0	0
KPI 16	IT 16		To ensure effective and efficient workforce by 2027	Number of security programmes implemented	New indicator	Quarterly Report on security risk assessment,							
KPI 17	IT 17	Advertise ment	To ensure effective and efficient workforce by 2027	Developed Billboard Policy	New indicator	Approved Billboard policy	1	1	0	0	0	0	0
KPI 18	IT 18	Cemeteries	To ensure effective and efficient workforce by 2027	Developed Cemetery Policy	New indicator	Approved Cemetery Policy							
KPI 19	IT 19	Land and Human Settlements	To ensure effective and efficient workforce by 2027	Reviewed Spatial Development Framework (SDF)	0	Approved SDF	1	1	0	0	0	0	0
KPI 20	IT 20		To ensure effective and efficient workforce by 2027	Developed Land Use Scheme	0	Approved Land Use Scheme	1	1	0	0	0	0	0
KPI 21	IT 21		To ensure effective and efficient workforce by 2027	Developed Encroachment Plan	New indicator	Approved Encroachment Plan							

KPI 22	IT 22		To ensure effective and efficient workforce by 2027	Developed Housing Sector Plan	0	Approved Housing Sector Plan	1	1	0	0	0	0
KPA 2: BASIC SERVICES DELIVERY AND INFRASTRUCTURE												
IDP REF	REF	PRIORITY AREA	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	BASELINE	MEANS OF VERIFICATION	ACCUMULATIVE ANNUAL TARGET (2022-2027)	2022 - 2023	2023 – 2024	2024 - 2025	2025 - 2026	2026 - 2027
KPI 23	BSD 1	Facilities	To ensure accessible and safe municipal facilities by 2027	Number of Community halls renovated	4	Approved maintenance plan, Expenditure report, maintenance report, completion report	10	2	2	2	2	2
KPI 24	BSD 2		To ensure a safe, friendly, and sustainable environment by 2027	Number of Municipal Office buildings renovated	New indicator	Report on the renovated building, expenditure report, pictures	1	1	0	0	0	0
KPI 25	BSD 3		To ensure the provision and standardization of fire services by 2027	Renovated fire base	2	progress report, expenditure report, pictures,						
KPI 26	BSD 4		To ensure the provision and standardization of fire services by 2027	Fully functional pound facilities in Adelaide and Fort Beaufort	New indicator	Fully functional pound facilities in Adelaide and Fort Beaufort, pictures, expenditure reports	2	1	1	0	0	0
KPI 27	BSD 5	Waste Management	To ensure a safe, friendly, and sustainable environment by 2027	Number of clean-up campaigns conducted	New indicator	Clean up reports. Pictures (Before and after)	140	28	28	28	28	28
KPI 28	BSD 6		To ensure a safe, friendly and sustainable environment by 2027	Number of reports on provision of refuse removal services and waste disposal to formal households	14 935	12 Monthly reports to the Director on the number of formal households where refuse is collected. List of formal households charged for the service.	60	12	12	12	12	12
KPI 29	BSD 7	Law enforcement	To ensure a safe, friendly and sustainable environment by 2027	Number of Functional VTS	New indicator	Function report, expenditure report, pictures, Roadworthy certificates produced,	1	1	0	0	0	0

					Systems generated reports						
KPI 30	BSD 8		To ensure a safe, friendly and sustainable environment by 2027	Number of traffic enforcement operations to ensure orderly road traffic control	144	Detailed Report on Roadblock Conducted. Register (encapsulating car registration and drive names). Report on any fines issued.	720	144	144	144	144
KPI 31	BSD 9	Cemeteries	To ensure a safe, friendly and sustainable environment by 2027	Fully functional cemeteries	New indicator	EIA approval letters from DEDEAT, expenditure report, pictures	4	1	0	0	0%
KPI 32	BSD 10	Electricity	To ensure adequate, efficient, sustainable energy supply and infrastructure by 2027	Percentage of INEP projects implemented	100%	Quarterly reports, progress reports, expenditure report, verification reports, pictures	100%	100%	100%	100%	100%
KPI 33	BSD 11		To ensure adequate, efficient, sustainable energy supply and infrastructure by 2027	Number of illegal connection audits conducted	12	Quarterly reports, job cards, signed list of households audited	20	4	4	4	4
KPI 34	BSD 12		To ensure adequate, efficient, sustainable energy supply and infrastructure by 2027	Percentage of new connections within 21 days of application	New indicator	Quarterly reports, job cards, listing of new connections conducted	100%	100%	100%	100%	100%
KPI 35	BSD 13		To ensure adequate, efficient, sustainable energy supply and infrastructure by 2027	Percentage of reconnections completed within 7 days after settlement of municipal account	New indicator	Quarterly reports, job cards, listing of reconnections conducted	100%	100%	100%	100%	100%
KPI 36	BSD 14		To ensure adequate, efficient, sustainable energy supply and infrastructure by 2027	Number of house connections conducted	New indicator	Quarterly reports, progress reports, pictures, expenditure report, signed list of house connections	20	4	4	4	4

KPI 37	BSD 15		To ensure adequate, efficient, sustainable energy supply and infrastructure by 2027	Percentage of unplanned outages restored within 4 hours	New indicator	Outage report highlighting cause of outage and restoration	70%	70%	70%	70%	70%	70%
KPI 38	BSD 16		To ensure adequate, efficient, sustainable energy supply and infrastructure by 2027	Actual number of maintenance 'jobs' for planned or preventative maintenance	New indicator	Maintenance report highlighting repaired contents	10	2	2	2	2	2
KPI 39	BSD 17	Roads	To ensure adequate, efficient, sustainable energy supply and infrastructure by 2027	Number of km maintained	New indicator	Quarterly reports progress reports. Pictures, Listing of municipal roads maintained	1500	300	300	300	300	300
KPI 40	BSD 18		To ensure adequate, efficient, sustainable energy supply and infrastructure by 2027	Number of stormwater drainage maintained	300	Quarterly reports progress reports. Pictures, Listing of stormwater drains maintained	1500	300	300	300	300	300
KPI 41	BSD 19		To ensure adequate, efficient, sustainable energy supply and infrastructure by 2027	Number of road markings maintained	New indicator	Report on marked roads inclusive of street names and areas	250	50	50	50	50	50
KPI 42	BSD 20	Land and Human Settlements	To ensure adequate, efficient, sustainable environment by 2027	Updated Land Audit Report	0	Approved Land Audit Document	1	1	0	0	0	0
KPI 43	BSD 21		To ensure adequate, efficient, sustainable environment by 2027	Percentage of Approved Compliant Building Plans	1	Quarterly report. List of building plans received	100%	100%	100%	100%	100%	100%
KPI 44	BSD 22		To ensure adequate, efficient, sustainable environment by 2027	Percentage of Approved Compliant Land Use Applications	50	Quarterly report, List of land use applications received	100%	100%	100%	100%	100%	100%

KPI 45	BSD 23	Project Management	To ensure adequate, efficient, sustainable energy supply and infrastructure by 2027	Percentage of MIG Capital projects implemented	100%	Quarterly reports. Progress reports. Expenditure report. Verification reports. Pictures	100%	4	4	4	4	4
KPI 46	BSD 24	Free Basic Services	To ensure adequate, efficient, sustainable energy supply and infrastructure by 2027	Percentage of qualifying indigents benefiting	90%	Updated indigent register	90%	90%	90%	90%	90%	90%
KPA 3: LOCAL ECONOMIC DEVELOPMENT												
IDP REF	REF	PRIORITY AREA	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	BASELINE	MEANS OF VERIFICATION	ACCUMULATIVE ANNUAL TARGET (2022-2027)	2022 - 2023	2023 - 2024	2024 - 2025	2025 - 2026	2026 - 2027
KPI 47	LED 1	Unemployment	To ensure sustainable Local Economic Development by 2027	Number of jobs created through LED initiatives	500	Quarterly reports. Contracts of people employed	250	50	50	50	50	50
KPI 48	LED 2		To ensure sustainable Local Economic Development by 2027	Number of jobs created through Capital Projects	700	Quarterly reports. Contracts of people employed	500	100	100	100	100	100
KPI 49	LED 3		To ensure sustainable Local Economic Development by 2027	Number of jobs created through Expanded Public Works Programme	251	Quarterly reports. Contracts of people employed	500	100	100	100	100	100
KPI 50	LED 4		To ensure sustainable Local Economic Development by 2027	Number of economic activities supported	4	Quarterly reports. Contracts of people employed	50	10	10	10	10	10
KPI 51	LED 5	SMMEs	To ensure sustainable Local Economic Development by 2027	Number of SMMEs supported by the Municipality	23	Quarterly reports. Feedback from the participants. Attendance Register. Proof of support. Technical Report	50	10	10	10	10	10
KPI 52	LED 6	Tourism	To ensure sustainable Local Economic Development by 2027	Number of tourism products/ programmes supported	2	Quarterly reports. Brochure Developed. Delivery Note	12	2	3	3	3	1

KPI 53	LED 7		To ensure sustainable Local Economic Development by 2027	Number of heritage sites refurbished	New indicator	Quarterly Reports. Expenditure Report. Pictures	3		1		1	1
KPI 54	LED 8	Small Towns Revitalization	To ensure sustainable Local Economic Development by 2027	Number of plans to roll over small town's revitalization programmes to other towns	New indicator	Concept documents. Report on roll out plans	5	1	1	1	1	1
KPI 55	LED 9	Agriculture	To ensure sustainable Local Economic Development by 2027	Number of functional Fresh produce markets	1	Quarterly report on production and sales	5	1	1	1	1	1

KPA 4: MUNICIPAL FINANCIAL VIABILITY

IDP REF	REF	PRIORITY AREA	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	BASELINE	MEANS OF VERIFICATION	ACCUMULATIVE ANNUAL TARGET (2022-2027)	2022 - 2023	2023 - 2024	2024 - 2025	2025 - 2026	2026 - 2027
KPI 56	MFV 1	Revenue Management	To ensure the financial sustainability in order to fulfil the statutory requirements by 2027	Percentage of total collection on outstanding debts	60%	80%	60%	70%	80%	80%	80%	
KPI 57	MFV 2	Expenditure Management	To ensure the financial sustainability in order to fulfil the statutory requirements by 2027	Percentage spent on FMG operating grant	100%	Quarterly report. System Generated Report	100%	100%	100%	100%	100%	100%
KPI 57	MFV 3		To ensure the financial sustainability in order to fulfil the statutory requirements by 2027	Percentage spent on MIG Capital Grant	100%	Quarterly reports. System Generated Report	100%	100%	100%	100%	100%	100%
KPI 58	MFV 4		To ensure the financial sustainability in order to fulfil the statutory requirements by 2027	Percentage spent on INEP Capital grant	100%	Quarterly reports. System Generated Report	100%	100%	100%	100%	100%	100%

KPI 59	MFV 5		To ensure the financial sustainability in order to fulfil the statutory requirements by 2027	Percentage spent of EPWP grant	100%	Quarterly reports System Generated Report	100%	100%	100%	100%	100%	100%	
KPI 60	MFV 6	Financial Management	To ensure the financial sustainability in order to fulfil the statutory requirements by 2027	Percentage of valid invoices paid within 30 days of invoice date		Quarterly reports with supporting evidence							
KPI 61	MFV 7		To ensure the financial sustainability in order to fulfil the statutory requirements by 2027	Number of developed procurement plans	New indicator	Developed procurement, Implementation reports	5	1	1	1	1	1	
KPI 62	MFV 8		To ensure the financial sustainability in order to fulfil the statutory requirements by 2027	Percentage of cost containment measures implemented	50%	Quarterly reports with supporting evidence (Base line PY vs CY)							
KPI 63	MFV 9		Supply Chain Management	To ensure the sustainable Local Economic Development by 2027	Percentage of tenders below R200 000 awarded to local SMME's and Vulnerable groups	90%	Quarterly reports. Tenders awarded	90%	70%	70%	80%	80%	80%
KPI 64	MFV 10	To ensure the financial sustainability in order to fulfil the statutory requirements by 2027		Percentage of tenders above R200 000 awarded to local SMME's and Vulnerable groups	70%	Quarterly reports. Tenders awarded	40%	30%	30%	40%	40%	40%	
KPI 65	MFV 11	Asset Management	To ensure the financial sustainability in order to fulfil the statutory requirements by 2027	Approved Annual Asset Management Plan	New indicator	Approved Annual Asset Management Plan. Quarterly progress report on the implementation of asset plan	5	1	1	1	1	1	
KPI 66	MFV 12		To ensure the financial sustainability in order to fulfil the statutory requirements by 2027	GRAP Compliant Asset Register	1	Quarterly Reports on management of institutional assets (Loss register and new acquisitions register).	5	1	1	1	1	1	

						Updated Assets register						
KPI 67	MFV 13	Waste Management	To ensure the financial sustainability in order to fulfil the statutory requirements by 2027	Number of skip bin acquired	New indicator	Expenditure Reports, Pictures, Delivery note	20	4	4	0	0	0
KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION												
IDP REF	REF	PRIORITY AREA	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	BASELINE	MEANS OF VERIFICATION	ACCUMULATIVE ANNUAL TARGET (2022-2027)	2022 - 2023	2023 - 2024	2024 - 2025	2025 - 2026	2026 - 2027
KPI 68	GGP 1	Governance	To entrench the culture of good governance by 2027	Percentage of recurring findings reduced since 2021	2020/ 2021 Management letter	Management report and audit action plan. IA assessment report.	100%	100%	100%	100%	100%	100%
KPI 69	GGP 2		To entrench the culture of good governance by 2027	Number of unqualified audit opinions obtained from the Auditor General	New indicator	Audit report issued by Auditor General 2. Progress report on the Implementation of Audit Action Plan verified by Internal Audit	5	1	1	1	1	1
KPI 70	GGP 3		To entrench the culture of good governance by 2027	Number of Councillors who have declared their financial interests	New indicator	Signed declaration forms	46	46	46	46	46	46
KPI 71	GGP 4		To entrench the culture of good governance by 2027	Percentage of internal audit (IA) recommendations implemented	100%	Quarterly Report. Internal Audit Report Matrix. Internal Audit Assessment Report	100%	100%	100%	100%	100%	100%
KPI 72	GGP 5		To entrench the culture of good governance by 2027	Percentage of Audit Committee (AC) resolutions implemented	100%	Quarterly Report. AC resolution matrix. Assessment Report from IA	100%	100%	100%	100%	100%	100%

KPI 73	GGP 6		To ensure proper governance, accountability, and public participation	Number of risk assessment conducted		Quarterly report. Risk assessment report. Attendance Register	5	1	1	1	1	1
KPI 74	GGP 7	Public Participation	Improve the municipal responsiveness to service delivery breakdowns	Percentage of official complaints responded to through the municipal complaint management system	New indicator 4	Quarterly reports. Reconciliation of complaints received and attended to	100%	100%	100%	100%	100%	100%
KPI 75	GGP 8		Improve the municipal responsiveness to service delivery breakdowns	Number of average days in responding to complaints received	3	Quarterly Report. System Generated report on number of days taken to respond	3	3	3	3	3	3
KPI 76	GGP 9		To improve community participation by 2027	Number of community consultations conducted	4	Quarterly reports. Attendance Register. (Delivery Note or order for digital platforms)	20	4	4	4	4	4
KPI 77	GGP 10		To improve community participation by 2027	Percentage of wards that have held at least one Councillor-convened community meeting	New indicator 4	Quarterly reports. Attendance Register.	100%	100%	100%	100%	100%	100%
KPI 78	GGP 11		Information Communication and Technology	To improve information sharing to communities to the people RMM by 2027	Number communication plans developed	1	Developed communication plan	5	1	1	1	1
KPI 79	GGP 12	To improve information sharing to communities to the people RMM by 2027		Number of communication programs implement as per the Communication Plan	15	Quarterly reports. Pictures. Copy of the publication	20	4	4	4	4	4
KPI 80	GGP 13	To maintain healthy trusted brand		Number of Municipal profiles developed	New indicator 15	Quarterly Report. Developed Municipal Profile	5	1	1	1	1	1
KPI 81	GGP 14	Intergovernmental Relations	To ensure proper governance and accountability by 2027	Number of IGR meetings convened	20	Quarterly reports. Attendance Register. Cluster reports (6). Resolution Matrix	20	4	4	4	4	4

KPI 82	GGP 15	Sport	To entrench social cohesion through vulnerable groups by 2027	Number of sport programmes implemented		Quarterly reports. Expenditure Report. Feedback forms on training.	20	4	4	4	4	4
KPI 83	GGP 16	Special Programmes	To entrench social cohesion through vulnerable groups by 2027	Number Special programmes model developed	3 New indicator	Quarterly Report. Developed SP Model	5	1	1	1	1	1
KPI 84	GGP 16		To entrench social cohesion through vulnerable groups by 2027	Number of vulnerable groups programme implemented	3	Quarterly reports. Attendance Register. Expenditure report	25	5	5	5	5	5
KPI 85	GGP 17	Law enforcement	To ensure proper governance, accountability and public participation	Number of by-laws developed	14	Quarterly reports with supporting evidence	10	2	2	2	2	2

4.4 DEVELOPMENTAL PROJECTS:

1. PROPOSED MUNICIPAL PROJECTS for 2022/2027:

	R44 503 000	R46 395 000	R48 408 000		
Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
1.	Construction of Mgxotyeni Day Care centre	-	-	-	
2.		Construction of Upper Gqumashe Community Hall	-	-	-
3.	Paving of Takalani, Tyoks and Mpolweni Internal Streets Phase	-	Construction of Takalani Day Care Centre	-	-

	4				
4.	Paving of Seymour Internal Street Phase 4	Construction Community Hall in Cathcart Valley	Paving of Seymour Old Location	-	-
5.	Construction of Lenge Community Hall	Construction of Mxhelo Community Hall	-	-	-
6.	-	Installation of High mast lights (x2) Construction of Pound	-	-	-
7.	Construction of Katvalley Community Hall	Construction of Sportfield in Gonzana	-	-	-
8.	Paving of Jacaranda Street	Paving of Appiesdry Construction of Pound	-	-	-
9.	-	Installation of Highmast Light in Readsdales and Ekuphumleni	Construction of Community Hall in Readsdales		-
10.	-	Construction of Community Hall		-	-
11.	-	-	-	-	-
12.	-	-	Construction of Community Hall in Krwakrwa	-	-
Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
13.	Construction of Ngqolowa Sportfield	-	Construction of Community Hall in Quthubeni	-	-

14.	Construction of Mbizana Day Care Centre	-	Construction of Njwaxa Day Care Centre	-	-
15.	Construction of Ngqele (Lalini) Day Care Centre	-	Construction of Jojozi Community Hall		-
16.	-	-	Construction of Mfiki Community Hall		-
17.	Construction of Nonaliti Community Hall	-	-	-	-
18.	Construction of Funinyaniso Day Care Centre	Construction of Noluthando Day Care Centre	-		-
19.	Paving of Gomma-gomma, Mike Valley and Kuwait Phase 2 Fort Beaufort in ward 21 Sport Complex Phase 3	-	Installation of Highmast Lights (x2)	-	-
20.	-	Installation of Highmast Lights (x2) Construction of Community Hall in Golf Course	-	-	-
Ward	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
21.	-		-	-	-
22.	Paving of Red Location	Paving of Percy, Joseph Street, Viljoen and New Area	Installation of Highmast Lights (x2)	-	-
23.	Bedford Access Roads Phase 4	Construction of Pound	-	-	-
Selected	Installation of Highmast				

wards	Lights				
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NUMBER	PROJECT NAME	2022/2023	2023/2024	2024/2025
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1.	Bedford & Adelaide Bucket Eradication Programme - Phase 6	R 3 582 609.00	R 3 582 609.00	R 8 956 522 .00
2.	Bulk Water Supply to Ekuphumleni & 9 Villages - Phase 5	R 4 478 261.00	R 4 478 261.00	R 8 956 522.00
3.	Fort Beaufort Bulk Water Services Upgrading	R26 869 565.00	R 19 704 348.00	R53 739 130 .00
4.	Hogsback Water Treatment Works and New Reservoir	R 8 060 870.00	R 1 791 304. 00	R 2 686 957.00
5.	Kolomane Bulk Water Supply Phase 3	R 1 791 304.00	R 1 791 304.00	R 895 652 .00
6.	Nkonkobe Area Wide Sanitation Region 3A	R 895 652.00	R 895 652.00	R 895 652 .00
7.	Nkonkobe Region 2A Sanitation Project	R 895 652 .00	R 895 652 .00	R 447 826.00
8.	Nxuba - Adelaide and Bedford Bucket Eradication Phase 4: Upgrading of Bedford Wastewater Treatment Works	R 4 478 261.00	R 2 686 957.00	R 13 434 783.00
9.	Repairs and Refurbishment of Water Infrastructure: Raymond Mhlaba	-	-	R 4 478 261.00
10.	West Victoria East Water Supply Phase 4	R 2 686 957.00	R 2 686 957	R 8 956 522 .00

2. AMATHOLE DISTRICT MUNICIPALITY

2.1 MUNICIPAL INFRASTRUCTURE GRANT PROJECTS

2.2 WATER SERVICES INFRASTRUCTURE GRANT (WSIG)2022/2023 TO 2024/2025

NUMBER	PROJECT NAME	2022/2023	2023/2024	2024/2025
1.	Fort Beaufort Wastewater Treatment Works	R 882 609 .00	-	-
2.	Refurbishment of Adelaide Canal	R 882 609.00	-	-
3.	Equipping of Adelaide and Bedford Boreholes	R1 765 217.00	R 1 765 217 .00	R 1 765 217 .00
4.	Assessment of Fish River Intake	R4 413 043.00	R 4 413 043	R 4 413 043.00
5.	Non-Revenue Water Loss Control Project: Alice Water Supply Scheme	R 441 304.00	-	-
6.	Non-Revenue Water Loss Control Project: Fort Beaufort Water Supply Scheme	R 441 304.00	-	-

2. PLANS OF SECTOR DEPARTMENTS FOR 2022/2023:

2.1 DEPARTMENT OF SOCIAL DEVELOPMENT

For 2022/23 Financial Year, Raymond Mhlaba has been allocated an amount of R10 722 623.40 for various programmes which are as follows;

PROJECT DESCRIPTION	BUDGET
Child Care Protection & Early Intervention Programs	R2 717 216.00
Care & Protection of Older Persons	R3 996 373.00
Care & Support to People Living With disabilities	R2 400 000. 00
Care & Support to People Living With HIV/AIDS	R 581 106. 40
Family Programs	R153 544.00

Victim Empowerment Programme	R714 470. 00
Substance abuse	R159 914. 00
TOTAL	R10 722 623.40

2.2 ESKOM

PROJECT NAME	PROJECT TYPE	BUDGET	PLANNED CONNECTIONS 2033/2023	BENEFICIARIES
Alice Extensions Phase 4	Household	R10 062 500.00	185	Balura(2), Gxweder (2), Kayamnandi(7), Kwali(3), Kwezana west(7), Lloyd(5), Lokwe(1), Lower Gqumashe(6), Lower Sheshegu(1), Mgquba(2), Mpozisa(4), Ncera(1), Ngobe(5), Nkobonkobo(4), Nofingxana(14), Phumlani(5), Rhoxeli(1), Skolweni(6), Smith (2),Ncera(20), Gomoro(4), Makhuzeni(1), Guquka (2), Gilton (8), Sompondo(2), Nothenga(6), Hala(12), Hopefield (11), Binfield(6), Mazothsweni (5), Kwezana (4), majwarheni(2), Kwrakwra (20), Blackblasse (4), Ngcothoyi(4), Magaleni(25), Msobomvu(8) – The beneficiaries are pending signed contract and were given by the Municipality
Alice Extensions Ph 5 Pre-Engineering (2023/24 Plan)	Pre-Engineering	R 747 500.00		
Balfour and Seymour Extensions	Household	R 6 670 000.00	190	Bellvale, Blackwoods, Fairban, Seymour, Caine, Grafton, Marais, Ngqikane, Sodom and Picardy. Actual connections are less than 80, most connections have been taken by type 1 infills

Balfour and Extensions Link Line	Infrastructure - Line	R 3 335 000.00		
Balfour and Seymour Extensions Pre-Engineering (2023/24 Plan)	Pre-Engineering	R 690 000.00		
Debe Nek Extension	Household	R 5 520 000.00	150	Zalase (18), Qamdobowa (12) & Debenek/Debevalley (30)
Debe Nek Extension Pre-Engineering (2023/24 Plan)	Pre-Engineering	R 816 500.00		
Middledrift Extensions	Household	R 5 520 000.00	100	Zibi (4), Njwaxa(2), Ngwenya(5), Zixinene(1), Mkhobeni(1), Ngqele(15), Chamama (2), Chwaru (19), Machibini(1), Siphingweni(5), Gugulethu(7), Komkhulu (1), Emabheleni(3), Kwamdlankomo (2), Mqhayise(8), Nxungu(3), Ndlovurha(8)
Middledrift Extensions Pre-Engineering (2023/24 Plan)	Pre-Engineering	R 575 000.00		
Raymond Mhlaba Schedule 5B Pre-engineering	Pre-Engineering	R 402 500.00		
Raymond Mhlaba Type 1 Infills	Infills	R 1 656 000.00	200	
TOTAL		R35 995 000.00	825	

2.3. DEPARTMENT OF TRANSPORT

1. EPWP PROJECTS

No.	Project Name	Number of Participants per project	Ward/s	Project Description	Budget
1	Household Contractors	717	All wards	Routine Road Maintenance	R 6 607 872,00
2	Covid-19 Cleaners	8		Covid 19 prevention	R 184 224,00
3	Scholar Transport Monitors	38		Safety of Learners	R 875 064,00
4	Community Development Support	1		Administration	R 60 000,00
5	Walking Bus	6		Safety of Learners	R 138 168,00
6	Supervisors	35		supervision and M&E	R1 671 600,00
7	Taxi Cleaners	5		safety of public transport users	R 115 140,00
8	Road Rangers	39		Safety of road users	R 1 332 000,00
TOTAL		849			R10 984 068,00

2. Road Maintenance

The expected budget for gravel roads is R8 350 000.00 and R2 852 000.00 for surfaced roads.

NUMBER	LOCATION	PROJECT DESCRIPTION	KILOMETERS	BUDGET
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1.	Ngwenya	Re-gravelling	5km	R2 500 000.00
2.	Qanda	Re-gravelling	5km	R2 500 000.00
3.	Seymour-Katberg	Re-gravelling	5km	R2 500 000.00
4.	Saki-Gqadushe	Re-gravelling	5km	R1 000 000.00
5.	Bedford	Various activities	9.68 km	R2 852 000.00

2.4 DEPARTMENT OF HUMAN SETTLEMENT

NUMBER	PROJECT NAME	NUMBER OF UNITS	BUDGET
1.	Katberg	233	R44 270 000
2.	Readsdale	137	R29 503 000
3.	Alice (mavuso)	300	R29 000 000
4.	Bedford zink	172	R1054 865.00
5.	Bedford Goodwin Park	200	R830 425.00
6.	Bedford Nyara	161	R1806 737.00
7.	Alice ext 15	283	R347 881 .00
8.	Alice hillcrest	818	R100 000.00

2.5 EASTERN CAPE PARKS AND TOURISM AGENCY

Number	PROJECT DESCRIPTION	BUDGET
1.	Construction of Hunters Accommodation at Double Drift Nature Reserve (Brakfontein)	R15 000 000.00
2.	Upgrade of Facilities at Great Fish River	R15 000 000.00

	Nature Reserve	
3.	Upgrade of Reserve Infrastructure at Great Fish River Nature Reserve	R 3 000 000.00
4.	Maintenance and beautification of reserve infrastructure at Mpofu Fort Fordyce Nature Reserve	R 3 200 000.00
TOTAL		R36 200 000.00

2.6 DEPARTMENT OF RURAL DEVELOPMENT AND AGRARIAN REFORM

NUMBER	PROJECT DESCRIPTION	BUDGET
1.	Cropping (Seed, Fertilizer and Chemicals)	R 699 200.00
2.	Household (Seed, seedlings, chemicals, feed (poultry) feed (piggery), Equipment (poultry), equipment (piggery), livestock)	R1 480 000.00
3.	Fodder (Mechanization, repairs (spares & accessories) and chemicals)	R 300 000.00
4.	Vegetable (Seed, seedlings, chemicals, and repairs (spares & accessories))	R 300 000.00
5.	Poultry (Feed, medication, equipment and livestock)	R 100 000.00
6.	Piggery (Feed, medication, equipment, livestock)	R 100 000.00
7.	Custom Feeding (feed, vaccines & Chemicals)	R1 131 334.00

CHAPTER 5

MUNICIPAL SECTOR PLANS & POLICIES

Local government powers and functions are outlined in the Constitution of the Republic of South Africa, 1996, and in the Municipal Structures Act 1998. These sector plans vary from sector to sector and according to provincial discretion on the delegation of functions to municipalities in respect of some sectors. The principle underlying the role of sector planning in the IDP process can be abridged as follows:

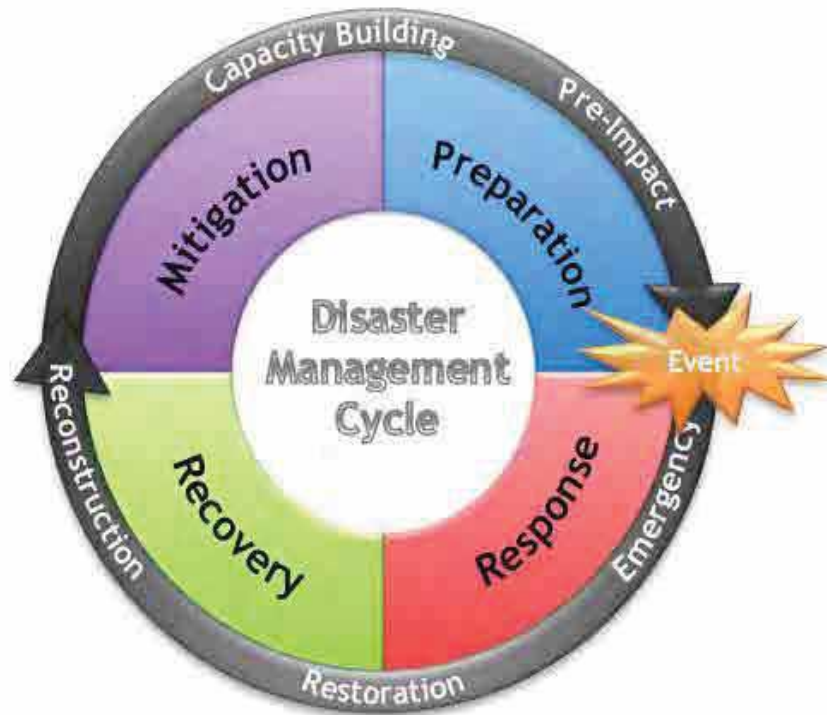
- Specific sectors which fall beyond the ambit of local competencies, such as education, may be directly related to the priority issues identified in a specific municipal area. The municipality is not the implementation agency, attention will still need to be given to the planning process from analysis to integration; to facilitate alignment and co-ordination with other spheres of government and institutions, in the course of the IDP process. What is propounded is that even for sectors where there are no legally prescribed planning requirements, local government can use the integrated planning process to lever national and provincial sector contributions (funds and support) for development by ensuring compliance with national and provincial policy principles and sector guidelines. Local government can also use the IDP process to lobby provincial sector departments by involving them in the local planning process at appropriate points.
- Sector planning requirements contained in the national sectoral legislation in respect of municipal functions such as water and environment should be dealt with as part of the IDP process, where they are relevant to the local priority issues.

The sections below give a brief summary on the n developed sector plans of the Municipality as adopted by Council on 17 April 2019.

5.1 DISASTER MANAGEMENT PLAN

The municipality developed a Disaster Management Plan (All Hazards Contingency Plan) whose primary focus is to confirm the organizational and institutional arrangements to effectively prevent disasters from occurring and to mitigate the impact of those hazards that cannot be avoided. It establishes the operational procedures for risk reduction planning as well as emergency procedures to be implemented in the event of a disaster occurring or threatening to

occur. The purpose of the plan is to outline policy and procedures for both the pro-active disaster prevention and the reactive disaster response and mitigation phases of disaster management. The preventative elements of this plan must be implemented and maintained on a continuous basis.



The illustration above demonstrates the continuum and it should be noted that Disaster Management is not only reactive, but also involves actions aimed at preventing disasters, or mitigating the impact of disasters. Different line functions and departments must contribute in varying degrees to Disaster Management in the various phases of the Disaster Management Continuum.

The emergency or re-active elements of the plan will be implemented whenever a major incident or disaster occurs or is threatening to occur. For the sake of uniformity the sequence of response operations is described in accordance with the national guidelines, for the first four of the six escalating levels of response, starting in the threatened area or community and escalating to a situation that falls within the classification of a local disaster.

5.1.1 INCIDENT RESPONSE LEVEL ZERO

When a disaster occurs or is threatening to occur, there is usually an informal spontaneous response from the survivors living or working in the threatened or affected area or community. This spontaneous and informal response is referred to as response level zero. It is at this stage the ward (or community) emergency preparedness plan must be brought into operation and the relevant emergency and/or essential services must be notified.

During this interim response period the following protocols will apply:

Coordination

As an interim measure the ward or community emergency coordinator establishes an incident coordination post and proceeds to coordinate and manage the activities of the spontaneous responders until such time as the primary agency arrives on the scene at which point the community emergency coordinator, hands over to the primary agency. If required, the community emergency coordinator together with the spontaneous responders continues to serve in a supporting capacity under the command of the primary agency.

Reporting and communication

The ward or community emergency coordinator immediately notifies the relevant primary emergency service agency (police, fire, emergency medical, traffic etc.) or essential service agency (water, power, health, shelter, access routes, social service etc.) as prescribed by the protocols applicable to the situation.

Incident Response Level One

When the primary agency from the emergency services and/or the essential services operating in municipality's area arrives on the scene they provide the initial response using their own agency internal resources (**response level one**).

Command and control

In the case of a response level one, command and control is exercised by the commander of the primary agency on the scene in accordance with own agency internal operating procedures.

Reporting and communication

The commander of the primary agency provides situation reports (Sitreps) to its agency headquarters in accordance with own agency reporting procedures. During these initial stages, it may be necessary for the primary agency to call for assistance from support agencies to deal effectively with the situation. This is usually done via own agency headquarters and thus triggers the next response level (**response level two**).

5.2 SPATIAL DEVELOPMENT FRAMEWORK

An SDF is a key component of the IDP. The SDF should indicate the nature and location of various activities in a manner that best meets agreed objectives. The SDF has been drafted by Raymond Municipality in accordance with the relevant legislative requirements to guide the future spatial form of the greater Raymond Mhlaba area. It is aimed at developing a binding set of principles that guide development and developmental rights of property owners. Specifically, the SDF aims to:

- achieve shared and inclusive growth;
- increase access to opportunities, particularly for disadvantaged citizens;
- improve sustainability by minimizing ecological footprints; and
- maintain the unique sense of place of the towns and region.

To achieve these outcomes, various factors such as strategic infrastructure needs and requirements, natural resources, housing, agriculture and appropriate land use need to be taken into consideration.

5.3 TRANSPORT PLAN

The National Land Transport Transition Act, 22 of 2000 assigns planning responsibilities for land transport to Municipalities. This is to be executed in conjunction with spheres of Government. In terms of the Local Government Municipal Structures Act, 117 of 1998 as from 1 July 2005, Amatole Municipality (ADM) is responsible for the Municipal Public Transport, which is a shared function with local Municipalities in terms of services and infrastructure provision.

In addition, ADM is responsible for regulation of the passenger transport services in all areas within the District, as of 1st July 2006.

5.3.1 Strategic Intervention

The following areas of strategic intervention have been proposed for Raymond Mhlaba Local Municipality:

5.3.2 Poor road infrastructure

Raymond Mhlaba, because of its rural nature and settlement patterns, is characterized by general lack of good road infrastructure, that essentially forms the backbone of any good public

transport system. Access to social services and general mobility (to employment and economic opportunities) is restricted due to poor transport infrastructure and lack of suitable public transport services, particularly in remote rural areas. In many instances / missing road links prevent access to rural areas.

The poor road infrastructure results in mini-bus taxi operators restricting their services to paved roads, whilst LDVS and sedans operate most of the local routes on these gravel roads.

5.3.3 Use of LDVS and un-roadworthy vehicles as public transport

More LDVS and sedans are operated as public transport other than the conventional mini buses, mainly due to poor road conditions and inaccessibility of rural areas. None of these LDVS have been converted to ensure safe transport of passengers and many are un-roadworthy and virtually all these vehicles are operated illegally.

5.3.4 Lack of public transport facilities

Although ADM has over the past two years embarked upon a process of upgrading public transport facilities, many taxi ranks are still operated informally on-street or from vacant off-street areas. Many facilities lack basic infrastructure such as toilets, shelters, paving or informal trading facilities.

5.3.5 Roads and storm water

The provision of and maintenance of roads covers the functional areas of the Department of Public Works and Roads (DPWR), the District Municipality and Raymond Mhlaba Municipality. Raymond Mhlaba is guided by the district wide Amathole Integrated Transport Plan. The DPWR and SANRAL jointly manage National and Provincial Roads.

The construction and maintenance of access roads and local municipal streets is performed by Raymond Mhlaba local Municipality, who are also responsible for ensuring that storm water is effectively managed. The Roads Department jointly with Extended Public Works Programmes have successfully established a Local Roads Forum that will collaborate with Raymond Mhlaba Local Municipality in the prioritisation of roads network maintenance in the municipality. EPWP has established household contractors in Raymond Mhlaba Municipality, this contributing toward poverty reduction in the area by proving as part of Beautification process to support small towns.

5.3.6 Transport services

The municipality has a functional Driving Licence testing centre and Registration and Licence of Vehicles centre, operating from Monday to Friday and is situated in Fort Beaufort. The station in Alice only offers Renewal of Driving Licences and renewal and licencing of motor vehicles. More than 90% of passengers use taxis, with buses serving only a small sector of the population (less than 10% of the daily public transport users). Passenger rail services are non-existent. Existing rail lines are currently used mainly for freight transport and therefore infrastructure for passengers at stations is limited and in most cases non-existent. Stations are only situated in some main towns, with a number of unused sidings located along the main line.

5.4 LIST OF ADOPTED POLICIES

Division per KPA	Approved Policy
Municipal Transformations and Organizational Development	Placement Policy Fleet management Health & Safety Policy Overtime Policy Training and Development Policy Employee Wellness Policy Leave Management Policy Recruitment & Selection Policy Municipal Hall Usage Policy Delegation of powers policy Performance Management Policy
Local Economic Development	Local Economic Development Funding Policy Policy for Informal Traders Tractor Policy
Municipal Financial Viability	Asset Disposal Policy Asset Management Policy Budget Policy Indigent Policy Tariffs Policy Subsistence & Travel Policy Property Rates Policy Credit Control Policy Supply chain management policy
Good Governance and Public Participation	Risk Management Policy Fraud Prevention Policy Communication Strategy

5.5 BY-LAWS

By the legislative powers vested in the Raymond Mhlaba Municipal council, the following By-laws have been developed and gazetted during 2019/2020 financial year.

- a) Cemeteries by-law
- b) Credit Control and Debt Collection by -law
- c) Customer Care and Revenue Management by-law
- d) Dilapidated building and unsightly objects by-law
- e) Fire Brigade by-law
- f) Impounding of animals by-law
- g) Liquor trading hours by-law
- h) Nuisance and animals by-law
- i) Public amenities by-law
- j) Rates by-law
- k) Roads and Streets by-law
- l) Solid waste disposal by-law
- m) Street Trading by-law
- n) Traffic by-law

CHAPTER 6

FINANCIAL PLAN

1.1 INTRODUCTION:

Municipal Finance Management Act 56 of 2003 Section 16 prescribes that the Council of a Municipality must for each financial year approve an Annual Budget for the municipality before the start of the financial year. Section 16 of the Local Government Municipal Finance Management Act (MFMA) prescribes that the council of a municipality must for each financial year approve an annual budget for the municipality before the start of the financial year. Section 68 of the MFMA assigns the Accounting Officer the responsibility of assisting the Mayor in performing the budgetary functions assigned to the latter in terms of Chapters 4 and 7. In terms of the MFMA, section 16(2), the Mayor of a municipality must table an annual budget at a Council meeting at least 90 days before the start of the budget year.

Section 17(1) of the MFMA further states that an annual budget must be a schedule in a prescribed format and further outlines the contents that should be included in such annual budget. The prescribed format is outlined in regulation 9 of the MBRR, which states that “the annual budget and supporting documentation of a municipality must be in a format specified in Schedule A and include all the required tables, charts and explanatory information”. The later paragraph is also supported by regulation 14(1) of the MBRR to ensure that municipalities table in Council a budget in a prescribed format, that is credible and realistic. The budget recognizes the funding streams of Council that have remained the same as in the previous budget years being mainly service charges on refuse, and rates and grant funding from both National Treasury and Provincial State Departments. Other revenue in addition to above is interest on investments and outstanding debtors, and sundry revenue.

CHAPTER 7

PERFORMANCE MANAGEMENT SYSTEM

7.1. INTRODUCTION

The Raymond Mhlaba Local Municipality's Performance Management System (PMS) aims to monitor, review and improve the implementation of its Integrated Development Plan (IDP) and measure the progress made in achieving the objectives as set out in the IDP. Implementation of the Service Delivery and Budget Implementation Plan (SDBIP) in the IDP ensures that the municipality implements programmes and projects based on the IDP targets and the approved budget. The performance of the municipality is reported on in the Quarterly and Mid-yearly Performance Assessment Reports as well as in the Annual Report.

Two key internal combined assurance tools are internal performance audit and risk management. This ensure that all activities undertaken adequately address significant risks and put in place control mechanisms to mitigate said risks to attain set performance targets. In addition to performance management legislation and regulations, the Performance Management Policy seeks to promote a culture of performance management within Raymond Mhlaba Municipality. A conducive performance management culture will ensure that the developmental objectives as constructed in the IDP gets relevance in the performance agreements of senior managers as well as the consequence implementation thereof. The purpose of the Performance Management Policy is to streamline performance management processes and to ensure that the five-year IDP (2022-2027) is implemented.

7.2 PMS OBJECTIVES

The PMS should provide a mechanism for ensuring increased accountability between the local community, politicians, the Municipal Council and the municipal management;

- The PMS should facilitate learning in order to enable the municipality to improve service delivery;
- It is important that the PMS ensures decision-makers are timeously informed of performance related risks, so that they can facilitate intervention, if necessary; and

- The PMS should provide appropriate management information that will allow efficient, effective and informed decision-making, particularly on the allocation of resources.

The Performance Management Policy clarifies the roles and responsibilities of each of the stakeholders involved in the PMS of the municipality. This negates any confusion that might arise in the municipality's pursuit to speed up delivery and to enhance the quality of services to its local constituents.

The SDBIP is an implementation plan of the approved Integrated Development Plan (IDP) and Medium-Term Revenue and Expenditure Framework. Therefore, only projects that are budgeted for are implemented. The SDBIP serves to address the development objectives as derived from the approved IDP. The format of the SDBIP is prescribed by MFMA Circular Number 13 issued by National Treasury. In terms of Circular 13, the SDBIP provides a picture of service delivery priorities, budget provision and the monitoring of performance.

7.3 MFMA CIRCULAR NO. 13

The Circular stipulates that the Service Delivery and Budget Implementation Plan (SDBIP) serves as a "contract" between the administration, council and community expressing the goals and objectives set by council as quantifiable outcomes that can be implemented by the administration over the next twelve months. The Raymond Mhlaba SDBIP is developed in accordance with circular 13. The SDBIP provides the vital link between the mayor, council (executive) and the administration and facilitates the process for holding management accountable for its performance. The SDBIP is a management, implementation and monitoring tool that will assist the mayor, councilors, municipal manager, senior managers, and community.

7.4 HIGH LEVEL SDBIP TARGETS AND INDICATORS

Quarterly projections of service delivery targets and performance indicators for each vote, is one of the five components of the top-layer SDBIP that must be made public as detailed in MFMA Circular 13. The top layer of the SDBIP includes measurable performance objectives in the form of service delivery targets and performance indicators that are provided to the community, that is, what impacts it seeks to achieve. These are drawn from the IDP programmes, services and activities that are relevant to each specific directorate as well as the statutory plans that the department is responsible for. The SDBIPs therefore are the key mechanisms for monitoring the different responsibilities and targets that each Directorate must fulfil in meeting service delivery needs provided to the community. The municipality is making use of both Top layer and Bottom

layer SDBIP. This is enacted from the auspice that the performance of the Municipal Manager is in direct core of the institution while the performance of the Directors is represented in the bottom.

7.5 CIRCULAR 88

Due to the pilot process in the 2021/22 financial year, intermediate cities, district and local municipalities will not be required to incorporate the indicators in their existing performance indicator tables in the IDP and SDBIP. Instead, these indicators should find expression in a dedicated Annexure to the IDP and SDBIP which clearly indicates the MFMA Circular No. 88 with indicators applicable to the municipality at Tier 1 and 2 levels of readiness. Practically, piloting for all categories of municipalities (except metros) means the following as it relates to municipal planning:

- Tier 1 and Tier 2 outcome, output and compliance indicators applicable to the municipality to be included in a dedicated Annexure to the IDP and SDBIP which clearly indicates the indicator;
- Baselines should be established for Tier 1 and Tier 2 outcome, output and compliance indicators and reflected in the IDP reviews/updates from 2021/22 onwards;
- Targets for outcome indicators should be set with a five-year horizon for local government (2026/27);
- Targets for output indicators should be set on an annual basis (2022/23, with potential quarterly targets depending on the frequency of the indicator); and
- NO targets should be set for compliance indicators as these are tracked for monitoring purposes only.

However, the municipality took an approach to incorporate a some of the circular 88 indicators into the 2022/ 2027 IDP in order to familiarize the indicator implementation both administratively and politically.

7.6 REPORTING ON THE SDBIP

Various reporting requirements are outlined in the MFMA, both the mayor and the accounting officer have clear roles to play in preparing and presenting these reports. The SDBIP provides an excellent basis for generating the reports required by the MFMA. The report then allows the

Council to monitor the implementation of service delivery programs and initiatives across the municipality's boundaries.

7.7 MONTHLY REPORTING

Section 71 of the MFMA stipulates that reporting on actual revenue targets and spending against the budget should occur on a monthly basis. This reporting must be conducted by the accounting officer of a municipality no later than 10 working days, after the end of each month.

7.8 QUARTERLY REPORTING

Section 52(d) of the MFMA compels the mayor to submit a report to the council on the implementation of the budget and the financial state of affairs of the municipality within 30 days of the end of each quarter. The mayor then delegates this function to the municipal manager. The quarterly performance projections captured in the SDBIP form the basis for the mayor's quarterly report.

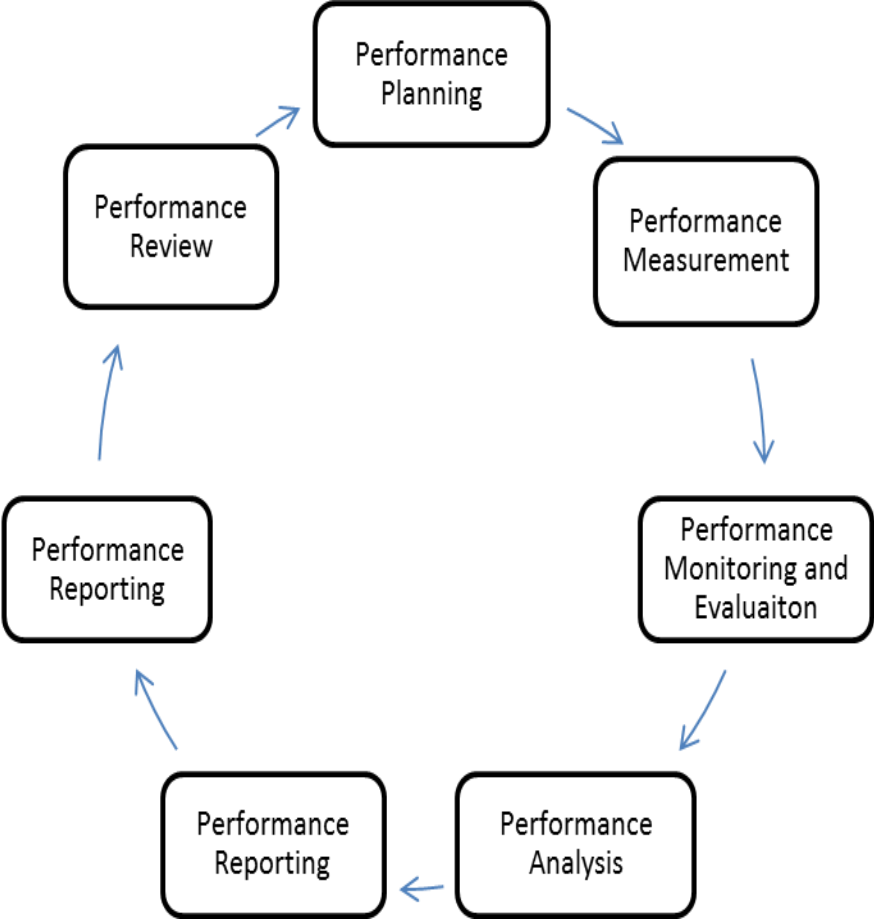
7.9 MID-YEAR REPORTING

Section 72 of the Local Government: Municipal Finance Management Act, Act No. 5 of 2003, determines that by 25 January of each year the accounting officer must assess the performance of the municipality and report to the Council on inter alia its service delivery performance during the first half of the financial year and the service delivery targets and performance indicators set in the service delivery and budget implementation plan.

7.10 MONITORING AND THE ADJUSTMENTS BUDGET PROCESS

The section 71 and 72 budget monitoring reports required under the MFMA should provide a consolidated analysis of the municipality's financial position including year-end projections. The Executive Mayor must consider these reports under s54 of the MFMA and then decide as to whether the SDBIP should be amended. The Adjustments Budget concept is governed by various provisions in the MFMA and is aimed at instilling and establishing an increased level of discipline, responsibility and accountability in the municipality's finances. In simple terms, funds can be transferred within a vote but any movements between votes can only be agreed by an adjustments budget.

The following presents annual process of managing organizational performance.



CHAPTER 8

SPATIAL DEVELOPMENT FRAMEWORK

8.1 INTRODUCTION

The spatial fabric of South African society was engineered through Apartheid planning, which led to the unequal distribution of resources, low-density sprawl, the lack of opportunities in disadvantaged areas and too much emphasis on private transport. The Raymond Mhlaba Municipality Spatial Development Framework (SDF) has been designed to address these inequalities and to create a more sustainable spatial environment.

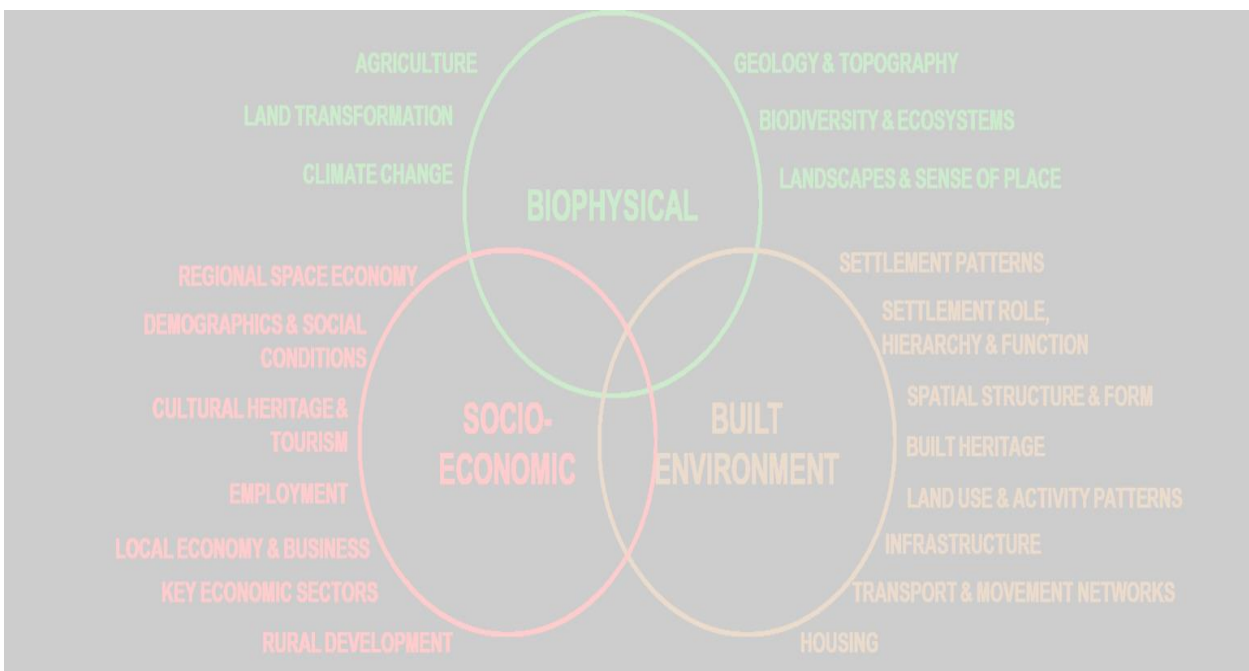
Over the years, guidelines on how to develop Spatial Development Frameworks have been prepared by various National Departments, Provincial Departments and Local Municipalities. All these guidelines worked for the areas they covered, however they never looked at linkages and interaction of adjoining Municipalities Districts, Provinces, *etc.* The latest guidelines developed in the Eastern Cape in 2010, was the Eastern Cape Provincial Spatial Development Plan (ECPSDP) see figure 2, however it was never formally adopted by the Office of the Premier, but it was used as a guide by the authors of SDF's. The ECPSDP developed seven (7) pillars aligned to the Provincial Growth and Development Strategy. In 2014, the Spatial Planning Land Use Management Act (SPLUMA) developed draft regulations and specifically guidelines for SDF's. SPLUMA empowers municipality to take charge of their own planning and this Act also gives municipality more authority on any planning development within its area of jurisdiction. The guidelines identified three (3) pillars as depicted in figure 1 below. The ECPSDP process had extremely wide public participation; we propose integrating the seven (7) pillars of the ECPSDP into the three (3) pillars of the DRDLR spatial development framework guidelines.

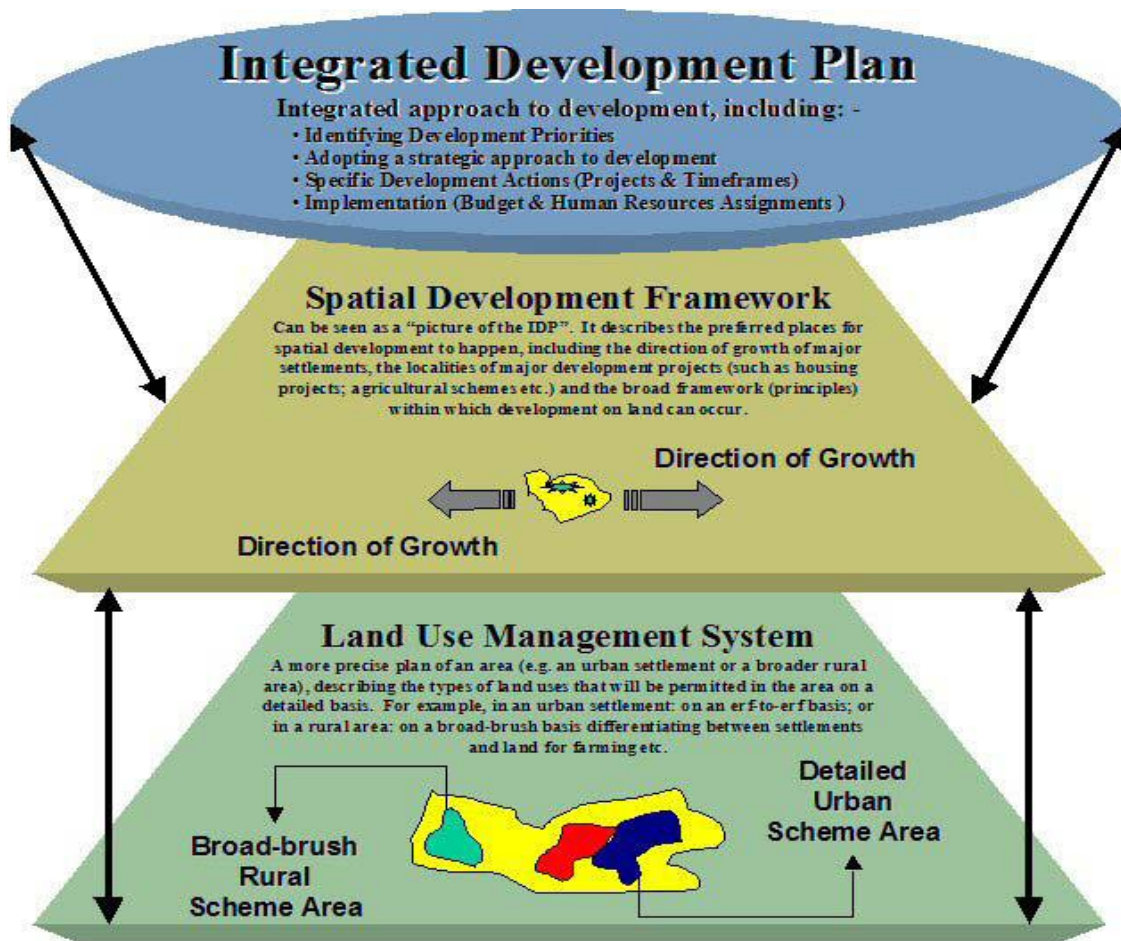
8.2 THE ROLE OF THE SDF

Sections 7, 12 and 21 of Act 16 of 2013 also Spatial Planning Land Use Management Act requires Municipalities must prepare Spatial Development Frameworks. Section 35 (2) of the Municipal Systems Act 32 of 2000 (as amended), stipulates that the SDF, as contained in the IDP, will prevail over a plan defined in Section 1 of the Physical Planning Act 125 of 1991 alias the old guide plans. The SDF therefore has statutory powers once the IDP is adopted by the Council and will guide all land use management within the municipal area. In terms of section 25

(a) of the act, the SDF, as part of the IDP, must link, integrate and co-ordinate plans (projects from sector and service plans) with spatial implications, and takes into account proposals for the development of the municipality and (b) aligns the resources and capacity of the municipality with the implementation of the plan.

Therefore, it is quite clear that, the purpose of the SDF is not to infringe upon existing land rights but to guide future land uses. No proposals in the plan create any land use right or exempt anyone from his or her obligation in terms of any other act controlling land uses. The maps should be used as schematic representation of the desired spatial form to be achieved by the municipality in the long term. The boundaries created through this process should therefore be left for interpretation and not be scaled.





The formulation of the Spatial Development Framework is a legal requirement, in which, every municipality must adhere to as part of the integrated development planning processes [refer to section 26 Municipal Systems Act]. The Raymond Mhlaba Local Municipality's SDF serves as a strategy to interpret and represent the spatial development vision of the municipality. The vision must be designed to enable sustainable development throughout the municipality while the planning process will address the challenge to balance imperatives of economic efficiency, social and environmental integrity. The SDF for Raymond Mhlaba Municipality was adopted by Council in April 2019 and was carried out in line with the outcome of the NSDP and ECPSDP 2010 where the following seven spatial frameworks were recommended *i.e. Environmental, Social Development and Human Settlements, Rural Development, Infrastructure, Economic Development, Human Resources; and Governance.*

SDF gives effect to the development principles contained in the Spatial Planning & Land Use Management Act (SPLUMA), Act 16 of 2013) including:

- ✓ Spatial Justice;
- ✓ Spatial Sustainability;
- ✓ Efficiency;
- ✓ Spatial Resilience;
- ✓ Good Administration

It is paramount to indicate that the SDF addresses various pertinent issues, for example:

- Settlement
- Natural environment
- Environmental issues
- Land use analysis
- Spatial development proposals

Under Settlement, the SDF looks at the settlement pattern of the municipality which talks about the urban areas and rural areas of the municipality. It also indicates settlement growth trends within the Raymond Mhlaba Municipality. The SDF defines the types of natural environment that characterizes the municipality in terms of topography, soil and geology, water resources climate and vegetation. On environmental issues, the document indicates biodiversity and conservation areas, environmental sensitive areas and ecosystem status. Under land use analysis, the SDF analyses the dominant land uses in the municipality which are Settlement, agriculture and Forestry and conservation. It also identifies the types of land classifications that are found in the municipality. There following classes of land are not found in Raymond Mhlaba, Class 1, Class 11 and class v, all other classes of land can be found.

Spatial structuring elements of the Municipality are clustered into the following main components, namely:

- Development Nodes
- Development Corridors
- Special development Areas

- Environmental management systems

All of these are shown by means of maps within the Spatial Development Framework. As already alluded to, the draft SDF for Raymond Mhlaba Municipality is an existing document and currently undergoing further consultation with all relevant stakeholders towards Council approval. The Raymond Mhlaba Municipality SDF is aimed at addressing the spatial interventions and looking at long-term growth of the Raymond Mhlaba municipal area, these include, housing developments, student accommodation, middle income housing and shopping complex. This kind of development is envisaged to take place in the next 5 – 7 years. The SDF recognizes that any development to take place, issues of infrastructure development should be prioritized, therefore in order to developed, infrastructure should be addressed including (bulk infrastructure for electricity *etc.*), and all these are covered by the spatial development framework of the municipality. The municipality has rezoned land for construction of wind turbines and solar panels as alternative sources of energy, to relieve demand from national grind, and advocating green economy.

8.3 SPATIAL DEVELOPMENT PROPOSALS

The following key spatial structuring elements have been proposed for the Raymond Mhlaba Municipal SDF.

- Settlement nodes and hierarchy
- Hierarchy of corridors
- Priority settlement (cluster) development zones
- Municipal open space systems (MOSS)

8.3.1 Settlement Nodes and Hierarchy

The Raymond Mhlaba SDF identifies certain nodes and settlements in line with levels of investment and hierarchy. The various settlement nodes and hierarchy are as follows:

8.3.1.1 Primary Nodes

Fort Beaufort, Alice and Adelaide are strategically located with the municipal area and play an important role as regional centres for the municipality. They are well located along the main transportation routes that connect these nodes.

Table 1: Proposed Primary Nodes

Node Type	Spatial Development Priorities
<p>Primary Node</p> <ul style="list-style-type: none"> • Fort Beaufort • Alice • Adelaide 	<ul style="list-style-type: none"> • These are existing mixed land use nodes – administrative, social and economic node and concentration of different activities and services for effective functioning of the towns. • They require CBD revitalization and associated precinct /local planning • They need for urban aesthetics. • Infrastructure and social facilities provision and upgrade to cater for existing and future expansion of the towns. • Light industrial development area, focusing on the processing of raw materials from the region • Strengthening of the following activities in three towns: <ul style="list-style-type: none"> ○ Development of commercial activities to service the towns and the entire municipal area. ○ Location of regional and district offices of various government departments and service delivery departments • The need for Sustainable Human Settlement Programme in the form of public-funded housing development (including social housing on vacant land parcels within the CBD and adjoining areas). <ul style="list-style-type: none"> ○ Alice, in addition, requires high density students hotels development in close proximity to the University of Fort Hare and ○ Military Veteran Housing ○ Fort Beaufort – requires mixed-use development towards the Grahamstown-Adelaide Junction. ○ Adelaide – requires formalisation of informal settlement in the

Node Type	Spatial Development Priorities
	<p>townships.</p> <ul style="list-style-type: none"> • Proper Land Use Management and Land Administration • Expansion of Commonage and formulation of Commonage Management Plans.

8.3.1.2 Secondary Nodes

There are four (4) secondary nodes identified by the Raymond Mhlaba SDF. These are Bedford, Middledrift, Seymour and Hogsback (tourist node). These align with the spatial structure proposed in the Amathole District SDF.

Table 2: Proposed Secondary Nodes

Node Type	Spatial Development Priorities
<p>Secondary Node</p> <ul style="list-style-type: none"> • Bedford • Middledrift • Seymour • Hogsback (tourist node) 	<ul style="list-style-type: none"> • These are “major sub-regional nodes” within RMLM where higher to medium order community facilities such as hospitals, schools etc. should be “focused” or “bundle” in order to ensure that a great number of rural residents are served in a more efficient and effective way. • Ideally, these “nodes” should be in close proximity to public transport routes to ensure maximum accessibility to facilities. • Commercial activities serving the whole local municipal areas and the surrounding areas (sub-region) • Light industrial development focusing mainly on the processing of raw materials produced within the sub-region and the neighbouring areas – agri-processing centres. • Need for local planning (town regeneration and formalization) to maximize use of resources.

Node Type	Spatial Development Priorities
	<ul style="list-style-type: none"> • Provision and upgrade of existing infrastructure and social facilities • Provision of public-funded rural housing (including social housing on vacant land parcels within the CBD and adjoining areas). . • Strengthening of the following activities in these sub-regional service nodes: <ul style="list-style-type: none"> ○ Development of low-key commercial centre to service the villages and their catchment areas ○ Location of public facilities, such as, multi-purpose community halls, junior and senior primary and senior secondary schools, clinics, sports field, transportation facilities, to serve the villages and their catchment areas. • Local land use scheme to be negotiated. • Environmental Management (protection of natural and cultural resources)

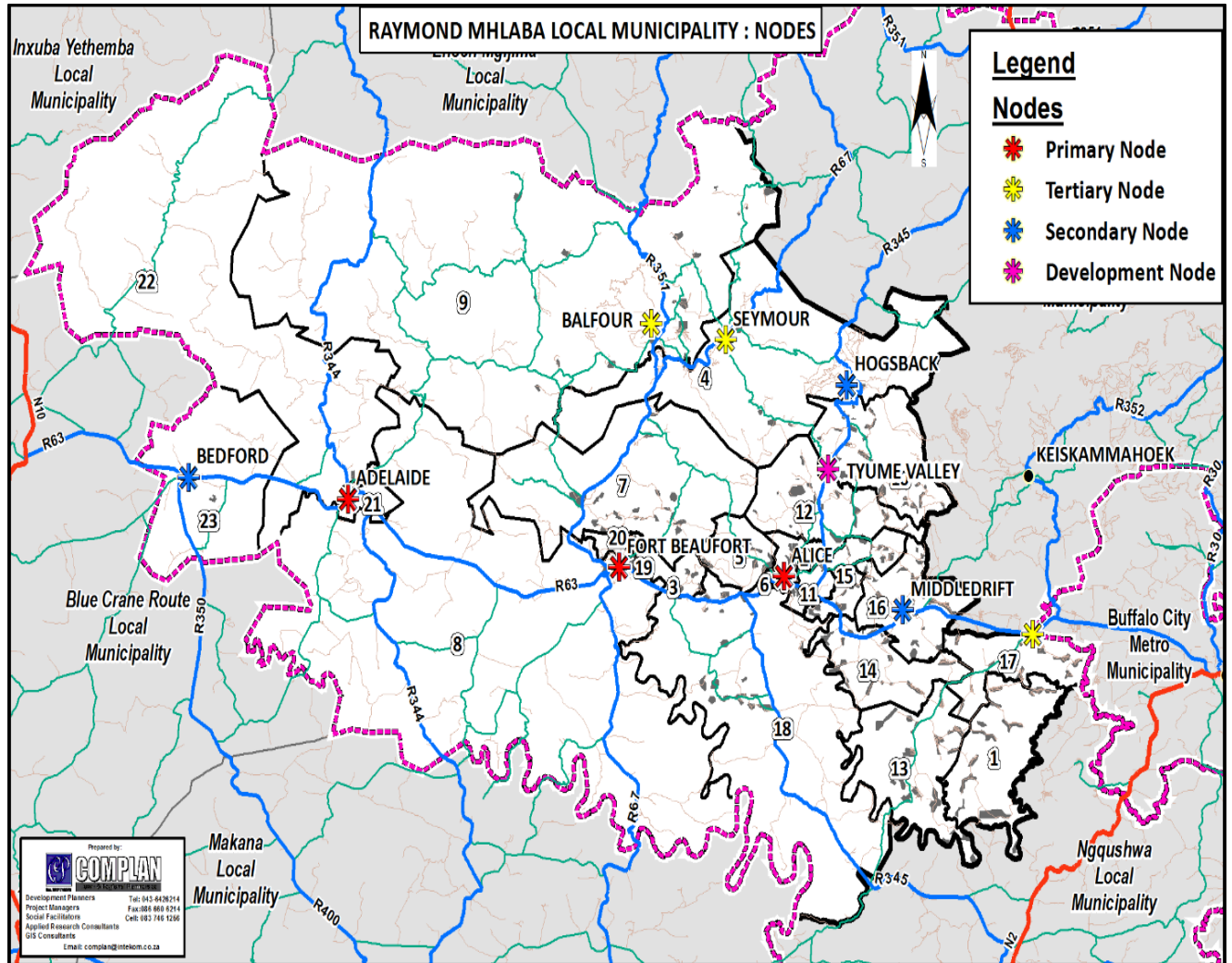
8.3.1.3 Table 3: Tertiary Nodes

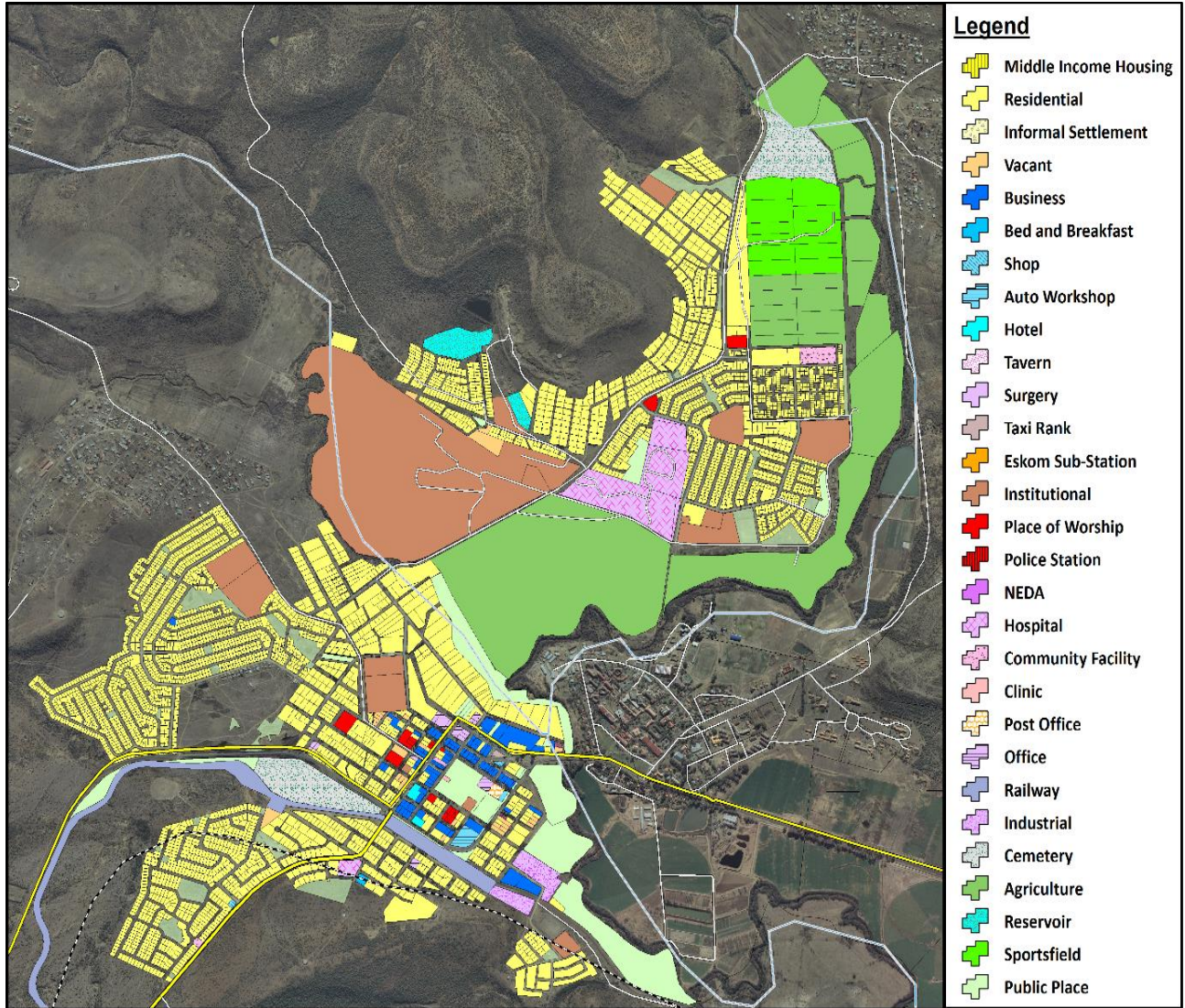
The tertiary nodes identified for the Raymond Mhlaba SDF include the nodes identified in the former Nxuba and Nkonkobe Municipal SDFs; these include Balfour and Seymour.

Proposed Tertiary Nodes

Node Type	Spatial Development Priorities
Tertiary Nodes (Minor Rural Service Centre)	<ul style="list-style-type: none"> • These are “minor rural service centres” where medium to lower order community facilities can be “focused” or “bundle” in order to ensure that a great number of rural residents are served in a more efficient and effective way.

<ul style="list-style-type: none"> • Balfour • Debenek 	<ul style="list-style-type: none"> • Local planning to maximize use of resources. • Provision and upgrade of infrastructure. • Public-funded rural housing provision. • Strengthening of the following activities in major rural service nodes: <ul style="list-style-type: none"> ○ Development of low-key commercial centre to service the villages and their catchment areas ○ Location of public facilities, such as, community halls, junior and senior primary schools, senior secondary schools, mobile clinic services, sports field, transportation facilities, to serve the villages and their catchment areas. • Local land use scheme to be negotiated. • Environmental Management (Protection of natural and cultural resources)
<p>Rural Villages</p>	<p>All other existing villages in the RMLM which are areas of greatest need, requiring special investment to upgrade levels of service to the accepted minimum level so as to improve the level of well-being of the communities. It should involve investment in basic infrastructure, poverty alleviation and rural livelihood programmes and projects.</p>





8.4 ENVIRONMENTAL PRINCIPLES

The Municipality's SDF emphasises the need to protect natural resources, to achieve food security by preventing loss of valuable high potential agricultural land; and connect development to the availability of sustainable water resources. Applicable legislation in this regards,

- National Environmental Management Act (NEMA)
- Eastern Cape Biodiversity Conservation Plan (ECBCP)

In general, when considering applications for land development, the following environmental principles should be considered:

- **Landscape** quality: All development proposals must be evaluated in terms of their effects on the landscape quality of the surrounding area. This must consider the visual absorption capacity of the surrounding land and the visual intrusion, which will result from the development.
- **Urban sprawl:** The development should not contribute to urban sprawl as a result of "leap-frogging" thereby promoting secondary development.
- **Carrying capacity:** New tourism developments outside of the urban edge must evaluate the impacts of the proposed influx of tourists on the immediate natural surrounding areas as well as neighbouring natural and urban areas. A value judgment may be required to determine if the development will exceed the ecological carrying capacity of the surrounding area. This should not promote secondary development (service station; shopping centre's etc.) thus creating the need for new a development node.
- **Waste disposal and sanitation:** Any developments outside the urban edge must be self-sufficient and have a detailed plan for solid waste disposal and on-site sanitation. Developments outside of nodes must not be reliant on the municipal sewage systems as these are planned and designed to accommodate treatment volumes from the defined nodal development areas and may not have sufficient capacity to accommodate additional volumes. In all cases the environmental impacts associated with the waste disposal and sanitation systems will need to be assessed as part of the project Environmental Impact Assessment (EIA).

- **Infrastructure requirements:** The impacts on the natural environment from additional infrastructure requirements must be carefully considered and must be assessed as part of the project EIA.
- **Agriculture:** Developments should preferably not be permitted on land designated as “prime and unique” agriculture land or significantly reduce the area of high value agriculture lands, thereby reducing the potential productivity of these areas
- **Biodiversity corridors:** Development must not impact significantly on biodiversity corridors.
- **Pristine habitats:** Developments must not be situated adjacent to rivers designated as being pristine, near pristine or stressed.

Sustainable Human Settlement Development

The focus of this urban area plan is to identify priority areas for development with respect to housing development, places of employment and ancillary uses that will make Adelaide Town a sustainable human settlement and economic area that will create job opportunities. This plan should take cognisance of the new National and Provincial Sustainable Human Settlements policies. The Adelaide and Bedford LSDF (2014) indicates that housing demand within Adelaide is for RDP, Middle Income housing and rental accommodation.

- **Key Proposals**

The following human settlement (housing) proposals are made for Adelaide Town.

- The SDF (2011) and Housing Sector Plan (2014-2019) for former Nxuba area identified that there is enough land for future housing development within Adelaide town.
- Social and rental housing should be accommodated on developable vacant land and underutilized land parcels through infill development approach in areas close to the Adelaide CBD with good access to existing social, economic and infrastructure facilities and service to cater for middle to lower income market. Social Housing may make a strong contribution to urban renewal and integration and may also be used to facilitate the acquisition, rehabilitation and conversion of vacant land and dilapidated buildings as part of a broader urban renewal strategy.

- Formalisation of an existing and dense temporary informal housing in the Adelaide town but feasibility assessments will be required to determine the potential for in-situ formalisation of informal settlements to determine the need for land for relocation of structure from informal settlements.
- The need to accommodate a range of tenure, housing typologies and mixed incomes to promote mixed integrated and sustainable residential areas.
- Establishment of a new residential area (low, medium and high income housing) within the town.
- Extension of north-western existing low income housing on the adjacent portions of land.
- Open space is proposed as a possible future extension of present public open space in the town.

To cater for the various existing housing need like RDP, Low, Medium and High Density the Adelaide and Bedford LSDF (2014) made the following proposals.

- Low Density Housing with lots of greening next to the Golf course to create a buffer between the golf course and the residential area of Bezuidenhoutville will enhance the extravagance of this golf course. Medium/Higher Density Housing is proposed opposite the golf course along the R344
- Rental accommodation is proposed within a northern direction of the CBD along the river.
- The informal settlements within Lingeletu old and new will have to be formalized or relocated should their location not be in lined with the municipality's vision for the town.

Housing Proposals for Adelaide Town



Public Transport / Movement and Access

As like any small town in the Eastern Cape Province, the Adelaide Town and its surrounding residents depend heavily on public transport services (taxis, bakkies and buses) as the main mode of transport due to limited private car ownership. Hence the need to improve the public transport system as the current system is characterised with many problems.

○ Key Proposals

There is the great need to upgrade the Adelaide taxi and bus ranks through the following:

- Development of Transportation Management Plan through an extensive Traffic Impact Assessment (TIA) to identify transportation problems in more detailed with the aim of providing the basis for the upgrading, development and management of traffic, the public transport system and parking in and around the Adelaide town area.

- Provision and upgrading of the taxi and bus ranks taking in consideration the following:
 - Improvement of accessibility in and around the area as well as the efficiency of the current system
 - Developing a formalized layout plan with demarcated the entry and exist points.
 - Define boundaries of the taxi and bus areas.
 - Improve safety of pedestrians moving in and around the transportation node.
 - Provide supporting facilities to accommodate the needs of various categories of commuters, such as, disabled people, children and elderly.
 - Encourage the densification and intensification of land uses to improve long-term sustainability.
 - Provide shelter or canopies for taxis, buses and commuters.
 - Provide ablution facilities and safety and security.
 - Provide associated informal trading facilities and spaces.
- Identify potential funding sources and submit funding applications for future developments.
- Upgrade informal trading facilities and trading premises, provide infrastructure and prepare an Informal Trading Policy and Management Plan to guide the manner in which the Taxi Node shall be utilised.
- Investigate the possibility of providing commercial, retail and community facilities as part of the Taxi Rank upgrade.

Public Open Space Development

Public open space is provided for the benefit and use of the public. Provision of open space within housing complexes can, in addition to sports facilities and parks, also include cemeteries, detention ponds, nature reserves, river corridors, conservation areas, mountains and roads reserves. Open space system should be regarded as an asset and not a problem.

Multifunctional spaces serve dual purpose – they extend the opportunity for economic exchange and also promote socialisation and interaction.

The environmental conservation and management areas in the town comprise all afforested areas, river flood plains, fragile ecosystem, cemetery and public open spaces.

- **Key Proposals**

- Establishment of Town Open Space System (TOSS) to guide development and the maintenance of green elements within the town and its commonage area. This concept will perform the following:
 - Linkage and continuity: to promote a linked and continuous open space system to support integrity of natural systems and provide an opportunity for accessible and linked multi-functional active and passive open space systems.
 - Access, order and typology: to ensure that open space is provided in a manner that promotes access to a range of levels and types of open space (from local park, neighbourhood park, district park and regional park) that supports a wide range of activities, such as sports, walking, meeting and events.
- Creation of multi-functional open spaces to serve dual purposes in the Adelaide area
 - Opportunity for economic exchange activities; and
 - Promote socialisation and interaction.
- Open space (a neighbourhood park or a district park) should be provided and be clustered with other uses, such as, a library, a primary school, a community hall, a local sports field, a primary health centre, a fire station, a place of worship, a swimming pool and a nature conservation area.
- Urban Open Space: an equal distribution of the facilities through all residential areas, as well as upgrading of existing sport infrastructure, should be considered.
- Conservation areas: Environmentally sensitive belts border the town. These features are also barriers as development is now limited within the confines of the Adelaide Town. The Adelaide commonage comprises a unique ecological environment. Development

should therefore not pressurize its natural environment or occupy urban agricultural lands.

- Determining the life span of the “**cemeteries**” in Adelaide Town is problematic due to the prevailing uncertainty with regards to various external factors such as HIV/Aids and migration. There is currently only one functional cemetery site for the whole Adelaide Town and this cemetery will soon reach its maximum capacity.
 - Identification of new cemetery site in Adelaide Town based on geotechnical investigation is crucial.
 - The identification of an additional accessible cemetery site, which will serve for the long term, will have to be considered in Adelaide Town and the site to the west of the existing cemetery is highly recommended.
 - The long-term solution will be to identify a well-located regional cemetery to service the entire Adelaide Cluster Development Zone. However, the final site location will only be determined once the necessary geotechnical investigation is completed.

Tourism Development in Adelaide Town

The Adelaide and Bedford LSDF (2014) indicates that Adelaide town has a potential for tourism development. Both local and international tourists visit the town. Tourism attraction activities such as game reserves attract international tourists for hunting on neighbouring game farms.

Adelaide as a town is characterised by having cultural heritage. Currently tourism is very limited in the town but taking place on very small scale. Based on desktop study a number of proposals can be made building on the strengths and opportunities of Adelaide and surrounds. Adelaide location offers the unique opportunity to act as a hub for tourism activity for the surrounding rural areas. Linkages could also be made with the Frontier Country, Karoo Heartland, Sunshine Coast, Amatola Mountain Escape and the heritage routes. It currently serves a small amount of tourists as a service centre and acts as a business centre for the rural communities. It is important to cluster tourist facilities and would also assist with traffic flow and awareness of facilities and services rather than isolated and/or scattered facilities.

- **Key Proposals**

- A detailed tourism master plan needs to be conducted to ensure alignment to the markets.
- Upgrading the existing central business district is of utmost importance and improving the parking and visual appearance by enhancing shop fronts and placing street furniture.
- Essential services and facilities such as banks and retail shops need to be at the forefront and should be easily accessed. Visible policing would also contribute positively towards tourist safety. It would lead to more persons making use of the CBD thereby supporting local business and prolonging visitor stays and expenditure. This activity would have to be closely monitored, to ensure that the financial benefit reaches the communities and extends into other financial generating activities such as homestays, donkey rides, craft market etc.
- Regulation of the establishments is important to ensure good quality accommodation. The existence of the Local Tourism Organisation (LTO) and efforts to revive the tourism industry could offer huge opportunities to expose the establishments through a member based marketing system. Revenues generated by the LTO can then be used to extend and improve the services it currently offers such as operating as a booking office for the coach services and or backpackers affiliations.
- Provision of Conference facilities in the towns
- Due to the nature of the agricultural potential of the area and its community, a market area selling fresh produce could double up as a marketplace for agricultural entrepreneurs and as an attraction for passing by tourists.
- The greatest domestic market for tourist's, remains in the Eastern Cape. In order for tourist businesses to grow and expand, focus is needed on the quality of the service provided and also the need for tourist infrastructure to be maintained and upgraded.
- The use of technological advancement is needed in certain areas where cell phone coverage is limited and so also access to internet. The use of social media marketing platforms has become increasingly important for communication especially amongst South Africans. There are a number of popular annual events in the surrounding areas that could also be used as a market platform to attract clientele such as the Bedford

Garden Festival, hunting season, Christmas in July Hogsback, Grahamstown Arts Festival etc.

Adelaide Town Projects

Former Nxuba area SDF (2011) identified the following projects for Adelaide town:

Adelaide Town Projects

No	Projects
1	624 Bezuidenhoutville / Aerodrome Phase 1
2	481 Bezuidenhoutville / Aerodrome Phase 2
3	160 Bezuidenhoutville / Aerodrome Phase (8.5ha)
4	376 Emabaleni Proposed Housing Project (71.17ha)
5	Bezuidenhoutville Phase 4 including primary school, police station, crèche and clinic (98.4ha)
6	Close Adelaide Landfill Site (2010/11) Alternative A
7	Adelaide Landfill Site Alternative B
8	Adelaide WTW
8	Adelaide WTW
9	Long Term Relocation of WWTW
10	New WTW for Lingeletu & Adelaide Reservoir
11	Floodline Study along Koonap River

No	Projects
12	Infill Housing at Lingelethu (3.03ha) & Geotech
12	Infill Housing at Lingelethu (4.70ha) & Geotech
12	Infill Housing at Lingelethu (4.85ha) & Geotech
12	Infill Housing at Lingelethu (11.1ha) & Geotech
12	Infill Housing at Lingelethu (12.46ha) & Geotech
13	Lingelethu in situ Upgrade 428 Housing
14	Lingelethu Cemetery Expansion
15	Future Secondary School
16	New Business Node / Retail Centre in Bezuidenhoutville
17	Road link Lingelethu
18	Upgrade Lingelethu Bridge
19	Upgrade road between Adelaide & farms (R344)
20	Upgrade stormwater reticulation & drainage
20	Upgrade stormwater reticulation & drainage
21	Squatter upgrading urban renewal (7.73ha)
22	Infill development +-40 sites (2.25ha)
23	Squatter upgrading urban renewal +- (1.25ha)
23	Squatter upgrading urban renewal +- (3.11ha)
24	Future industrial development
25	Activity corridor mixed use

No	Projects
26	Greening & Beautification
27	Greening & Beautification
28	Adelaide commonage management plan
29	Future School
30	Transfer Station
31	New Municipal Offices & Council Chambers
32	Lingelethu Old Access
33	Bezuidenhoutville Access Road
34	Adelaide Pedestrian Bridge (Red Location)
35	Adelaide Pound

Source: Former Nxuba area SDF (2011)

The existing housing projects in Adelaide are spatially referenced under Projects 1 – 4. During the consultation, the community indicated that provision must be made for a primary school in the extension of Bezuidenhoutville towards the west (Project 5).

Adelaide is segregated as a result of the locality of the Water Treatment Works and the ponds. The relocation of the WWTW is suggested as a long term project (Project 9). The vast portions of land surrounding the WWTW will then be prime residential land, in close vicinity to all the amenities (Project 12). It was established that the land around the ponds are suitable for residential development since no odours are present, but that the soil conditions must be tested as a result of filling and ground works in the past.

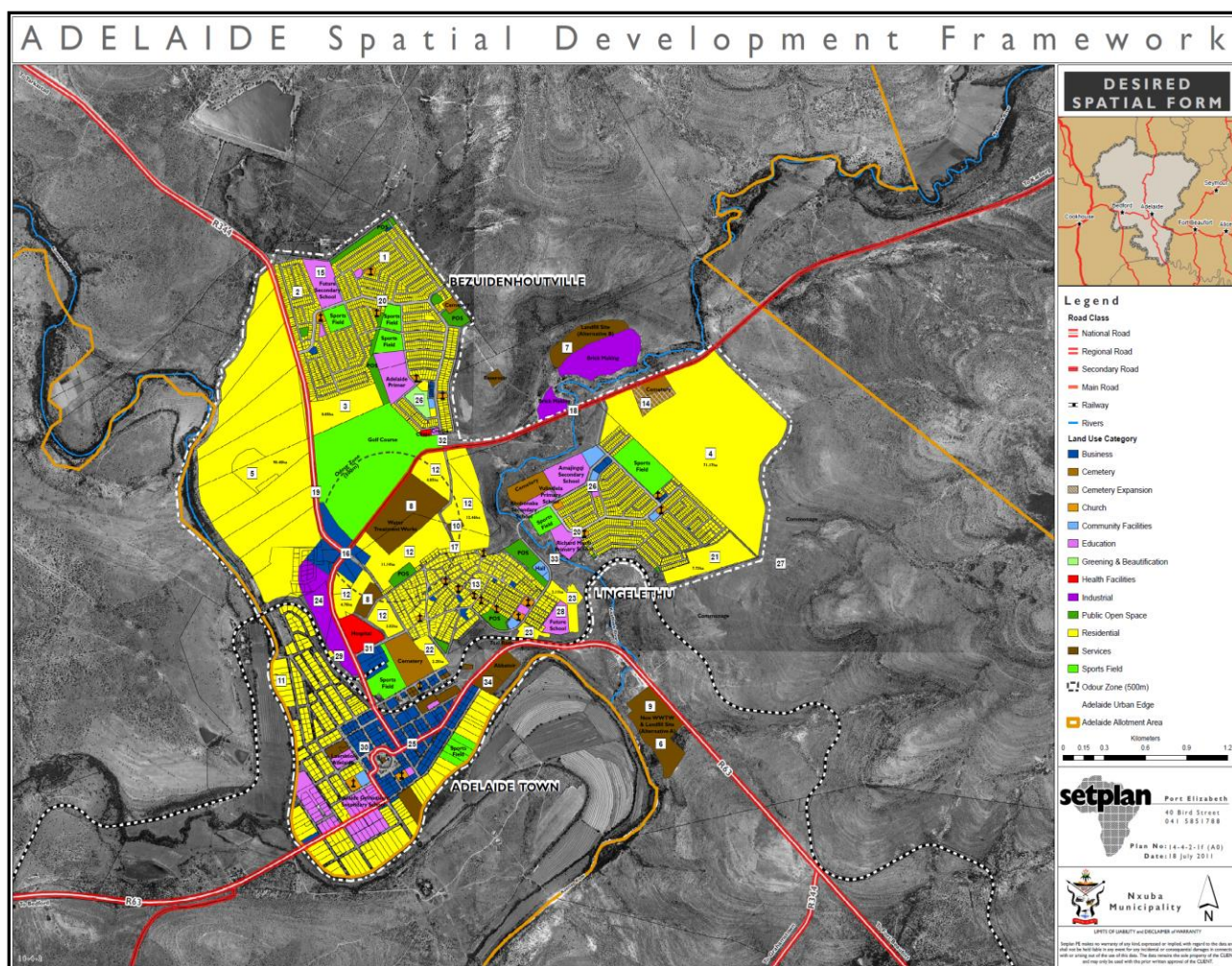
Lingelethu Cemetery expansion was identified in the Open Space Master Plan and is demarcated on the plan (Project 14). A geotechnical investigation would be required before this is implemented.

A new business node was identified on a strategically located intersection in the town (Project 16). The proposed industrial area would be situated between the railway line and this business node (Project 24).

The SDF (2011) indicates that concern was expressed that the middle income housing along the Koonap River might be flooded, and a flood line study is suggested to determine the developable land next to the river (Project 11).

The two parks currently in the process of being upgraded in the Greening and Beautification Project of Department of Environmental Affairs are indicated as Project 26.

Adelaide Desired Spatial Development Framework



BEDFORD SETTLEMENT ZONE

Locality and description

The zone is located in Bedford and surrounding areas. This zone is envisaged as a Model 1 and Model 2 Densification and Formalization Settlement Zone.

- **Rationale for Zone Identification**

- Bedford is identified as secondary node.
- There are local economic development activities that occur in this zone and they require proper planning.

- **Key proposals**

- Settlement and infrastructure development is the prime need within these zones, accompanied by the identification and maximization of livelihood opportunities through small scale agriculture projects
- Land use management is important to ensure that rural inhabitants have adequate land for settlement and land to sustain their rural – based livelihoods.
- There is the need for local planning process in the settlements in this Zone and once the local planning is complete, consolidation process should be initiated to include sustainable human settlement projects (town and rural housing projects), infrastructure and social facilities provision and upgrades, etc.

- The local planning processes – formalization / in-situ upgrade as well as densification approaches should be adopted but there should be an agreement on planning standards to be adopted in the rural areas including average erf size.
- The Traditional Leaders should be mobilised to support the settlement planning initiatives.
- There will be the need to delineate the settlement edges to indicate the land needs for settlement expansion as well as social development needs over the 20 year lifespan of the SDF.
- There is the need for an institutional arrangements and clarification of roles and responsibilities and cooperation between the RMLM and institution of traditional leadership in respect of land allocation and land use management.
- Local Economic Development projects as contained in the IDP and SDF are pursued in this Zone to improve the condition of life of the people.

Proposals For Bedford Town

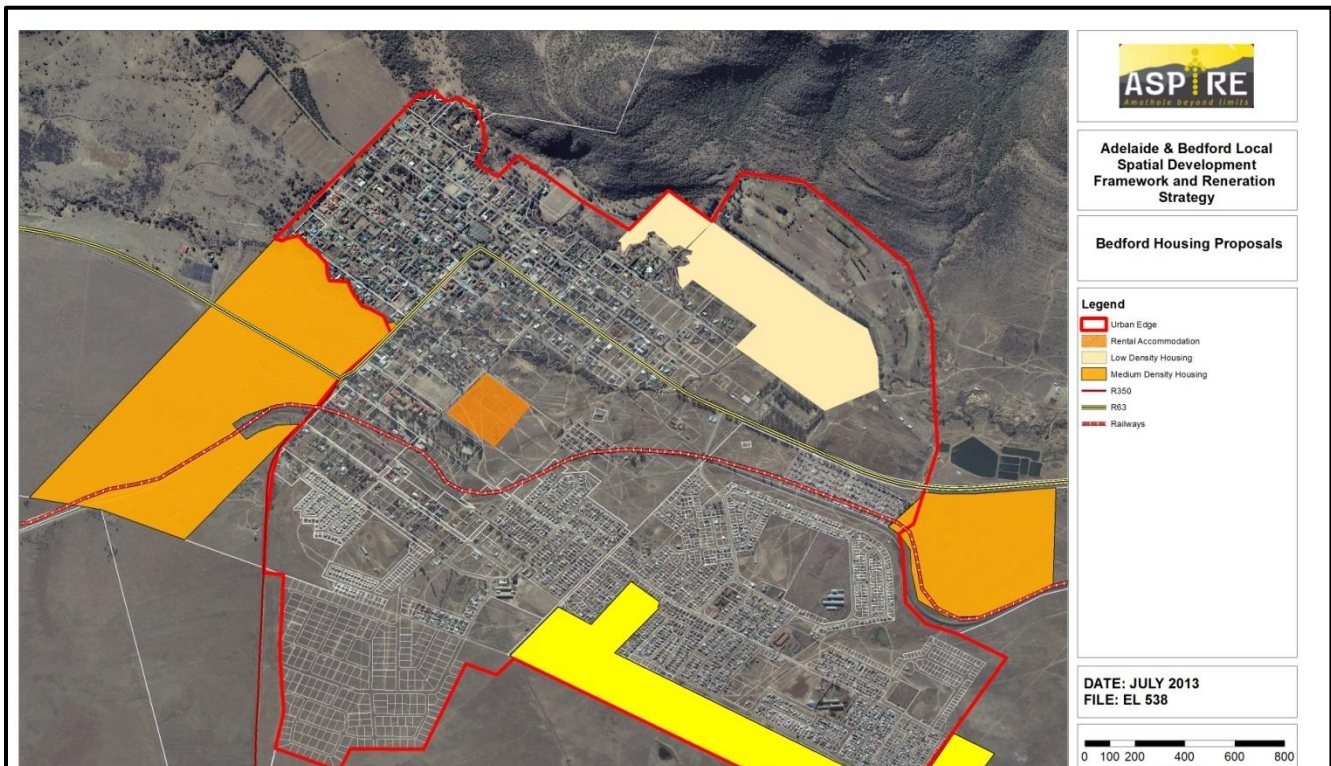
The Raymond Mhlaba SDF identified Bedford town as a secondary node which play significant roles in servicing surrounding rural areas. It has a number of community facilities that can be utilised by both Bedford residents and surrounding community members.

The following proposals were identified by both former Nxuba area SDF (2011) and Adelaide and Bedford LSDF (2013):

- Urban greening and open spaces
- Town beautification
- Provision, maintenance and upgrading infrastructure (water supply, sanitation facilities, roads, electricity and refuse removal)
- Maintenance to Municipal Buildings
- Greening of townships, topsoil for gardens, pavement trees and open space greening
- Formulate and implement heritage management plan and bylaws

- Signage
- Truck stop facilities
- Informal trading area and management
- Promote integrated and sustainable **Human Settlements Development**
 - Low density Housing is proposed along the golf course,
 - Medium density housing is proposed along the R63 entrance into the town of Bedford and along the R63 as one exit the town on the way to Cookhouse.
 - The area indicate in dark yellow is home to informal housing which needs to be formalized.
 - Formalize informal settlements in Adelaide and Bedford.
 - Approved or relook areas identified for Social/Rental Accommodation in Adelaide and Bedford.
 - Plan and survey of areas indicated for Low Density Housing in Adelaide and Bedford.
 - Plan and survey of areas indicated for Medium Density Housing in Adelaide and Bedford.

Bedford Housing Proposals



The following projects were derived from former Nxuba area SDF (2011):

Number	Project
40	161 Nyarha Housing
41	172 Zink/Bongweni Housing
42	200 Goodwin Park Current Housing Project
43	250 Worteldrift Proposed Project
44	600 Ndlovini Proposed Project
45	1600 Sizakhele Proposed Project
45	1600 Sizakhele Proposed Project (26.47ha)
46	Infill Housing at Bongweni & Ndlovini (11.04ha)
47	Goodwin Park Community Hall & Infill Housing (3.99ha)
48	Relocate 30 Illegal Houses on Sportsfield
49	Floodline Study
50	Acquisition of Private Land for Goodwin Park (8.57ha)
50	Acquisition of Private Land for Goodwin Park (16.37ha)
50	Acquisition of Private Land for Goodwin Park (28.04ha)
51	Retail Centre in Goodwin Park
52	Feasibility for Future Cemetery at Worteldrift & Ndlovini
53	Future Industrial Development
54	Lilitha Women's Co-op
55	Expansion of Cemetery
56	Bedford WWTW
57	Bedford Garden Festival Route
57	Bedford Garden Festival Route
57	Bedford Garden Festival Route
58	Urban Agriculture: Stock Pens & Community Gardens
59	Surface Secondary Roads in Bedford CBD
59	Surface Secondary Roads in Bedford CBD
59	Surface Secondary Roads in Bedford CBD

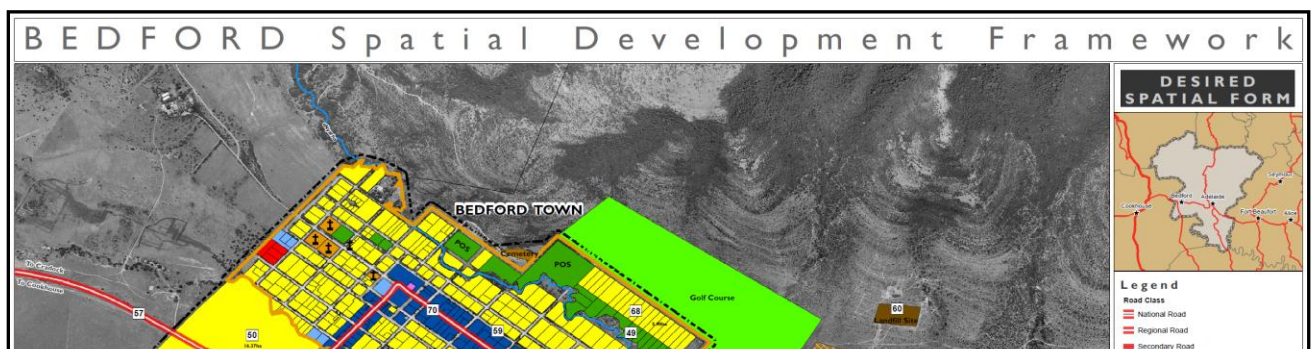
The existing housing projects in Bedford are indicated as Projects 40 – 45. The next site identified for a future housing project by the former Nxuba Municipality is situated at Bongweni and Ndlovini (Project 46). The site measures approximately 11.04ha.

The former Nxuba area SDF (2011) indicated the following to be taken into consideration:

- Investigate the acquisition of land for the expansion of Goodwin Park (Project 50),
- Feasibility and geotechnical investigation into a new cemetery at Worteldrift (Project 52) and,
- A comprehensive infrastructure services investigation on the vacant portions of land around “Coloured Valley” (Project 65).
- Huge potential exist for infill housing, creating a more compact and vibrant town and to optimally utilize the land and infrastructure. Provision should be made for public open spaces in the infill housing projects, where suitable located, undevelopable land (due to infrastructure constraints) could be used for this purpose.

Number	Project
59	Surface Secondary Roads in Bedford CBD
59	Surface Secondary Roads in Bedford CBD
59	Surface Secondary Roads in Bedford CBD
60	Upgrade Bedford Landfill Site
61	Upgrade Bedford Taxi Rank
62	Commonage & Cultural Initiation (Abakwetha)
63	Infill Housing (2.70ha)
64	Public Open Space
65	Infill Housing Services, Investigation & Open Spaces (0.28ha)
65	Infill Housing Services, Investigation & Open Spaces (0.44ha)
65	Infill Housing Services, Investigation & Open Spaces (3.03ha)
65	Infill Housing Services, Investigation & Open Spaces (7.66ha)
65	Infill Housing Services, Investigation & Open Spaces (10.55ha)
66	Eskom Housing (1.70ha)
67	High Density Residential (2.18ha)
68	Medium Density Residential (5.90ha)
69	Medium Density Residential (19.70ha)
70	Activity Corridor Mixed Use
71	Greening & Beautification
71	Greening & Beautification
72	Infill Housing (6.41ha)
73	Infill Housing (2.12ha)
74	Infill Housing (1.93ha)
75	Bedford Commonage Management Plan
76	Future School
77	Expand Bedford Pound
78	Future Business Node

Bedford Desired Spatial Form



HOGSBACK SETTLEMENT ZONE

- **Locality and description**

Hogsback is situated north of Alice en route to Cathcart. Hogsback is adjoined to the main road passing through Alice by a tarred road, which is regarded as a strategic route for forestry and tourism initiatives in the sub region.

This zone includes a small service centre, namely Hogsback. This zone is envisaged as a Model 1 Densification and Formalization Settlement Zone with additional land required for settlement of landless people and commonage purposes.

To this end, a farm named Plaatjieskraal has provisionally been identified for this purpose. A Feasibility Study on this land is in the process of being commissioned, which will identify whether the land is suited to the envisaged purposes.

- **Rationale for Zone Identification**

- This zone lies within a strategic conservation and tourism area, with forestry being a key industry in the area. Hogsback is a small settlement area with limited services.
- This zone is identified to accommodate the existing needs of the community who work and live in the area, and should not be regarded as an area to accommodate settlement of people from other communities.

- **Key proposals**

- Densification and Formalization Settlement Zone with additional land required for settlement of landless people and commonage purposes.

- A farm named Plaatjieskraal has provisionally been identified for this purpose. A Feasibility Study on this land is in the process of being commissioned, which will identify whether the land is suited to the envisaged purposes.
- The environment / natural and planted forests are key assets in this area. Conservation and protection of this economic asset is key. Development and formalization of settlements should be limited to meeting existing needs and further settlement expansion in this area should be avoided.
- Local planning process and facilitation will be required in order to identify additional commonage land to meet the needs of inhabitants living within this proposed Model 1 settlement zone.
- The resolution of cattle grazing problems for the forestry industry lies in the formalization of the relevant restitution claims and development support for the villages in the Tyume Valley.

Proposals For Hogsback Town

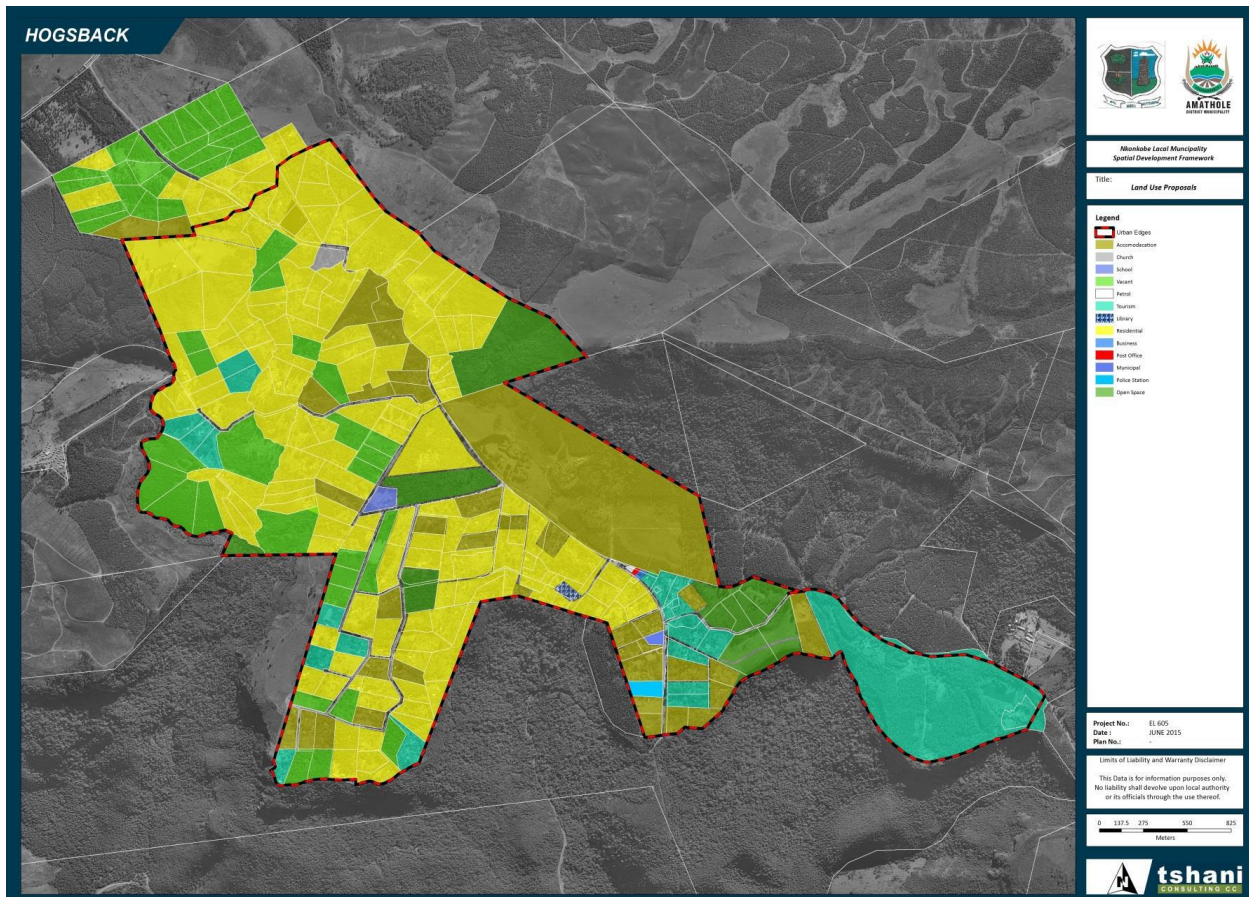
Hogsback town is identified as rural service centres or tertiary node which needs serious planning interventions. Hogsback is well known for tourism potential which needs to be exploited in order to benefit the residents of the town and surrounding villages. The town has community facilities which assist local residents.

Key Proposals

- Provision and maintenance of infrastructure (water supply, electricity, roads, railway line, refuse removal, sanitation facilities)
- Create public open spaces for local residents in both towns
- Housing provision (RDP, Low, Medium and High residential areas)
- Provision of community facilities
- Promote the functionality of public transport systems since majority of local population utilise public transport. This can be done through provision of adequate infrastructure that support public transport.

- Promote urban design in both towns in order to beautify them
- Promote small town regeneration in the town

Hogsback Land Use Proposals



Hogsback Precinct Plan

The SDF identified Hogsback as a tourism node which need proper land use planning and management in order to benefit the municipality and its local residents. The primary objective of the Precinct Plan for Hogsback will be to intensify Hogsback town as a tourism node which offer

high-density residential, information offices for tourism and support retail mixed-use node based on the tourism Development principles set out in the tourism development framework.

Hogsback town, with its natural resources, landscapes, wildlife and the protected areas, form the very basis of its dynamically growing tourism sector for the RMLM. Tourism types appropriate for the area include:

- Nature-based tourism
- Eco and adventure tourism
- Winter tourism and
- Cultural tourism.

The Precinct Plan for Hogsback will be aiming for:

- Create a robust framework that can adapt to change yet can guide and direct development sustainably;
- Promote the principles of transit orientated development;
- Improve the public environment;
- Preserve the value of the natural environment;
- Promote a mix of land uses;
- Preserve the amenity of the wider residential precinct;
- Promote safety and security through development principles;
- Create a quality address in order to add value to the area.

Key Proposals

- Provision of adequate infrastructure e.g. water supply, electricity, sanitation, roads
- Implement good urban designs for aesthetic value of the town

- Provide public open spaces for people to interact with each other
- Provision of public transport
- Provision of mixed land uses
- Offer community facilities
- Provide tourism information centre
- Provide areas for local people's business activities

SEYMOUR SETTLEMENT ZONE

- **Locality and description**

This zone includes the small rural service centre of Seymour and is situated North West of Hogsback, lying along the identified strategic road linking Fort Beaufort to Cathcart. This zone is envisaged as a Model 1 Densification and Formalization Settlement Zone with additional land required for commonage purposes.

The zone includes the settlement of Cathcartvale to the north east of Seymour, which has recently been upgraded.

- **Rationale for Zone Identification**

- Area is identified as a Development Support Zone
- This Zone identified to receive Local Planning processes
- Area to support settlement, and LED initiatives.
- Consolidation of settlements as a means of creating service thresholds.

- **Key proposals**

- Densification and Formalization Settlement Zone with additional land required for commonage purposes.
- This zone requires settlement development with the intensive development of commonage opportunities.

- Management of land use and land practices is vital to sustainable development in the area.
- It is proposed that displaced farm workers from the land under restitution (e.g. Elandsberg farm) be resettled within this zone. This will require considerable consultation and facilitation through local level planning processes.
- Upgrade of infrastructure and services may be required in this zone to accommodate the settlement needs of displaced households from neighbouring areas due to restitution claims and for families requiring urban settlement as opposed to rural lifestyles.

Proposals for Seymour Town

The town of Seymour requires proper spatial planning and land use management in order to promote sustainable social, economic and environmental development within Seymour town. To revive the economy of Seymour town, Amathole District Municipality compiled an Implementation Plan for Seymour's small town regeneration in 2017 which can be used for guiding the development of Seymour. The implementation plan for Seymour's small town regeneration came up with vision for Seymour town. The vision reads as follows: ***An Economically Sustainable Town, with social amenities catering for the needs of its residents***

The implementation plan proposed following projects to be implemented in Seymour town:

- Job creation & Infrastructure by supported by government
- Growth of citrus sector In Seymour
- Sports facilities, shopping centres and banking institutions
- Youth centre for skills development
- Strong agri-tourism Seymour
- Linkage with surrounding towns
- Revitalisation of factory to promote job creation
- Better roads and upgrades

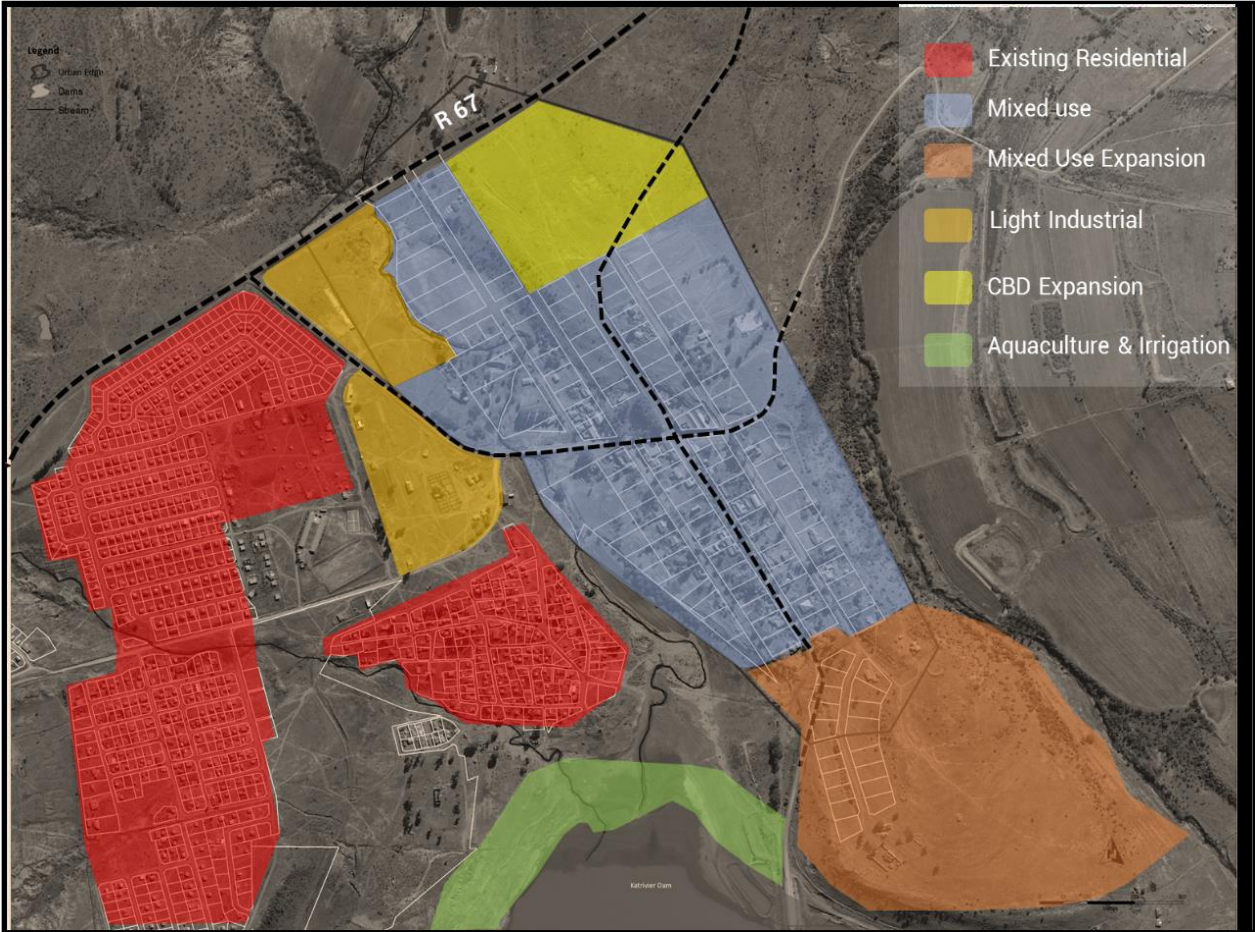
- A spatial plan linked to the Provincial and Local SDF
- A detailed Industrial Development Plan
- Synergistic relationships across departments to promote STR
- Address and resolve land claims in Seymour

Anchor Projects

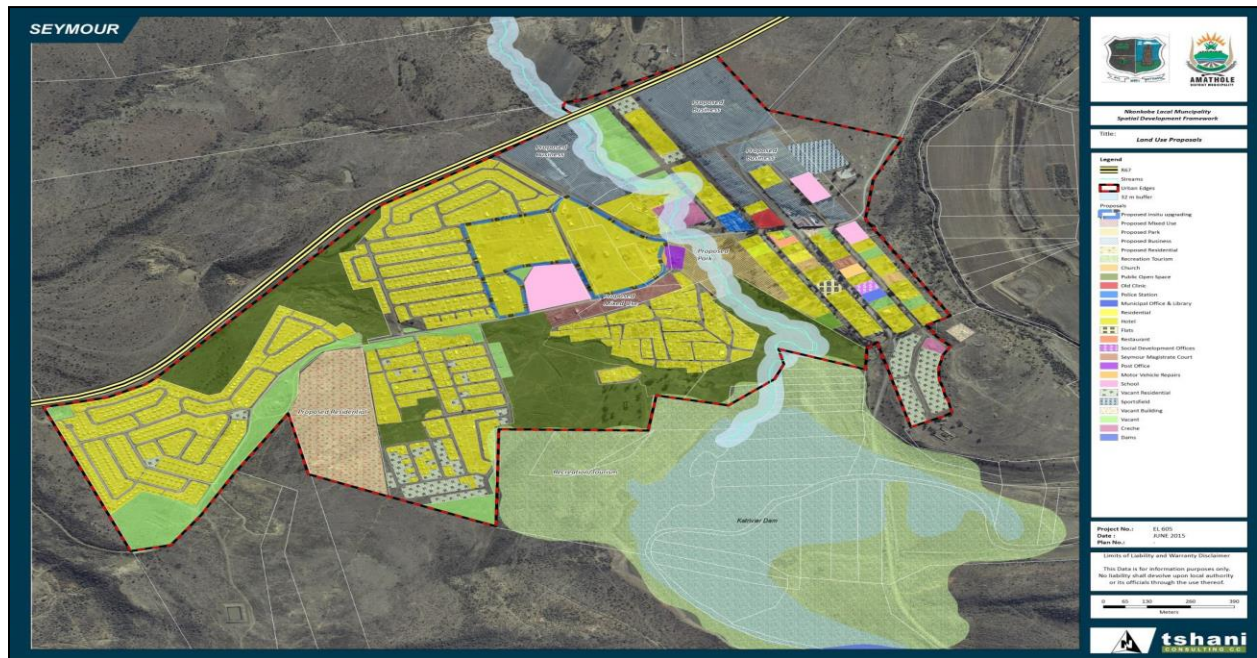
The following anchor projects have been identified as which will capitalise on the opportunities which Seymour has to offer as well as meeting the needs of its residence:

- Agricultural Sector Analysis
- Provision of FET College & Upgrade to Skills Centre
- Provision of Multipurpose Sports Facility
- Provide Public Open Space & Social Facilities
- Street Lighting, Furniture & Beautification
- Market Square Creation
- Maintenance of water and sanitation infrastructure
- Upgrading and provision of roads
- Provision of reliable electricity

Seymour town



Seymour Land Use Proposals



BALFOUR SETTLEMENT ZONE

- **Locality and description**

This zone is situated west of Seymour. This zone is envisaged as a Model 1 and Formalization Settlement Zone with additional land required for commonage purposes. It accommodates the rural villages of Balfour, which requires upgrading of the existing settlement to that of a small service centre “hub” likened to that of Seymour. Additional commonage will be required for grazing of stock and other agricultural / livelihoods practices.

- **Rationale for Zone Identification**

- Area is identified as a Development Support Zone
- This Zone identified to receive Local Planning processes
- Area to support settlement, and LED initiatives.
- Consolidation of settlements as a means of creating service thresholds.

- **Key proposals**

- This zone is envisaged as a Model 1 and Formalization Settlement Zone with additional land required for commonage purposes.
- Requires upgrading of the existing settlement to that of a small service centre “hub” likened to that of Seymour.
- Additional commonage will be required for grazing of stock and other agricultural / livelihoods practices.
- Management of land use and practices is vital to sustainable development in the area.
- It is proposed that displaced farm workers from land under restitution, and households wishing to move to access services and facilities be resettled within this zone. This will require considerable consultation and facilitation through local level planning processes.
- Upgrading infrastructure and services may be required in this zone to accommodate the settlement needs of displaced households from neighbouring areas due to restitution claims and for families requiring urban settlement as opposed to rural lifestyles.

LOWERBLINKWATER SETTLEMENT ZONE

- **Locality and description**

The Lowerblinkwater zone is situated just north west of Fort Beaufort and is dissected by the strategic main road linking Fort Beaufort to Cathcart. This zone is envisaged as a Model 2 Densification and Formalization Settlement Zone. The area is to be handed back to the claimants of a restitution claim.

- **Rationale for Zone Identification**

- Area is identified as a Development Support Zone
- This Zone identified to receive Local Planning processes
- Area to support settlement, and LED initiatives.
- Consolidation of settlements as a means of creating service thresholds.

- **Key proposals**

- This zone requires densification and formalization.
- Settlement pattern will be required to support this zone.
- Settlement planning and development is required for existing and new households
- Management of land use and land practices is vital to sustainable development in the area
- Upgrading of infrastructure and services will be required in this zone to accommodate settlement needs in this zone.
- Services to support a Model 2 Settlement pattern will be required to support this zone.

GWALI / MSOBOMVU SETTLEMENT ZONE

- **Locality and description**

The Gwali / Msobomvu settlements are situated north of Alice just west of main road enroute to Hogsback (midway). Numerous informal settlements have developed in this area. Disputes between traditional authorities are evident in this area, pertaining to land rights and respective administrative responsibilities over land.

- **Rationale for Zone Identification**

This zone will have to accommodate demands for settlement and agricultural land from new and old residents.

- **Key proposals**

- Described as Densification and Formalization Settlement Zone.
- This area requires formalization and settlement planning.
- The zone requires careful land use and settlement planning
- Management of land use and land practices is vital to sustainable development in the area in order to support the rural livelihoods of inhabitants in the area.
- Upgrading of infrastructure and services will be required in this zone to accommodate varying land use needs in this zone.
- Conservation of the natural assets favouring eco-tourism and agriculture is key to sustaining livelihoods in this zone.

MIDDLEDRIFT SETTLEMENT ZONE

- **Locality and description**

This zone contains the town of Middledrift and includes surrounding villages to the north and south of this town. This zone has been identified as a develop support zone largely due to the numerous boundary / land disputes in the area, both around Middledrift and north of the town. In particular, communities in dispute are located in Ward 7 and include Jojozi, Francis, Jonini, / Mabaleni vs. Upper Regu and Ngele vs. Falcons. Furthermore, the town of Middledrift requires additional land for settlement as current settlement is taking place on the town commonage but much of the surrounding land is subject for land disputes.

This area is defined as a development support zone in that extensive planning and facilitation will be required to resolve land disputes and settlement needs within this zone.

- **Rationale for Zone Identification**

- This zone has been identified as a develop support zone largely due to the numerous boundary / land disputes in the area, both around Middledrift and north of the town.
 - Communities in dispute are located in following villages Jojozi, Francis, Jonini, / Mabaleni vs. Upper Regu and Ngelevs Falcons.
 - Furthermore the town of Middledrift requires additional land for settlement as current settlement is taking place on the town commonage but much of the surrounding land is subject for land disputes.
- **Key proposals**
 - This area is defined as a development support zone in that extensive planning and facilitation will be required to resolve land disputes and settlement needs within this zone.
 - Focused facilitation to resolve traditional authority and related land disputes is required.
 - Settlement and infrastructure planning will be required.
 - Appropriate land use management systems may be required once land disputes are resolved.

Proposals for Middledrift Town

The Middledrift and Debenek LSDF (2012) proposed the following for the town of Middledrift:

- Provision of mixed land uses: Residential, business, offices, CBD / mixed-use, industrial, industrial, government and municipal purposes, civic and cultural uses, small-scale / urban agriculture, transport and access, utilities and services, sport, leisure and recreation, tourism facilities including accommodation (hotels, resorts, B & B, camp sites, conference centre and caravan parks), open spaces (public and private).
- Ensures connectivity of the area to King Williams Town and Alice and the rest of the region, thus creating exposure to tourism, commercial and other opportunities
- Ensures connectivity of the area to Ngqushwa Municipality and creates an opportunity for tourism to Double Drift Nature Reserve and other opportunities

- Forestry Potential is found in the northern part of the study area and this will be area prioritised for forestry
- Uplift the livelihoods of the communities through Local Economic Development (LED) and provide food security in the area, there are various project identified within the IDP.
- Promote agricultural development within the area. The northern and eastern regions of the study area have dry land cropping potential. Grazing is encouraged along the Ncerha, Zalara, Debe and Keiskamma River because of availability of water for this purpose in these regions.

The Raymond Mhlaba SDF also proposed the following in Middledrift town:

- Maintenance, provision and upgrading of infrastructure (water supply, electricity, refuse removal, sanitation facilities, roads, and railway line).
- Provision of public open spaces within the town
- Central Business District (CBD) Revitalisation
- Support Public Transport through provision of infrastructure that promote functionality of public transport (taxi and bus shelters)
- Promote pedestrianisation in the Middledrift CBD through provision of walkways
- Provision of integrated and sustainable housing (RDP, rentals and social housing, low, middle and high residential houses).
- Provision of community facilities if there is a need.
- There is a need for small town regeneration strategy for Middledrift town.

SOUTH EAST OF MIDDLEDRIFT, EXTENDING TO DEBE NEK SETTLEMENT ZONE

- **Locality and description**

This zone is situated to the southeast of Middledrift town below the main road and extends towards Dimbaza. Furthermore, the area is a natural extension of the settlement densification around Dimbaza, running along the main regional road.

- **Rationale for Zone Identification**

- This has been identified as a settlement development zone due to various housing and settlement projects proposed in this area
- These projects relate to the Debe Nek housing development and upgrading of Debe Valley / Trust No. 2.
- A project requests urgent surveying and planning of informal settlements of Xunjwa

- **Key proposals**

- This zone will require local land use planning and settlement and infrastructure development
- Livelihoods opportunities on commonage land will need to be identified and developed.
- A project requests urgent surveying and planning of informal settlements of Xunjwa situated in Ward 1.

Debenek Precinct Plan

The purpose of Precinct Plan is to assist the District and Local Municipality, by providing information necessary to proactively support the municipality in fast-tracking the implementation and economic development of infrastructure projects in the area.

Precinct plans are developed to present a new desired development pattern to a dysfunctional area, modify existing land use disparities, protect and endorse existing predominant or preferred future dominant land use and linked ancillary or compatible land uses.

The area identified for development is on the north eastern side of the main access road that provides access into the Debe Nek area via the R63, as well as a portion of the main access

road from the intersection with the R63 and up to the railway line. The proposals that are put forth for this precinct are as follows:

- Development of the main access road;
- Streetscaping;
- Development of the informal trade zone;
- Development of the Business Centre;
- Landscaping;
- Development of a public square; and
- Construction of walkways.