



INTEGRATED DEVELOPMENT PLAN 2024 – 2025

FINAL INTEGRATED DEVELOPMENT PLAN (IDP) 2024/2025



DR AB XUMA LOCAL MUNICIPALITY

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1. COUNCIL MEMBERS



MMCs



WARD COUNCILLORS



PR COUNCILLORS



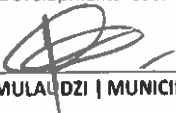


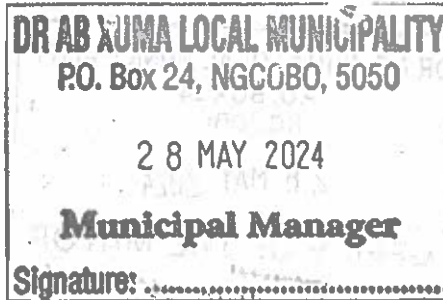
Dr AB Xuma Local Municipality has an overarching responsibility to ensure that it achieves the operations and developmental agenda as set-out in the constitution of Republic of South Africa. In pursuit of maximum participation of local populace, a marathon of meetings have been held across the Municipality.

As the administration of this Municipality, we have been meticulous in consolidating the information obtained from the communities through our political leadership and indeed, the reviewed IDP is a true reflection of those concerted efforts. The IDP, therefore, is a culmination of a thorough process of planning and consultation with all our stakeholders all in an endeavor to do what is best for Dr AB Xuma Local Municipal communities. Whilst it is acknowledged that the needs and aspirations of communities far exceed the financial resources at our disposal, the Institution has worked tirelessly in ensuring that their priorities are attended to.

On that note, the task ahead for the administration is to ensure that it works tirelessly and selflessly in transforming the IDP into measurable deliverables that will improve the quality of lives of all the people of Ngcobo.

Yours in Developmental Local Government


MR K L MULADZI | MUNICIPAL MANAGER





2. FOREWORD BY THE MAYOR



At the end of August 2023, the council approved the IDP/budget process plan for the second review of 2022- 2027 IDP, which is the five-year plan for the current council of 2021-2026 council term. The process plan outlined the stages or phases to be undertaken in developing the IDP.

Public participation has been our key focus. Community outreach or IDP/budget roadshows were held in all 20 wards. Communities have been offered an opportunity to raise and submit their prioritised needs. Dr AB Xuma Local Municipality is committed to maximum public participation, hence the exercise undertaken which fully involved the communities and stakeholders.

We can proudly say that the Final IDP/Budget we tabled in this council is a product of robust consultation not a desktop exercise. I need to hastily indicate that the commitment and eagerness to serve the people of this Municipality has rewarded us as a local government institution, in the current IDP that we are implementing.

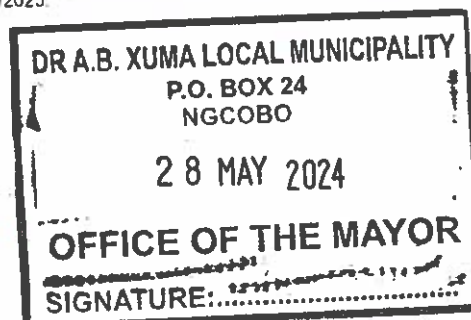
This has been proven by delivering services to the communities according to the service delivery budget implementation plan. No funds have returned back to provincial treasury.

The political stability in our Municipality is enabling us to move with speed. Torrential rains are negatively affecting us, causing a massive drawback. A number of roads that we recently constructed have been badly damaged, bridges cracked and some have fallen, subsequent to the heavy rainfall. With the assistance from the disaster fund we managed to revitalise damaged roads.

The improvement of roads infrastructure crossing in town by SANRAL and the about to be finished construction of the by-pass by the Municipality will improve the local economy. The development of the mall and the expansion of the taxi rank are soon to be realised. With the cooperation of stakeholders, we are going to take Dr AB Xuma Local Municipality to higher developmental heights.

The Hon. Speaker will table the IDP/Budget, implementation will start immediately in July through the implementation of the service delivery budget and implementation plan 2024/2025.


DR S. ZANGQA | HON. MAYOR



3. FOREWORD BY THE MUNICIPAL MANAGER



4. DOCUMENT STRUCTURE OVERVIEW

The 2024/2025 IDP document structure and layout are succinctly summarized as follows;

EXECUTIVE SUMMARY

This chapter sets the scene by outlining the main objectives of the Fourth-Generation IDP within the legal context. The key policy directives of all three spheres of government are outlined in brief. The new overarching strategy of the Municipality, which sets the tone and development agenda for the five-year implementation period is outlined in detail.

IDP PLANNING

This chapter outlines the approach to strategic planning and key processes that underpin and influenced the development outcomes contained in this first review of the fourth-generation IDP. It expounds community and stakeholder participation in planning and

SITUATIONAL ANALYSIS

This chapter portrays a synopsis of the Situational Analysis and current socio-economic realities that impact on development decisions. Access and the level of basic municipal services are also articulated hereunder.

THE INSTITUTION

This chapter portrays the institutional framework of the Municipality as the existing governance model and expounds on internal capacity to execute municipal policies and the IDP. Functions and responsibilities of the political and administrative structures are listed. The performance management model is also discussed in detail.

WARD PLANS

This chapter outlines the community needs and development priorities identified for implementation under the First IDP Review. The Ward Development Plans have been incorporated under this chapter which consists of a comprehensive SWOT analysis and priority projects and programmes as identified by Ward Committees.

MUNICIPAL STRATEGY

This chapter outlines the municipal development strategy linked with planned, major catalyst projects and programmes that will be implemented under the Fourth-Generation IDP. Planned municipal interventions with regard to LED, Poverty Alleviation, Youth Development and Rural Development are also listed in this chapter.

SECTOR PLANS

This chapter gives detail on the status of internal sector and operational plans that are linked to this First IDP development and the overall strategic development objectives of the Municipality. Only the sector plans that were recently revised are discussed in detail in this chapter. The key developmental imperatives emanating from the newly drafted Spatial Development Framework are discussed in detail in this chapter.

IGR PLANS ALIGNMENT

This chapter gives details on the alignment of strategic objectives and service delivery outcomes between the Municipality and the Provincial and National Governments. It further sets out the service delivery priorities of sector departments and public private partnership interventions planned for implementation under the First IDP Review.

IDP EXECUTION

This chapter gives deals with the organisation's ability to execute its development strategy and the ultimate implementation of this IDP. The implementation of the IDP is dependent on the organisation's financial sustainability and effective performance review and evaluation mechanisms. The financial plan as well as the organisational and individual performance management systems is outlined in detail. The key risks contained in the municipal risk register that might have a negative impact on service delivery and development are also outlined. The IDP Implementation Plan (IMAP), SDBIP and Municipal Budget for the 2024/2025 MTREF are summarised and listed as annexures to this IDP under this chapter.



CHAPTER 1

1.1. EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

An IDP is a planning mechanism to synchronize planning and fiscal spending across all spheres of government. The IDP allows for synergy between the efforts of all spheres of government to improve the combined developmental impact of the State, translating national, provincial and district objectives into practical interventions within a defined municipal space.

This IDP Review read with the initial five-year plan is the expression of the planned strategic development intentions of the Council of Dr A.B Xuma Local Municipality. It guides and informs all planning, budgeting, management, and strategic decision making in the Municipality and supersedes development. The plan links, integrates and coordinates other existing plans, while taking development proposals into account. The aim is to align the IDP with the municipality's resources and internal capacity, forming a policy framework and social compact on which annual municipal budgets are based.

This IDP is informed by national and provincial government development goals and priorities, current emerging social and economic trends, an increasing demand and social outcry of the people of Engcobo for better services and improved infrastructure as well as other compelling issues that provide a framework which guides the Municipality on its developmental local government path.

1.2. LEGAL SETTING

The IDP process is guided by various legislations, policies and guidelines which have to be considered carefully when the document is compiled. These include amongst others the following:

1.2.1. CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA, ACT 108 OF 1996

Section 152 of the Constitution of South Africa of 1996 and the Municipal Systems Act of 2000 No, 32 of 2000 have a substantial impact on the traditional role of local government. Over and above the delivering of municipal services, municipalities must (by law) now lead, manage and plan development through the process of Integrated Development Planning. Sections 152 and 153 of the Constitution prescribe that local government should oversee the development process and municipal planning and describe the following objects of local government:

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





1.2.3. MUNICIPAL SYSTEMS ACT, NO 32 OF 2000

The White Paper on Local Government gives municipalities the responsibility to “work with citizens and groups within the community to find sustainable ways to address their social, economic and material needs and improve the quality of their lives”.





The Municipal Systems Act, No. 32 of 2000, obligates all municipalities to undertake a process of preparing and implementing IDP's. The Act defines integrated development planning as one of the core functions of a municipality in the context of its developmental orientation. According to Section 25 (1) of the MSA, each municipal council must, within a prescribed period after the start of its elected term, adopt a single, all-inclusive and strategic plan for the development of the municipality.

- ♦ *Links integrates and coordinates plans and takes into account proposals for the development of the municipality;*
- ♦ *Aligns the resources and capacity of the municipality with the implementation of the plan*
- ♦ *Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.*

1.2.4. MUNICIPAL FINANCE MANAGEMENT ACT NO 53 OF 2003

The Act states that the Mayor of a municipality must;

- ♦ Co-ordinate the processes for preparing the annual budget and for reviewing the municipality's IDP and budget-related policies to ensure that the tabled budget and any revisions of the IDP and budget-related policies are mutually consistent and credible;
- ♦ At least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for;
 - The preparation, tabling and approval of the annual budget;*
 - The annual review of the IDP in terms of section 34 of the MSA; and the budget-related policies;*
- ♦ The tabling and adoption of any amendments to the IDP and the budget-related policies; and

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

- ♦ *Take into account the municipality's Integrated Development Plan;*
- ♦ *Take all reasonable steps to ensure that the municipality revises the IDP in terms of section 34 of the MSA, taking into account realistic revenue and expenditure projections for future years;*

1.2.5. INTERGOVERNMENTAL RELATIONS FRAMEWORK ACT NO 13 OF 2000

The Act recognizes the importance of local government's full participation in intergovernmental relations, as it is the key site of service delivery and development. Therefore, municipal IDP's must interpret national policy into an investment plan for local infrastructure; hence the implementation of the IDP must be supported by appropriate budgetary and resource allocations.

The IDP should reflect the integrated planning and development intent of all spheres of government relevant to a particular municipal geographic



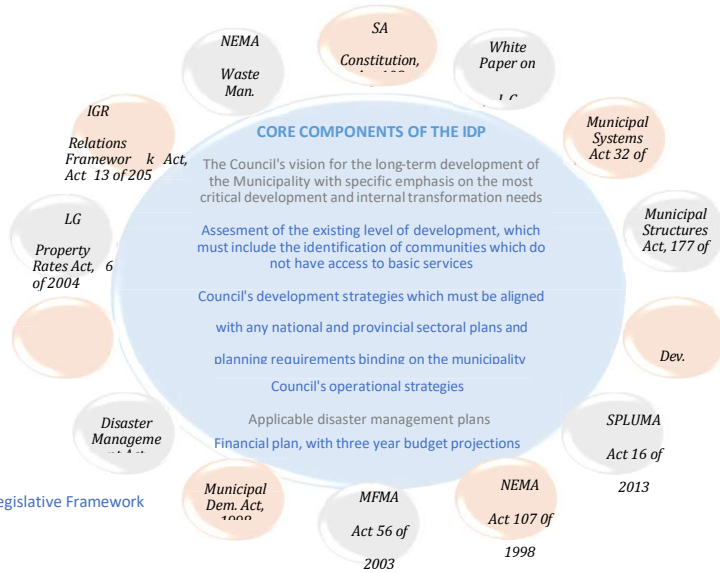
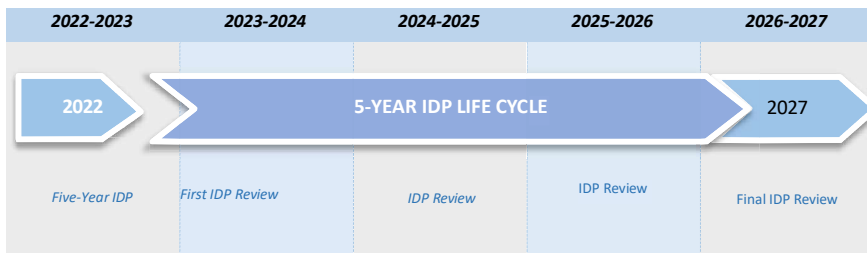


Figure 1: IDP Legislative Framework





1.3. MUNICIPAL OVERARCHING STRATEGY

The Dr A.B Xuma Local Municipal Council acknowledges its constitutional responsibility and understands the Importance of strong political leadership, sound administration and financial management in the effective functioning of a municipality. It has therefore reaffirmed its vision, mission and values.

Mission

To be an efficient, people-centered municipality, delivering quality services in order to develop thriving communities

Vision

A Flourishing Municipality

Values

DR. A.B. XUMA

D	Dedicated
R	Reliable
A	Accountable
B	Beliefs
X	Xenomania
U	Upliftment
M	Motivated
A	Accessible

To give effect to the objectives as set out in Sections 152 and 153 of the Constitution and to ensure that there is synergy between municipal planning instruments and National and Provincial policy directives, the Dr A.B Xuma Local Municipal Council has reviewed its overarching strategic development focus areas and has aligned it to best respond to its constitutional and developmental mandate.

The Municipal Key Performance Areas (KPA'S) and Strategic Objectives set the strategic tone and pave the direction for future developments, investments and public/private partnership interventions. The Key Performance Areas and Strategic Objectives will inform and guide service delivery and development over the next five years.

The effective implementation of the IDP can only be attained if government across all spheres is committed towards the common goal of rendering quality services, hence the IGR Act seeks to enhance alignment between spheres of government. Chapter 9 of this document deals with the alignment of Intergovernmental Strategic Objectives and highlights key priority projects and Programmes that will be implemented within our municipal space during the five-year cycle of this IDP.



The Municipality will endeavour to demonstrate alignment to these overarching objectives in all documentation such as Annual Budgets, the Service Delivery Budget and Implementation Plan (SDBIP), Performance Agreements of Section 57 Managers as well performance reporting documentation. The latter is essential to ensure that every single investment in the outflow of projects and programmes are identified, planned and designed to contribute towards the realisation of Municipality's overarching development objectives.

MEC COMMENTS ON THE INTERGRATED DEVELOPMENT PLAN (IDP) REVIEW: 2021/2022

The role of the MEC in terms of Provincial monitoring and support in the planning, drafting adoption and review of IDP is articulated in section 31 of the municipal systems Act (MSA), 32 OF 2000. This includes monitoring, facilitation and coordination of the process followed by the municipality in drafting and adopting IDP's to ensure:

- I. Adherence to predetermined timeframes; Participation by local municipalities, organs of the state, traditional authorities and relevant stakeholders;
- II. Provision for the identification of all plans and planning requirements binding municipalities in terms of the national and provincial legislation; and
- III. Alignment to the framework adopted in terms of section 27 which binds both the District and Local municipalities

In order to give effect to the legislation Dr A.B Xuma local municipality submitted its final IDP to the MEC within ten days of the adoption in compliance with section 32 of the MSA.



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

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

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

This report provides a summary of the findings in all six KPAs. The municipality should refer to the IDP Analysis and Assessment Report with regard to the details of the findings on deficiencies that should be rectified and reflected during the revision of 2024/2025 IDP. The overall findings and areas of concern from the 2023/2024 IDP assessment can be summarized as follows:

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

- The municipal IDP must reflect the budgetary provisions for the planned housing projects. ●The municipality must develop an Air Quality Management Plan (AQMP) as contemplated in Section 15(2) of the National Environment Management: Air Quality Act, No. 39 of 2004.
- The municipality must highlight how the municipality intends to utilise and protect its natural resources or protected areas and heritage, as its comparative and competitive advantage.
- The municipality must develop environmental planning tools.



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

- The municipality must develop Rural Road Asset Management System (RRAMS).
- The municipality must develop a stormwater management plan.
- The municipality must establish a coordinated forum for roads planning.
- The municipality must plan and budget for public transport and non-motorized facilities.
- The municipal IDP must indicate whether a designated waste management officer has been appointed.
- The municipality must address issues of illegal dumping and littering in accordance with the National Environmental Management: Waste Act (NEMWA), No. 59 of 2008.
- The municipality must develop a budgeted trade effluent policy.
- The municipal IDP must reflect projects that address waste management.
- The municipality must establish an integrated community safety forum.
- The municipal IDP must reflect the alignment of its spatial development plan with disaster vulnerability and risk assessment reports.
- The municipality must indicate the emergency procurement measures of the Disaster Management
- The municipal IDP must indicate fire awareness programmes or arrangements for mitigating disaster risks.
- The municipal IDP must reflect alternative sources of renewable energy.
- The municipality must reflect on National Energy Regulator of South Africa (NERSA) licensing.

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

- The municipality must have a budgeted repairs and maintenance plan as per Circular 51 of the Municipal Finance Management Act, No. 56 of 2003.
- The municipality ensure that salary budget for both councillors and employees is within the norms and standards.
- The municipality must establish indigent steering committees and indicate their functionality in the IDP.

KPA 4: Local Economic Development - Overall Rating HIGH

- The municipal IDP must indicate whether sectors have been analyzed in terms of Gross Value Addition (GVA) and employment.
- The municipal IDP must indicate whether socio-economic analysis captures the income distribution in the economy.



- The situational analysis chapter in the IDP must reflect the available economic infrastructure. ● The municipality must have mechanisms for business expansion, retention of existing businesses and attraction of further investment.

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

- The municipality must develop Ward Based Plans to enrich IDPs.
- The municipality must develop an institutionalised complaint management system.
- The municipality must indicate whether council and its structures are convened according to the adopted council calendar.
- The municipal IDP must indicate whether the audit committee has a framework to regularly audit performance, compliance, and financial management.
- The municipality must develop a strategy for HIV and AIDS.

KPA 6: Institutional Arrangements - Overall Rating: HIGH

- The municipal IDP must indicate both the location of political and administrative seats.
- The municipality must indicate the filled and vacant posts per department.
- The municipality must cascade the implementation of Performance Management System (PMS) to lower levels.
- The municipal IDP must indicate actions to address Internal Communication Technology (ICT) challenges.
- The municipality must develop and implement a disaster recovery plan for ICT.

1.4. EXTERNAL POLICY DIRECTIVES

The Fourth-Generation IDP and subsequent reviews is guided and informed by the undermentioned external international and national strategic planning and policy directives.

1.4.1. SUSTAINABLE DEVELOPMENT GOALS

On 1 January 2016, the 17 Sustainable Development Goals (SDGs) of the 2030 Agenda for Sustainable Development was adopted by world leaders in September 2015 at an historic United Nations Summit officially came into force. Over the next fifteen years, with these new Goals that universally apply to all, countries will mobilise efforts to end all forms of poverty, fight inequalities and tackle climate change, while ensuring that no one is left behind.



The Sustainable Development Goals are the blueprint to achieve a better and more sustainable future for all. They address the global challenges we face, including those related to poverty, inequality, climate, environmental degradation, prosperity, and peace and justice. The Sustainable Development Goals build on the success of the Millennium Development Goals aim to go further to end all forms of poverty.

The new Goals are unique in that they call for action by all countries, poor, rich and middle-income to promote prosperity while protecting the planet. They recognize that ending poverty must go hand-in-hand with strategies that build economic growth and addresses a range of social needs including education, health, social protection, and job opportunities, while tackling climate change and environmental protection.

NO POVERTY (GOAL:1) Economic growth must be inclusive to provide sustainable jobs and promote equality.	INDUSTRY INNOVATION AND INFRASTRUCTURE (GOAL:9) Investments in infrastructure are crucial to achieving sustainable development.
ZERO HUNGER (GOAL:2) The food and agriculture sector offers key solutions for development, and is central for hunger and poverty eradication.	REDUCE INEQUALITIES (GOAL:10) To reduce inequalities, policies should be universal in principle, paying attention to the needs of disadvantaged and marginalized populations.
GOOD HEALTH AND WELL-BEING (GOAL:3) Ensuring healthy lives and promoting the well-being for all at all ages is essential to sustainable development	SUSTAINABLE CITIES AND COMMUNITIES (GOAL:11) There needs to be a future in which cities provide opportunities for all, with access to basic services, energy, housing, transportation and more.
QUALITY EDUCATION (GOAL:4) Obtaining a quality education is the foundation to improving people's lives and sustainable development	RESPONSIBLE CONSUMPTION AND PRODUCTION (GOAL:12) Responsible Production and Consumption
GENDER EQUALITY (GOAL:5) Gender equality is not only a fundamental human right, but a necessary foundation for a peaceful, prosperous and sustainable world.	CLIMATE ACTION (GOAL:13) Climate change is a global challenge that affects everyone, everywhere.
CLEAN WATER AND SANITATION (GOAL:6) Clean, accessible water for all is an essential part of the world we want to live in.	LIFE BELOW WATER (GOAL:14) Careful management of this essential global resource is a key feature of a sustainable future.



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AFFORDABLE AND CLEAN ENERGY (GOAL:7) Energy is central to nearly every major challenge and opportunity.	LIFE ON LAND (GOAL:15) Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss
DECENT WORK AND ECONOMIC GROWTH (GOAL:8) Sustainable economic growth will require societies to create the conditions that allow people to have quality jobs.	PEACE JUSTICE AND STRONG INSTITUTIONS (GOAL:16) Access to justice for all, and building effective, accountable institutions at all levels.
PARTNERSHIPS FOR THE GOALS (GOAL:17) Revitalize the global partnership for sustainable development	

In 2012, the National Cabinet adopted the National Development Plan (NDP), to serve as a blueprint for the work that is still required to achieve the desired results in terms of socio-economic development and the growth throughout South Africa by 2030.

The Dr A.B Xuma Local Municipality endorses the thrust of the National Development Plan and has aligned its development strategies and resources to bring about optimal growth and development at all levels within the virtuous cycle.



NDP: TEN CRITICAL ACTIONS FOR IMPLEMENTATION



- Social compact to reduce poverty and inequality, and raise employment and investment.
- Address poverty and its impacts by broadening access to employment, strengthening the social wage, improving public transport and raising rural incomes.
- Professionalise the public service, strengthen accountability, improve coordination and prosecute corruption.
- Boost private investment in labour-intensive areas, competitiveness and exports, with adjustments to lower the risk of hiring younger workers.
- Education accountability chain, with lines of responsibility from state to classroom.
- Phase in national health insurance, with a focus on upgrading public health facilities, producing more health professionals and reducing the relative cost of private health care.
- Public infrastructure investment at 10 % of GDP, financed through tariffs, public-private partnerships, taxes and loans and focused on transport, energy and water.
- Interventions to ensure environmental sustainability and resilience to future shocks.
- New spatial norms and standards – densifying cities, improving transport, locating jobs where people live, upgrading informal settlements and fixing housing market gaps.
- Reduce crime by strengthening criminal justice and improving community environments.



1.5 EASTERN CAPE VISION 2030 PROVINCIAL DEVELOPMENT PLAN

A sustainable future for the Eastern Cape rests on people-centered development to achieve five related goals:

- An inclusive, equitable and growing economy for the province
- An educated, innovative and empowered citizenry
- A healthy population
- Vibrant, equitably enabled communities
- Capable agents across government and other institutional partners committed to the development of the province.

To realise the plan's development goals, the province has identified four catalytic flagships that will establish a sound foundation for other developments to flourish. These catalytic initiatives cut across sectors and integrate the efforts of many role-players. The provincial catalytic flagships, outlined in further detail in this plan, are as follows:

LOCAL GOVERNMENT TURN AROUND STRATEGY (LGTAS)

The Department of Local Government and Traditional Affairs in the Eastern Cape, in collaboration with the Department of Cooperative Governance and Traditional Affairs (COGTA), introduced a new approach to assist municipalities towards improving service delivery, through the development of a Local Government Turnaround Strategy (LGTAS) which embraces, inter alia, the Municipal Capacity



Assessment Tool (MUCAT). Both approaches are based on the principle that “One size fits all does not work” The main objectives of the LGTAS are:

- to ensure that municipalities meet the basic needs of communities
- to build clean, effective, efficient, effective responsive and accountable local government
- to improve performance and professionalism in municipalities
- to improve national and provincial policy, oversight and support
- to strengthen partnerships between communities, civil society and local government

1.4.2. THE MEDIUM TERM STRATEGIC FRAMEWORK (2014-2019)

In 2014 the National Cabinet approved the new Medium Term Strategic Framework (MTSF) for 2014 to 2019, as the national implementation framework for the NDP. The MTSF defines the Strategic Objectives and targets of government during the five-year term.

It is the strategic frame of reference outlining the government’s main priorities over the five-year term. The MTSF therefore serves as the principal guide to the planning and the allocation of resources across all spheres of government. The MTSF is structured around 14 priority outcomes which cover the focus areas identified in the NDP. These are:

- | | |
|---|---------------------------------------|
| • <i>Providing quality basic education</i> | • <i>Improving health</i> |
| • <i>Promoting social cohesion and nation building</i> | • <i>Creating jobs</i> |
| • <i>Developing the skills and infrastructure required by the economy</i> | • <i>Promoting rural development</i> |
| • <i>Creating sustainable human settlements</i> | • <i>Protecting the environment</i> |
| • <i>Delivering effective and efficient local government and public service</i> | • <i>Reducing crime</i> |
| • <i>Fostering better international relations</i> | • <i>Enhancing social development</i> |

1.5. OVERVIEW OF DR AB.XUMA LOCAL MUNICIPALITY SWOT ANALYSIS

Municipalities operate in an ever-changing environment which poses unique challenges that have an impact on the day to day running of a municipality. The Council and Administration of the DR AB.Xuma Local Municipality have a clear understanding of the negative and positive impact that the external environment has on the Municipality’s capacity to deliver and maintain

service standards. The SWOT analysis intends to give a brief overview of the municipal environment. The Municipality through the implementation of its Integrated Development Plan will capitalise on its strengths, compensate for its weaknesses, exploit opportunities and will strive to contain or reverse its threats.



SWOT ANALYSIS

INTERNAL ENVIRONMENT	STRENGTHS	WEAKNESSES
	• Strong and focused leadership with a clear vision on the future and customer services. • Approved and implemented policies and strategies which are in line with applicable laws and regulations • Credible financial system • Implementation of projects as per SDBIP • Land availability for development • Richness in history and heritage (Mandela, Sisulu, Xuma, and Chiefs Kings, Queens and so many fallen Heroes and Heroines) • Capacity building programmes, Internal & External Bursaries • Organised workforce that is young and vibrant	• Revenue generating on municipal properties not properly maintained so as to attract revenue (loss of revenue) • Facilities and resources are not always adequate to encourage teamwork • Office space not conducive to perform required duties especially working environment for machinery repairs • Limited resources i.e. Budget/ Funding, Tools of Trade • Shortage of staff • Inadequate ICT infrastructure • Lack of coordination and integration
EXTERNAL ENVIRONMENT	OPPORTUNITIES	THREATS
	• Improve communication within and outside of the department and municipality: weekly monthly quarterly meetings • Improved audit outcomes and clean audit • Strategically geographical Location (Liberation Heritage Route) • Legislation exists for the implementation of infrastructure programs • Strong stakeholder relations (Support from Treasury, CoGTA, AG, CHDM and CHDA) • Timber Factories, agro-processing and job opportunities (PPP e.g. PG Bison) • Tourism investment through public partnership • High Rain fall • Inter-municipal relations	• Fraud & Corruption • Service delivery protests • Load shedding which interrupts financial system • Budget cuts • Poverty and unemployment • Land claims that hinder development • Resistance to new legislation (SPLUMA) and Land Invasion • Natural disasters and communicable diseases (drought and climate change, veld fires and deforestation) • Vandalism of municipal infrastructure e.g. halls and taps • Litigation





CHAPTER 2

IDP PROCESSES

2.1. IDP AND BUDGET PROCESS

According to Section 28(1) of the Municipal Systems Act, No. 32 of 2000 a municipal Council must adopt a process set out in writing to guide the planning, drafting and review of its integrated development plan. This process plan outlines the programme to be followed and provides detail on the issues specified in the Act. The IDP process plan paves the way and articulates the progressive activities and processes which the Municipality will embark upon in the development of its fifth- generation Integrated Development Plan for the implementation period 2022/2027. It fulfils the role of a business plan or an operational framework for the IDP process outlining the manner in which the IDP review will be undertaken.

The process creates its own dynamics since it encompasses the involvement of external role players. It therefore requires accurate logistical planning and arrangements of engagement sessions to ensure that the process is implemented in accordance with the approved schedule. It is important to bear in mind that the result of the IDP process is not the drafting of the IDP document, but the actual implementation of projects and programmes which will ultimately create a conducive environment wherein all people can prosper socially and economically. The IDP process plan for the 2022/2027 IDP Review and the schedule for IDP Public Participation Engagement Sessions were unanimously adopted by Council on 31st August 2023.

2.2. WARD DISCRETIONARY BUDGET ALLOCATION

Section 16 of the Municipal Systems Act outline the following provisions which municipalities must adhere to, to foster community participation in municipal affairs. It 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 IDP
- ♦ The establishment, implementation and review of its performance management system
- ♦ The monitoring and review of its performance, including the outcomes and impact of such performance
- ♦ The preparation of its budget
- ♦ Strategic decisions relating to the provision of municipal services

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

The Dr A.B Xuma Local Municipality acknowledges the reality that development issues converge at ward level and therefore has embarked on a deliberate determination to empower Ward Committees in the setting of budget priorities through the allocation of a Ward Discretionary Budget. This determination will underpin the setting of priorities and the social

DR AB Xuma
LOCAL MUNICIPALITY





development interventions of each ward throughout the implementation period of the Fourth-Generation IDP.

This innovative and systematic approach to budgeting will enable the equitable distribution of resources and the establishment of an infrastructure and socio-economic development footprint across ward boundaries.

2.3. STAKEHOLDERS IN THE IDP PROCESS



A number of role-players participated in the IDP Process. The role-players together with their respective roles and responsibilities are outlined in the table below.

ACTORS	ROLES AND RESPONSIBILITIES
Council	• Deliberate and adopt IDP Framework and Process plan. • Deliberate, adopt and approve the IDP. • Ensure integration of IDP, the Performance Management System (PMS), and the budget.
Mayor	• Prepare and adopt a process plan e • Overall management and coordination of planning process • Coordinate public participant of of the MSA • Develop and review sector plans • Adopt and approve the IDP • Align the IDP with key performance indicators developed by COGTA





INTEGRATED DEVELOPMENT PLAN 2024 – 2025

Municipal Manager	Responsible for the overall management, coordination and monitoring of the planning process, as delegated to the Municipal Manager and the IDP/Budget/PMS planning process.
	Prepares the programme for planning process.
	Undertakes the overall management
	and coordination of the planning process, ensuring that all relevant actors are appropriately involved
	Assign persons in charge of different roles.
	Ensures an efficient and effectively managed process.
	Responsible for the day-to-day management of the drafting process.
	Ensures that planning participatory, strategic implementation orientated and is aligned to and satisfies sector-planning requirements.
	Responds to comments on the draft IDP/Budget from the public, horizontal alignment and other spheres of the satisfaction of the Municipal Council.
	Ensure that MEC for government's proposals responded to and IDP relevantly adjusted.
Ward Councillors, Ward Committees & Community Development Workers	Major link between municipal governance and residents Link the planning process to their wards or constituencies Organize public meetings Analyse ward based issues, determine priorities, negotiate and reach consensus
	Represent the ward at the IDP & Budget Representative Forum
Senior Managers and Officials	Provide relevant technical, sector and financial information for analysis for determining priority issues
	Contribute technical expertise in the consideration and finalization of strategies and identification of projects
	Provide departmental operational and capital budgetary information
	Be responsible for preparing amendments to the draft IDP for submission to the municipal council for approval and MEC for DLG&TA
	Responsible for review of sector plans





INTEGRATED DEVELOPMENT PLAN 2024 – 2025

	Attend IDP & Budget Steering Committee Meetings and all other IDP & Budget engagements
Community at Large	Represents interest, contribute knowledge and ideas to the representative forum and focused groups.
Chris Hani District Municipality	

Department of Transport, Co-operative Governance and Traditional Affairs	• Provide general IDP guidelines • Monitor the process in the province • Facilitate alignment of IDP's with sector departments policies and programmes • Assess IDP
Sector Departments	• Provide relevant information on sector departments' policies, programmes and budgets • Contribute sector expertise and technical knowledge to formulation of policies and strategies • Be guided by municipal IDP's in the allocation of resources at the local level
Intergovernmental Clusters	Analyse issues, determine priorities, negotiate and reach consensus

However, Dr A.B Xuma Local Municipality has investigated an alternative mechanism which has brought sector departments to be fully involved in the IDP process. The mechanism adopted was to engage sector departments on a one-on-one basis in order to deal with specific issues affecting the municipality. Sector departments have also fully participated on the IDP Representative Forums held by the municipality. As a result, the municipality has enjoyed working with the following departments and their participation has made significant improvements towards service delivery: -

- Department of Transport;
- Department of Transport of Co-Operative Governance and Traditional Affairs (COGTA);
- Department of Social Development;
- ESKOM;
- Department of Energy





- Department of Roads and Public Works;
- Department of Health;
- Department of Economic Development and Tourism;
- Department of Arts and Culture;
- Department of Human Settlements.
- Department of Education
- Department of Home Affairs

2.4. PHASES OF THE IDP REVIEW PROCESS

The table below summarizes the important activities and deliverables to be considered during the phases of the process of drafting and annual review of the IDP.

NEEDS ANALYSIS	External Analysis	- Review Sector Plans and prioritize implementation of recommendations - Review Spatial Development Framework - Socio-Economic Analysis and Community Satisfaction Surveys - Community Needs Analysis and Input in terms of development priorities
	Internal Analysis	- Review Long Term Financial Plan - Organizational SWOT Analysis / Identify Opportunities and Critical Challenges - Review Fourth-Generation IDP Needs Analysis - Review of Area Development Plans and Developed Ward Operational Plans - Review Minimum Service Levels / Standards
STRATEGY	Organisational Strategy Review	Review third-generation organizational strategy, amend, draft and adopt new strategy. Council and Management discuss strategic issues such as vision and mission, future direction, strategic goals and objectives, key performance indicators and targets for each strategic objective.
	Strategic Planning Session	Council and Management considered external and internal analyses and strategies around 5-year development priorities and operational strategies (Programmes, projects, activities and actions) Refine priorities for implementation in 2022/2027
PROJECTS	Project and Program Identification	Management consider external and internal needs analysis and outcomes of Strategic Planning Session and identify projects and develop project business plans. Mandatory Projects - Upgrade and Development of New Infrastructure Projects directly linked to basic service delivery (Roads / Electricity /Local Economic development) Community-Mandated Projects – Projects aimed at socio and economic Upliftment of communities and beautification and development of residential areas. Community identify projects and Ward Committee priorities for budgeting.





INTEGRATED DEVELOPMENT PLAN 2024 – 2025

INTEGRATION	Intergovernmental Alignment and Public Private Partnership Contribution	- Align municipal strategy with National, Provincial and District Municipality development policies and planning instruments. (Horizontal and Vertical Alignment) - Participate in Provincial IDP Indaba and Joint Planning Forums. - Consider, Support and Incorporate Service Delivery and Development Interventions of other government and Private Sector Counterparts in IDP.
APPROVAL	Tabling and Adoption of Draft IDP and Budget	- Finalise, table and adopt the reviewed IDP - Finalise, table and adopt draft 2022/2023 annual budget
	Public and Stakeholder Consultation	- Publish the draft IDP and draft annual budget for comments and submissions. - Submit the draft budget to National and Provincial Treasury, prescribed national or provincial organs of state that are affected by the budget.

2.5 IDP PROCESS PLAN

SCHEDULE	ITEM DESCRIPTION	DUE DATE	RESPONSIBLE PERSON
Pre- planning Phase	AUGUST 2023		
	Developing the 2024/25 IDP/ Budget Process plan	4 th August 2023	Municipal Manager
	Q4 Performance reporting	10-30 July 2023	All Senior Managers
	Signing of Performance Agreements by S54a Managers and Managers below S56	28 July 2023	Municipal Manager
	IDP/PMS and Budget Technical Steering Committee: Alignment of the IDP, PMS and Budget Process Plan.	03 August 2023	Municipal Manager
	District Consultative Session (IDP/PMS/BUDGET Process Plan)	15 August 2023	CHDM





INTEGRATED DEVELOPMENT PLAN 2024 – 2025

	IDP/PMS and Budget Steering Committee - Presentation of the draft IDP/PMS and Budget Process Plan 2023/24; Annual Performance Report 2022 /2023 and Draft Annual Report 22//23	17 August 2023	Mayor	
	COGTA Annual IDP Assessment	1 – 3 August 2023	COGTA	
	Council Meeting for the adoption of the IDP/PMS/Budget process plan 2023/24. Annual Financial Statements 21/22 and Annual Performance Report 21/22 and Draft Annual Report 2021/22	30 August 2023	Mayor	
	Submission of the adopted Annual Performance Report 22/23, IDP/Budget/PMS Process Plan 2024/2025, AFS 22/23 to the provincial, national treasury, AG and COGTA	31 August 2023	IDP/PMS MANAGER AND CFO	
	SEPTEMBER-DECEMBER 2023			
	IGR Meeting	08 September 2023	Mayor	
Analysis Phase commences	IDP/PMS and Budget STEERING COMMITTEE MEETING: executive committee to meet and identify strategies and guidelines for the development of the 2023/2024 Budget.	14 September 2023	Mayor	
	Budget Steering Committee	19 September 2023	Chief Financial Officer	





INTEGRATED DEVELOPMENT PLAN 2024 – 2025

	Check with National, Provincial Governments and District Municipality for any adjustments to projected allocations for the next three years.	21 September 2023	Chief Financial Officer
	COUNCIL MEETING	28 September 2023	Municipal Manager
	IDP Rep forum MEETING. Presentation of the adopted 2024/25 Process Plan, APR 22/23.	21 September 2023	Municipal Manager
KEY DEADLINES FOR BUDGET PREPARATION SCHEDULE			
	ITEM DESCRIPTION	DUE DATE	RESPONSIBLE PERSON
	OCTOBER 2023		
	IDP/PMS and Budget road shows to review Community needs	24 -26 October 2023	Mayor
	1 st Quarterly Reports submitted (July – September) and Quarter 1 Performance reviews for S56 Managers and Managers below S56(informal)	10 October 2023	IDP/PMS Manager
	Budget Steering Committee	18 October 2023	Chief Financial Officer
	Schedule individual meetings with Directorate to review budget	20 October 2023	Chief Financial Officer
	IDP/PMS and Budget Technical Committee – Presentation of the Situational Analysis under review (Situational analysis review phase commence)	26 October 2023	Municipal Manager
	Review current tariffs, receive requested changes from directorates for consideration	31 October 2023	Chief Financial Officer, Budget, Reporting & AFS Manager
	SUBMISSION OF BUDGETS AND	26 October 2023	Directorates





INTEGRATED DEVELOPMENT PLAN 2024 – 2025

	REQUESTS FROM DIRECTORATES: Final date for submission of all Operating Budgets, Capital Budgets and Operational plans by Directorates to the budget office for 2023/24 financial year submissions.		
	Council Meeting	31 October 2023	Municipal Manager
STRATEGIES	NOVEMBER 2023		
	IDP/Budget/PMS		
	Technical Steering Committee: To present and discuss gaps identified in the situational analysis.	02 November 2023	Municipal Manager
	IGR Meeting	03 November 2023	Municipal Manager
	IDP/Budget/ PMS steering Committee	16 November 2023	Mayor
	IDP/Budget Rep Forum to review objectives and strategies	23 November 2023	Mayor
	Prepare first draft of operating and capital medium term budget based on budgets submitted by directorates	23 November 2023	Chief Financial Officer
	DECEMBER 2023		
	IDP/Budget/ PMS Technical Steering Committee to discuss draft objectives and strategies, budget report and Draft Tariffs.	30 November 2023	Municipal Manager
	Technical Strategic session	05-07 December 2023	Municipal Manager
	Council meeting. Audit Report 22/23, Annual Performance Report 2022.2023	15 December 2023	Speaker
	Analysis phase completed		
	JANUARY 2024		
Strategies	2 nd quarterly Reports (Oct-Dec 2023)	05 January 2024	IDP/PMS Manager





INTEGRATED DEVELOPMENT PLAN 2024 – 2025

Phase commences	IDP/Budget/PMS Technical Steering committee to present and discuss draft objectives and strategies. Discussions on the projects commences, preparation of the IDP Core components for submission no later than the end of February 2024	12 January 2024	Municipal Manager	
	EXCO MEETING: PRESENT MIDYEAR PERFORMANCE REPORT TO EXCO: Final review of 2023/24 operating and capital budget for mid-year adjustments to EXCO for approval to council and submission to the provincial and national treasury,	18 January 2024	Municipal Manager	
	SUBMISSION OF CAPITAL BUDGET REQUESTS FROM DIRECTORATES: Final date for submission of all Capital Budget plans by Directorates to the budget office.	19 January 2024	All Managers	
	COUNCIL Meeting. Tabling of mid Term performance Report , Final Draft Annual Report 22/23	25 January 2024	Mayor	
	2024 Mid-Year Engagement	02 February 2024	Provincial treasury and Directorates	
	February 2024			
	Budget adjustment and SDBIP review	22 February 2024	Directorates	
	Strategic Planning Session - Presentation of first draft IDP, PMS 2024/25 and Budget for the next three years to finalise integration, alignment of budgets	20-23 February 2024	Mayor	
	IGR Meeting	08 February 2024	Mayor	
	March 2024			





INTEGRATED DEVELOPMENT PLAN 2024 – 2025

	IDP/Budget/PMS technical committee - first draft IDP 2024/2025 and Draft Budget	04 March 2024	IDP/PMS Manager/CFO
	IDP Steering Committee to present first draft IDP 2024/2025 and Draft Budget	11 March 2024	Mayor
	IDP Rep Forum	21 March 2024	Mayor
	Council Meeting to adopt draft 2024/25 IDP, Budget/ PMS and Budget	26 March 2024	Mayor
	Preparation of draft Service Delivery and Budget Implementation Plan 2024/2025	26 March 2024	Municipal Manager
	April 2024		
	Draft IDP Review 2024-25 advertised for public comments.	04 April 2024	Municipal Manager
	Submission to National Treasury, Provincial Treasury and the MEC responsible for Local Government the adopted IDP, annual report, Annual financial statements, the audit report and any corrective action taken in response to the findings of the audit report relating to 2023/24	08 April 2024	Municipal Manager
	Benchmark Engagement	11 April 2024	Provincial treasury and Directorates
	IDP/ Budget/ PMS Steering Committee for the third quarter performance report	18 April 2024	Mayor
	IDP/Budget road shows- present draft IDP, PMS Review 2024-25 and Budget to solicit comments from members of the community	09-11 April 2024	Mayor
	May 2024		





INTEGRATED DEVELOPMENT PLAN 2024 – 2025

	IDP Rep. Forum - discuss Public comments and the final draft IDP , PMS 2023/2024 and Budget	23 May 2024	Municipal Manager
	IDP/ Budget/ PMS Technical committee to discuss Public comments and the final draft IDP, PMS 2024/25 and Budget	6 May 2024	Municipal Manager
	IDP/Budget/ PMS Steering committee to discuss Public comments and the final draft IDP, PMS 2024/2025 and Budget	09 May 2024	Mayor
	IGR Meeting	09 May 2024	Municipal Manager
	Council Meeting to consider adoption of Final IDP Review and Budget 2024/25	30 May 2024	
	June 2024		
	Submission of the approved IDP and Budget 2023 / 2024 to the National, Provincial Treasury department, MEC for EC-COGTA and the district municipality	04 June 2024	Municipal Manager
	IDP/Budget/ PMS Technical Steering Committee to finalize the service delivery and budget implementation plans for 2024/ 2025	17 June 2024	Municipal Manager
	IDP/Budget/ PMS Steering Committee: presentation of the SDBIP for 2024/2025 Financial Year.	19 June 2024	Mayor
	SDBIP approved and draft performance agreements signed by S56 Managers and Managers below S56	26 June 2024	Mayor and Senior Managers

2.6. KEY DEVELOPMENT CHALLENGES





The Dr A.B Xuma Local municipality has significant problems in addressing service delivery backlogs and promoting development within its area of jurisdiction, this is evident in the number of community protests that the municipality has experienced throughout the year. There are still a number of key development challenges that face the municipal area and its people, these are discussed below:

- Huge backlogs in the delivery of basic services (water, electricity, sanitation).
- Challenges with the maintenance and development of basic road and storm-water infrastructure.
- Housing backlog due to land claims and land invasions
- High unemployment and poverty





CHAPTER 3

SITUATIONAL ANALYSES

SITUATIONAL ANALYSIS (GEOGRAPHIC, DEMOGRAPHIC AND SOCIO-ECONOMIC ANALYSIS)

1.1. BACKGROUND

GEOGRAPHIC

Dr AB Xuma Municipality is located in the Eastern Cape Province, the second largest province in terms of land coverage, on the south eastern sea board of South Africa.

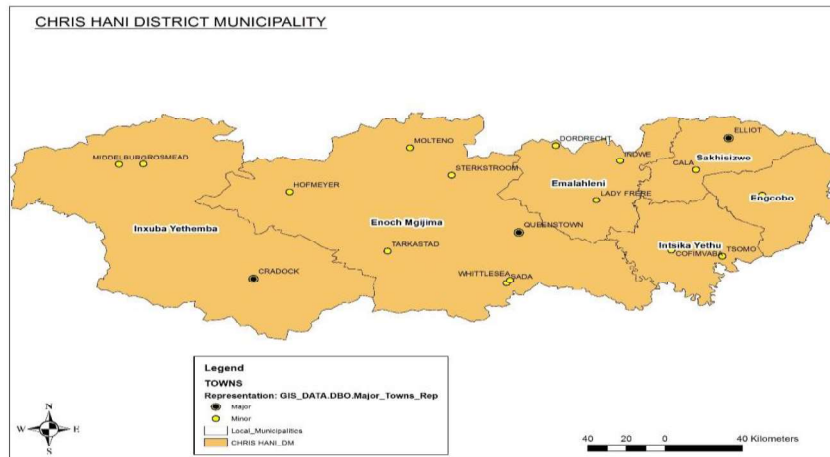
The Eastern Cape Province has six District Municipalities, 2 Metros and 38 local municipalities covering towns and surrounding rural areas with Engcobo falling within the Chris Hani District Municipality.

The Chris Hani District Municipality is located in the north-eastern side of the Eastern Cape Province. Neighbouring district municipalities within the Eastern Cape include the Joe Gqabi DM (to the North), Cacadu DM (to the south- west), Amathole DM (to the south east), and OR Tambo (to the east).





The following graphic illustrates a Map of the local municipalities that make up the Chris Hani District Municipality



The local municipalities are made up of the following urban nodes:

CHDM's Local Municipalities.		
#	Name of Municipality	Urban Nodes
1	Intsika Yethu LM	Cofimvaba and Tsomo
2	Enoch Mgijima LM	Queenstown, Hofmeyr, Molteno, Sada, Sterkstroom, Tarkastad and Whittlesea
3	Dr AB Xuma LM	Engcobo
4	Sakhisizwe LM	Cala and Khowa
5	Emalahleni LM	Lady Frere, Dordrecht and Indwe
6	Inxuba Yethemba LM	Cradock, Middleburg and Mount Zebra National Park





Dr AB Xuma LM consists of 20 wards, extends over 2258.78 KM² and has 39 councillors and 8 traditional leaders. The new leadership of Dr AB Xuma Local Municipality is acutely aware of the challenges confronting the municipality and has identified the provision of basic services and facilitation of socio-economic development of the area as key priorities supported by capable and modern infrastructure for social, economic and institutional development.

Engcobo faces high levels of poverty, unemployment, illiteracy and infrastructure backlogs, including roads, water, sanitation, electricity and housing. Other challenges are identified as crime, HIV and TB prevalence, poor integration and cooperation across civic, private and public bodies. The local financial sector has been on the decline over the last few years.

The population is overwhelmingly rural and most land is communally owned and fertile, yet only a small portion is fully utilised. Forestry (especially pine), agriculture and tourism (agri-tourism and cultural tourism, including arts and crafts) are said to be key for the area's economic stimulation.

Other identified strengths and opportunities include:

- ☐ Local resources (natural, human and information);
- ☐ Potential for new businesses and community private-public partnership;
- ☐ Availability of local technical expertise;
- ☐ Non-political and resourced NGOs and CBOs that provide aftercare; and
- ☐ A taxi industry and route between Umtata and Queenstown.





1.2 DEMOGRAPHIC

Population Composition

Demography: The Demographic profiling provides an analysis of the main characteristics of a targeted population group. It highlights the structure of the population in terms of distribution by age, size and other critical characteristics. A demographic profile then makes it easier to conduct proper socio- economic analysis of a region. The Dr AB Xuma LM estimated total population is people **132 799** (Community Survey 2022), comprised of **17 355** households, with an average household size of **3,7** persons.

The Dr AB Xuma LM population is comprised of more females than males, this is likely attributed to out migration of looking for work elsewhere. The area is dominated by a youth population which is mostly the school-going age group between 0-14 years, although this is expected to decline with the young working age group (20 -34 years) expected to further their studies elsewhere and search for better working opportunities.

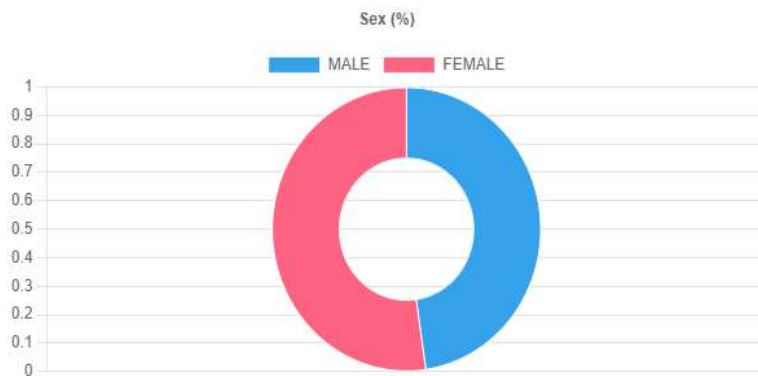
Community survey: 2022 indicates that in Chris Hani there are more females and less males in the District wide population. In Engcobo the ratio is the highest amongst all six (6) local municipalities at 91.4. This could imply that there are more females in informal businesses as seen in the streets of Engcobo.

1.2.1 Population by gender

Dr AB Xuma Local Municipality		
	CENSUS 2011	CENSUS 2022
Male	71 955	63 403
Female	83 558	69 396
Sex ratio	86.1	91.4
Growth rate	-17,10 %	
Total	155 513	132 799

Source: Statistics South Africa, Census 2022





Population by Gender and age, Community Survey 2022

1.2.2 Population by age

Dr AB Xuma Local Municipality		
	CENSUS 2011	CENSUS 2022
0 - 4	20 767	15 086
5 - 14	40 681	29 744
15 - 34	46 998	38 769
35 - 59	30 572	31 128
60 +	16 496	18 068
Total	155 513	132 799

Source: Statistics South Africa, Census 2022

The Community Survey of 2022 indicates that the population is predominantly youth on ages between 15-34 for both males and females. The distribution between males and females is almost even with a marginal difference of less than 1% between both genders. However on the upcoming years the population diminishes particularly at ages sixty five (65+) and more. This age is not economically active and mostly die at this age due to old age.

According to information supplied by Statistics SA, Dr AB Xuma LM had a population of about 155 513 in Census 2011. Whilst the population has decreased by an average of -17,10 % in 2022 from Community Survey with the population size of **132 799**. The population decreased can be attributed to either economic immigration from other provinces/countries. The table below summarizes the population profile for Engcobo.

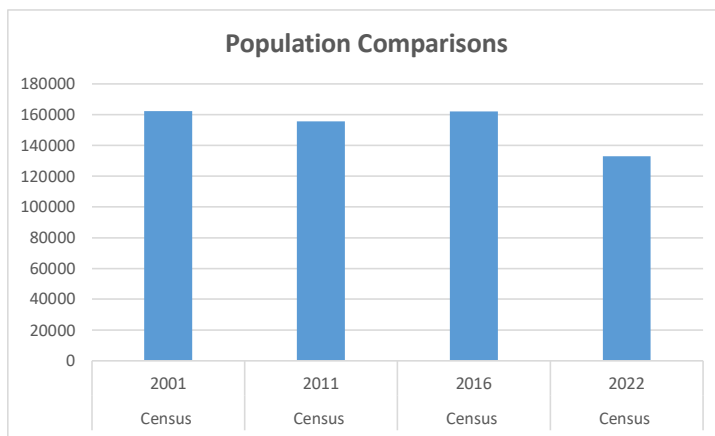
Number





Population Comparisons

The population based on STATSSA Census 2001, Census 2011 and Community Survey 2016 depicts that the population in 2001 was at 162, 249 whilst in 2011 the population declined at 155, 513. In the population steadily increased On 2016 by 162, 014 and in 2022 population decreased to 132 799. The figure below illustrates the situation. There are many factors that could have attributed to population changes such as out migrations rate.



Source: Statistics South Africa, Census 2022

Dependency and Sex Ratio

In 2022 Community Survey, the dependency ratio of 75.2 % is recorded as lower than in Census 2011 at 89.0%. The sex ratio in 2022 is higher than that of the 2016 at 91.4 %.

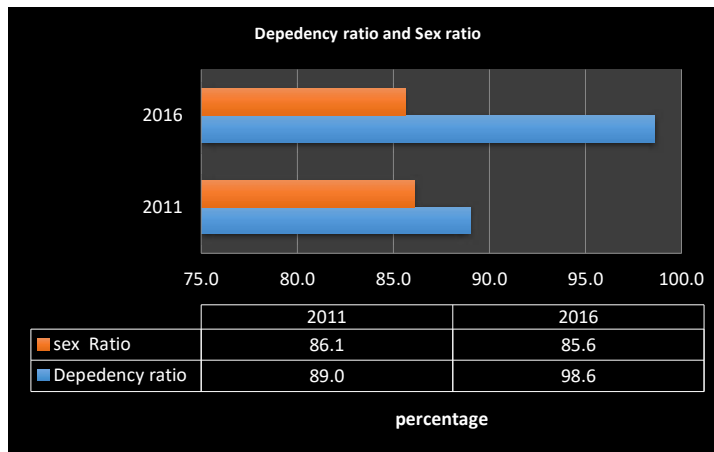
The population is predominantly female dominated, there is a universal consensus that women have a longer life expectancy than males, therefore given the current male to female ratio, various programmes and campaigns need to be put in place by Dr AB Xuma LM in order to empower women in the short to medium term. The other fact is in society at large.

The situation as it stands suggests that there are more women-headed-households than the contrary owing to various human circumstances, thus the argument of women empowerment need to be started and intensified. Such empowerment, when properly conceived and implemented will further curb population growth, which is perceived as an outcome of women's lack of economic opportunities.





If women's health, education and economic well-being has improved along with their role and status in the community, the empowerment of women will inevitably lead to smaller families and lower or manageable population growth.



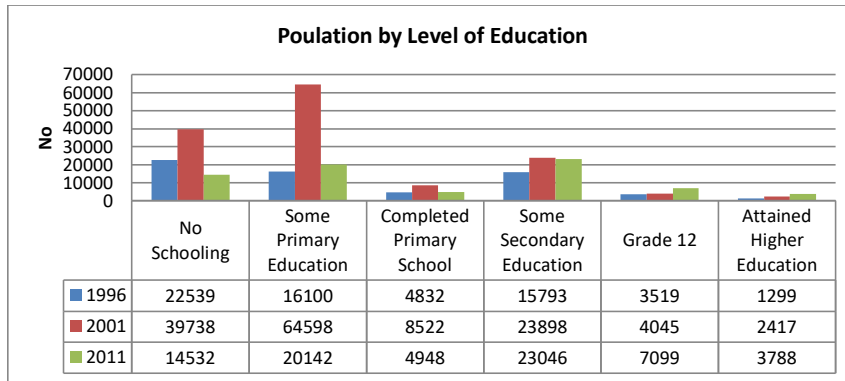
Source: Statistics South Africa, Census 2016

Population by Level of Education

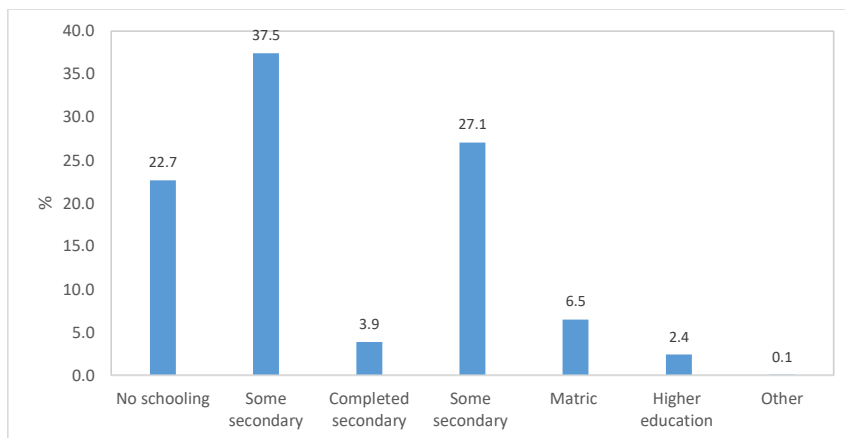
The number of people with no education have decreased from 19.7% (as per census 2016) to 13.2% (as per 2022 census report). The decrease in people with no schooling can be attributed to various factors, such as urbanization, free basic education as well as adult basic education programmes that have been introduced by government whilst the increase in school leavers with tertiary education can be attributed to poor grades and lack of means to finance tertiary education.

Grade 12 pass rates have seen a gradual increase Year-on-Year from 2011 to 2016 by a very small margin and this is far from the acceptable levels. The graph below depicts the information above.





Highest level of education for Engcobo, Community Survey 2016

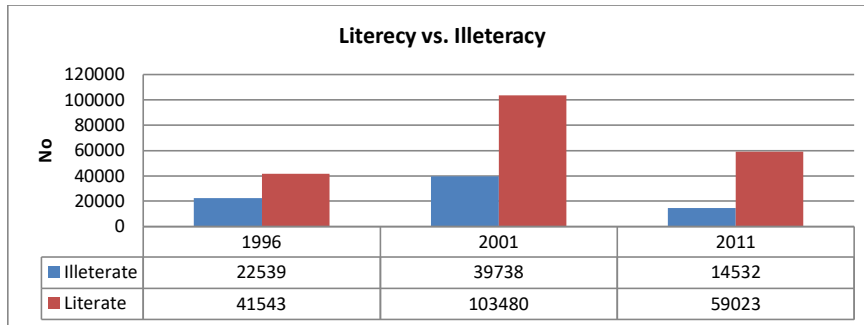


: Community Survey 2022

The table above is illustrating that few of Engcobo community possess higher education at 2.5% whilst the majority of the community are in possession of some secondary with very little percentage of 6.5% on matric completion. On average people with no school are voluminous at 22.7%.

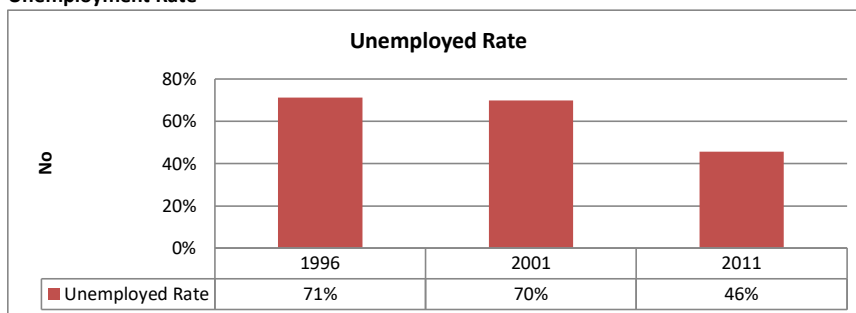
Literacy vs. Illiteracy





Literacy rate is fairly high amongst citizens whilst it has experienced decline between 2001 and 2011. The decrease in literacy rate will lead to lack of or poor comprehension of socio-economic variables.

Unemployment Rate

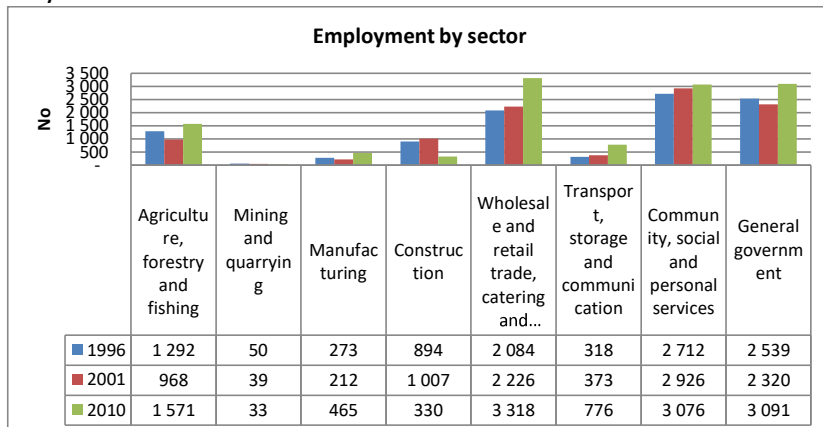


The Dr AB Xuma LM economy felt the full impact of a negative economic growth on general employment, which is evident from the above graph. About 70% of the Engcobo population was unemployed in 2001 and that has decreased by 24% to 46% in 2011. The pandemic Covid19 has also affected negatively in the economy and this lead to many people losing jobs.





Employment by Sector



Despite it being generally a low wage sector, the trade sector shows a high labour absorption compared to the transport, business services and finance sector. This sector was followed by community, social and personal services as well as the general government sectors which accounted for more than 60% of the available jobs.

Based on the above graph the agricultural sector has created just over 1000 jobs in 2010 followed by manufacturing, with just over 500 jobs. The mining and quarrying has performed poorly over the years. The situation suggests that Engcobo produces very little or no commodities to support its retail sector and imports its goods from outside. The economic structure is not sustainable and depends on government to create jobs.

1.2.3 SERVICES

Dwelling Types

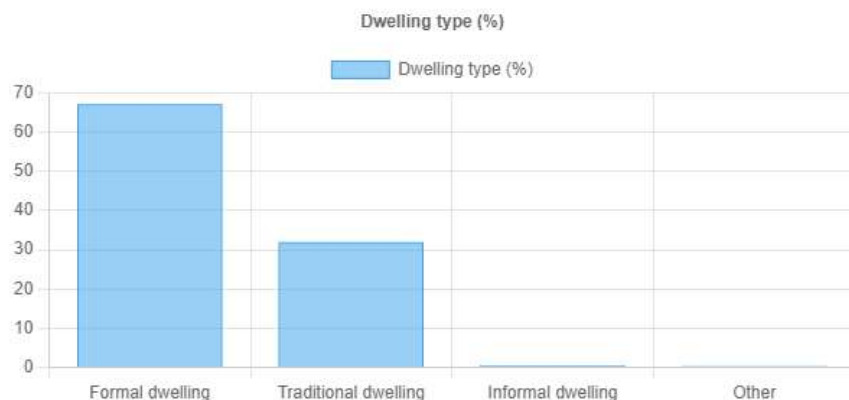
As the municipality is rural in nature, it stands to reason that almost 80% of dwellings are traditional dwellings which are found in the most rural parts of the municipality.

These traditional dwellings are characterized by the predominance of single-detached dwelling units.

	Type of main dwelling							
	2011				2022			
	Formal dwelling	Traditional dwelling	Informal dwelling	Other	Formal dwelling	Traditional dwelling	Informal dwelling	Other
EC131 : Inxuba Yethemba	17 902	67	381	113	22 712	92	165	25
EC135 : Intsika Yethu	14 086	27 049	426	230	20 420	11 633	98	77
EC136 : Emalahleni	17 855	13 887	157	106	27 344	5 224	146	58
EC137 : Engcobo	11 436	24 687	641	450	16 300	7 784	157	66
EC138 : Dr AB Xuma	10 335	4 753	786	142	14 441	2 513	361	40
EC139 : Enoch Mgijima	59 927	6 091	2 021	315	92 928	1 945	1 662	256
Chris Hani	131 541	76 533	4 412	1 357	194 145	29 190	2 589	522



Source: Statistics South Africa, Census 2022



Source: Statistics South Africa, Census 2022

Chris Hani District Wide Challenges

The local municipalities within the district have common challenges

Municipality	Priority 1	Priority 2	Priority 3
EC131 : Inxuba Yethemba	Lack of safe and reliable water supply	Lack of/inadequate opportunities	Cost of electricity
EC135 : Intsika Yethu	Inadequate road	Lack of safe and reliable water supply	Lack of/inadequate opportunities
EC136 : Emalahleni	Lack of safe and reliable water supply	Inadequate road	Lack of/inadequate opportunities
EC138 : Dr AB Xuma	Lack of safe and reliable water supply	Lack of/inadequate opportunities	Inadequate road
EC139 : Enoch Mgijima	Lack of safe and reliable water supply	Inadequate road	Inadequate sanitation/sewerage/toilet services

Source: Statistics South Africa, Census 2022

Household access to toilets

The municipality provides a supply of waterborne sanitation services through sewers provided that there are sufficient water resources and infrastructure to sustain such a service.

28.7% of the Dr AB Xuma LM population have access to flush toilets connected to sewerage as compared to 2011 census, which was indicating 4.6%. The table and the graph below depicts the distribution of household toilet facilities

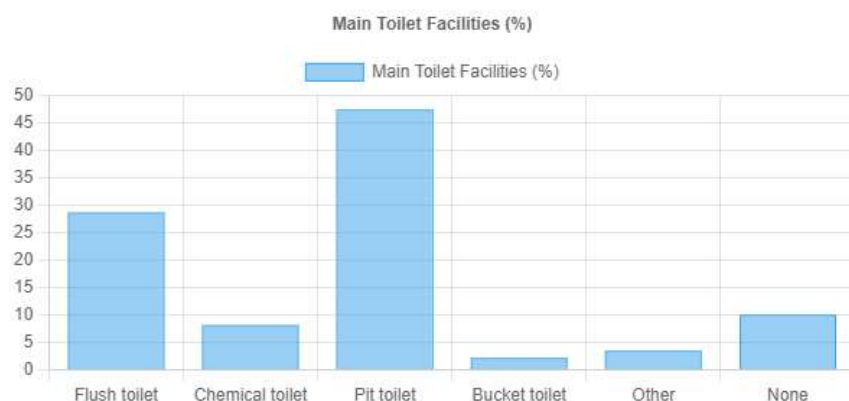
Municipality	Toilet facilities					
	2011			2022		
	Flush toilet	Other	None	Flush toilet	Other	None
EC131 : Inxuba Yethemba	16 629	909	926	21 907	584	503



INTEGRATED DEVELOPMEN PLAN 2024 – 2025

EC135 : Intsika Yethu	1 298	24 886	15 607	10 279	19 844	2 103
EC136 : Emalahleni	4 191	17 650	10 163	12 645	16 066	4 060
EC137 : Engcobo	1 730	19 280	16 204	6 964	14 882	2 461
EC138 : Dr AB Xuma	3 786	9 694	2 535	7 801	8 508	1 046
EC139 : Enoch Mgijima	42 270	21 019	5 065	69 866	24 901	2 024
Chris Hani	69 903	93 439	50 500	129 463	84 786	12 197

Source: Statistics South Africa, Census 2022



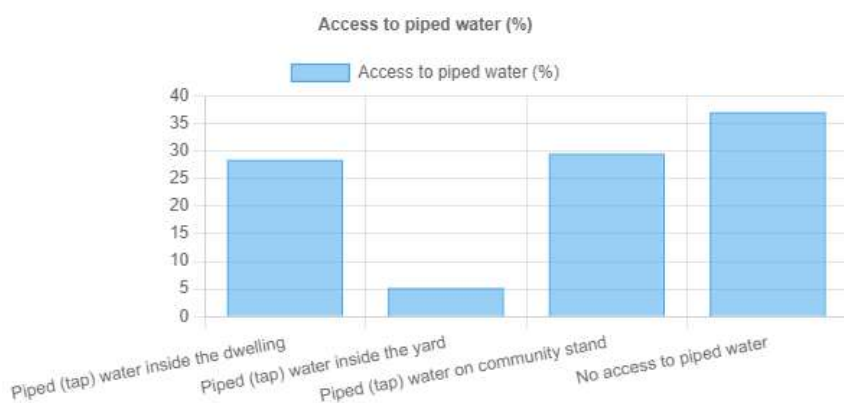
Household access to water

There is a considerable decrease in the number of people who do not have access to water. However about 37% of the Dr AB Xuma LM population have no access to piped water.

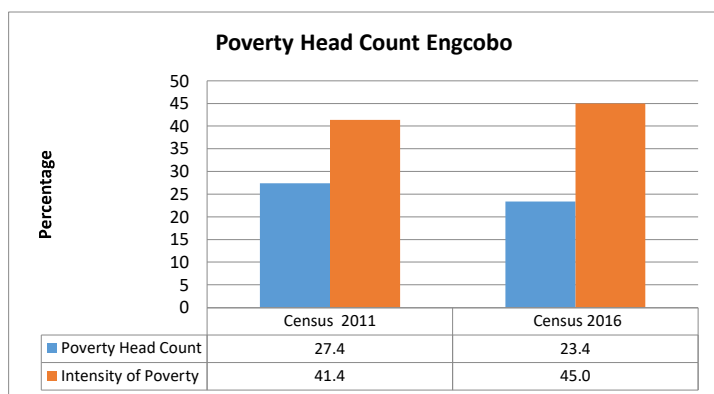
Municipality	Source of water for household use			
	2011		2022	
	Regional/Local water scheme	Other	Regional/Local water scheme	Other
EC131 : Inxuba Yethemba	14 024	4 439	20 659	2 335
EC135 : Intsika Yethu	16 324	25 467	13 595	18 632
EC136 : Emalahleni	18 139	13 866	21 740	11 031
EC137 : Engcobo	10 230	26 984	8 616	15 692
EC138 : Dr AB Xuma	9 932	6 083	12 906	4 450
EC139 : Enoch Mgijima	55 974	12 381	77 657	19 135
Chris Hani	124 622	89 220	155 172	71 273



Source: Statistics South Africa, Census 2022



Poverty Intensity



The table above demonstrates that poverty is rife under Census 2016 as compared to Census 2011.

2. ENVIRONMENTAL ANALYSIS

Dr AB Xuma LM objective with regards to environmental management is to ensure conservation of natural resources that exist within its area of jurisdiction. Its function is derived and governed by a range of legislations including, but not limited to the Environmental Management Act of 1998, Environmental Conservation Act of 1989, Development Facilitation Act of 1995 and Air Quality Act of 2004.



2.1 Physical attributes

Topography and Drainage

Dr AB Xuma LM area is drained by four perennial rivers-Mbashe, Xuka, Mgwali and Qumanco. It is situated on the plains or plateaux, below the foothills of the Baziya Mountains. The municipal area has a rolling topography dominated by mountains in the north and the four rivers dissecting the area in a north to south direction.

Climate

The climate is mild with warm to hot wet summers and cool to cold dry winters. Almost all areas receives a mean annual rainfall in excess of 700 mm with the highest rainfall (1000 to 1400 mm) recorded in the higher lying mountains of the north east. Most of the southern half of the municipality record 700 to 800 mm. between 65% and 75% of the rainfall occurs in the summer months (November to April).

Most of the municipality experiences summer daily maximum temperatures average for January of 26 to 28°C. These temperatures are cooler at higher altitudes in the north (24 to 26°C) and warmer in the lowlands of the south (28b to 30°C). Winter daily minimum temperatures averaged for July are cool in the south to cold in the north, with most of the region recording temperatures of 4 to 6°C, dropping to 2 to 4°C in the north.

A significant part of the central and eastern areas record less than 6 decades of frost with only isolated area in the east and north east being frost free. More frost occurs in the west (7 to 9 dekads). The central and southern areas (with some exceptions) have a relatively short frost season with first frost recorded from 1 to 10 June and last frosts at the end of July.

Springs are generally dry to windy making the areas vulnerable to veld fires. The long dry spells commonly experienced in spring are followed by heavy summer rains making the soils vulnerable to erosion because of flash flooding.

Vegetation

Vegetation types represent an integration of the climate, soil and biological factors in a region, and as such, are a useful basis for land use and conservation planning. There are five vegetation types found in the Dr AB Xuma LM. The distribution of these of these vegetation types is illustrated in the table below.

Drakensburg foothill moist grassland covers 43% of the Municipality followed by Mthatha moist grassland 37%. Mthatha moist grassland vegetation type is classified as endangered.

Name	Area (Hectares)	%
Drakensburg foothill moist grassland	96786.0	47
Eastern Valley Bushveld	1866.5	1
Mthatha moist grassland	84308.3	37
Southern Mistbelt Forest	5441.9	2
Tsomo Grasslands	37496.2	17
Total	225899.0	100

Soils, Erodility and Arability



The relatively moist climate has resulted in the occurrence of some relatively deep loam apedal soils in some of the basins and on some plateaux. These are arable with relatively low erodility. The surrounding broken topography (ridges, hills and sloping land) is covered with mostly shallow, somewhat erodible soils.

Clay content in the topsoil over the northern and western areas tends to be higher (>25%) while in the central, southern and eastern areas, lower clay content (15 to 25%).

The extent of Grasslands suggests that the Municipality has huge potential for livestock production, in particular sheep and cattle. It is important however that grazing is properly managed to prevent degradation and depletion of vegetation type. The good climatic conditions and soils in some of the basins and plateau allow for the potential in crop production.

Geology and Mining

The geological units occurring in the area are mainly alluvium, dolerite, mudstone and sandstone. The area is generally characterized by deep, solonchic soils with clay content. This gives way to shallow soils on red clay with poor drainage capabilities. Soils are generally characterized by high erodibility and low carrying capacities.

Mining (stone quarries and sand mining) is done illegally; needs permitting in terms of the Minerals and Petroleum Resources Development Act (stone, gravel, clay). Heavy mining (quarries and borrow pits); mining sites are left unrehabilitated and this causes erosion and sedimentation of rivers. Mining sites are not licensed and therefore no one is obligated to rehabilitate the site. They pose a safety risk for local communities.

Dr AB Xuma LM (Eastern Cape Biodiversity Conversation Plan)

Dr AB Xuma LM has 24978 hectares of Natural landscape (BLMC1) and 45670 hectares of near Natural Landscape (BLM2). These land categories mostly occur in the northern section of the municipality. Extensive research should be conducted focusing on the availability of coal deposit areas such as Zadungeni and Gubenxa.

Areas of biodiversity conservation importance occur in the Northern section of the municipality and south of Ngcobo town.

2.1.2 Environmental Aspects and Endowments

Environmentally Sensitive Areas

In terms of the State of Environment Report of Chris Hani District Municipality, the following are priority environmental management issues:

- Qumanco wetland complex
- The high slope gradient in Engcobo, especially in the mountain areas in the north
- The conservation of indigenous forests
- The high occurrence of degraded land (63662 Hectares)
- Sensitive Fauna: Birds such as the Cape Parrot which occur in patches of the Afro Montane Forest
- Sensitive Flora: The Maputoland-Pondoland region of floristic endemism where many endemics and near endemics occur, especially in grassland vegetation
- Grassland priority zone exist in the south east corner of Engcobo where many endemic flora occur.

Conservation Areas

There are no conserved areas in Engcobo. The IUCN recommends that 10% of the area of Engcobo be conserved. It is proposed that the mountains in the north including 55 pockets of indigenous forests be preserved in a Nature



Reserve and that a conservancy be established for the Grassland Priority Zone in the south, which will make up the required 10%.

Rivers

9 Perennial Rivers flow through Dr AB Xuma LM. They are the Nqancube, Mnyolo, Ntsuba, Mbashe, Xuka, Mgwali, Tora, Qumanco and Qitsi rivers. These rivers are all classified as vulnerable.

There are no conservation areas in the municipality

There are however a number of areas that require environmental management these include:

- Topography where slopes have a gradient greater than 1:5.
- Rivers/water source
- Areas containing plants and vegetation of conservation of importance e.g. afro-montane forest and specific grassland areas,
- Wetland areas
- Other areas: the habitat of endangered animals and birds e.g. the wattle crane, cape parrot
- ***Environmental concern is the extent of the land degradation***

2.1.3 Environmental Elements

The Environment is a Dynamic System and therefore can not be approached in a prescriptive manner. Environmental Guidelines and Principles must be outlined in order to facilitate responsible and environmentally sustainable development and highlight potential high-risk areas where further investigation (in the form of an EIA or scoping report) is required. The merit and desirability of each development needs to be individually assessed.

Legislation

The importance of the natural environment has been realized by the present government and over the past 10 years many new legislations, policies and laws have been adopted in order to better manage and conserve our environment. The following governmental legislation and policies are the key informants in the management and protection of the Environment.

- The Constitution Act 108 of 1996
- National Forest Act 84 of 1998 (NFA)
- Air Quality Act
- Biodiversity Act
- National Environmental Management Act (NEMA)
- Environment Conservation Act No. 73 of 1989 (ECA)
- Conservation of Agricultural Resources Act (CARA)
- National Water Act 36 of 1998 (NWA)
- Protected Areas Act

It is vital that Government Departments and Local Municipalities are familiar with the legislation in order to comply with and implement the legislation.

High risk Areas

The following are high-risk areas where development is discouraged.

- Topography: Slopes with a gradient greater than 1:5. This is due to the ecological impacts which may result e.g. soil erosion; slope failure etc.
- Rivers/ Water Source: Development within the 1:100 year flood line or within 100m of the high flood level. Development within 50m of riverbank; with 100m being the preferred distance.



- Vegetation: Afromontane Forest, Specific Grassland areas, Areas containing Plants and Vegetation of Conservation Importance
- Wetland Areas
- Heritage Sites: Rock Art Sites
- Other Areas: The habitat of endangers animals and birds e.g. the Wattle Crane and Cape Parrot
- Municipal Public Open Space.

Environmental Concerns/Issues

- Lack of Environmental Policy, Policing and Planning. There is a lack of internal capacity and human resource skills provision in the Municipalities current structure and are unable to undertake important functions of environmental planning and monitoring..
- Flooding
- Drought
- Decaying urban aesthetics: due to poorly organized refuse collection and waste management programmes coupled with lack of enforcement of local by-laws for town planning, the Ngcobo CBD is characterized by litter and remains from burst water mains.
- Roaming animals: due to broken and sometimes non-existent fences along grazing areas and abutting villages to main roads. These animals are often responsible for motor accidents.
- Land degradation including soil erosion
- Depletion of natural resources and therefore the loss of habitat and biodiversity e.g. wetland areas.
- Lack of basic infrastructure leading to various environmental problems e.g. lack of sanitation facilities, formal waste removal etc.
- Water Pollution
- Alien and Invasive Plant Species
- Climate Change

2.1.4 Climate Change

Climate change is regarded by many as one of the most important environmental and developmental issues facing society. The scientific evidence for a rise in global temperature over the past century is unequivocal.

Globally and in the Eastern Cape, more energy is being used than ever before. This is causing the release of the highest quantities of Greenhouse Gasses ever, recorded. Greenhouse gasses lead to global warming, which in turn leads to climate change. Some impacts of climate change that scientists have predicted will affect Southern Africa, including the Eastern Cape, are:-

- More disasters related to severe weather events
- Longer and drier dry periods, leading to drought
- More runaway fires
- More intense flooding
- Sea-level rise
- Threats to food security and human health
- Loss of biodiversity
- Water supply problems
- Related economic impacts

There are two recognized ways of managing for a changing climate:



- Climate change mitigation (reducing the release of greenhouse gasses to the atmosphere. This is strongly linked to energy consumption and management efforts should focus on promoting energy efficiency, renewable energy, etc.)
- Climate change adaptation is a more reactionary approach to managing the effects of Climate Change (e.g. adapting to predict increases in climate change related disasters and adapting to changes in our environmental systems).

Municipalities in their policy planning can make meaningful contributions towards climate change mitigation and adaptation. The following notions are promoted through the objectives of SDFs, which have important implications for climate change:

- Spatial fragmentation has meant that transport distances (especially from home to work) are long and are therefore energy consuming;
- The lack of services (e.g. the absence of electricity) in certain areas forces communities to make use of more expensive and unsafe energy sources such as paraffin, fuel-wood, etc. Furthermore natural resources are in some cases being depleted for energy generation (e.g. fuel-wood);
- Higher density settlements are favourable in reducing transport distances;
- Promotion of public transport directly reduces energy consumption per capita;
- Avoiding settlement in potential disaster areas (such as floodlines; littoral active zones, etc.).

Climate Change Strategy

The municipality is in the process of developing a Climate Change Strategy; the strategy will be used as a planning document and is to be incorporated into all sector plans. The strategy will look at climatic trends of the area and add new climatic data to try and determine future climatic trends; thus will assist with planning purposes. Currently to manage climate change issues the municipality uses the district Environmental Plan and the Provincial Climate Change Strategy.

Projects that will emanate from the strategy will include developing educational posters to raise awareness about climate change both with staff and scholars throughout the area. The educational posters for schools will be developed for grades 10-12 as a supplementary education tool for teachers teaching subjects like natural sciences. Awareness campaigns will assist both with mitigation and adaptation to a phenomenon which will affect us and generation to come.

Air Quality

Air quality management in South Africa has recently undergone a major revision, with a shift from the source based air quality management approach under the Atmospheric Pollution Prevention Act (No. 45 of 1965) (APPA) to an ambient based approach under the National Environmental Management: Air Quality Act (No. 39 of 2004)(AQA). This change in air quality management approach has also seen a change in the responsibility for air quality management being devolved down from the national level to the local authority level (district and metropolitan municipalities).

Under the new Act each local authority is responsible for the development and implementation of an air quality management plan as part of their Integrated Development Plans (IDP). The terms of reference for the AQMP (JGDM) have already been developed.

Causes:

- ☐ The public transport sector (taxis, trucking, buses) are responsible for emitting pollutants in the form of exhaust fumes.
- ☐ Burning of waste in landfill sites.
- ☐ Uncontrolled, extensive and unnecessary burning of grasslands.
- ☐ Lack of public awareness of air quality issues and legislated pollution prevention.
- ☐ Lack of appropriately skilled monitoring and enforcement



Solid Waste Management

- ☐ Waste by laws
- ☐ Environmental by laws

3.1 SUMMARY OF POPULATION CONCERNS

Demographic Analysis	Socio-Economic Analysis	Relevant KPA
Population increase	Highest number of people is the youth and the economically active group of the society.	Good Governance and public participation
High unemployment levels	High indigence rate Low income housing. Lack of skilled labour	Infrastructure Development and Service Delivery; Financial Viability and Management
Low levels of income	Impoverishment and limited employment opportunities	Good Governance and public participation
High levels of disability	Dependence on social grants	Good Governance and public participation
High numbers of people with no schooling	Low levels of knowledge High indigence rate Dependence on grants Low levels of economic growth in the area	Good Governance and Public Participation
High illiteracy rates	Leads to poor comprehension of socio-economic variables	Good Governance and Public Participation
Increased migration levels	Increased urbanisation	Infrastructure and Service Delivery
High Service delivery backlogs	High number of rural households without electrification, water and sanitation	Infrastructure and Service Delivery
Predominant female population	Female headed households	All KPAs



CHAPTER 4

CHAPTER 4

4 Institutional Arrangement

4.1 KEY PERFORMANCE AREA 1: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

The legal framework guiding the institutional aspects of the IDP is contained in acts such as the Municipal Structures Act 117 of 1998, the Municipal Systems Act 32 of 2000, the Municipal Finance Management Act 56 of 2003, as well as the labour legislation applicable to workplaces in the Republic of South Africa. The municipality has one administrative area being Engcobo municipality based in Engcobo town; all municipal offices are situated at Union Street No.58. The challenge the municipality is currently facing is shortage of office space.

The municipality does not have satellite offices and all its operations are conducted in the main municipal office. Plans are in place though to mobilise financial resources from potential and interested partners to team up with the municipality to construct additional offices for the municipality.

HUMAN RESOURCE PLAN

The municipality has developed and adopted a Human Resource Plan. The purpose of this plan is to guide the municipality in the management and **planning** of its human resources strategies. It further assists in planning for future service delivery needs and analyse the gap between the demand and supply which will eventually yield strategies for gap closure. In the plan the municipality also analyses, the past, current and future employment trends in its jurisdiction.

This analysis goes beyond the municipality itself but to the other sectors in terms of how much they contribute in easing the burden of high rate of unemployment in the municipal area and the role the municipality may play in that.

MUNICIPAL POWERS AND FUNCTIONS

The Dr A.B Xuma Local Municipality is a category B municipality mandated to perform those powers and functions vested in Engcobo area as contemplated in schedules 4 and 5 of the Constitution of the Republic of South Africa, Act 108 of 1996. In addition to these powers and functions as contemplated in the Act, the municipality is mandated to perform such functions and powers as determined by the MEC responsible for Local Government and as gazetted by the province.

In relation to this, therefore, the core mandate is the supply of access road maintenance and construction, firefighting, municipal planning, tourism, local economic development and maintenance of electrification as per the agreement entered into between the municipality and Eskom. The table below further illustrates powers and functions vested in the district and those allocated between the municipality and the Dr A.Xuma Local Municipality.



INTEGRATED DEVELOPMENT PLAN 2024 – 2025

FUNCTION	CHRIS HANI DM	LUKHANJ I LM	INTSIK A YETHU LM	ENGOB O LM	SAKHISIZW E LM	Dr A.B Xuma LM	TSOLWA NA LM	INKWANC A LM	INXUBA YETHEMB A LM
PART B OF SCHEDULE 4 OF THE CONSTITUTION OF RSA									
Air pollution	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Building regulations	N/A	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Child Care facilities	N/A	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Electricity reticulation	N/A			No					
Fire Fighting	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Local Tourism	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Municipal Planning	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Municipal Health Services	No	No	No	No	No	No	No	No	No
Municipal Public Transport	Regulation	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Storm water	N/A	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Trading regulations	N/A	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Water (potable)	Bulk supply	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Sanitation	Bulk supply	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
PART B OF SCHEDULE 5 OF THE CONSTITUTION OF RSA									
Billboards and the display of adverts in public places	N/A	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Cemeteries, Crematoria and funeral parlors	N/A	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Cleansing	N/A	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes



INTEGRATED DEVELOPMENT PLAN 2024 – 2025

Control of public nuisances	N/A	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Control of undertakings that sell liquor to the public	N/A	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Fencing and fences	N/A	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Licensing and control of undertakings that sell food to the public	Yes	No	No	No	No	No	No	No	No
Local amenities	N/A	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Local sport facilities	N/A	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Markets	N/A	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Municipal abattoirs	N/A	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Municipal parks and recreational facilities	N/A	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Municipal roads	N/A	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Noise pollution	N/A	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Pounds	N/A	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Public places	N/A	Yes	Yes		Yes	Yes	Yes	Yes	Yes
Refuse removal, refuse dumps and solid waste disposal	Management of solid waste sites	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Street trading	N/A	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Street lighting	N/A	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Traffic and parking	N/A	Yes	Yes	Yes	N/A	N/A	N/A	N/A	N/A
Licensing of vehicles	N/A	Yes	Yes	Yes	N/A	N/A	N/A	N/A	N/A



INTEGRATED DEVELOPMENT PLAN 2024 – 2025

Road maintenance	Yes (Agent: DORT)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Libraries	N/A	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

EMPLOYEE SUMMARY

The post of the Municipal Manager has been filled. All section 56 Managers' positions have been filled. There are 5 posts that are below section 56 Managers; the positions are on are now permanent, namely Troika Manager, Monitoring and Evaluation Manager, Chief Audit Executive, Fleet Asset and Expenditure Management and Diesel Mechanic. The municipality has adopted the code of conduct as stipulated in schedules 1 & 2 of the Municipal Systems Act. All Councillors and Employees have signed the code of conduct.

ORGANIZATIONAL STRUCTURE

The municipality has an adopted organogram which it reviews on annual basis. The review of the organogram is always informed by the IDP objectives of the municipality. In essence this implies that every position contained in the structure is meant to realize a particular objective of the IDP.

The organogram caters for a total **131** posts of which **120** are filled and **05** posts are vacant and **06** are unbudgeted for. All posts in the organizational structure have job descriptions and the municipality is on a process of reviewing Job Descriptions for all Employees.

This section will deal with the following key focus areas:

Organizational structure of Dr A.B Xuma Local Municipality: Council Structure

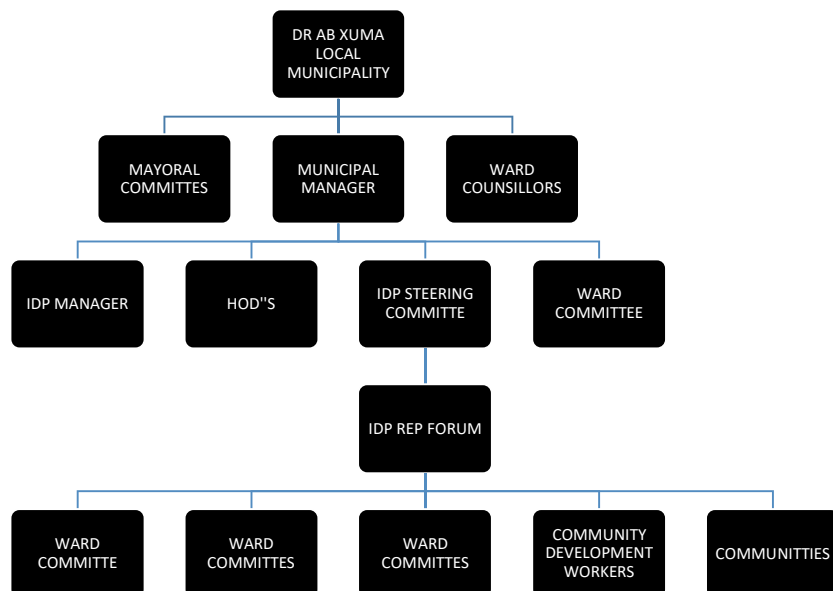
The Municipal Council is chaired by the **Speaker** and has the following role in the IDP review process;

- Oversee the development and adoption of the IDP review;
- Adopt final Integrated Development Plan and Budget;

The Dr A.B Xuma Local Municipality is a Category B municipality. The Council consists of 39 Councillors, 20 ward councillors, 3 full time Councillors who each hold a distinct portfolio that is linked to the standing committees which have been established in terms of Section 80 of the Municipal Structures Act, no 117 of 1998 to assist Council in carrying out its constitutional responsibilities and mandate.

4.2. MAYORAL TEAM RESPONSIBILITIES

The roles and responsibilities of the various parties involved in the IDP Revision are listed below:



Dr A B Xuma Local Municipality has an organizational structure that is aligned to the IDP. The organizational structure comprises of a total of funded posts. A diagnostic assessment was conducted in 2022, with the intention of evaluating synergy between the IDP and the organisational structure. The recommendations of the assessment report are gradually implemented taking into consideration the financial and Human Resource capacity of the municipality. DR AB. Xuma Local Municipality has an office for the Municipal Manager and five Directorates.

4.3. ADMINISTRATIVE AND INSTITUTIONAL CAPACITY

The Municipal Manager as head of the administration is responsible and accountable for tasks and functions as provided for in Section 55 of the Systems Act, other functions/tasks as provided for in legislation, and functions delegated by the Executive Mayor and Council. He is responsible for the implementation of the IDP under the direction and guidance of the Municipal Council. The Municipal Manager is supported by Executive Managers appointed in terms of Section 57 of the MSA. Municipal Manager is supported by Executive Managers appointed in terms of Section 57 of the MSA.



The Senior Management structure of the municipality is illustrated by the Organogram;

Municipal Manager

Mr K.L Mulaudzi				
Integrated Planning & Economic Development	Community Services	Infrastructure Services	Financial Services	Corporate Services
Mr. S. Malongwe	Ms. N. Matiwane	Mr. C. Obose	Mr. A. Jezile Acting CFO	Mr. M. Siqaza

ORGANIZATIONAL STRUCTURE

MM OFFICE	CORPORATE SERVICES	Community Services
SPU	Human Resources	Cleansing
Internal Audit	ICT	Solid
Waste Management	Public Participation	Records
Management	Cemeteries	
Risk management	Labour Relations	
	Social Facilities	
Communication	Council support	
	Fire and Disaster	
		Libraries
Budget & Treasury	IPED	Technical Services
	Revenue	LED
	Project Management	Expenditure
	Spatial	Planning
	Storm water drainage SCM	IDP
	&PMS Electricity	

4.4. EMPLOYMENT EQUITY PLAN



Employment Equity Act (EEA) 55 of 1998 is meant to drive equity in the workplace through equitable representation of employees from designated groups to broadly reflect the national demographics of the Economically Active Population (**EAP**). The plan is informed by the Employment Equity Act and is intended to ensure that the workplace is free of discrimination and that employers take active steps to promote employment equity.

Chapter 3 of the Act requires employers to take certain affirmative action measures to achieve employment equity. These are set out in an Employment Equity Plan. Dr A B Xuma local Municipality has developed a 5-year Employment Equity Plan, which started from July 2010 to June 2015. The Municipality has adopted a newly developed 5 year Successive Employment Equity Plan which came into effect in July 2015 to June 2020. The municipality is doing well in addressing employment equity in terms of gender and this will be alluded to in the paragraph below.

The municipality has six Senior Manager Positions including the Municipal Manager, three (3) of which are filled by males. All employees in the municipality are from designated group, this is 100% in terms of race. 43.32% constitutes of females in top positions however there is still vacancies available which will be filled by a female to make 56.68% representation. The females in the whole institution constitute 43.32% and there are still vacancies to be filled. Concerted efforts are in place to attract more;

Dr A.B Xuma local Municipality therefore remains committed to attracting suitably qualified, dedicated personnel by endeavouring to achieve defined equity targets. The municipality is doing well in the employment of people with disabilities. They constitute 2.35 % of the total workforce which is above the national target of 2%.

DELEGATION SYSTEM

A system of Delegation, with a Delegation Matrix, is in place and utilised in guiding how the transfer of authority from the Municipal Manager to a delegated official takes place. This allows for consistent oversight and decision making in the daily administration of the municipality.

HUMAN CAPITAL AND SKILLS DEVELOPMENT

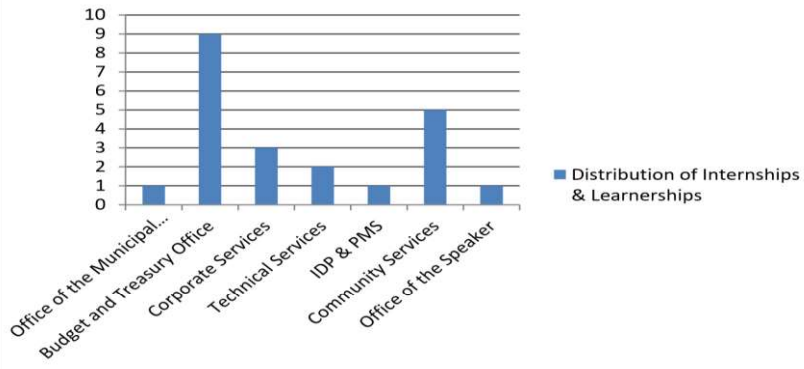
Skills development of human capital is one of DR AB. Xuma Local Municipality's priorities. To this effect, Dr A.B Xuma local Municipality annually develops a Workplace Skills Plan which sets out the training needs and plans for the financial year for Councillors and staff. The Employment Equity and Training Committee is in place and functional.

At present, Dr A.B Xuma local Municipality has also implemented further human resources development initiatives such as Learner ships, internships and in-service training of students as well as bursaries to both members of the public and staff members. The Employment Equity and Training Committee is in place and functional. Skills audit has been undertaken prior to the development of a Workplace Skills Plan (WSP). The Workplace Skills Plan takes into cognisance the objectives of the municipality as contained in its IDP.

The distribution of internships and Learner ships is illustrated in the following graphic:



Distribution of Internships & Learnerships





The following are some of the challenges facing the Learnerships and internship programme;

- a) Confusion between Learnerships and internships.
- b) Limited resources
- c) Non-response on Discretionary Grant Applications by LGSETA

The municipality has also offered bursaries to nine (9) destitute and deserving students to pursue studies in Accounting, Civil & Electrical Engineering and Medicine, two of which have completed their studies and are undergoing internship programme within the municipality under Civil Engineering & Electrical.

EMPLOYEE HEALTH AND WELLNESS

Dr A.B Xuma local Municipality has established a functional Employee Wellness unit, that is responsible for coordination of Employee Wellness and Assistance programmes. The unit serves as referral point for employees who experience various personal problems. The municipality through wellness unit has engaged professional services to ensure that employees with problems are assisted and that their work performance is not affected by the problems.

The municipality has made efforts to comply with the provisions of the Occupational Health and Safety Act of 1993, and regulations, to provide for the Health and Safety of persons at work. All injuries are investigated by Management in order to determine causes and to implement preventative measures. In order to achieve the above objectives of Health and Safety, the municipality put in place the following:

- a) Establishment and training of OHS Committee
- b) Appointment and training of SHE Reps in all Departments/ Units.
- c) Development and implementation of OHS Risk Register
- d) OHS Policy was developed and adopted by Council and is reviewed annually with its OHS implementation plan
- e) Development and implementation of the Occupational Health and Safety Plan

SCARCE SKILLS

Local Government SETA has identified the following as scarce skills for Local Government Sector:

- Infrastructure and service delivery Financial viability
- Community Based participation and planning Management and leadership
- AET (remains a fundamental priority area as it defines an employee's ability to access further education and training opportunities and career pathing).

In addition to the skills identified by the LGSETA to be scarce skills, the municipality has also identified the following to be in short supply. In an effort to contribute in the fight for reduction of scarce skills, the municipality has set aside funding to financially assist needy students studying towards the fields it has identified as scarce and critical skills. The study fields the municipality has identified are:



- Technical staff e.g. Technicians, within, electrical, engineering and civil engineering.
- Artisans – within the fields of electrical and mechanical environments.
- Municipal Town Planning Financial Management skills Human Resources Management Leadership skills
- Project management skills

PERFORMANCE MANAGEMENT

The municipality has a functional performance management system and is being implemented. The performance has been cascaded to Managers below s56 however it has not yet been cascaded to Assistant Managers' Level in 2018/19 financial year as planned due to changes in management. The intention is that by 2023 PMS is be cascaded to all employees.

This performance management actually deals with the implementation and monitoring of the IDP projects and programmes aimed at achieving the vision and objectives of DR AB. Xuma Local municipality as set out in this document. The IDP and Budget are implemented through a Service Delivery and Budget Implementation Plan (SDBIP).

The Top Layer SDBIP is used as a scorecard to measure, monitor, evaluate and report on institutional performance (monthly, quarterly, bi-annual and annual basis). The Departmental SDBIP measures the performance of the departments and performance agreements and plans are used to measure the performance of the employees. All Senior Managers and Managers reporting directly to the Municipal Manager have entered into performance agreements. This has led to a specific focus on service delivery and means that:

- Each Senior Manager has to develop a performance scorecard which is based on the balanced scorecard model. At the beginning of each financial year all the senior managers (Section 56 employees) sign Performance Agreements.
- All managers reporting to Section 56 employees sign Performance Scorecards. The organisational performance of the municipality is evaluated by means of a municipal scorecard (Top Layer SDBIP) at organisational level and through the service delivery budget implementation plan (SDBIP) at directorate and departmental levels.
- The Top Layer SDBIP sets out consolidated service delivery targets and provides an overall picture of performance for the municipality, as a whole, reflecting performance on its strategic priorities as determined by the IDP review process.
- The departmental SDBIP captures the performance of each defined department which reflects on the strategic priorities of the municipality. The SDBIP provides detail of each outcome which the senior management is responsible for.

ORGANISATIONAL PERFORMANCE

Section 38 (a) of the Systems Act requires Municipalities to set appropriate key performance indicators as a yardstick for measuring performance, including outcomes and impact, with regard to the community development priorities and objectives set out in its Integrated Development Plan.

Section 9 (1) of the Regulations to this Act maintains, in this regard, that a Municipality must set performance indicators, including input indicators, output indicators and outcome indicators in respect of each of the development priorities and objectives. Every year, as required by Section 12 (1) of the Regulations to the Systems Act, the



Municipality also sets performance targets for each of the key performance indicators. The IDP process and the performance management process are therefore seamlessly integrated.

INFORMATION AND COMMUNICATION TECHNOLOGY

Dr. A.B Xuma local Municipality's Information Communication Technology (ICT) division is responsible for providing Information, Communication and Technology support services to its internal clients. From time to time, the Municipality engages in various initiatives with the intention of enhancing Information and Communication Technologies services that are delivered to support its delivery objectives.

The municipality has developed an ICT Master Plan, Disaster and Business Continuity Plan which was tabled before Council in December 2017. The Disaster Recovery and Business Continuity Plan is still a draft waiting for adoption by council in 2024 policy reviews, in the main time ICT is performing backup using hard drives for daily backup and weekly backup and develop register for all the backups. The ICT Risk Register has been developed and is implemented. The issues raised in the AG Report on ICT have been incorporated in the Audit Action Plan and 90% of the issues have been addressed. The ICT Steering Committee has been established and is functional. We have developed eleven (11) ICT Policies which were adopted in May 2023 and are reviewed annually. The Strong Room has been upgraded to meet the required standards and the network is upgraded. IT has ICT action plan that address the IT challenges and the resolution.

The municipality currently runs its operations on the following IT platforms;

PROMUN FINANCIAL SYSTEM

A Linux based program integrated with the windows operating systems. It's mainly used by the finance and human resource departments and only relies on the technical part on the IT departments. It's not an internet based system which makes it highly secured as its sever managed with the use of secured passwords renewed monthly and it's also assigned under the domain policies where you have to enter your password not more than three times before its locked.

INTERNET SERVICES

Supplied by a contracted service provider by means of an ADSL solution 4MB every month. It has been programmed as a firewall for in and outgoing dials, VPN or remote access by means of a strong and guaranteed encrypted username and password.

EXCHANGE SOLUTION

This is the solution only based on electronic mail system. The municipality manages this solution and gets access to the outside by means of an ADSL solution with an anti-spam and firewall configured and encrypted for security reasons.

RECORDS MANAGEMENT

Records management is the process of creation, maintenance, use, storage, safekeeping and disposal of records. All the current, semi-current and non-current documents are stored within the registry office. Furthermore, registry is the control center of all records/documents within the institution. The registry file plan, procedure manual and policy was examined and approved by Provincial Archivist in 2014 in line with section 13 (b) of Provincial Archives and records Management Act no 7 of 2003.



Currently the registry office is in the process of disposing payments vouchers and indigent records emanating from the year 2005 to 2010 in line with section 13 (a) of provincial Archives and records management act no 7 of 2003. Lastly the registry office is on the verge of migrating from manual to Electronic Document Management System and that will assist the institution on easy retrieval of documents and also for keeping the memory of the institution. Continuous refresher workshops are conducted so as to update staff with latest trends in records management.

PROCESSES AND PROCEDURES

Processes and procedures are derived from policies that were currently outdated and therefore require review.

MUNICIPAL FACILITIES

Some of the municipal facilities such as buildings and offices are not in a good functioning state and do not support operational efficiency.

LOCAL LABOUR FORUM (LLF) FUNCTIONALITY

The municipality has a functional LLF that meets on a monthly basis. The forum consists of two Managers, three Councillors and five members of labour unions (SAMWU & IMATU).

The main purpose of the LLF is to negotiate and discuss matters of mutual interest between the municipality and organised labour. Lack of understanding of the jurisdiction of the LLF sometimes leads to strained relations. In order to overcome this challenge workshops are organised to train new members of the LLF from bottom.

ATTRACTION AND RETENTION STRATEGY

The municipality developed and adopted the retention strategy. The main objective of the strategy is to identify skills that are scarce and critical for the realization of the municipality's objectives. The strategy states the steps the municipality would take to attract and to retain employees with scarce and critical skills.

SUCCESSION PLAN

The purpose of the plan is to create a pool of employees from within the municipality to ensure that the supply of certain skills responds to the demand for such skills. The plan creates a pool of understudy personnel by exposing them to all the new developments and capacity building programmes in the field, so that when the need arises the municipality would be able to draw from within its Human Resources. The other benefit of this is the preservation of institutional memory.

HUMAN RESOURCE POLICIES & STRATEGY

On an annual basis the municipality subjects its Human Resource Management Strategies and policies to a process of review, wherein each policy is scrutinised for its relevance to the municipality and how it helps in the realisation of the objectives for which it was developed. The following Human Resource plans are in place and a report on the progress on their implementation is presented during the policy review.

EPWP POLICY

In an effort to contribute towards the fight against high employment, the municipality partakes in the implementation



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of the Extended Public Works Programme. The municipality has established EPWP Forum has been established and is functional. The programme is implemented based on the policy

The table below illustrates existing plans and the dates of review

Plan	Year developed	Year of review and adoption
Human Resources Plan		May 2021
Employment Equity Plan		May 2021
Occupational Health and Safety Plan	2021	n/a
Succession Plan		May 2021
Workplace Skills Plan		April 2021



CHAPTER 5

5

BASIC SERVICE DELIVERY

1. KEY PERFORMANCE AREA 1: INFRASTRUCTURE AND SERVICE DELIVERY

The R61 road is connecting Engcobo to two towns namely Queenstown and Mthatha being upgraded is regarded as source of growth potential for the municipality through the Corridor development. Nevertheless, the road network in Dr A.B Xuma local municipality has a huge backlog and construction of access road does not meet the demand and the maintenance of road infrastructure is a challenge.

The municipality developed a Three (3) Year Capital Plan which reflects extensively on all roads that need to be constructed. The following infrastructure is provided and maintained regularly by the municipality: Storm water, water and sanitation infrastructure, landfill sites service station, local amenities and public places. Electricity is being rolled out at different wards through grant funding from the Department of Energy.

2. COMPREHENSIVE INFRASTRUCTURE MASTER PLAN

This Master Plan has been developed with the assistance of MISA, the plan is still relevant and will have to be reviewed to ensure that the municipality includes new developments envisaged in terms of settlement development. The Master Plan for Dr A.B Xuma local Municipality includes the following sectors:

- ☐ Roads and Stormwater
- ☐ Transport
- ☐ Electricity.

This Infrastructure Master Plan is intended to create a vision for Dr A.B Xuma local Municipality in order to guide decision making processes and provide a basis for a comprehensive planning framework relating to the roads and storm water, transport and electricity infrastructure.

This Master Plan is for a 5-year horizon up to 2027. The Plan is aligned with Dr A.B Xuma local Municipality's IDP, SDF, the Eastern Cape Growth and Developments Plan (ECGDP) and other priorities of the National Government. The Infrastructure Master Plan should be reviewed and updated periodically to conform to any changes that may occur within the local municipality and adapted to suit those changes.

Dr A.B Xuma local Municipality jointly and in consultation with Eskom are responsible for providing electricity services. The LM is also responsible for street lighting and installation and maintenance of high mast lights. The level of service that is provided by Eskom is the basic level of service and upgrades to the households are done through the normal Eskom procedures.

The municipality currently does not have an electricity distribution license and thus energy efficiency



is the function of Eskom; it is provided directly by Eskom to the municipality, local businesses, other government department as well residents. The provision is on both prepaid and contract basis. Electricity infrastructure is being rolled out at different wards through grant funding from the Department of Energy.

Dr A.B Xuma local Municipality has not submitted an application to the National Energy Regulator of South Africa (NERSA) for a distribution license to be issued to the municipality.

3. ENERGY AND ELECTRICITY EFFICIENCY

Most households are currently electrified. Out of a total of 24307 households in the municipality a 92.7% of the households have access to electricity as per the Census 2022. The infrastructure which has been installed to service these mainly rural areas is fairly new and is in a good to fair condition. Some key challenges related to electricity and electrification projects include density of the villages, terrain theft of copper cables and vandalism of Eskom installations. Prioritised capital for the period **2024/25** are estimated at R16 081 000.00 for electrification.

The municipality currently does not have an electricity distribution license and thus energy efficiency is the function of Eskom; it is provided directly by Eskom to the municipality, local businesses, other government departments as well as residents. The provision is on both prepaid and contract bases. Electricity infrastructure is being rolled out at different wards through grant funding from the Department of Energy.

Dr. A.B Xuma local Municipality has not submitted an application to the National Energy Regulator of South Africa (NERSA) for a distribution license to be issued to the municipality. There is no envisaged application to be submitted to NERSA.

4. MEANS OF ENERGY

Since 2009 Eskom has embarked on a rural electrification programme to include areas in the Engcobo. The number of households with access to electricity is increasing as every year there are new connections that are connected on to the Eskom grid.

5. ALTERNATIVE MEANS OF ENERGY (SOLAR)

Dr A.B Xuma local municipality installs solar means of energy provided by DOE in some locations and this energy is not under the control of Municipality.

The main source of energy provided within the municipality is the conventional Electricity, with a few households provided with solar energy. Dr AB. Xuma Local Municipality has submitted applications for provision of solar energy as an alternative within the municipality. The roll out of alternative energy is being implemented by DMRE (Department of Minerals and Energy) in conclusion with the Municipality.



6. ROADS AND STORM WATER

INFRASTRUCTURE ROADS AND STORM

WATER

The total road network in Dr A.B Xuma local Municipality is 930.33 km long consisting of 111.68 km of surfaced roads and 818.65 km gravel roads. The entire road network of paved and unpaved (gravel) roads in Dr A.B Xuma local Municipality are generally in a poor condition and thus in need of upgrading and maintenance.

Access across streams and watercourses is generally poor during rainstorms and a need therefore exists for the construction of appropriate causeways and bridges. There is a huge backlog within the municipality with regards to storm water infrastructure particularly in the rural areas. The existing stormwater drainage system is inadequate as evident from the number of roads with no drains and the resultant erosion problems.

There is a need to upgrade and improve the existing road and stormwater network. A phased approach over a number of years has to be adopted to upgrade and improve the existing network. At the same time the maintenance of road infrastructure is a challenge. The road network has been classified as required by the legislation. The Rural Road Asset Management (RRAMS) is being championed by the Chris Hani District Municipality (CHDM) in consultation with the local Municipalities. Funding has been provided by National Treasury for the district municipality to implement. The department of Roads and Transport assisted by EAS (Engineering Advice and Services) and the CHDM as completed the road network classification. Capital allocations are always insufficient and only a small percentage of the road network is adequately maintained or upgraded on an annual basis. The municipality has developed a Three (3) Year Capital Plan which reflects extensively on all roads and Electricity that still need to be constructed. The capital plan is subjected to public participation during the 2023/2024 IDP public participation.

7. STORM WATER INFRASTRUCTURE.

This infrastructure is provided and maintained regularly by Dr A.B Xuma local Municipality. Dr A.B Xuma Local Municipality capital roads and maintenance need to be registered on this system timeously.

8. ROADS AND TRANSPORTATION

Transport plays a critical role in economic development. Transport service has two levels. It includes public and physical transportation systems. The Dr A.B Xuma LM's role in transport is largely focused on planning for movement of goods and people across our landscape. The municipality is not a transport authority and currently share the District Integrated Transport Plan.

Due to the mainly rural nature of Dr A.B Xuma Local Municipality, the public transport patterns are notably different from those in an urban environment. Road based public transport for local and long distance travel essentially consists of minibus taxis and a bus service. People travel to places of employment and government departments and services such as healthcare, police and education, which can often only be accessed some distance from home. Other destinations to which there is demand to travel to include business and service clusters.

A study conducted for the CHDM indicated that most people in the larger Chris Hani District (including Engcobo) walk to work. Rural access was identified as a key issue affecting Dr A.B Xuma local Municipality mobility. Key issues and challenges relating to transport in Dr A.B Xuma local Municipality relate to public facilities administration issues, lack of inadequate facilities and poor services. However, it is the Dr A.B Xuma local LM's intention to develop and adopt such a sector plan in order to guide how it intervenes and play a role in facilitating public transport, mobilization of transportation infrastructure support and coordination of movement patterns in support of our economic development objectives.



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The physical transportation systems are poorly linked and overly rely on road based network.

The lack of established rail systems linked to the municipality's road based networks is a huge obstacle to realizing the existing potential in underperforming yet promising economic sectors like forestry, manufacturing and agriculture production. The poorly maintained road infrastructure contributes negatively to our competitive advantage. It makes it difficult for industries to have effective distribution networks necessary to link out local produce to markets.

Public transport is also uncoordinated and poorly planned. The public transport facility (taxi rank) has been constructed which offers a well-designed and planned public facilities. The town centre is characterized by many small informal ranks in street corners, shop fronts and parking spaces.

The municipality through working relations with the Department of Roads and Transport has established roads and

9. INFRASTRUCTURE PROJECTS (THREE YEAR CAPITAL PLAN) (FINANCIAL PLAN)

transport forums which are functional to assist in planning related matters; the seating occurs once a quarter. Matters of road maintenance, priority list for construction, road safety, etc. are being discussed at these meetings. The municipality has engaged the Municipal Infrastructure Support Agency (MISA) to assist in the review of the Infrastructure Master Plan, Integrated Waste Management Plan, development of Technical Support Plans, and development of infrastructure operational and maintenance plans.

IDP NUMB ER	Project Name	Ward	Component	Project s Categor y	2024-2025	Project Status
MUNICIPAL INFRASTRUCTURE GRANT(MIG)						
	Bulawayo- Ndulini Bridge (Construction)	13	B	BRIDGE	R 16 346 089,05	Registe red
	Nonyentu Bridge (Construction)	15	B	BRIDGE	R 26 239 560,95	Registe red
PMU	Project Management Unit	NA	PMU Admin	PMU Admin	R 2 241 350,00	N/A
					44 827 000,00	

IDP NUMB ER	Project Name	Ward	Component	Projects Category	202 5- 202 6	Project Status
MUNICIPAL INFRASTRUCTURE GRANT(MIG)						
	Bulawayo- Ndulini Bridge (Construction)	13	B	BRIDGE		Registered



INTEGRATED DEVELOPMENT PLAN 2024 – 2025

	Nonyentu Bridge (Construction)	15	B	BRIDGE		Registered
	Qitsi Bridge (Construction)	1	B	BRIDGE		Not Registered
	Chapa Bridge (Construction)	7	B	BRIDGE		Not Registered
PMU	Project Management Unit	NA	PMU Admin	PMU Admin		N/A

IDP NUMBER	Project Name	Ward	Component	Projects Category	2026 - 2027	Project Status
MUNICIPAL INFRASTRUCTURE GRANT(MIG)						
	Qitsi Bridge (Construction)	7	B	BRIDGE		Not Registered
	Chapa Bridge (Construction)	1	B	BRIDGE		Not Registered
	kingston bridge (Construction)	3	B	BRIDGE		Not Registered
	mdangelwa bridge (Construction)	19	B	BRIDGE		Not Registered
PMU	Project Management Unit	NA	PMU Admin	PMU Admin		N/A

INTERGRATED NATIONAL ELECTRIFICATION PROGRAMME (INEP)

The following projects are to be implemented for the next three years for electrification in the form of a three-year capital plan for electrification. The period concerned is 2024 -2027.

INTERGRATED NATIONAL ELECTRIFICATION PROGRAMME (INEP) 2024-2025 FINANCIAL YEAR					
Project Name	HH	Ward	Project Categories	Project Status	
Laphethuka phase 2	81	11	Rural Electrification	Approved	designs ready
Cobosi phase 2	53	4	Rural Electrification	Approved	designs ready
Quluqu phase2	47	4	Rural Electrification	Approved	designs ready



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Tyeni/Ntseleni	32	16	Rural Electrification	Approved	designs ready
Voltage Regulator		17	Rural Electrification	Approved	designs ready
17 KM link-line Manzana/All Saints	17k m	10	Link-line PRE-ENG	Approved	designs ready
PRE-ENG					
Project Name	HH	Ward	Project Categories	Project Status	
Upper Qebe	13	27	PRE-ENG	not approved	
Sithebe Manuneni	16	30	PRE-ENG	not approved	
Qolweni Gibeni	15	56	PRE-ENG	not approved	
Ngxingweni	11	27	PRE-ENG	not approved	
Gxingweni Link-line	11	10km	PRE-ENG	not approved	
Ndlunkulu	19	23	PRE-ENG	not approved	
Ncanabana	13	16	PRE-ENG	not approved	
Msintsana	15	49	PRE-ENG	not approved	
Mkhonkotho	20	24	PRE-ENG	not approved	
Manyisana	18	29	PRE-ENG	not approved	
Mandlaneni	6	21	PRE-ENG	not approved	
Chefane/Mcobololo	15	59	PRE-ENG	not approved	
Majija	18	20	PRE-ENG	not approved	
Emaqomeni/Maga	16	45	PRE-ENG	not approved	
Kwa-Mdaca	17	59	PRE-ENG	not approved	
Kwangxabane	17	17	PRE-ENG	not approved	
Lower Sitholeni Komkhulu	13	22	PRE-ENG	not approved	
Mhlophekazi	16	60	PRE-ENG	not approved	
Didwayo	20		PRE-ENG	not approved	

INTERGRATED NATIONAL ELECTRIFICATION PROGRAMME (INEP) 2025-2026 FINANCIAL YEAR					
PROJECT NAME	HH	WARD	Project categories	Project Status	



INTEGRATED DEVELOPMENT PLAN 2024 – 2025

Zone 14	15	13	Rural Electrification	Awaiting for Approval	designs ready
Ndungwane	45	16	Rural Electrification	Awaiting for Approval	designs ready
Lower Mnyolo	60	19	Rural Electrification	Awaiting for Approval	designs ready
Gqutyini Link-Line upgrade	1,7km	11	Rural Electrification	Awaiting for Approval	designs ready
Gqutyini Phase 2	7	11	Rural Electrification	Awaiting for Approval	designs ready
Mhlontlo phase 2	20	14	Rural Electrification	Awaiting for Approval	designs ready
Ntibane	17	17	Rural Electrification	Awaiting for Approval	designs ready
Ndima	22	17	Rural Electrification	Awaiting for Approval	designs ready
All Saints (sidaden,zola,Newton,Gadini)	87	10	Rural Electrification	Awaiting for Approval	designs ready
Mangxongweni	37	17	Rural Electrification	Awaiting for Approval	designs ready
Ngqaba/Ngxebe	87	6	Rural Electrification	Awaiting for Approval	designs ready
Ngqubusini phase 2	33	4	Rural Electrification	Awaiting for Approval	designs ready
Kwa-Gcina	35	17	Rural Electrification	Awaiting for Approval	designs ready



INTEGRATED DEVELOPMENT PLAN 2024 – 2025

Qota	35	5	Rural Electrification	Awaiting for Approval	designs ready
Vetyu	68	5	Rural Electrification	Awaiting for Approval	designs ready
Nkwekwana	86	5	Rural Electrification	Awaiting for Approval	designs ready
Manzana -All Saints 17 km Link Line and feeder bay	17km		Bulk Infrastructure	Awaiting for Approval	

INTERGRATED NATIONAL ELECTRIFICATION PROGRAMME (INEP) 2026-2027 FINANCIAL YEAR

Project Name	HH	Ward	Project Categories	Project Status
Upper Qebe		13	Rural Electrification	Awaiting for Apvoval
Sithebe Manuneni		16	Rural Electrification	Awaiting for Apvoval
Qolweni Gibeni		15	Rural Electrification	Awaiting for Apvoval
Ngxingweni		11	Rural Electrification	Awaiting for Apvoval
Gxingweni Link-line		11	Rural Electrification	Awaiting for Apvoval
Ndlunkulu		19	Rural Electrification	Awaiting for Apvoval
Ncanabana		13	Rural Electrification	Awaiting for Apvoval
Msintsana		15	Rural Electrification	Awaiting for Apvoval
Mkhonkotho		20	Rural Electrification	Awaiting for Apvoval
Manyisana		18	Rural Electrification	Awaiting for Apvoval
Mandlaneni		6	Rural Electrification	Awaiting for Apvoval
Chefane/Mcobololo		15	Rural Electrification	Awaiting for Apvoval
Majija		18	Rural Electrification	Awaiting for Apvoval
Emaqomeni/Maga		16	Rural Electrification	Awaiting for Apvoval
Kwa-Mdaca		17	Rural Electrification	Awaiting for Apvoval
Kwangxabane		17	Rural Electrification	Awaiting for Apvoval
Lower Sitholeni Komkhulu		13	Rural Electrification	Awaiting for Apvoval
Mhlophekazi		16	Rural Electrification	Awaiting for Apvoval
Didwayo		20	Rural Electrification	Awaiting for Apvoval

PRE-ENG



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Kwantaka		15	Rural Electrification	
Kwanzolo		15	Rural Electrification	
Madwaleni		15	Rural Electrification	
Rasi-Nonyentu Kumboleni		15	Rural Electrification	
Caca Maqoleni		15	Rural Electrification	
Madotyeni		15	Rural Electrification	
Chefane/Mchobololo		15	Rural Electrification	
Didi		17	Rural Electrification	
Lower Gqaka		19	Rural Electrification	
Eqolweni		19	Rural Electrification	
Ngxangxasini		19	Rural Electrification	
Komkhulu		19	Rural Electrification	
KwaSigidi		19	Rural Electrification	
Esoweto		19	Rural Electrification	
KwaNtondo		19	Rural Electrification	
Sinqumeni/Daluxolo		20	Rural Electrification	
Gubenxa		20	Rural Electrification	
Manzimdaka		20	Rural Electrification	
Mgudu/Daligqili		20	Rural Electrification	
Sinqumeni/Nqancule		20	Rural Electrification	
Mgudu/Ncwasa		20	Rural Electrification	
Extension 11		11	Rural Electrification	

The maintenance plan is developed in a form of project priority list submitted by the Ward Councilor. Technical department goes through the list and visit the sites, thereafter budgets is developed to an estimated amount of plus minus **R2 000 000.00** for fuel per Financial year. The municipality possesses/ owns the Plant/ Machinery to undertake maintenance projects.

The department responsible for infrastructure is fully flagged as per the municipal organogram. All projects to be

11. INFRASTRUCTURE CAPACITY

implemented are funded and external contractors will be sourced to implement and municipal resources (personnel and equipment) will be used to maintain municipal roads and assets. The municipality does have a Project Monitoring Unit (PMU) that undertakes the duties inclusive of Project management and ISD functions. Professional Services Providers have been appointed as a panel of engineers, ISD Agents and OHS Agent.



12. WATER AND SANITATION INFRASTRUCTURE

This infrastructure is provided by the District Municipality and maintained by the District Municipality.

WATER AND SANITATION SERVICES

Provision and governance of water and sanitation services in all our areas is a competence of the district municipality. In order to achieve one of the Sustainable Development Goals, ("SDG"), the water network and distribution has been extended to cover more than 20, 000 households in the area of Dr A.B Xuma local Municipality. The Dr A.B Xuma local municipality uses the CHDM WSDP.

WATER SUPPLY

The municipality currently sources its raw water from Xuka River, Chefane River, Ngcotyana River and boreholes and purifies it at its Water Treatment Works which also contains a storage back-up. The CHDM has done a water provision plans and came up with the Cluster programme which will see different Water Augmentation Schemes being integrated. Water supply remains a challenge in Dr A.B Xuma local municipality as the district is still struggling to commit funds for the development of Caca dam, this has a negative effect on the community as water is a basic needs and also to business developments in the area

WATER DEMAND MANAGEMENT

The municipality has had a relatively large incidence of 'water loss' or non-revenue water. This occurs either through physical losses (leaks etc.), billing inaccuracies, users who are not on the database or illegal connections and faulty water meters. The result is an unnecessary demand on water resources, wastage of water and loss of income.

SANITATION SERVICES

The municipality uses oxidation ponds and they are near capacity are currently being refurbished. There are plans underway for a new WWTW (waste water treatment works). There is no deferred maintenance on the sewer system and minimum maintenance done due to the new WWTW.

ACCESS TO SANITATION SERVICES

The municipality provides a supply of waterborne sanitation services through sewers provided that there are sufficient water resources and infrastructure to sustain such a service. About 45% of the DR AB. Xuma LM population does not have access to either sanitation infrastructure or services. The consequence of lack of proper sanitation infrastructure and services will result in raw sewerage running on the streets, mixing with litter and garbage and contributing to environmental damage and spread of diseases. District Wide Distribution of household by access to safe drinking water and municipality, CS 2016

The table below demonstrates that amongst all Dr A.B Xuma local municipalities within the district Ngcobo is the least at 47.5% on access to safe drinking water. On the same level Engcobo is at 52.4% at not having access to safe drinking water; once again the least amongst Chris Hani local municipality.



District/Local municipality/Province	Access to safe drinking water		No access to safe drinking water		Total
	N	%	N	%	
DC13 Chris Hani	146 063	76,0	46 017	24,0	192 080
2026 EC131 : Inxuba Yethemba	16 541	90,7	1 689	9,3	18 229
2027 EC135 : Intsika Yethu	22 285	63,2	12 989	36,8	35 275
2028 EC137 : Dr AB Xuma	15 307	47,6	16 861	52,4	32 168
2029 EC138 : Sakhisizwe	12 666	85,5	2 141	14,5	14 806
2043 EC139 : Enoch Mgijima	56 899	88,0	7 766	12,0	64 666
2045 EC136 : Emalahleni	22 365	83,0	4 571	17,0	26 936

Excludes do not know and unspecified

District Wide Distribution of Households by Main Source of Water for Drinking, CS 2016/2016

District/Local municipality/Province	Piped water inside the dwelling/ house	Piped water inside yard	Piped water on community stand	Neighbour's tap	Public/ communal tap
DC13 Chris Hani	43 385	41 972	51 787	2 400	18 865

2026 EC131 : Inxuba Yethemba	11 168	5 864	442	87	123
2027 EC135 : Intsika Yethu	873	1 716	17 102	157	4 451
2028 EC137 : Dr AB Xuma	1 556	1 641	10 612	139	1 892
2029 EC138 : Sakhisizwe	2 187	5 176	3 590	454	2 253
2043 EC139 : Enoch Mgijima	26 349	19 496	9 672	1 135	5 647
2045 EC136 : Emalahleni	1 253	8 079	10 369	428	4 498

The table above puts emphasis on household access to piped water in the house, in the yard, in the community and so forth. Engcobo has the lowest number of households with piped water inside the yard.

SANITATION SERVICES BACKLOG

The biggest proportion of the CHDM population with a high share of sanitation services backlog resides at Dr A.B Xuma LM followed by Emalahleni and Intsika Yethu LM respectively. This could be attributed to spatial size of these municipalities and the fact that they are highly rural in nature. This trend is similar to the water services backlog, which is highest in the same municipalities

**WATER AND SANITATION**

The table below illustrates the extent of backlogs on the provision of water to households and also highlights the need for effective management of the current sources to ensure healthy households, especially in relation to the 25% of the population that relies on river streams and the 19% of the population that relies on spring water.

WATER

The table illustrates the extent of backlogs on the provision of water to households and also highlights the need for effective management of the current sources to ensure healthy households, especially in relation to the 25% of the population that relies on river streams and the 19% of the population that relies on spring water.

PERCENTAGE OF HOUSEHOLD WATER SOURCES

Water Sources	%
Water vendor	0
Rain water tanks	2
Other	0
Piped water inside dwelling	7
Piped water inside yard	4
Piped water from access point outside yard	41
Borehole	2

Spring	19
Dam / pool	0
River / stream	25

SANITATION

The backlog for sanitation is about 58%. The provision of sanitation services is illustrated in the following table:

Number and Percentage of sanitation provision services sources

Facility	2008		2009		2010		Year on year growth
	Number	%	Number	%	Number	%	
Flush or chemical toilet	2163	6.9%	2245	7.1%	2327	7.3%	3.80%
Pit latrine	7620	24.4%	7575	24.1%	7530	23.8%	-0.60%
Bucket latrine	156	0.5%	158	0.5%	160	0.5%	1.30%
None	21274	68.1%	21463	68.2%	21652	68.3%	0.90%



INTEGRATED DEVELOPMENT PLAN 2024 – 2025

Unspecified	37	0.1%	36	0.1%	34	0.1%	4.10%
Total	31250	100.0%	31477	100.0%	31703	100.0%	0.70%

Engcobo Small Town Revitalisation strategy, 2013

The high proportion of households who have no access to flush/chemical toilet, pit latrine or bucket latrine is a cause of concern, especially given the health risks posed by this situation coupled with issues around human dignity. The provision of the flush/chemical toilet system has not seen significant growth

SANITATION

over the three years between 2008 and 2010. The increase in the number of households with no facilities exceeded the number of households that obtained one or another form of sanitation during this period.

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Percentage of sanitation provision services sources - are likely to be linked to local economic development initiatives”.

INTEGRATED WASTE MANAGEMENT PLAN (IWMP)

In terms of the National Environmental Management: Waste Act (59 of 2008), all spheres of government that are responsible for waste management, including local municipalities, must develop an Integrated Waste Management Plan (IWMP). The IWMP is also a critical sector plan forming part of the Integrated Development Plan (IDP) that all municipalities are required to develop in terms of the Municipal Systems Act (32 of 2000). The promulgation of the Waste Act on 1 July 2009 was a key milestone in a bid to have common goals and understanding of how South Africa's waste should be managed.

The Dr A.B Xuma local Municipality's IWMP has been reviewed as per the requirements of waste management Act 59 of 2008. The document is periodically reviewed in order to reflect the current realities on the ground pertaining to waste management, it is reviewed every after five years and be adopted by council. The reviewed IWMP will be tabled



INTEGRATED DEVELOPMENT PLAN 2024 – 2025

for adoption by DR AB. Xuma Council in the fourth quarter of the current financial year 2022/23 and has been sent to the MEC responsible for Environmental management for endorsement and implementation.

The following is the guiding methodology for the review of the current IWMP that was adopted by the Project steering committee (PSC).

REPORT

Data collection and review of all available information, guidelines and development frameworks relating to Waste Management Practices within DR AB. Xuma Local Municipality.

- Conducting interviews with all key stakeholders including relevant Municipal officials.
- On-site verifications regarding infrastructure and waste management practices within the Dr A.B Xuma local municipality.

FEASIBILITY STUDY

- Identifying the existing national, provincial and local acts, policies relating to waste management.
- Conducting a Gaps Analysis and Needs Assessments for waste management.
- Public participation process.
- Development of variants of potential solution.
- Evaluation of variants and recommending the most practical feasible solution.

IMPLEMENTATION PLAN

- Identification of projects that will have to be undertaken for the recommended variants.
- Estimating the cost for the different projects identified.
- Developing an implementation program for the recommended waste management plan.

CLEANING AND WASTE MANAGEMENT

In Solid Waste Management the following services are being rendered:

- Street cleaning
- Refuse removal
- Landfills
- Waste minimization and recycling programme
- Education and awareness

As per the National Domestic Standards, waste collection standards guided by National Environmental Management Waste Act 59 of 2008 and Section 24 of the Constitution, The Municipality does not have its own Waste management Forum, but sits on the District management forum on quarterly basis, solid waste is collected from the CBD daily, residential areas Wednesdays, Thursday and Friday, All Saints Hospital and Masonwabe Clinic Fridays. The municipality has a Solid Waste Officer appointed in 2018; he is responsible for waste management and cleaning of town and the surrounding areas. The municipality has three refuse compactor trucks, one cage truck, and one skip truck with three



skip bins, excavator and additional 100 street waste bins distributed. The refuse removal service has been extended to Greenland farms which consists of about 12 households, this is a semi-urban area situated about 3 kilometres from the CBD of Engcobo. Part of extending the waste management services to the un-serviced areas the Municipality has identified land for construction of waste cells in Nkondlo and Mqonci to ensure that indeed people living in those areas enjoy their environmental right of living in a clean, safe and healthy environment.

LANDFILL SITE

Dr A.B Xuma local Municipality has one licensed landfill site, with MRF for recycling and equipped with a computerized weighbridge. This system is used as a form of compliance to SAWIS in quantification of waste intake and diversion at the landfill site. The site is regularly maintained by the municipality and audited on a quarterly bases by DEDEAT and the Department of Water and Sanitation (DWS) as per the licence conditions.

SOLID WASTE CHALLENGES

Illegal Dumping

- Unavailability of Transfer stations
- Lack of Separation of waste at source.
- Slow recycling process
- Lack of compliance particularly at the land fill site due to poor access control as a result of vandalized fencing and absence of landfill site compactor used for waste compaction.

LOCAL AMENITIES AND PUBLIC PLACES

The following amenities are provided and maintained regularly by Dr A.B Xuma local Municipality.

DR A.B XUMA LOCAL MUNICIPALITY		
MUNICIPAL AMENITIES		
Strategic Pillar	Type of Amenity	Condition and Required Action
Community Services	Sports fields	Dr A.B Xuma LM has two sports fields (Ngcobo and Nkondlo). The Ngcobo sports field currently being refurbished
Community Services	Swimming pools	Dr A.B Xuma LM has one swimming pool (Ngcobo town) which is under renovations, the contractor was appointed in the financial year of 2021/22
Community Services	Parks and Open Spaces	Dr A.B Xuma LM has one functioning park, 2 mini-parks and open spaces that are regularly maintained.
Community Services	Cemeteries	Dr A.B Xuma LM has one fenced cemetery almost in full capacity. A new site will be required in the future following rezoning and land management
Community Services		Dr A.B Xuma LM has seventeen halls in different wards. More halls are required as not all wards have halls



INTEGRATED DEVELOPMENT PLAN 2024 – 2025

	Halls	
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CUSTOMER RELATIONS

AUDIT OF COMMUNITY FACILITIES AND PUBLIC AMENITIES

Community facilities and public amenities are monitored on monthly basis by the municipality and on annual basis an audit is undertaken to fulfil GRAP requirements. Whilst customer complaints are handled as and when they are escalated; a documented and/or approved customer complaints management system in a form of a register placed at the town hall.

SAFETY AND SECURITY CRIME AND SAFETY IN ENGCOCO

Dr A.B Xuma local municipality has two functional Police stations namely: Engcoco Police station and Dalasile Police Station with their Community Police Forums (CPFs), these two police stations are servicing 20 wards of Engcoco. DR A.B Local Municipality is in the process of establishing Community Safety Forums (CSFs) and Integrated Community Safety Plan during the 2024/25 financial year which will be composed of all the relevant departments that are responsible for crime prevention in order to enhance community safety. These are still in the initial phase as the department of community services has launched for a pertaining safety of Engcoco community.

TRAFFIC CONTROL AND LAW ENFORCEMENT

Traffic service is a shared function between Provincial Department of Traffic and the Municipality.

The Municipality performs the following functions:

- Issuing of Learner's licenses and driver's licences.
- Renewal of Driver's licences
- Road safety awareness campaigns
- Road blocks
- Issuing of traffic fines
- Demarcation and installation of road traffic signs
- Registration and Licencing of Motor Vehicles
- Testing of Vehicles and issuing of road worth certificates

LAW ENFORCEMENT

The Municipality enforces by-laws in and around the town through the implementation of the following Programs:

- Street patrols
- Public transport control



- Monitoring of street trading
- Control of Stray animals
- Noise Pollution control
- Illegal dumping control
- Littering control
- Unlicensed trading control

ANIMAL POUND

The Municipality constructed an animal pound facility which became functional in 2018 April, the pound is managed by Pound Master with Animal Health qualification.

The pound performs the following functions:

- Routine patrols
- Impoundment of stray Animals
- Pound and animal welfare awareness campaigns
- Auctioning of impounded stray animals
- Coordination of joint sterilization campaign of pets

ENVIRONMENTAL MANAGEMENT

Currently the Municipality has no established environmental management unit, however it has appointed Solid Waste Management Officer with environmental management qualification who is assisting in the implementation of environmental management related projects and also liaise with relevant departments such as CHDM (Environmental Management Unit) DEDEAT, DWS and DEA. The Municipality is also able to perform environmental impact assessments through the appointment of environmental consultants.

Environmental management programs implemented by the Municipality:

- Education and awareness campaigns
- Development of Climate Change Response Strategy
- Greening and Beautification
- Landscaping
- Alien Plant eradication
- Management of fire-belts



DISASTER MANAGEMENT

Disaster Management unit is headed by Disaster Management Officer. Disaster Management is a shared responsibility between the Dr A.B Xuma Local Municipality and CHDM (Disaster Management Unit). The Dr A.B Xuma LM has developed a five-year Disaster Management Plan that was adopted by council in May 2024.

This Plan provides the arrangements for managing disaster risks, preparation and responding to disasters within the jurisdiction of Dr A.B Xuma local Municipality, provides the information on disaster support to the victims and should be reviewed after five years to ensure its relevance to the current realities as far as the disasters are concerned. Quarterly reports are submitted to standing committee in terms of the implementation of the Plan

- ☐ Lightening
- ☐ Veld and house fires
- ☐ Hail storm
- ☐ Informal structures
- ☐ Meteorological drought
- ☐ Riverine flooding
- ☐ Estuarine flooding
- ☐ Rock falls and landslides
- ☐ Urban formal fire
- ☐ Urban informal fire
- ☐ Seismic risks and earthquakes

FIRE FIGHTING SERVICES

Dr A.B Xuma LM has a functioning Fire and Rescue Service with six fire fighters who are always on stand-by to emergencies. The services rendered to Engcobo communities include provision of Fire and Rescue service, fire safety inspections, internal & external (public) training and risk assessments. The Municipality with its available resources and personnel is able to speedily respond to emergency fire related incidence in all the twenty wards of Engcobo. Fire and Rescue service is a shared service delivery with the CHDM, local fire service are mainly responsible for structural fires, veld fires are mainly for the district.

The municipality is vulnerable to the following disasters.

PUBLIC AMENITIES

Parks and open spaces are serviced regularly to acceptable operational standards

NAME OF FACILITY	LOCATION	NUMBER	STATUS
Heroes Park	In Town	1	Functioning
Engcobo Swimming Pool	In Town	1	under renovations



INTEGRATED DEVELOPMENT PLAN 2024 – 2025

Engcobo Sports Field	Next to Traffic Dept:	1	Under renovations
Zandiswa Kilwa Sports Field	Deberha (Ward 6)	1	In good condition
Nkondlo Guide Centre	Nkondlo (Ward 17)	1	In good condition
Engcobo Cemetery	In Town	1	Needs more space and minor repairs.
Community Halls		17	8 of these halls are in good condition and 9 need renovations.
Engcobo Taxi Rank	In Town	1	Phase 1 completed, phase 2 still under construction.

LIBRARIES

The municipality has one library under its jurisdiction: Ngcobo Library (Ward 11), 3 modular libraries namely Clarkebury (Ward 16), Walter Sisulu (Ward 13) and Dr A.B Xuma (Ward 9) and Zandiswa Kilwa Library (Ward 6). All these libraries are fully functional and are funded by DSRAC except Zandiswa Kilwa

There is also a mini library (Library for the Blind) this is a special library for the people who cannot see and those that are partially impaired. It is supported by South Africa Library for the Blind in Grahamstown.

GUIDING DOCUMENTS ADOPTED BY COUNCIL IN MAY 2024

POLICIES	BY-LAWS	STRATEGIC DOCUMENTS
Greening Policy	Waste Management	Integrated Waste Management Plan
Traffic Law Enforcement Policy	Prevention of nuisance	Climate change response strategy
Pound Policy	Liquor Trading	Disaster Management Plan
Library and Information Services Policy	Pound	Public Management Plan
Use of community halls Policy	Public Amenities	Public Amenities Plan



INTEGRATED DEVELOPMENT PLAN 2024 – 2025

Destitute Policy	Community Services	Destitute Plan
Cemetery Policy	Public Ammenitties	Crementories
Vehicle Impoundment	Traffic	Traffic safety
Disaster Management Policy/ Bylaw	Disaster Management	Disaster Management Plan
Waste Management Policy and Bylaw	Waste Management and Refuse	



CHAPTER 6

LOCAL ECONOMIC DEVELOPMENT

6

(KPA 3)

LEGISLATIVE MANDATE

Chapter 7 of the South African Constitution act 108 of 1996 is focused on Local Government including the establishment thereof, the executive and legislative authority, as well as the right of local government to govern on its own initiative, which should be in line with national and provincial legislation. Section 152 of the Constitution sets out amongst others the following as key objectives for the municipality:

- 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.

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

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

To realise the objectives of the South African Constitution, Dr A.B Xuma LM's Local Economic Development seeks to introduce an economic development road map that will create an enabling environment for social and economic development with an emphasis on enterprise development, job creation and poverty alleviation programmes.

In fulfilling the Local Economic Development Key Performance Area, Dr A.B Xuma LM has developed a five- year **Local Economic Development Strategy** that considers several national, provincial and regional economic legislative and policy imperatives that are critical in ensuring higher levels of policy and programmatic integration and alignment. The principal objective of the LED strategy suggests that the municipality must grow its economy by 1.5% – 3% year on year economic growth rate over the next five years

SOCIO-ECONOMIC ANALYSIS

Dr A.B Xuma Local Municipality is located in the Chris Hani District of the Eastern Cape, the second largest province in terms of land coverage on the south-eastern seaboard of South Africa. Engcobo consists of 20 wards, extends over 2



INTEGRATED DEVELOPMENT PLAN 2024 – 2025

258,78km² with a population of 132 799 and constitutes 19,6% of the total population of the district, as per the Census 2022 information. The majority of the population is female (56%). There are about 66 people per square kilometre. The population is predominantly black African, followed by an insignificant number of Asians/Indians, coloureds and whites. The municipal socio-economic profile (SEC Profile) is summarised in the following paragraphs: -

POPULATION DEMOGRAPHICS

The population demographics are summarised in the following table:

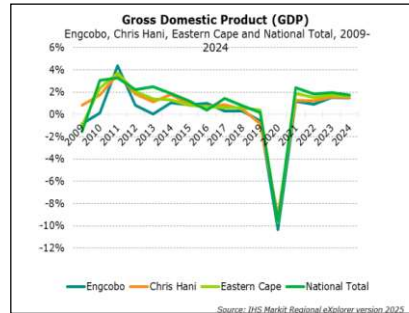
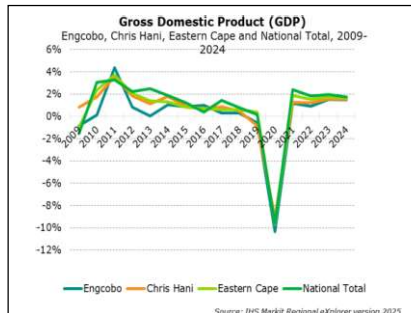
Population Demographics		
Total Population		132 799
Population Growth Rate		-17,10 %
Male	Population	80 %)
Female Population		88049 (53%)
Household density		41400
Population living in Poverty		132000 (80%)
Poverty Gap Rate		31,50%
Total Employment		14200 (9%)
Economically Active Population		32400 (20%)
Labourforce Participation Rate		35,40%
Population with Grade 12 Certificate Only		11000
Population with Grade 12 Certificate and a Certificate		4,36%



INTEGRATED DEVELOPMENT PLAN 2024 – 2025

This table summarises population demographics of Engcobo, with growth rate of 0.78% the total population ranging at 164000 with 80% living with poverty, dominated by female around 53% and illiteracy rate is at 19.70% while employment rate is at 9%.

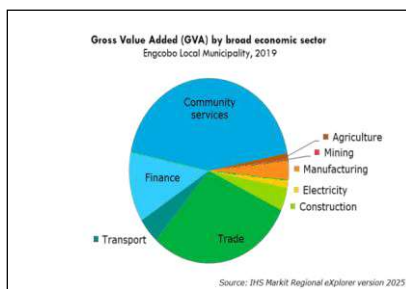
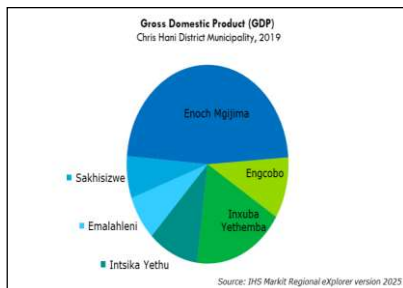
GROSS DOMESTIC PRODUCT BY REGION



In 2024, Engcobo's forecasted GDP will be an estimated 10.6% of the total GDP of Chris Hani District Municipality at a 1.52% average annual GDP growth rate between 2016 and 2021, Engcobo ranked the fourth compared to the other regional economies.

GROSS VALUE ADD BY BROAD ECONOMIC SECTOR

The Dr A.B Xuma Local Municipality had a total GDP of R 2.81 billion and in terms of total contribution towards Chris Hani District Municipality the Dr A.B Xuma Local Municipality ranked third relative to all the regional economies to total Chris Hani District Municipality GDP.





ECONOMIC GROWTH FORECAST

The community services sector, which includes the government services, is generally a large contributor towards GVA. Mining sector being the smallest.

GROSS VALUE ADDED (GVA) BY AGGREGATED SECTOR

a) THE PRIMARY SECTOR

The primary sector consists of two broad economic sectors namely the mining and the agricultural sector.

Between 2009 and 2019, the agriculture sector experienced the highest positive growth in 2017 with an average growth rate of 12.8%. The mining sector reached its highest point of growth of 4.8% in 2014. The agricultural sector experienced the lowest growth for the period during 2016 at -14.2%, while the mining sector reaching its lowest point of growth in 2009 at -11.6%. Both the agriculture and mining sectors are generally characterised by volatility in growth over the period.

b) THE SECONDARY SECTOR

The secondary sector consists of three broad economic sectors namely the manufacturing, electricity and the construction sector.

Between 2009 and 2019, the manufacturing sector experienced the highest positive growth in 2010 with a growth rate of 1.7%. The construction sector reached its highest growth in 2009 at 9.6%. The manufacturing sector experienced its lowest growth in 2019 of -10.0%, while construction sector reached its lowest point of growth in 2019 with -4.6% growth rate.

The electricity sector experienced the highest growth in 2017 at 4.7%, while it recorded the lowest growth of -9.3% in 2019.

c) THE TERTIARY SECTOR

The tertiary sector consists of four broad economic sectors namely the trade, transport, finance and the community services sector.

The trade sector experienced the highest positive growth in 2011 with a growth rate of 4.5%. It is evident for the transport sector that the highest positive growth rate also existed in 2011 at 2.4% which is lower than that of the manufacturing sector. The finance sector experienced the highest growth rate in 2011 when it grew by 6.1% and recorded the lowest growth rate in 2009 at -1.5%.

The Trade sector also had the lowest growth rate in 2009 at -2.4%. The community services sector, which largely consists of government, experienced its highest positive growth in 2011 with 4.6% and the lowest growth rate in 2013 with -1.8%.

ECONOMIC INFRASTRUCTURE

Generally, economic infrastructure is defined as infrastructure that promotes economic activity. Considering the slow economic growth throughout the country, spending on economic infrastructure is crucial to stimulating economic activities such as roads, bridges, electricity, network infrastructure and waterborne infrastructure in both rural and urban nodes



INTEGRATED DEVELOPMENT PLAN 2024 – 2025

Economic Infrastructure (2016)	Number	Percentage
Water	7 582	26.4%
Electricity Supply	12 124	41.7%
Sanitation	11 641	45.9%
Access to telephone lines	286	0.9%
Access to Cellular phones	29 875	91.1%
Access to internet	921	2.8%
Source: Stats SA, Census 2011 & Community Survey 2016		

LED STRATEGIC OBJECTIVE

To enhance inclusive local economic development through support of SMME's, Tourism and Agricultural sectors

VISION

To maximise the economic potential of Engcobo livelihood through increased local economic growth, development initiatives and accountability

LEGISLATIVE REQUIREMENTS

The local economic development initiatives in the municipality is guided by the following legislation;

RSA Constitution Act, 108 of 1996

Municipal Demarcation Act, 27 of 1998

Municipal Structures Act, 1998

Municipal Systems Act 32 of 2000

Municipal Finance Management (MFMA) Act, 56 of 2003

Spatial Planning and Land Use Management Act 16, 2013

Tourism Act, of 2014

National Environmental Act(Amended 2009)

The Co-operative Amendment Act, No 6 of 2013

National Heritage Resources Act, of 1999



INTEGRATED DEVELOPMENT PLAN 2024 – 2025

Rural Development Act, 18 of 2017

National Small Business Act, 102 of 1996

LED FOCUS AREAS

The municipal focus areas in terms of LED are the following:

- a) Tourism and Heritage development
- b) Agricultural development
- c) SMME Development

POLICY ENVIRONMENT

The following policies and strategies were adopted by Council and are reviewed annually.

POLICY/BY-LAW	POLICY OBJECTIVE	STATUS QUO
LED Strategy	To provide direction to the LED directorate	Adopted by Council and due for review by 2020/2021
Agriculture Strategy	Agriculture Strategy endeavors to provide the DR AB. Xuma Local Municipality with a clear path forward for undertaking the task of growing the local agriculture sector to reach its undoubted potential.	Adopted by Council
Local Tourism strategy/ Policy	The plan drives all tourism activities	Currently under review
SMME and Trading Policy	To promote social and economic development thereby supporting and educating formal and informal traders within its jurisdiction on the trading ethics	Adopted by Council
	where trading within the Municipality must conform/ Comply with acceptable trading standards and must provide mechanism, procedures and rules to manage trading within Engcobo.	



INTEGRATED DEVELOPMENT PLAN 2024 – 2025

LED Support/ Funding policy	This policy is used as an advisory tool on how to identify potential projects to be supported and funded.	Adopted by Council
Business license	To purpose of this policy is to provide a uniform approach to issuing of business licences in line with the principles set out in the Businesses Act and in the RSA Constitution (108 of 1996)	Adopted by Council
Tractor Policy	The policy is meant to guide the municipality of how to manage municipal tractors in order to increase food security, support emerging farmers and poverty reduction.	Adopted by Council

CHALLENGES FACING LED

Challenges facing the LED have been identified on the situational analysis, the following broad challenges were raised:

In adequate funding for LED strategies.

Lack of infrastructure especial the economic infrastructure.

High unemployment rates.

Lack of relevant skills to support LED.

Lack of access to LED support services.

Poor production due to inadequate support to LED initiatives.

Limited access to markets.

LOCAL ECONOMIC DEVELOPMENT (LED) STRATEGY

This LED Strategic Plan is an overall plan which clarifies the process of building a local foundation for economic development for DR AB Xuma LM. It provides a general framework for the following actions: -

how to prioritize make choices and allocate scarce resources to achieve the local economic development objectives.

It will establish an agenda to develop DR AB. Xuma Local Municipality's economic, physical, social and environmental strengths and also address the challenges it faces. Furthermore, the LED strategy determines what sectors, commodities and stakeholders are significant to the economic activity of Engcobo and enables identification of appropriate market interventions that will lead to economic development of the area.



STRATEGIC PRIORITIES

LED targets to deliver on the following strategic priorities: -

To support sectors that has been identified as sectors that will drive the Local Economic Development of the area.

To facilitate and co-ordinate SMME development through access to funding and training by 2027.

Facilitate and co-ordinate agricultural development and support to small scale and emerging farmers by 2027.

To facilitate and co-ordinate access to tourism business management training and support to tourism enterprises per year by 2027.

To develop and map internal business processes and systems for the LED Unit by 2027

To build the required human capital support for the LED Unit by 2027

Facilitate the expansion of Engcobo Urban Edge by 2027

To co-ordinate the development of appropriate policies and By-laws to support the Local Economic Development by 2027

ALIGNMENT TO NATIONAL, PROVINCIAL AND DISTRICT'S OBJECTIVES:

The LED Strategy ensures alignment and consideration of several national, provincial, and regional economic legislative and policy imperatives

This Strategy is informed by the following:

National Development Plan-Vision 2030.

Eastern Cape Provincial Growth and Development Plan-Vision 2030.

Dr A.B Xuma LM's Integrated Development Plan

The District Development Agenda (Crop Production & Forestry at Engcobo).

White Paper on Local Economic Development

National Framework for Local Economic Development – B2B Approach.

Various government and municipal sector strategies and policy frameworks

ALIGNMENT SUMMARY OF NATIONAL OBJECTIVES AND ACTIONS

NATIONAL OBJECTIVES	DR AB.Xuma LED STRATEGY: ADDRESSES THE FOLLOWING
Sustainable Economic growth to reduced unemployment and poverty	Set to ensure sustainable local Economic Growth – through improving access to economic opportunities that includes but not limited to; Strengthening the commercial and retail sector as well as farmer settlement support;



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	Creating an enabling environment for the agricultural sector to establish sustainable agro-processing business and develop new products along the value chain; Co-ordinate, facilitate and mobilise key LED stakeholders; Identifying tourism potential & Increase tourism contribution to the area –Engcobo town beautification under the Small town ; Revitalisation; and Diversified economy with contribution different areas through the optimisation of local market opportunities.
Infrastructure Development to improve service delivery, - improve health, education and housing	To improve Infrastructure Development – ensure improved access to services and ensure proper operations and maintenance of infrastructure services through the following; Reduce the housing backlog in the area; connection throughout the other towns of the DR AB.Xuma Local Municipality – Road upgrade; Constant, cost effective and quality supply of electricity to meet National Electricity Regulator (NER) Standards; Construction of new roads and new taxi rank and; Town beautification
Inclusive Rural Economy	Creating an enabling environment for the agricultural sector to establish sustainable agro-processing business and develop new value adding products; and Create conducive environment for SMMEs.
Building a safer community, a capable state, with Social protection, Education, training and innovation	7 Institutional Framework – To ensure coordination between activities, and to establish an institutional organisation with sufficient capacity responsible for the implementation of the plan.
Fighting corruption and enhancing accountability	
Infrastructure Policy Action Plan (IPAP): to set the economy on a growth path that is value-adding, labour-intensive and environmentally sustainable	Construction of the taxi rank and the Town Beautification under the Revitalisation plan of Engcobo allows for growth that is value-adding and labour intensive
Infrastructure Development Bill: to provide for the facilitation and co-ordination of public	Construction of various infrastructures such as the taxi rank as well as the revitalisation of Engcobo.



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infrastructure development which is of significant economic or social importance to the Republic	Construction of the mall
NSDP for small business: Alleviating poverty by making it possible for poor people to generate income to meet basic needs	The revitalisation allows for the creation of new jobs and improving conditions of the existing jobs as well as creating new businesses through formalisation of the street vendors (provision of stall);
BBBEE: Increasing the number of black people that manage, own and control enterprises and productive assets. Facilitating ownership and management of enterprises and productive assets by communities, workers, co-operatives and other collective enterprises	BBBEE allows for access to land, infrastructure and finance. It enables the people of Engcobo, who are primarily black and previously disadvantaged, to access land through the revitalisation and beautification.

PROVINCIAL STRATEGIC FRAMEWORK	the DR AB.XUMA LED STRATEGY: ADDRESSES THE FOLLOWING
EC PGDP: strategic framework, sectoral strategies and programmes aimed at a rapid improvement in the quality of life for the poorest people of the Province	Job opportunities created as well as market access created through the development programmes introduced.
EC PIDS Building a coherent economic development support environment	Creating an enabling environment for the agricultural sector to establish sustainable agro-processing business and develop new products;



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EC PIDS Economic transformation and revitalisation	To improve Infrastructure Development – ensure improved access to services and ensure proper operations and maintenance of infrastructure services through the following; Reduce the housing backlog in the area; connection throughout the other towns of the DR AB. Xuma Local Municipality; constant, cost effective and quality supply of electricity to meet National Electricity Regulator (NER) Standards; Support the construction of new and maintenance of roads; and ☐ Town beautification.
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ENGCOBO TOWN (ECONOMIC NODE)

Under the Spatial Development Framework, DR A.B Xuma Local Municipality has identified the development of Ngcobo town as a primary node of the municipality. The town is seen as a main hub of the economic activities, service centre and administrative node which will stimulate economic regeneration within the municipality.

ENGCOBO'S RESPONSE TO NSDP:

Engcobo has embarked on Small Town Revitalisation;

Capitalising the strategic position along the newly upgraded R61 connecting Queenstown and Mthatha;

Focus on the industrial potential in Engcobo Municipality.

DEVELOPMENT CORRIDORS

The Development Corridors and the Development Nodes of Engcobo critical role in the growth and development of the municipality.

Development Corridors are defined as roads of significance at Municipal Level that:

Facilitate movement of people and goods to and from an area

Link places in the Municipal area to other places of significance (i.e. markets, places of work or social/economic opportunity)

Create a focus for activity

DR A.B XUMA LOCAL MUNICIPALITY HAS THE FOLLOWING SIGNIFICANT CORRIDORS:

Link corridors - Access Roads linking Ngcobo (R61) to the Secondary Nodes of Mnyolo, Coglan, Clarkesbury, Mjanyane and Hala. Linking areas of development potential to Movement Corridors and Ngcobo.



Primary movement corridor (R61), - the East Corridor of importance to both the municipality and district linking the Engcobo to Queenstown and Mthatha.

Secondary movement corridors (R58 Elliot – Ngcobo & R408 Engcobo – N2 –Dutywa). These routes carry passing traffic and provide access between local areas in Engcobo and other centres.

ENGCOBO COMPETITIVE AND COMPARATIVE ADVANTAGE

Key Elements		Competitive Assessment	
Infrastructure and Services		Engcobo's Communications (transport and telecommunications) infrastructure is underdeveloped, with no rail, air or water port facilities coupled with very limited surfacing of all roads (8.79%) and low percentage (16.65%) of direct access to telephones by the local population.	
		Engcobo has favorable cellular network coverage and is situated close to Umtata, but is some distance from economy of East London. the Provincial secondary	
	?		On Quality of Life, Engcobo fares poorly with low measures of access to all basic services (water, electricity, sanitation, and refuse removal) but adequate shelter, and with low access to schools. Access to health care facilities is comparable to the Provincial average, but below District average.
	?		Poor television reception limited to SABC 1 and 2, implying that families will have to buy DSTV to access more channels
	?		Economic infrastructure is poorly represented, with few commercial banks, post offices with banking capability and ECDC properties.
	?		On Quality of Life, Engcobo fares poorly with low measures of access to all basic services (water, electricity, sanitation, and refuse removal) but adequate shelter, and with low access to schools. Access to health care facilities is comparable to the Provincial average, but below District average.
	?		Poor television reception limited to SABC 1 and 2, implying that families will have to buy DSTV to access more channels



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	?	Economic infrastructure is poorly represented, with few commercial banks, post offices with banking capability and ECDC properties.
Institutional Environment	?	The overwhelming majority (95.07%) of the population is resident on tribal land and more than half (55.24%) of all households own their properties, of which the majority (93.85%) are fully paid up owners.
	?	The coverage of police stations relative to geographical area and population size is lower than for the Eastern Cape, yet the crime rate stands at less than half (15.36 crimes per 1000 people) of the Provincial rate. However, Engcobo is one of the few municipalities in the Province to experience a growth (0.05%pa) in crime over the past three years. The prevalence of livestock and business-directed crime is roughly equivalent.
	?	The local economy is highly concentrated, dominated by the Community Services sector in terms of both GVA and employment. The cost of doing business in the area is relatively high, principally on the basis of transaction costs arising through distance, and travel time, to a major economic centre (East London), while expenditure on transport, communication and finance is moderate.
	?	Further considerations are the absence of a Telkom service branch, poorly developed municipal regulatory capacity and limited access to business service providers and development and financial support institutions. However, various economic development structures are represented in the area, including
	a business chamber	and LED forum.
Economic Indicators	Engcobo claims the	most youthful as well as the highest rates



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	of poverty and unemployment in district, coupled with a high dependency ratio. An indication of the depth of poverty in the area is revealed by the Municipality's share of the Provincial poverty gap (3.79%), which is substantially higher than its share of the Provincial population (2.65%).		
	7	The Municipality has low Productivity score which points to	
		the low GDP per worker (formal and informal), a relative	
		shortage of skills available to the economy, and low growth in	
		value creation relative to labour remuneration and especially employment.	
	7	Engcobo's low Formal Economy Performance reflects	
		particularly on the concentrated local economy, relatively	
		high financial grant dependence and GDP performance, but is	
	7	bolstered by positive employment growth performance.	
		Engcobo emerges as a leading economy, both nationally and	
		provincially, in respect of formal employment growth	
		performance and has experienced a positive shift in share of	



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		employment, but a negative shift in share for GDP contribution.
	?	Economic Absorption Capacity is fairly low considering the negative income-expenditure balance against a higher than average employment multiplier as well as moderate informal sector capacity, total disposable income and buying power.
	?	The local economy claims a comparative advantage, for both GDP and employment, in Community Services (dominated at 26.51% of GVA and 33.47% of employment).
	?	Further comparative advantages, in terms of GDP contribution, are reflected for Agriculture – centred on Forestry and Logging (5.94%); Construction (2.83%) and Trade – centred on the Retail sub-sector (12.32%). A further employment advantage emerges as the Households sector (18.46%).
	?	The Municipality claims a range of leading products, including sheep, goats, cattle, sunflowers and maize, where the latter is identified as having very high potential.
	?	Dry land potential exists for maize and beans, and the area is identified as suitable for forestry.
	?	Potential exists for further expansion of goat (Boer) production, while the high number of sheep in the area presents opportunities for expansion of the wool industry and the relatively large local market presents meat processing opportunities.
	?	Engcobo falls into both the “Friendly N6” and Wild Coast tourism regions, with attractions centred on the natural environment and related outdoor activities.



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Capacity	?	Low Resident Participation Capacity in Engcobo as seen in the low HDI (0.42), below average access to education and health professionals, and a comparatively high proportion of childheaded households in the Eastern Cape.
	?	Functional literacy (45.32%) is low, as is the qualification rate (4.92%) and the proportion of residents that have gained at least a matric (11.26%).
		Women's Economic Participation is marginal, where women account for 54.27% of the population yet constitute 48.87% of the EAP and face substantially higher unemployment (83.27%) and rate of growth in unemployment (5.79%pa) than men. Engcobo reflects poor Municipal Capacity considering the very low ratio of municipal employees to population, moderate managerial experience and limited number of functions performed with capacity.

ECONOMIC RECOVERY PLAN

In the past few years the South African economy has been smashed by unprecedented setback starting from the COVID-19, unprecedented power cuts, slow economic growth. These has caused a serious disruption and harm to our economy and the development of the country as a whole. The recently released data indicate that the South African economy is growing by 0.4 percent between January and March 2024 which is not a good indication for much needed economic growth. The crippling power cuts, volatile commodity prices and a challenging of external environment have contributed to the country's weak economic growth performance. Although the projections indicate economic growth to pick up again in 2024, the speed is too slow to reduce the level of unemployment, which is at 32.9 percent and remains close to an all-time high. A seriously and urgently reform is needed to resolve the economic crisis that is facing the country so that the issue of poverty, underdevelopment and structural unemployment can be addressed.

Dr A.B Xuma Local Municipality acknowledges the fact that the current crisis is a national disaster which requires a progressive, pragmatic, and cooperative approach not only by national government but by local government as well.

It is against this back ground that the municipality has adopted a Local Economic which seek to support the local economic initiative that will great jobs opportunities, sustain the existing jobs and business and finally promote the local economic growth.



LOCAL ECONOMIC DEVELOPMENT FORUMS

ITEM	DESCRIPTION
1 LED Forum	Advisory platform where stakeholders (individuals, private organizations, government, NGO's, CBO's) meet to share information and experiences, pool resources and solve problems which come up in the course of implementing LED projects.
2 Engcobo Business Forum	Engcobo Business forum is comprised of 7 sectors namely: Construction Caterers Retail Cooperatives Accommodation Transport Hawkers
3 Local Tourism organisation	Consist of tourism businesses within Engcobo geographical that helps to enhance coordination among tourism stakeholders and the local municipality.
4 Farmers & Cooperatives Association	aims to commercialize the developing agricultural sector and facilitate the meaningful participation of small scale farmers within the mainstream commercial farming.
5 CWP Local Reference Committee Forum	Consists of all Councillors and other stakeholders involved in coordination of the CWP programme

SMALL TOWN REVITALISATION

Responding to Development and implementation of a Provincial Spatial Development Framework, the Chris Hani District Municipality and Dr A.B Xuma local municipality jointly instigated the Small Town revitalization programme which aimed at unlocking the economic opportunities within the area of Engcobo and surrounding areas. The Strategy has been identified as a key intervention to:

Unleash economic development potential;

Serve as investment destination



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Promote town as an attractive place to live and work

Remove blockages inherited from previous planning methods.

Engcobo town, being the economic hub for the local municipality, attracts many people residing in the surrounding villages and passing through the town. Its location along R61 National Road contributes greatly towards the development potential and attracts investors and visitors. The Small Town Revitalisation Strategy identified catalytic interventions aimed at promoting economic, social and spatial development in the area.

Short-Term Interventions

Taxi rank, Parking bays and Vendor stalls

Beautification of Engcobo town along the R61 National Road

Long-Term Interventions

Rezoning of potential future investment areas;

Establishment of a middle/high and middle/low income housing (Social Housing) schemes

Expansion of the current urban edge

Formalization of the informal settlement

LED STRATEGY PROGRAMMES

The following are LED Programs that form the core of the LED strategy:

1. AGRICULTURE & FORESTRY PROGRAMS & PROJECTS

LED Programs and Projects							
#	Focus Area	Name of Project	Project Stage	Value Chain Opportunities	Potential Partners	Budget	Source of Funding
1	Livestock Improvement	Provision of ewes or rams for Wool Production	Implementation	Wool process plant, logistics for transportation, fodder production. Medication for livestock	Farmers, BKB, OVK, CMW, DRDAR, CHDA, ECRDA, NWGA	R600 000.	MIG, DBSA, DTI, PRIVATE INVESTOR S, Dr A.B Xuma LM
		Support poultry and Piggery initiatives	Implementation	Small Abattoir development, feed mill development	DRDAR, ECRDA, CHDA, CHDM	R500.000	MIG, DBSA, Private investors DTI, Dr A.B Xuma LM, CHDM, DRDAR



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2.	Grain Production	Provision of support to emerging farmers	Implementation stage	Milling plant, feed mill	Humansdorp Coop, OVK, BKB, Grain SA, DRDAR, ECRDA, CHDA	R100 000,00	MIG, DBSA, DTI, PRIVATE INVESTOR S, Dr A.B Xuma LM
3.	Vegetable production	Provision of support for vegetable production	Implementation	Processing of vegetable, market Centre	DRDAR, CHDM, CHDA	500.000.00	Dr AB Xuma LM, CHDM

4.	Infrastructure Development	Irrigation System, Shearing shed and its equipment, Dipping tanks, fencing of arable land, feed mill	To be Developed	Unlocking the economic potential of the area	MIG, DRDAR, DBSA, DTI Grants	R5 000 000,00	MIG, DBSA, DTI, PRIVATE INVESTOR S, Dr A.B Xuma LM
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2. TOURISM & HERITAGE PROGRAMS & PROJECTS

LED Programs and Implementation Plan							
#	Focus Area	Name of Project	Project Stage	Value Chain Opportunity	Potential Partners	Budget	Source of Funding
1	Natural Attractions	Qoba Game Reserve	Sourcing funds	Community, Tour Operators, Guides, Caterers, Accommodation, Restaurants	ECPTA, the DRAB, Xuma LM, Chris Hani District Municipality. Department of Tourism, DTI, DSRAC, LTO's, DTI	R25 million	ECPTA, Dr A.B Xuma LM, Chris Hani District Municipality. Department of Tourism, DTI, DSRAC, LTO's, DTI, Dr A.B Xuma LM



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		Zadungeni Adventure Trail	Sourcing Funds	Community, Tour Operators, Tour Guides, caterers, Accommodation, Restaurants	ECPTA, the DR40 million AB.Xuma LM, Chris Hani District Municipality. Department of Tourism, DTI, DSRAC, LTO's, DTI	ECPTA, Dr A.B Xuma LM, Chris Hani District Municipality. Department of Tourism, DTI, DSRAC, LTO's, DTI, Dr A.B Xuma LM
		Hiking Trails	Sourcing Funds	Community, Tour Operators, Tour Guides, caterers, Accommodation, Restaurants	ECPTA, the DR40 million AB.Xuma LM, Chris Hani District Municipality. Department of Tourism, DTI, DSRAC, LTO's, DTI	ECPTA, Dr A.B Xuma LM, Chris Hani District Municipality. Department of Tourism, DTI, DSRAC, LTO's, DTI, Dr A.B Xuma LM
		Preservation of Rock Art	Identification and awareness programs	Community, Tour Operators, Tour Guides, caterers, Accommodation, Restaurants, crafter	ECPTA, the DR500.000.00 AB.Xuma LM, Chris Hani District Municipality. Department of Tourism, DTI, DSRAC, LTO's, DTI	ECPTA, Dr A.B Xuma LM, Chris Hani District Municipality. Department of Tourism, DTI, DSRAC, LTO's, DTI, the DR AB.Xuma LM
2	History and Heritage	Visitor Information Centre(VIC) with Interpretative Centre displaying Historical Artefacts and Arts and Culture and Conference	Sourcing funds, Seeking Partnership	Community, Tour Operators, Tour Guides, caterers, Accommodation, Restaurants, crafter	ECPTA, the DR55 million AB.Xuma LM, Chris Hani District Municipality. Department of Tourism, DTI, DSRAC, LTO's, DTI	ECPTA, Dr A.B Xuma LM, Chris Hani District Municipality. Department of Tourism, DTI, DSRAC, LTO's, DTI, Dr A.B Xuma LM



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		Centre					
		Liberation Heritage Route	Linked to district heritage liberation routes.	Community, Tour Operators, Tour Guides, caterers, Accommodation, Restaurants, crafter	ECPTA, the DR AB.Xuma LM, Chris Hani	20 million	ECPTA, Dr A.B Xuma LM, Chris Hani District Municipality. Department of



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			Preservation of Heritage Routes and packaging of History Heritage sites		District Municipality. Department of Tourism, DTI, DSRAC, LTO's, DTI		Tourism, DTI, DSRAC, LTO's, DTI, Dr A.B Xuma LM
3	Tourism Marketing	Commemoration of AB Xuma	On-going support	Community, Tour Operators, Tour Guides, caterers, Accommodation, Restaurants, crafters	ECPTA, the DR AB.Xuma Local LM, Chris Hani District Municipality. Department of Tourism, DTI, DSRAC, LTO's, DTI	500.000.00	ECPTA, Dr A.B Xuma LM, Chris Hani District Municipality. Department of Tourism, DTI, DSRAC, LTO's, DTI, the D AB.Xuma R LM
4	Tourism heritage events	& Ubuntu Bethu Cultural Festival	Annually	Community, Tour Operators, Tour Guides, caterers, Accommodation, Restaurants, crafters	the DR AB.Xuma LM, DSRAC, CHDM	To be determined	DR AB.Xuma LM, DSRAC, CHDM
5	Sectoral Support	Support LTO's	On-going support	Accommodation facilities	SEDA, ECTPA, CHDM, CHARTO, Dept of Tourism	2 000 000	ECPTA, Dr A.B Xuma LM, Chris Hani District Municipality. Department of Tourism, DTI, DSRAC, LTO's, DTI, Dr A.B Xuma LM



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4		SM ME DEV	Small town revitalisation	Implementation stage	Job creation, and economic growth	DR AB XUMA LM,OTP	R62 000000	CHDA, SEFA, DSBD, CHDM, DEDEAT, CDC,SEDA
1 2		SM ME DEV	Upgrade of R61	Planning stage	Job creation, and economic growth	SANRAL, DR AB XUMA LM	R1,9 billion	CHDA, SEFA, DSBD, CHDM, DEDEAT, CDC,SEDA
1 3		SM ME DEV	Rural market Centres	Planning stage	Job creation, Access to market, economic growth	CHDA, SEFA, DSBD, CHDM, DEDEAT, CDC, SEDA	R7 000 000,00	CHDA, SEFA, DSBD, CHDM, DEDEAT, CDC, SEDA



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14		SM ME DEV	Transido Repairs and Maintenance.	Implementation Stage	Job creation, Access to market, economic growth	DR AB XUMALM	R2 000 000,00	CHDA, SEFA, DSBD, CHDM, DEDEAT, CDC, SEDA
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SMME DEVELOPMENT PROGRAMS & PROJECTS

LED Programs and Implementation Plan (SMME)								
#	Focu s Area	Name of Project	Project Stage	Value Chain Opportunities	Potential Partners	Budget	Source of Funding	
1	SM ME DEV	Provision of support through funding to formal/ informal SMME	Ongoing	Job creation, and economic growth	CHDA, SEFA, DSBD, CHDM, DEDEAT, CDC, SEDA	2 000 000.00	CHDA, SEFA, DSBD, CHDM, DEDEAT, CDC, SEDA	
		Provision of support through capacity building, to formal/ informal SMME	Ongoing	Job creation, and economic growth	CHDA, SEFA, DSBD, CHDM, DEDEAT, CDC, SEDA	100 000.00	CHDA, SEFA, DSBD, CHDM, DEDEAT, CDC, SEDA	
2	SM ME DEV	Light industrial development	Source funding	Job creation, and economic growth	CHDA, SEFA, DSBD, CHDM, DEDEAT, CDC, SEDA	R5 000 000,00	CHDA, SEFA, DSBD, CHDM, DEDEAT, CDC, SEDA	
3	SM ME DEV	Mall development	Planning stage	Job creation, and economic growth	CHDA, SEFA, DSBD, CHDM, DEDEAT, CDC, SEDA	R500 000 000,00	CHDA, SEFA, DSBD, CHDM, DEDEAT, CDC, SEDA	



PRIORITISED PROJECTS FOR 5 YEAR TERMS IDP (2022-2027)

The following strategic initiatives will be pursued over the next 5 years: -

Key Issues from SWOT Agenda	Priority Focus Areas	Strategic Objectives	Key Performance Indicator/Measure	5 year term Target 2022/2027	Annual Target 2024/2025	Budget 2024/2025
Opportunities for local entrepreneurs.	Agriculture	To enhance inclusive local economic development through support of SMME's,	Engcobo Rural Market Centre	Forge Strategic partnership for the construction and operation of Engcobo Rural Market Centre	Lobbying for investors	R100 000.00
Provision of support for sheep, piggery, grain and, poultry production	Agriculture	Tourism and Agricultural sectors by June 2027	Provision of ewe's, and production inputs for agricultural support	Inputs & capacity building	Provision of inputs and ewe's as well as capacity building	R2 0800 000.00
Provision of mechanization & implements	Agriculture		Mechanization service to farmers	Provision of mechanization and implements	100 ha provided with mechanisation services	R1 000 000.00
Provision of infrastructure for agricultural Development	Agriculture		Fencing, shearing Shed, dipping tank, irrigation systems	Fencing, shearing Shed, dipping tank, irrigation systems	Fencing and shearing shed support	R300 000.00



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Transido Repairs and Maintenance	SMME		Transido	Renovation of Transido	Renovation	R2m
Provision of support through capacity building, to formal/informal SMME	SMME		SMME support	Provision of support to Informal/Formal SMME's	Tools and equipment for SMME's Shops and capacity building	R100 0000.00
Accessible graded hospitality and Tourism businesses	Tourism	To enhance inclusive local economic development through support of SMME's,	Engcobo Conference centre and VIC	Forge Strategic partnership	Request proposal for potential Strategic investor	R100 000.00
Adventure tourism, Natural & cultural attractions	Tourism	Tourism and Agricultural sectors by June 2027	Mjanyana Hiking Trail	Establishment of trail	Site Clearing and Markings	R800 000.00
Adventure tourism, Natural & cultural attractions	Tourism		Zadungeni Adventure Trail	Construction of zip line, establishment of camp site, rock climbing, construction of reception office	Advertise for Strategic Partnership	R100 000.00
Rich history & heritage	Tourism		Tourism & Heritage Events	Ubuntu Bethu cultural festival & Dr A.B Xuma month, support of Inkciyo Programme	Ubuntu Bethu cultural festival & Dr A.B Xuma month, support of Inkciyo Programme	R3m
Natural & attractions	Tourism		Tourism support	Support of arts & culture cultural groups, tourism establishments	7 Arts and Culture projects	R100 000.00



Natural & attractions	Tourism		Tourism support	Maintenance of Heroes Park	Heroes Park revamping	R100 000.00
Land Claims that hinder development	Spatial Planning		Awareness Campaigns	Conduct awareness campaigns on bylaws, policies & frameworks	Conduct awareness campaigns on bylaws, policies & frameworks	R100 000.00
Development formalisation of nodes.	Spatial Planning		Formal inforal zation of settlements	Formalization of municipal Townships	Form of Ms alization awawa	R500 000.00
Expansion of the urban edge	Spatial Planning		Township Establishment	Establishment of Engcobo New Township(Ndevu, Maxelegwini)	N/A	Nil

COMMUNITY WORKERS PROGRAM (CWP)

The Community Work Programme (CWP) is a government programme aimed at tackling poverty and unemployment. The programme provides safety net by giving participants a minimum number of regular days of work, typically two days a week



or eight days a month, thus providing a predictable income stream. The CWP Local Reference Committee forum sits Quarterly to monitor implementation of the programme.

PURPOSE OF THE CWP

To provide an employment safety net. The CWP recognises that sustainable employment solutions will take time, particularly in reaching marginal economic areas.

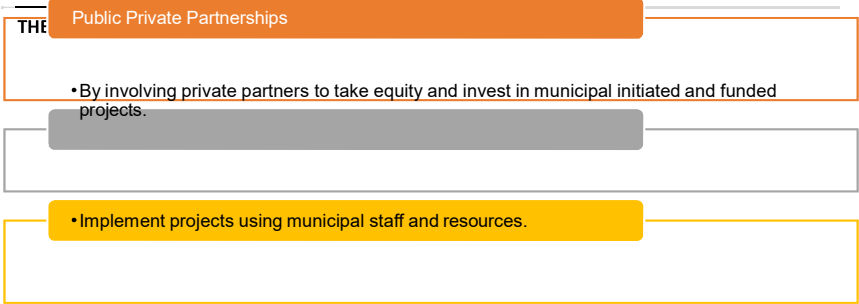
To contribute to the development of public assets and services in poor communities.

To strengthen community development approaches. To improve the quality of life for people in marginalised economic areas by providing work experience, enhancing dignity and promoting social and economic inclusion.

EXPANDED PUBLIC WORKS PROGRAMME (EPWP)

Dr A.B Xuma LM adopted the policy on EPWP which is reviewed annually to address unemployment with focus on labour intensive job opportunities. The programme has a functional EPWP Forum. This programme will continue into the new financial year with the support of the Department of EPWP.

Depending on their nature and complexity, projects shall be implemented through on of combination of the following delivery mechanisms: -





CHAPTER 7

7

MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

KEY PERFORMANCE 4: FINANCIAL VIABILITY AND MANAGEMENT

MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

A detailed situational analysis of the financial sustainability of the Municipality is contained below:

FINANCIAL PLAN

This section deals with financial related key focus areas such as:

Capital expenditure is budgeted per department and the HOD's monitors their budgets and also Budget and treasury do

1. CAPITAL EXPENDITURE

monitor the budget. Capital expenditure is guided by Asset Management Policy and three-year capital plan. Capital expenditure includes movable assets, Intangible assets and immovable assets. These fall under Property Plant and equipment on the Financial Statements. All capital projects are funded by conditional grants and these conditional grants are ring fenced. Reconciliation for additions and work in progress for infrastructure related projects and movable assets are done on a monthly and verification is done quarterly.

EXPENDITURE AND COST MANAGEMENT



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The expenditure is guided by the supply chain management policy, expenditure policy and the budget approved by the council. There is segregation of duties in the section to eliminate the risk of irregularities. Registers are in place to monitor the segregation of duties and the movement of documents between supply chain and expenditure section. A check list has been developed and implemented to ensure compliance with MFMA, expenditure and supply chain management policy. All invoices are submitted to expenditure section and recorded on the invoice register. The section is responsible to communicate with department concerned to sign confirmation form for confirmation of the work done. These controls are monitored on daily basis to ensure that are implemented and are working effectively as intended. All payments before they are effected are reviewed by expenditure manager and Chief financial officer. Irregular, Unauthorized, fruitless and wasteful expenditure register is in place. Expenditure reports are done on a monthly and quarterly basis and submitted to the Mayor, audit committed and council.

EXPENDITURE PLAN

Table 1: Analysis of Salary Budget:

Description	PY2	PY1	2024/25 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
R thousand					
Expenditure					
Employee related costs	56 495	106 150	110 866	113 232	118 212
Remuneration of councillors	16 052	18 918	19 469	20 365	21 281
Total Expenditure	72 547	125 068	130 335	133 596	139 493

Table 2: Grant Expenditure:

Description	PY2	PY1			2024/25 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
R thousand							
Operating Transfers and Grants							
National Government:	185 926	192 758	192 758	192 758	201 793	200 478	193 457
Local Government Equitable Share	175 143	184 604	184 604	184 604	194 093	191 982	184 555
Expanded Public Works Programme Integrated Grant	4 397	1 927	1 927	1 927	1 792	685	685
Local Government Financial Management Grant	3 259	1 700	1 700	1 700	1 700	3 500	3 800

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INTEGRATED DEVELOPMENT PLAN 2024 – 2025

Municipal Disaster Response Grant	580	–	–	–	–	–	–
Municipal Infrastructure Grant	1 869	1 860	1 860	1 860	2 241	2 344	2 450
Urban Settlement Development Grant	–	1 967	1 967	1 967	1 967	1 967	1 967
Provincial Government:	2 056	3 700	3 700	3 700	1 240	1 240	1 282
Wattle eradication	1 379	3 000	3 000	3 000	–	–	–
Library grant	677	700	700	700	1 240	1 240	1 282
Capital Transfers and Grants							
National Government:	75 401	129 421	156 903	156 903	136 976	115 849	98 704
<i>Integrated National Electrification Programme Grant</i>	9 183	18 381	16 081	16 081	38 126	15 000	13 000
<i>Municipal Disaster Recovery Grant</i>	–	–	30 975	30 975	18 898	18 917	–
<i>Urban Settlements Development Grant</i>	–	37 367	37 367	37 367	37 367	37 367	37 367
Municipal Infrastructure Grant	48 108	43 673	40 628	40 628	42 586	44 566	48 337
Provincial Government:	18 110	30 000	31 852	31 852	35 000	36 540	–
Small town revitalisation (otp)	18 110	30 000	31 852	31 852	35 000	36 540	–
District Municipality:	59	–	8 500	8 500	–	–	–
CHDM GRANT	59	–	8 500	8 500	–	–	–
Total Capital Transfers and Grants	75 460	129 421	165 403	165 403	171 976	152 389	98 704
TOTAL RECEIPTS OF TRANSFERS & GRANTS	75 460	129 421	165 403	165 403	375 009	354 107	293 442

- The municipality manage and report its conditional grants according to DORA requirement and all grants have separate banks accounts. All grants will be fully spent and will be used as per the business plans and implementation plans.

Table 3: Operational Expenditure:

Description	PY2	PY1				2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Revenue								
Exchange Revenue								
Service charges - Waste Management	1 139	1 071	1 061	1 061	1 061	1 305	1 365	1 426
Sale of Goods and Rendering of Services	617	628	732	732	732	658	688	719
Interest earned from Receivables	(870)	1 396	322	322	322	249	260	272
Interest earned from Current and Non-Current Assets	5 672	6 185	6 185	6 185	6 185	6 185	6 469	6 760

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Rental from Fixed Assets	243	485	310	310	310	509	533	557
Licence and permits	2 723	2 435	2 718	2 718	2 718	2 554	2 672	2 792
Operational Revenue	-	1 160	1 680	1 680	1 680	265	278	290
Non-Exchange Revenue								
Property rates	5 915	7 529	7 529	7 529	7 529	7 898	8 262	8 633
Surcharges and Taxes	11 576	38 848	63 848	63 848	63 848	20 752	21 706	22 683
Fines, penalties and forfeits	1 968	70	50	50	50	73	77	80
Licences or permits	-	-	-	-	-	-	-	-
Transfer and subsidies - Operational	188 187	195 758	195 758	195 758	195 758	203 033	201 178	194 157
Interest	2 340	-	1 540	1 540	1 540	1 215	1 271	1 328
Gains on disposal of Assets	(3 768)	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)	215 741	255 565	281 734	281 734	281 734	244 696	244 759	239 699
Expenditure								
Employee related costs	56 495	106 601	106 150	106 150	106 150	110 866	113 232	118 212
Remuneration of councillors	16 052	18 560	18 918	18 918	18 918	19 469	20 365	21 281
Inventory consumed	4 034	6 502	5 772	5 772	5 772	4 818	4 517	4 720
Debt impairment	65 765	1 020	53	53	53	4 721	4 952	5 185
Depreciation and amortisation	65 765	38 484	38 484	38 484	38 484	40 370	42 348	44 338
Contracted services	-	39 722	59 186	59 186	59 186	28 663	24 354	25 535
Transfers and subsidies	5 655	4 226	3 226	3 226	3 226	4 226	4 420	4 619
Irrecoverable debts written off	-	4 500	4 500	4 500	4 500	-	-	-
Operational costs	57 883	53 557	56 968	56 968	56 968	49 464	45 595	51 030
Total Expenditure	271 651	273 170	293 256	293 256	293 256	262 595	259 782	274 919
Surplus/(Deficit)	(55 911)	(17 605)	(11 522)	(11 522)	(11 522)	(17 899)	(15 023)	(35 220)

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INTEGRATED DEVELOPMENT PLAN 2024 – 2025

Transfers and subsidies - capital (monetary allocations)	75 460	129 421	165 403	165 403	165 403	133 850	137 389	85 704
Surplus/(Deficit) after capital transfers & contributions	19 549	111 816	153 880	153 880	153 880	115 951	122 366	50 483
Surplus/(Deficit) after income tax	19 549	111 816	153 880	153 880	153 880	115 951	122 366	50 483
Surplus/(Deficit) attributable to municipality	19 549	111 816	153 880	153 880	153 880	115 951	122 366	50 483
Surplus/(Deficit) for the year	19 549	111 816	153 880	153 880	153 880	115 951	122 366	50 483
Salary budget %	40%	46%	43%	43%	43%	48%	48%	48%
R & M R	4 495	5 800	10 947	10 947	10 947	9 570	10 010	10 470
R & M %	1%	1%	2%	2%	2%	4%	4%	4%

The municipality budget for salaries (Councilor's Remuneration and Employee costs) is over the norms and repairs are above the norm of 40% and repairs and maintenance are below the norm of 8% in terms of MFMA circular 71. Municipality have no loans that why there is no budget on finance charges.

TABLE 4: REVENUE MANAGEMENT

Rates, Debt and credit control policies are in place and were approved by the council, these policies are reviewed on annual basis to ensure that they are in line with relevant acts and community's needs. The municipality bills its debtors on a monthly basis as per the Rates, Debt and credit control policies and also statements are sent to debtors on a monthly basis via emails and post office. Debtors which are older than 120 days and have not done arrangements to settle their debts with the municipality are handed over to attorneys for collection. Monthly reports from the attorneys on the progress made on the collection in done on a monthly basis and presented to the council. Revenue and debtor's registers and reconciliations are done on daily and monthly basis and are reviewed by the revenue manager and chief financial officer. The collection rate is 65% which is below the norm. Cash collected are deposited on a smart box and are collected on a daily basis by private security company contracted by the municipality. The municipality has a general valuation roll which is approved by the council, the valuation roll is effective for a period of five years. Supplementary valuations are done on a yearly basis. Rates are billed as per approved general valuation roll and as per approved supplementary valuation roll. The budget has been allocated for preparation of the supplementary Valuation Roll. The budget for 2023/24 was R6 000 000, 2024/25 is R 300 000 and 2025/26 is R 318 216 and 2026/27 budget is R314 100. The General Valuation roll that will be implemented in 2024/26 will be published and gazetted for public inspection.

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INTEGRATED DEVELOPMENT PLAN 2024 – 2025

Description	PY2 2021/22 Audited	PY1 2022/23 Audited	CY 2023/24 Actual
Debtors' turnover	23 days	188 days	109 days
Creditors turnover	36 days	15 days	24 days

FUNDING

The capital budget is funded by MIG, INEP, MDRG, Urban settlement grant and internally generated funds (65% from National government, 23% from provincial government and 12% internally generated funds. Operational expenditure is funded by Equitable Share and own revenue.

Basic Service Delivery and Infrastructure Development is responsible for the following activities;

- a) Infrastructure development and construction
 - b) Service delivery maintenance
 - c) Addressing service backlogs
 - d) Development and implementation of capital projects
- Economic Growth and Development

The Economic Development cluster mandate is to create an enabling environment for economy, derived from the following legislations:

- a) Constitution of the Republic of South Africa, 1996;
- b) Municipal Systems Act, 32 of 2000;
- c) National Local Economic Development Framework;

Various interventions have been implemented in support of the Dr A.B Xuma LM's economy; however, macro and micro environmental challenges had a negative impact on economic growth in Dr A.B Xuma Local Municipality.

Some of the undesirable consequences include, but not limited to the following:

- a) Job losses through retrenchments.
- b) Limited investment attraction.
- c) Declining economy.
- d) Business closures.
- e) Increasing numbers of unemployment.



Table 5: Cash flow:

Description	Ref	PY2	PY1				2024/25 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
CASH FLOW FROM OPERATING ACTIVITIES									
Receipts									
Property rates		-	6 942	7 529	7 529	7 529	7 898	8 262	4 175
Service charges		-	732	1 159	1 159	1 159	1 305	1 365	701
Other revenue		-	42 263	67 525	67 525	67 525	24 389	25 511	26 659
Transfers and Subsidies - Operational	1	-	197 121	197 051	197 051	197 051	203 033	201 718	194 739
Transfers and Subsidies - Capital	1	-	129 421	165 403	165 403	165 403	171 976	152 389	98 704
Interest		-	1 396	-	-	-	6 185	6 469	6 760
Dividends		-	-	-	-	-	-	-	-
Payments									
Suppliers and employees		(189 738)	(213 523)	(246 994)	(246 994)	(246 994)	(214 435)	(207 959)	(220 680)
Interest		-	-	-	-	-	-	-	-
Transfers and Subsidies	1	-	-	-	-	-	-	-	-
NET CASH FROM/(USED) OPERATING ACTIVITIES		(189 738)	164 352	191 673	191 673	191 673	171 293	177 303	102 942
CASH FLOWS FROM INVESTING ACTIVITIES									
Receipts									
Proceeds on disposal of PPE		-	-	520	520	520	105	110	115

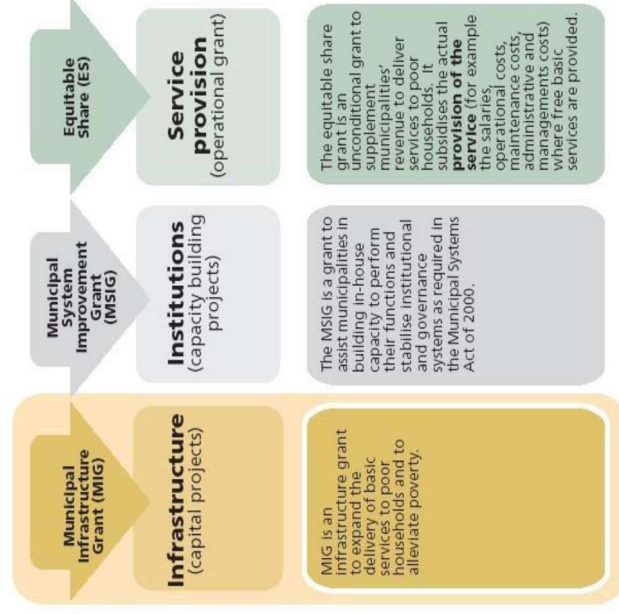


INTEGRATED DEVELOPMENT PLAN 2024 – 2025

		-	150	150	-	-	-	-	-	-	-	-
Decrease (increase) in non-current receivables		-	150	150	-	-	-	-	-	-	-	-
Decrease (increase) in non-current investments		-	-	-	-	-	-	-	-	-	-	-
Payments												
Capital assets		-	(155 876)	(196 964)	(113 038)	(113 038)	(113 038)	(190 789)	(172 234)	(101 693)		
NET CASH FROM/(USED) INVESTING ACTIVITIES		-	(155 726)	(196 294)	(112 518)	(112 518)	(151 217)	(156 372)	(87 414)			
CASH FLOWS FROM FINANCING ACTIVITIES												
Receipts												
Short term loans		-	-	-	-	-	-	-	-	-	-	-
Borrowing long term/refinancing		-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in consumer deposits		-	-	-	-	-	-	-	-	-	-	-
Payments												
Repayment of borrowing		-	-	-	-	-	-	-	-	-	-	-
NET CASH FROM/(USED) FINANCING ACTIVITIES		-	-	-	-	-	-	-	-	-	-	-
NET INCREASE/ (DECREASE) IN CASH HELD		(189 738)	8 626	(4 621)	79 155	79 155	20 075	20 932	15 528			
Cash/cash equivalents at the year begin:	2	-	94 396	94 396	94 396	41 774	98 179	118 254	139 186			
Cash/cash equivalents at the year-end:	2	(189 738)	103 022	89 774	173 550	120 929	118 254	139 186	154 714			



The Financial Plan forms the cornerstone of any planning and financial strategy of Council. The principle within such a financial plan is depending on the resources available to the Council.





FUNDING SREAMS

As a municipality with low revenue levels, we depend almost entirely on national grants for all

our operations. This situation is not sustainable; however, we are acknowledging that the solution lies in turning around our local



economy's performance and hence our resolve to make LED one of the top-10 priorities of the municipality. The municipality has developed and is implementing revenue enhancement strategy to increase the revenue base and current revenue streams.

APPLICATION OF FUNDS

The municipality has a three-year operational budget as a guide on what resources are available or required over the next three years in order to deliver on its mandates. In May 2019, the budget will be adopted by Council for 2019/20 implementation. The municipality has so far managed to put in place key institutional systems and processes including:

- ☐ A three-year capital budget and operational budget
 - ☐ SDBIP
 - ☐ ☐ Review and completion of our finance policies
- OWN REVENUE BASE

The municipality's revenue base relies on the following;

- Assessment rates and taxes;
- Refuse removal charges income;
- Motor vehicle licensing and traffic fines,
- Hire of halls, stadium fees
- Tender fees

- Learners license and Driver's license fees
- Toilet fees
- Lease Rentals
- Rental of facilities and equipment
- Cemetery fees
- Agricultural fees
- Building plan fees
- Pound fees
- Bill board fees
- Land use applications fees
- Swimming pool fees
- Valuation rates clearance fees



Municipal own revenue sources

Description	PY2	PY1				2024/25 Medium Term Revenue & Expenditure Framework		
		Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Revenue								
Exchange Revenue								
Service charges - Waste Management	1 139	1 071	1 061	1 061	1 061	1 305	1 365	1 426
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Interest earned from Current and Non-Current Assets	5 672	6 185	6 185	6 185	6 185	6 185	6 469	6 760
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Licence and permits	2 723	2 435	2 718	2 718	2 718	2 554	2 672	2 792
Operational Revenue	-	1 160	1 680	1 680	1 680	265	278	290
Non-Exchange Revenue								
Property rates	5 915	7 529	7 529	7 529	7 529	7 898	8 262	8 633
Surcharges and Taxes	11 576	38 848	63 848	63 848	63 848	20 752	21 706	22 683
Fines, penalties and forfeits	1 968	70	50	50	50	73	77	80
Licences or permits	-	-	-	-	-	-	-	-
Interest	2 340	-	1 540	1 540	1 540	1 215	1 271	1 328
Gains on disposal of Assets	(3 788)	-	-	-	-	-	-	-
Total Revenue	27 554	59 808	85 976	85 976	85 976	41 663	43 581	45 542



2. GRANTS FUNDING

- **Equitable Share:** is utilized largely to fund municipal running costs.
- **MIG:** which is a conditional grant for funding all our infrastructure development programmes.
- **FMG:** grant aimed at funding the building of capacity in the financial management and system procurement.
- **Extended Public works program:** Grant aimed at poverty alleviation through short term job creation.
- **Electrification Grant:** Grant aimed at electrification of previously disadvantaged rural areas.
- **Small Town Revitalization grant:** the grant used for construction of primary relief road.
- **Municipal Disaster Recovery Grant:** The grant is used for rehabilitation of access roads that were damaged by rain.
- **Urban Settlements Development Grant :** The municipality is going to implement project for construction of RDP houses on behalf of department of human settlement.
- **Library Grant.** Grant aimed to fund all library related expenses.

FREE BASIC SERVICE UNIT

- Indigent policy is in place and has been reviewed annually and approved by the council in May 2024; the unit has two employees that are reporting to revenue Manager. It also has two SETA interns that are assisting with capturing of indigent beneficiaries. The register is updated on an annual basis where all awareness campaigns are conducted in all wards of the municipality. The municipality is providing alternative energy (Solar & gel stoves) with the assistance of the Department of Energy where all wards will benefit. The unit work hand in hand with sector departments to ensure that the program runs smoothly. Training are being organized to ensure the employees are well equipped. The municipality provides for Rates, refuse, electricity and alternative energy to its beneficiaries. The budget for 2024/25 is R 4 225 million and actual expenditure incurred in 2023/24 is R 3 889 million, actual expenditure incurred for 2022/23 is R 3 134 million and for 2021/22 is R 2 220 million.

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- Infrastructure tenders are registered on CIDP website. Monthly and quarterly reports are in place and are submitted to mayor and provincial treasury. All prescribed bid committees are in place. The turnaround time for awarding quotations is approximately 3 days. Tenders are awarded on average 1 months after the closing date. We have also developed a procurement plan that is submitted to treasury and in aligned with the budget. The annual procurement plan is developed from the IDP and SDBIP

SUPPLY CHAIN MANAGEMENT

Supply chain management policy is in place and is in line with the Treasury Regulations. Process manuals have been developed which gives guidance to the process to be followed. A checklist was developed/ documented / implemented to ensure that the policy has been implemented accordingly. The SCM unit is fully functional. All bidding documents (MBDs) are in accordance with those prescribed by the National Treasury. Contract register is in place and is updated on monthly basis.



Table of Turnaround Times for Various Level of Procurement Processes

No.	Bid Process Indicators	Turnaround Time Indicators
1	Three written or verbal quotations for goods and services with a transaction value over between R2 000 up to R 30 000.	5 working days from receipt of correct specifications / order issued requests from end-user excluding delays Excluding Section 36 approvals
	(Requisition, specifications, request for quotations, evaluations, award and official order)	
2	Seven (7) day process for goods and services with a transaction value between R30 000 and R200 000. (Requisition, specifications, ad, 7 day notice on website and notice boards, evaluations, approval memo awards and order/appointment letter)	Advertisement: 5 working days from receipt of correct specifications from end user 30 from the closing of tender
3	Turnaround time for the formal SCM bid process for goods and services above R200 000. (specifications, bid spec committee, ad, formal ad in local media, on website and notice boards, bid opening commercial report capturing, technical evaluations, formal bid evaluation committee and formal bid adjudicating committee approval and issue of order/appointment letter)	Advertisement: 5 working days from receipt of correct specifications from end user 40 from the closing of tender
4	Bid Committees: Bid Specification Committee Bid Evaluation Committee Bid Adjudication Committee	On a monthly basis (2-3 days) to be allocated for bid committees to sit in accordance with the following guidelines. A calendar has been developed and circulated to all members: Notice minimum 5 working days in advance. Notice minimum 5 working days in advance. Notice minimum 5 working days in advance. Agenda's to be issued the Friday before the Thursday meetings as advertised.

CONTRACT MANAGEMENT UNIT

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The contract management unit was established. Controls and procedures have been developed in the municipality to perform following duties

- All tenders are signed/awarded by the municipal manager.
- A contracts register is maintained and updated on a daily basis. It is approved by the CFO.
- Monitor performance of suppliers on an ongoing basis but formerly on a monthly basis.

INTERNAL CONTROLS AND PROCEDURE MANUALS

Internal controls and procedure manuals have been developed / documented / and implemented for all the major business cycles. Procedure manuals are as follows:

No.	Description of Procedure Liability
1	Contingent Liability
2	Expenditure Management
3	Monthly / Year-end Creditors
4	Monthly and Year End Payroll
5	Leave Management
6	Cash & Investments Management
7	Leases
8	Risk Management
9	Fraud Management
10	Subsequent Events
11	Conditional Grants
12	Budget Management Process
13	Overtime
14	Daily Attendance
15	Inventory Count
16	Revenue Management
17	Petty Cash
18	Credit Control
19	Property Rates
20	Subsistence & Travel
21	Tariffs
22	Bad Debts Write-offs
23	SCM Infrastructure Management
24	Asset & Fleet Management
	By-Laws



INTEGRATED DEVELOPMENT PLAN 2024 – 2025

1	Credit and debt control by-law
2	Tariff by-law
3	Rates by-law

MSCOA COMPLIANCE

In 2015 the municipality took a resolution that they are not changing R Data they will be using it for implementation of Mscoa. The municipality transacted on MSCOA since July 01, 2017. Strings are submitted to Gomuni. Personnel involved in transacting on M-scoa are receiving on going capacity on MSCOA. Mscoa is agenda item in all quarterly management meetings.

FILING SYSTEM AND AUDIT FILE

The municipality maintains a very good archiving system. Records management and archives post have been filled to ensure that all municipal documents are archived in accordance with the National Minimum Information Requirements Act. All audit requests for information have been responded to



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timeously. The municipality has no finding for a limitation of scope (none submission of documentation.) However, the municipality recognizes that more effort need to be put in for the improvement of the filing of performance management systems information.

Audit Opinion (five past years)

2017/18 – Unqualified opinion 2018/19 - Unqualified opinion 2019/20- Unqualified opinion 2020/21- Qualified opinion 2021/2022- Unqualified opinion and 2022/2023- Unqualified opinion

PROGRESS ON ISSUES RAISED IN AUDIT REPORT

HOD's and asset officer. Infrastructure assets
are monitored with the assistance of

The municipality has maintained an unqualified audit opinion over the last three financial periods and a qualified audit opinion in 2022/23. An audit action plan was developed and is updated on a monthly basis in order to track progress and also captured on treasury Portal.

ASSET MANAGEMENT

Asset management policy is in place and approved by the council and is in line with the GRAP Assets standards. Assets counts are done on a quarterly basis and all exceptions are followed up and corrected. Asset register is updated on a quarterly basis but additions are updated on a monthly basis and its GRAP compliant. Acquisitions are first approved by the HOD and CFO and then captured by the asset clerk. Year-end count is done in June. Movements of assets are monitored by consultants.

Financial Reporting

The following reports are in place, are in line with MFMA requirement and are submitted on Gomuni, E monitoring and provincial treasury.

- ☐ Section 71 reports
- ☐ Revenue Reports
- ☐ Supply Chain Reports
- ☐ Section 52d
- ☐ Section 72 report
- ☐ Asset management reports
- ☐ Indigent reports
- ☐ Annual financial statements

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ANNUAL FINANCIAL STATEMENTS PROCESS PLAN

The municipality has developed / documented implemented an AFS process plan in order to ensure that meets legislated AFS submission deadline.

BUDGETING

Budget process is done as outlined in the MFMA and is approved by the councils as per requirement. Budget is monitored on a daily basis through controls that have been implemented. Monthly Budget reports are prepared and submitted to the HODs and the Municipal Manager and submitted on a quarterly basis to the council. The section is under resource as it has only one personnel. The budget for 2024-24 financial year was adopted by the Council on the 21 May 2024 and will be submitted to National & Provincial Treasury and relevant government departments.

FINANCIAL POLICIES

The policies listed below are reviewed on annual basis and adopted by council. The relevant policies are promulgated into by-laws and gazette. Policies were tabled on 31 March 2024 and adopted by Council on 21 May 2024

- Budget & Virement Policy
- Subsistence & Travelling Policy
- Credit Control & Debt Management Policy
- Expenditure Policy
- Tariff Policy
- Cash Management & Investment Policy
- Recruitment Policy
- Indigent Policy
- Supply Chain Management Policy
- Assets & Fleet Management Policy
- Debts write off Policy
- Debt Incentive Scheme Policy
- Property Rates Policy
- Cost Containment Policy

REVENUE ENHANCEMENT AND COLLECTION POLICY

The Local Government Municipal Systems Act no. 32 of 2000, Section 96, rules as follows:

- a) must collect all money that is due and payable to it, subject to this Act and any other applicable legislation; and



- b) for this purpose, must adopt, maintain and implement a credit control and debt collection policy which is consistent with its rates and tariff policies and complies with the provisions of this Act.”

Dr AB. Xuma Local Municipality has adopted a Credit Control and Indigent Policy that ensure full compliance to relevant legislation. The principles and objectives of the above are as follows:

- a) Provide for indigents as determined in SALGA guidelines. Council’s policy is very sensitive towards these households.
- b) Ensure that all monies due are collected.
- c) Provide for credit control procedures and mechanisms for debt collection.
- d) Ensure that By-Laws as developed are enforced by officials and public. The current projections in our budget are realistic and are based on projected revenue for the current financial year based on the collection levels to-date and actual revenue collected in previous financial years.

BANKING AND INVESTMENT POLICY

The Council has adopted a policy to ensure that monies received by Council are accounted for as required by Section 64 (b) – (e) of MFMA no. 56 of 2003.



- a) that revenue due to the municipality is calculated on a monthly basis;
- b) that accounts for municipal tax and charges for municipal services are prepared on a monthly basis, or less often as may be prescribed where monthly accounts are uneconomical;
- c) that all money received is promptly deposited in accordance with this Act into the municipality's primary and other bank accounts;
- d) that the municipality has and maintains a management, accounting and information system which-
 - i. recognises revenue when it is billed;
 - ii. accounts for debtors; and
 - iii. accounts for receipts of revenue;"Where surplus funds realize Council invests these funds as determined in the investment policy to ensure that minimum risk is realized on these funds. The municipality has different bank accounts for each conditional grant.

SUPPLY CHAIN MANAGEMENT POLICY

Council has developed a policy as required by chapter 11 of MFMA no. 56 of 2003. The municipality has established the following Supply Chain Management Committees:

- ☐ Specifications Committee
- ☐ Evaluation Committee
- ☐ Adjudication Committee

ASSET MANAGEMENT POLICY

The municipality has a GRAP compliant Asset Register.

Section 35[g] of the Local Government: Municipal Finance Management Bill, 2000 defines one of the responsibilities of the Municipal Manager as being responsible for the management of:

- ☐ The assets of the municipality, including the safeguarding and the maintenance of those assets; and
 - ☐ The liabilities of the municipality.
- Council has already adopted a Fixed Asset Management Policy. Such a policy mainly incorporates and defines the following concepts:
- ☐ Definition of a fixed asset.
 - ☐ Role of the Municipal Manager and the Chief Financial Officer.
 - ☐ Recognition of heritage and donated assets.
 - ☐ Identification and safekeeping of fixed assets.
 - ☐ Procedure for loss, theft, destruction, or impairment of fixed assets.
 - ☐ Capital criteria: Material value, Intangible items: Reinstatement and maintenance expenses.
 - ☐ Maintenance Plans, Deferred maintenance, General maintenance.
 - ☐ Depreciation: Rate, Method, Alternative methods.
 - ☐ Amendment of asset lives.
 - ☐ Creation of Non-Distributable Reserves.
 - ☐ Carrying values and Revaluation of fixed assets.



- ☐ Verification, and Write offs of fixed assets.
- ☐ Insurance of fixed assets and Replacement norms.

INDIGENT POLICY

Council approved its indigent policy in 21/05/2023 and its reviewed yearly in order to guide how it plans to manage the subsidization of services to households who are poor and defined indigents. This policy forms a foundational element of our comprehensive billing operations.

TARIFF POLICY

Tariffs are revised annually as we review and adopt a new budget and in accordance with necessary changes linked to CPIX (CONSUMER PRICE INDEX) and inflation adjustments. Our current policy has been revised to ensure compliance with the new valuation roll (Property Rates Act -2003) requirements. Changes have had to be made in determining rates to the indigent as well as to the generally billed properties. Additionally, changes were effected on the services and municipal facilities that are often rented or provided for a fee.

AUDITOR GENERAL CONCERNS

The audit outcome for the past three financial years has been Unqualified Audit Opinion and Qualified Audit Opinion. Auditor general has raised some issues that are concerns in the compliance issues with certain legislation. The municipality has since developed and adopted a management response plan to these issues which will be coordinated and led by the Acting CFO. However, each manager is expected to commit a plan of action towards resolving key concerns in

the AG report relating to his/her function or processes then report regularly in the management meeting on how he/she is progressing on resolving those items.

The council remains focused in its intention to achieve a clean audit outcome and would continue to build necessary capacity in our internal audit, risk management and financial reporting operations. In order for this to happen, efforts will be emphasized on:

- ☐ Need for full compliance with all aspects of the MFMA (GRAP compliant statement) and Property Rates Act (tariff policy linkages to the updated Valuation Roll)
- ☐ Improvement of asset management policy and register
- ☐ Improvement of revenue and billing turnovers / performance
- ☐ Improvement of supply chain management policy compliance
- ☐ Improvement of in year reporting in terms of section 71 and 72 of the MFMA in order to be able to compile year-end report.

Financial Recovery Plan – to address cash flow problems

The municipality has a financial recovery strategy/plan. The strategy is based on the following principles and covers 3 years: -

- (a) Viability and sustainability of the municipality;
- (b) Optimization of the municipal revenue basket, taking into consideration the following:



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- Grant funding is optimally utilized and managed; and
- Effective credit control and debt collection, ensuring optimal revenue collection in the context of the socio-economic environment.

(c) Continuous improvement and expansion in service delivery framework, and (d) Effective financial strategies.

Revenue Enhancement Strategy has been developed and adopted by Council in May

2024. A three-year implementation plan has been developed.

The Financial Recovery Strategy Plan is developed using the following steps:

1. Status Quo Assessment and Data Collection
2. Financial Modelling
3. Identify / Develop Financial Strategies
4. Review and interpret Financial Modelling Results
5. Prepare a Financial Plan for Approval by Council (MTREF)



CHAPTER 8

CHAPTER 8

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

KEY PERFORMANCE 5: PUBLIC PARTICIPATION AND GOOD GOVERNANCE

The municipality has experienced some progress towards ensuring good governance

There is a realisation that being responsive to local conditions and demands is at the core of creating effective and accountable governance that can enable the municipality to change the socioeconomic conditions of the citizens. Although a lot of progress has been achieved with regards to these aspects through the intervention that was done by COGTA, there is still a lot to be done to ensure that these traits are deeply entrenched within the municipality.

With regards to being responsive to local conditions and demands, the municipality has implemented a number of programmes to enable it to listen to what people on the ground want and respond to it, and ensure that policies respond to the needs of the citizens of the DR AB. Xuma Local Municipality. Processes for citizen engagement have been put in place, systems for internal and external communication with communities and citizens have also been put in place. There are also systems in place to ensure accountability, efficiency and effectiveness of the Municipality.

PUBLIC PARTICIPATION

1. PUBLIC PARTICIPATION

Mechanisms for Public Participation

Mechanisms for Public Participation



Through our Public participation function, the municipality determines the exact needs that exist in the communities in relation to the developmental priorities during the public meetings and information gathering. All stakeholder and public participation engagements are undertaken using the Public Participation Policy which was adopted by Council. The DR AB.Xuma Municipality will be utilizing the following mechanisms for public participation when developing its IDP.

- IDP Representative Forum (IDP RF): This forum represents all stakeholders and key interested and affected parties. This includes the Ward Committees, Traditional leaders, Non-Governmental Organizations (NGOs), Community Based Organisations (CBOs),

Organized Faith
Organizations organized
agriculture.

- IDP Steering Committee:
- Media: Local newspapers will be used to inform the community of the progress of the IDP and further due meetings' including the IDPRF and community road shows.
- Radio Slots: The community radio stations will be used to make public announcements when necessary.
- The Engcobo Website: The Dr A.B Xuma Local Municipality's website will also be utilized to communicate and inform the community. Copies of the IDP and Budget will be placed on the website for communities, general stakeholders and service providers to download.

- Ward Committees: The Dr A.B Xuma Local Municipality has adopted the Ward Committee policy which has resulted to the establishment of ward committees in all 20 wards. The municipality considers ward committees as one of the institutional bodies to fast-track service delivery and deepen democracy. Ward Committees represent a wide range of community interests through the IDP RF meetings and their inputs are always considered. They are also being used to disseminate the information about the developmental agenda of the municipality.

- IDP/ Budget Road Shows: The Dr A.B Xuma Local Municipality held its

community road shows through the ward committee system during October 2021, and will

- adopt the final IDP and Budget in May 2022. The venues for these meetings are publicized at the IDP RF, public places and as well as through the local print media.

COMMUNITY BASED PLANNING FOR 2024/25 FINANCIAL YEAR

The Community Based Planning sessions were conducted across all 20 wards within the DR AB. Xuma Local Municipality. The process was focused on robust grouped engagements amongst the Ward Committees, NPO's, NGO's, Government Departments and other sector representatives from the wards to give a status quo that indicates the strengths and weaknesses, and the identification of



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development priorities of their wards. The CBP process was meant to enhance consultative public participation in the IDP process thus ensuring the credibility and relevance of the municipality's IDP. To undertake development at grass root level, community submissions from the CBP were prioritized and informed the consolidated Dr A.B Xuma Local Municipality's Integrated Development Plan priorities. Subsequently the municipal budget will be directly linked to the ward priorities as identified during the CBP process in terms of allocation of the capital investment program.

The table below illustrates the needs and priorities per ward in Dr A.B Xuma Local Municipality

1.1. WARD BASED COMMUNITY NEEDS

Ward 1(New 2022 – 2027)

Priority	Villages affected
▪ Construction of road	Mandlaneni(Kucikicwayo), Nxamagele(Mandlaneni-Endenxe), Toleni-Mademfu(5-6km), DR08217-Nxamagele kwaJafta, Mtyabomvi - Toleni, Emabheleni - Lunda, KwaMdluli – Lunda, Manuneni, Mdluli, Eluxeni, Ngquthura(Tinti - Jomane), Etheni - Nxamagele, Etheni –Mgquma, Ntimeni - Ngquthura, Chaba komkhulu – Roma, Ndungwane- Mmangweni kumatyabomvu, Nobhededsha- Chaba- Ngcatarhu-Jija,
▪ Maintenance of road	Mandlanen - Manuneni((7km),Etheni – Chaba Miya-Nabileyo Tinti - Nabileyo, Ngquthura-Miya,Chibini-Lunda(8km), Roma, Chaba, Kofu Komkhulu(7km)



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▪ Construction of bridge	Nxamagele, Elwalweni(Slab), Matyabomvu-
Water & Sanitation (New 2022 - 2027)	
	Kwanokomisi,KwaNokomisi,Chaba-Kofu ,Mazizini-Nabileyo, High school – Chaba, Chibini-Lundi, Jija-Kwanokomisi, Ngcataru – Kwanomisi, Sbanda, Mandlaneni Kunomadempfu, Dabula, Kumatyabomvu
▪ Construction of sports field	Nxamagele & Ganya
▪ Construction of Community hall	Chaba, Ndungwane
Priority	Villages affected
▪ Construction of toilets	Dabula,Nabileyo,Kuchaba, kwamdululi,Lunda,Tshatshu,Kofu,Dabu,Ndungwane & Ndaba
▪ Water taps	Mntlabomvu,Chaba,Ngqutura, Nxamagele

Electrification (New 2022 - 2027)	
Priority	Villages affected
▪ Electrification	Nxamagele,Emanuneni & Ndenxe
▪ Infills	Nabileyo,Lunda Kumatyabomvu ,Ntimeni,Ndungwane Kuganya,Tolweni,TywenkaKuchaba,Kutshatshu Emandlaneni,Dabula
Health & Safety (New 2022 - 2027)	



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▪ Clinic	▪ Ngquturha
▪ Clinic	▪ Ngquturha

LED Projects (New 2022 - 2027)

Priority	▪ Villages affected
▪ Mikhulu Piggery co-op	Nxamagele
▪ Siyema womens poultry co-op, Siyakhala womens poultry project, Zwelivumile womens poultry project, Mamfeneni painting project & Masimanyane project, solve for x project, Lukhanyisweni older persons, Isizukulwana Sitloyi farming	Nxamagele Eluxeni
▪ Library	Eyethu
▪ High school	KwaNdungwane

Ward 2(New 2022 – 2027) Construction

Nkomponi, Sigubudwini-Mazizini, R408-Jinginja
 Ngwevane-Nxamagele
 Ngangomhlaba-Nkobongo, Cwecweni-Maqomeni
 Entlakwevenkile-Xonya
 Siphendu-Phezu kweXonya



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	Mjanyana-Ntabeni, Cwecweni via Mangweni-Jinginja, R408-Emazizini(Evenkileni), Siphendu – Mjanyane, R408 via Maqomeni –Cwecweni, R408 - Nkomponi
River Crossing	Maqomeni – Ntabeni & Mqonci
Construction of community hall	Cwecweni, Entabeni
construction of bridge	Ngangomhlaba-Nkomponi, Etyhangatyhangeni Sigubudwini, Mqonci-Thora, Cwecweni via Mangweni-Jinginja,Ngangomhlaba(river crossing)
River Crossing	Engwevane, Ntabeni, Entlakwevenkile
Feedlot	Xonya
Fencing of Dipping tank	Cwecweni
Sports field	Ntabeni, Cwecweni Xonya, Mqonci (Whole ward)
Construction of library	Xonya

Priority	Villages affected
Water & Sanitation (New 2022 - 2027)	
	extension of water tanks(Mmangweni) Cwecweni (elalini), Mqonci-Esiqikini, Xonya community hall
Toilets	Xonya-Entabeni, Mqonci,Cwecweni, Mmangweni
Water Dam	Enkomponi

Electrification (New 2022 - 2027)	
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Priority	Villages affected
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▪ Electrification	Tyhangatyhanga, Cwecweni (elalini),Mqonci
LED Projects (New 2022 - 2027)	
▪ High mast lights	Cwecweni

Priority	Villages affected
▪ Co-operatives	Cwecweni, Jojweni,Ngwevane,Xonya,Sigubudwini Ntlakwevenkile,Sigubudwini,Mangweni, Masizondle co-op (fencing) sikhulule thina manciweni, ngwevana co-op, ntabeni, phila ngozenzela co-op (sewing machines & material) phuma ndlala co-op, Emaqamkazini sewing project, sinokhanyo youth baking project
▪ Construction of feedlot	Cwecweni,Xonya,Mqonci
▪ Fencing on dipping tank	Cwecweni

Health & Safety (New 2022 - 2027)

Priority	Villages affected
▪ Police Station	Xonya
▪ Clinic	Sigubudwini

Ward 3 (New 2022 – 2027) Construction



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Priority	Villages affected
Construction of access roads	Mjanyane, Thora – Mjanyana, Mjanyane hospital – Mqonci, Tar road -Mjanyana Mqokweni(Qanguleni), Mjikelweni to Qanguleni, Mjanyane-Mqonci, Ebomvu – Mazizini. Mazizni-Shushwane, Dlomo - Dabulingwe
Construction of bridge	Kingston, Qanguleni – Xuka, Qanguleni, Mqonci – Dutywa
Maintenance of road	Ebomvu – Emazizini, Mjikelweni, Bhakileni, Emazizini – Shushwane,- Dlomo -Dabulingwe
Community hall	Mjikelweni,Kunene,Ntsimba,Qanguleni& Ntshinindeni, Ekunene,
Dipping tank	Mjikelweni, Shushwana
RDP Houses	Destitute

Water & Sanitation (New 2022 - 2027)

Priority	Villages affected
Borehole	Sobuza, Ntsimba
Water taps	Whole ward & Infills
Water tank	Sobuza, Bhakileni & Mazizini
Extension of water taps	Mjikelweni, Kingston Zwelihle - Ngasesikolweni Sobuza, Dabulingwe, Shushwana, Nokhaxela Infills
Toilets	Shushwana, Ntshinindeni, Mazizini Mjikelweni, Bhakileni Zwelihle(RDP houses) & Ntsimba, Infills



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|------------------------|-----------|
| ▪ Water pipe challenge | Bhekileni |
|------------------------|-----------|

Electrification (New 2022 - 2027)

Priority	Villages Affected
▪ Electrification	Kingston, Bhekileni, Dabulingwe, Bhekileni, Emjikelweni, Shushwana, Ntshinindeni & Qanguleni

Health & Safety (New 2022 - 2027)

Priority	Villages affected
▪ Clinic	Ntsimba

LED Projects (New 2022 - 2027)

- | | |
|---------------------------|---|
| ▪ Co-operatives | Kunene co-op, sinoxolo poultry, silulo ulutho baking, sinobuntu mixed farming project
Qengqeleka co-op mjikelweni co-op, magxiyeni co-op |
| ▪ Construction of feedlot | Shushwana, Ntshinindeni & Mazizini |

Ward 4 (New 2022 – 2027) Construction



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Priority	Villages affected
Maintenance of road	0444 Bazindlovu, Ngqubusini-Mazizini
Construction of road	Nkalweni-Quluqu, Chibini-Mampingeni, Sokapase-Esikolweni Zihlangu-Quluqu, Quluqu(Ngaphantsi), Singeni, Gotyubeni – mazizini not complete, Peter access road & Nkobongo access road, Mvotisi-Makhumeni
Construction of Bridges	Thora-Zwelihle
Construction of dipping tank	Bazindlovu
Maintenance of dipping tank	Cobosi, Ntlalukana & Quluqu
Construction of RDP houses	Whole ward
Construction of Clinic	Bazindlovu
Construction of community hall	Bazindlovu, Quluqu
Construction of Borehole	Quluqu, Esingeni
Water plant	Emgwali
Water & Sanitation (New 2022 - 2027)	
Water taps	Gotyuben(10 households) (i, Cobosi(22 households),Ntlakwevenkile (watertaps are not functioning) Ngqubusini
Toilets	Gotyubeni,Quluqu,Ntlalukana, Cobosi(85 households), Ngqubusini, Ntlakwevenkile (Whole ward)
Maintenance of water dam	Bazindlovu
Electrification (New 2022 - 2027)	



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Priority	Villages affected
▪ Free Basic Services	Quluqu,Ngqubusini,Cobosi,Ntlalukana,Bazindlovu & Gotyubeni
▪ Electrification	Quluqu,Ngqubusini,Cobosi,Ntlalukana,Bazindlovu, Ntabeni,PhezukoMgwali & Gotyubeni, Infills for the whole ward

Health & Safety (New 2022 - 2027)

Priority	Villages affected
▪ Clinic	Quluqu(Ngaphantsi), Cobosi, Quluqu, Bazindlovu
▪ Police station	Mjanyana

Priority	Villages affected
▪ Fencing of refuse site	Mjanyana hospital
▪ Fencing of Siyazama older persons	Quluqu
▪ Co-operatives	Ngqubusini,Cobosi, Quluqu,Ntlalukana & Cobosi

Wattle Removal/Cutting of trees (New 2022 - 2027)



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Priority	Villages affected
▪ Cutting of trees next to the road	Nkobongo

Ward 5 (New 2022 – 2027) Construction

Priority	Villages affected
▪ Construction of road	Maqanda – Ntondo, Nkwenkwana (Nkwenkwana – Malangazana), Xoxo, Ngcacu – Maqanda S.S.S (Mbangeni – Sdakeni), Nkwenkwana (Msingathi via clinic), Vetyu. Nkwenkwana shop via Msingathi P.J.S via Clinic, Mkhukhini - Sdadeni
▪ Maintenance of access road(T36)	Nkwenkwana, Qotha, Maqanda, Ngcacu, Nqokotho via Mgwali, Kwavetyu(Ngqokotho, Xuka bridge to Mhlontlo
▪ Construction of bridge	Ngcacu(Nqokotho via Mgwali), Kwa-Vetyu(Ngqokotho) Kwa-Vetyu(Xuka bridge T36)
▪ Construction of community hall	Ngcacu & Qota
▪ Construction of Pre-school	Mbilini,Kwa-Vetyu Hleke,Malangazana,Nkwenkwana & Qolweni
▪ Construction of dipping tank	Maqanda,Nkwenkwana
▪ Construction of shearing shed	Kwa-Vetyu & Qotha

Water & Sanitation (New 2022 - 2027)



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Priority	Villages affected
▪ Water taps	Engcacu, maqanda, Vetyu, Tywini
▪ Toilets	Maqanda, Nkwenkwena, Ngcacu, Kwa-Vetyu & Qotha, infills
▪ Pipelines	Tywini
▪ Borehole	Maqanda (whole ward)
▪ Reconstruction of dam	Kwa-Vetyu

Electrification (New 2022 - 2027)

▪ Infills	Nkwenkwana
▪ Electrification	Kwa-Vetyu, Kwa-Vetyu(community hall)

Health & Safety (New 2022 - 2027)

Priority	Villages affected
▪ Mobile clinic	Maqanda, Ngcacu Qotha

LED Projects (New 2022 - 2027)

Priority	Villages affected
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▪ Youth Development (sewing project)	Ngcacu
▪ Elderly persons project	Kwa-Vetyu
▪ Feedlot	KwaVetyu
▪ Fencing of mealie fields	Kwa Vetyu, Maqanda, Qota & Nkwenkwana
▪ Poultry Project	Qota
▪ RDP Houses	Whole ward

Ward 6 (New 2022 – 2027) Roads

Priority	Villages affected
▪ Maintenance of community hall	Goso (next to Albans J.S.S),Ngxebe community hall
▪ Construction of roads	Maqula eMatyeni via Mageza-Mbekeni,Debera& Mjanyana,Dala-Phakamani S.S.S Bulelani-Malawini,Qhitsi -Ngxebe Bulelani-Ngqayi-Malawini Chibini-GcabalataR408), Debera(Komkhulu,Ngxoloba,Nkalweni 3km), Debera(Diphini-Ngwentle 1km) T257 route Transport department, Debera(Jealous shop-Nonkenyana) Zilimbola J.S.S-Nogqala Gqozo-Mabuyane road Mmangweni via Mageza-Pakamani Mampingeni-Xhibeni St Johns church-Ngqayi, Sixhotyeni-Komkhulu Singeni



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	Tat'uMyirha-Asazani, Tafeni(upipe wamanzi uchithela eyardini yomzi), Marenene drive-Jealous shop, Mampingeni-Mpindweni KwaBulelani-Emakhamangeni Jealous-Mjanyana Tat'uDiya-Hukwini(new houses) Jevane-Komkhulu Jumbo-Mjanyane
▪ Maintanance of road	Mbekeni(Jumbo stishini-Pakamani) Emakhamangeni-Jack Jezile-Hayeni Hukwini-Hayeni Ngqaba-Komkhulu Goso Mission-Emkhwezweni KwaNovivi-KwaBulelani Shop Singeni-Sxhotyeni Ngxebe(Kwata't'uHuman-Jevan,Mampingeni-Empindweni

Bridges (New 2022 - 2027)

Priority	Villages affected
▪ Construction of bridge	Gqozo-Zilimbola, Maqhula-Mjanyane Asazani(Gqumrhana) Singeni NgakwaCube Ngqaba(Mkwezweni) Bulelani shop-Tshatshatsha, Ngxebe(Esikolweni) Ngxebe(Ediphini) Mpindweni, Nodyasana, Ngakwa Mam'uNongxaki(Ngqaba)



Water & Sanitation (New 2022 - 2027)

Priority	Villages affected
▪ Water Taps	Gcabhalata, Mkhwezweni, Ngxebe
▪ Toilets	Ngxebe,Ngqayi,Maqomeni,Chibini,Esingengeni(Esi xhotyeni),Goso,Hukwini,Thaleni,Thafeni,Mageza,D ala,Mbekeni,Debera ezantsi,Debera Phezulu & Hayeni

Electrification (New 2022 - 2027)

Priority	Villages affected
▪ Maintenance of electricity	Hukwini-Goso Mission, Ward 6(imizi engaveliyo kwimap)
▪ In-fills	Tafeni,Tholeni & Makhamangweni, Hukwini,Goso Mission, Mbekeni,Ngqaba,Ngxebe,Phesheya kweGoso,Debera ezantsi

LED Projects (New 2022 - 2027)

Priority	Villages affected
▪ Co-operatives	Siyakhana co-op,Kweleshe sibanye co-op,Kuyasa co-op,Lithalethu co-op,Goso



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vegetable co-op, Khanya poultry, Siyazama
sheeping project, Amazol" amahle

Health & Safety (New 2022 - 2027)

Priority	Villages affected
▪ Clinic	Ngxebe
▪ Police Station	Deberha Multi-Purpose Centre

Cutting of trees (New 2022 - 2027)

Priority	Villages affected
▪ Cutting of trees	Debera

Ward 7 (New 2022 – 2027) Construction

Priority	Villages affected
▪ Maintenance of road	Ntashini-Qoba, Mafusini R61-Gxubane, Beyele ongentla, Tshatshatsha-Ndlalase, Gcabalata- Mtwaku, R61-Mbekeni, R61-Tshatshatsha
▪ Construction of bridge	Tshatshatsha, Lalo
▪ Construction of shearing shed	Qoba & Sgangezi



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▪ Construction of community hall	Qumanco, Drayini, Tshatshatsha
▪ Access road to be tarred	Qumanco
▪ Sports field	Qumanco

Water & Sanitation (New 2022 - 2027)

Priority	Villages affected
▪ Water taps	Entlakwendlela, Kwatshatshatsha (out of 7 taps only 2 functioning) water trucks to fill water tanks, Fama, Drayini, Qoba, Farmer & Blokweni
▪ Water pump	Qumanco
▪ Toilets	Tshatshatsha, Qoba (Whole ward)

Electrification (New 2022 - 2027)

Priority	Villages affected
▪ Electrification	Nkenkcezi, Beyele, ongezantsi, Beyele, Tshatshatsha, ongentla, Emangxongweni, Sgubudwini, Mpoposhe, Mafusini & Gcabalata
▪ Electrification and infills	Beyele

Health & Safety (New 2022 - 2027)



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Priority	Villages affected
▪ Mobile Clinic	Qumanco

LED Projects (New 2022 - 2027)

Priority	Villages affected
▪ Fencing of grazing camps	Tshatshatsha, Ntoshin, KwaNgxabane
▪ Co-operatives	Ngcunube Projects, Qoba Agric crop, Siyazama project, Nkencezi irrigation
▪ Shearing shed	Fama
▪ Delta projects	Ward 7
▪ Nanku Beyele	Beyele
▪ Agric Qoba	Qoba
▪ Fencing of Blokweni project	Blokweni
▪ Noluthando project	Beyele

Ward 8 (New 2022 – 2027) Construction

Priority	Villages affected
▪ Maintenance of bridge	Banguseni, Landu, Lucwecwe



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▪ Maintenance of road	Tshatshu, Qolweni Mgudlwa-Jojweni & Mpompi-Lahlangubo,
▪ Shearing shed	Qolweni
▪ Construction of road	LahlanguboMangwevini- Jojweni Mantlaneni-Sikhobeni,Mantlaneni-Bojane.& Landu,Mgudlwa S.S.S
▪ Construction of RDP houses	Lucwecwe,Lahlangubo, Bojane, Gubenxa & Madladleni
▪ Construction of sports field	Mantlaneni, Bojane,Bhantini
▪ Bridge rejuvenation	Mgudlwa, Tshatshu
▪ Construction of river crossing	Mgudlwa S.S.S, KuLandu
▪ Maintenance of community hall	Sikhobeni

Water & Sanitation (New 2022 - 2027)

Priority	Villages affected
▪ Maintenance of water taps	Sikhobeni(Madladleni), Bhompasi, Maqanda, Qolweni & Lucwecwe,Phakathi kwamasimi
▪ Toilets	Sikhobeni(Madladleni)infills, Qolweni Maqanda,Lahlangubo,Lucwecwe,Gubenxa,Bojane,Phakathi kwamasimi
▪ Borehole	Bhakaneni
▪ Water tanks	Jojweni

Electrification (New 2022 - 2027)



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Priority	Villages affected
▪ Electrification	Tshatshu, Madladleni & Gotyubeni
▪ Infills	Sihlangwini(priority), Bojane,Madladleni,Mangwevini(New households)
Health & Safety (New 2022 - 2027)	

Priority	Villages affected
▪ Clinic	Bhompasi, Bojane, Sikhobeni

LED Projects (New 2022 - 2027)

Priority	Villages affected
▪ Daycare	Mampingeni
▪ Co-operatives	Siyakhula Poultry co-op,Siyazama co-op,Sahluma agric co-op
▪ Football kit	Bojane
▪ Shering shed	Bubuhle

Ward 9 (New 2022 – 2027) Construction



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Priority	Villages affected
Maintenance of road	Sdudla-Tsazo J.S.S, Sgangani Eluxeni, R61-Emdeni, Komkhulu(Mankula-Nantshokweni) 408 to Tsazo J.S.S, Msawawa, Goboti, Qotoyi street, Tsazo emdeni, 408 via Madini, 408 – via Mandlovu, Rafu
Speed humps	High school-Junction
Construction of Access Roads	Mdumiseni access road, Rhobololo access road, Sgangani access road, R61 – Esikolweni, 408 via Mandlovu - Ntshobela
Construction of streets	Msawawa & Luke-Guma
Construction of RDP houses	Tsazo,whole ward
Construction of Clinic	Manzana, Mobile clinic(mthwaku)
Construction of temporal house for tata uMalusi Kwaza, Destitutes	Malusi Kwaza
Construction of sports field	Tsazo, Mthwaku Egoboti
Construction of bridge	Mthwaku- Gcabalata(river crossing), Msawawa-Town(river crossing) Sikhanti, Beyele
Construction of community hall	Mthwaku Tsazo, Goboti, Msawawa
River crossing	Komkhulu – Esigangeni, Ediphini
Cutting of trees	R408
Extension of water taps	Sick line

Water & Sanitation (New 2022 - 2027)



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Priority	Villages affected
▪ Water Taps	Tsazo komkhulu, A,B, Mission, Tukayi &Extension of water taps at Sickline, Beyele, Mgwali & cottage
▪ Toilets(new villages)	Tsazo(Mdeni),Mission,Sgangemi,Goboti, Msawawa, Tshobela
▪ Water tank	Goboti, Msawawa, Tsazo
▪ Closing of dams	Goboti
▪ Rehabilitation of Quarries	Goboti, Mission
▪ Drainage pipes	Goboti
Electrification (New 2022 - 2027)	

Priority	Villages affected
▪ Electrification	Mthwaku, Goboti,Bhambata, tukayi Msawawa Tsazo(Bhambatha), Tshobela
▪ High Master light	Msawawa

Priority	Villages affected
▪ Projects	GBT Green, Siyazondla green project, Gwebindlala multy purpose co-op, Amaguna green project

Ward 10 (New 2022 – 2027) Construction



INTEGRATED DEVELOPMENT PLAN 2024 – 2025

Priority	Villages affected
Construction of community hall	All saints, Masonwabe hall
Maintenance of access road	Matiwane-Babe, Maphasa-Talapile Lobi-Lwana, Drayini Gorhathi-Khulela Makhubalo-Bhlorweni, Zola school-Eziteneni Gadini(Rangana via Xesi-Dideka), Gadini(Poswayo-Babini) Gadini(Nominqi-Diphini), New Rest(Mantashe-Mfuleni) Ext 6(Ezicaweni-Nonzaba), Masonwabe, Khalinyanga(Mgolombane-Dlwati) Khalinyanga(Nkalweni-Qaziyana), Khalinyanga(Nombuyiselo Xesi-Mongezi Xesi) Sidadeni, Tembisa-Town, Bashe(Mgolombane via Dlwati to Bashe, Bashe-DiyaMaqungu via Dlwati to Mali, Mbotshane-Mpambani via Songqengqe, Mgeco-Primary school, Ext 6, Thomas-Nomonde, Canopy – Mazou, Butchery- Mdemka, Ext 9(Masonwabe), Ext 5 New Rest, Mazou-Mbangqo, Cebisarashula via Miranda, Lwana-Dodo Lobi, Dumisani-Ndungane street, Tarven via Ndindwa to Lwana street, Gasa-Phoswayo, Cwesi-Nobane, Phoswayo- Lobi, Shigo-Botso, Manxiwa-Mdali, Ngcombolo-Nkayi, Lwana-Kunjwa, Tatu Siswana – Xaba street, Lwana – Phangwa, Ndeleniphoswayom- Lobi, Maqungu – Zele, Toto marhadebe – Macozoma(Nomalungisa), Dumophoswayo – Babini mpambani, Tiki –Tiki, Dlwati – Bhashe, Gasa – Beki(Macozoma), Komkhulu – Siswana, Zola esikolweni – Ntshanga (River crossing), Sotyingwa – Rhangana, Ecityeni – Mnune macozoma, Lityeni – Macozoma, Mancane – Koplo, Maqungo – Mbhele, Somana – Bhashe, Mantogana – Thejiwe Ntshanga
m	New Town, Drayini, Zola (5 bridges), Nominqi, Ext 5(Buzi-Masonwabe) Ext 9/Masonwabe, Nkole(Xengane-Komkhulu)



INTEGRATED DEVELOPMENT PLAN 2024 – 2025

▪ Sport field	Next to All saints junior
▪ Maintenance of road	Sidadeni(Mntengwane-Zwelitsha),Masonwabe Ext 5,Mtoto-Siswana,Sitshwele-Poswayo,Ndidwa-Mbeshu,Bashe –Gadini road,Extension 6(Gwama-Busakwe,Mase-Barnabas-Mgeco

Water & Sanitation (New 2022 - 2027)

Priority	Villages affected
▪ Water taps	Pholile, All saintsZwelidala, New Town,Extension 5 Masonwabe New Rest, Zola, Mxesibe, Drayini
▪ Toilets	All saints, Mxesibe,New rest Drayini, New Town, Gadini Esidadeni
▪ Maintenance of drains	Whole wsard

Electrification (New 2022 - 2027)

Priority	Villages affected
▪ Electrification	Zola,Khalinyanga,Sidadeni
▪ High mast lights	Ext 9/MasonwabeAll saints,Extension 5,Ward 10
▪ Apollo Lights	Nyanga,Khalinyanga, Bhashe, Qhaziyana & Xesi

LED Projects (New 2022 - 2027)



INTEGRATED DEVELOPMENT PLAN 2024 – 2025

Priority	Villages affected
▪ Pre-school	Sidadeni/Mntengwane, Khalinyanga
▪ Fencing of agricultural fields	New Town

Ward 11 (New 2022 – 2027) Construction

Priority	Villages affected
▪ Maintenance of road	Qhubeka-Kwabhengu-Holweni,Tembelani(Gqutyini-Makhaleni) Madoło-R58,Kwabhengu-Dungulu,Gxalibomvu Eluthuthu(Mqabo-School),Mqabo-school,Mqabo-R58,Sportgate-Mqabo,R58-Mbumbumbu,Ntokozweni,Madiba-small gate,Notyobisini-venkileni,Maqotyeni-Mpakama,Skolweni-Gorha,Gcina-Masongezweni,Chefane-Hukwini,
▪ Construction of road	Mqabo-Skolweni,Sportgate,Mbengu-Mqabo Mqabo-R58,Qubeka,Gqutyini-R58 Mission-Ziyekeni,KwaBhengu-Dungulu Sportgate-Mkreleni-Mqabo R58-Mbumbumbu(Teleza-Julayi) Nontokozweni-Mbotina Madiba-Smallgate Khewana Notyobosini-Duka Nteleza-Venkileni,Luthuthu-Kwayethu-Phantsikwentaba EmaQocweni-Mphakama



INTEGRATED DEVELOPMENT PLAN 2024 – 2025

	Ziyekeni-Mqabo,R58-Gqutyini(Phase 2),Skolweni-Gqaba, R58 via Zibekini – Mqabo
Electrification (New 2022 - 2027)	
	Cefane-Hukwini,Kwayeko-Mawumawu Ubheki-Dungulu,Ngxingweni(Creche Phase 2),Nkanini(Gqutyini)-Bhompasi
▪ Construction of bridge	Ngxingweni bridge Nyamakazi,Greenlandfarms, Cefane, Kwandevu-Laphethuka, & Gqutyini, Ezantsi Kondevu (Laphethuka bridge), River crossing ezantsi kwase Thembeni
▪ Construction of sports field	Zadungeni,Enkungwini Gqutyini
▪ Construction of bridge (bridge need to be uplifted)	Madolo-Chibini,Chefane bridge,
▪ Construction of RDP houses	KwaNdevu,Zadungeni,Enkungwini,Town,
▪ Community hall	Gqutyini,Cefane,Laphethuka,Eziyekeni,Town
▪ High mast lights	Next to Indoor,CBD,Xobololo, State house,KwaNdevu,KwaNdevu
▪ Pavements	Town, KwaMdaka
▪ Pot holes	Time housing, next to DIY & TEBA bank
▪ Robots R61	Town
▪ Construction of stadium	Town
▪ Speed humps	Next to Mahlathi, Spargs shopping complex (R61)

Priority	Villages affected
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INTEGRATED DEVELOPMENT PLAN 2024 – 2025

▪ Installation of High mast lights	KwaNdevu, Zadungeni,
▪ Electrification	Mqabo, Simoni, Ngxingweni, Gqutyini Eluthuthu Eziyekeneni Engxingweni, Cefane(Madolo), Kugxalibombu Eziyekeneni, Elaphethuka, Zadungeni(shearing shed)
▪ Stop signage & traffic lights	Town
▪ Infills	Zadungeni,Cefane(Madolo)
▪ Maintenance of solar	KwaNdevu

Water & Sanitation (New 2022 - 2027)

Priority	Villages affected
▪ Toilets	Mqabo, Town(Public toilets), Ngxingwe-Masongezweni-Creche, Eluthuthu, KwaNdevu, Laphethuka Eziyekeneni, Ngxingweni, Laphethuka, Luthuli, Gxwalubomvu, Mission, Zihekini & Zadungeni
▪ Water taps	Cefane & water tank, Zadungeni, Gxalibomvu, Gqutyini, Hukwini & water tank, Gqutyini (Bhiyondi), Mbumbumbu, Eziyekeneni, Evenkileni Egqutyini, Laphethuka, Ngxingweni Nkanini & Ndevu
▪ Town revitalization	Town
▪ Waste removal bin	Time housing,Donville,Greenland
▪ Water cuts	Town



INTEGRATED DEVELOPMENT PLAN 2024 – 2025

▪ Drainage	Time housing(Xobololo street) water pipes are bloked next to Transido
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Health & Safety (New 2022 - 2027)

Priority	Villages affected
▪ Police station ▪ Police visibility	Zadungeni, Ngxingweni Buzi, Shoprite
▪ Clinic	Zadungeni, Ngxingweni

LED Projects (New 2022 - 2027)

Priority	Villages affected
▪ Fencing of Zwelivumile high school, grazing sites	Zadungeni
▪ Day care	Eziyekeni, Enkungwini, Laphethuka
▪ Fencing of land fill site	Town
▪ Removal of containers	Town
▪ Electrification of shearing shed	Zadungeni
▪ Fencing & cleaning of grave yard ▪ Fencing of Transido	Town
▪ Expansion of grave yard	Town
▪ Fencing	Time housing

Wattle Removal/Cutting Removal (New 2022 - 2027)



INTEGRATED DEVELOPMENT PLAN 2024 – 2025

Priority	Villages affected
▪ Cutting of trees	KwaNdevu, Ngxingweni, Eziyekeni, Bhofolo, KwaNdevu Town (CBD & Suburbs)
▪ Wattle removal	Ngxingweni, R58

Ward 12 (New 2022 – 2027) Construction

Priority	Villages affected
▪ Construction of access road	Phahla-Qhalo, Mkanzi (Mafusini) Mkanzi J.S.S-Mbalu, Mqabu-Mgwalana Sijingqolweni, Voyizana, Phathamfazi-Clinic, Egqutyini, Nyobeni, Nkalweni- Magqagaleneni, zixinene, Gqutyini-Zadungeni Komkhulu-Mpofu, Nyobeni, Maqwathi, Nkwenkwezi – Engceni, Komkhulu - Mntuntlani, Yalula, Nkalweni via Kwandungwane – Kwamathiyase, Entlakwesikolo, Endikini, Maqwathini, Nqumakala, Ireland river crossing, Emampondweni, Manxesana, Mangweni, Bloemfaka, Hukwini, Makhaleni, Magwagwana, 232 Intervention
▪ Sports field	Lahlangubo, Mkanzi, Mntuntlani
▪ Construction of RDP houses	Lahangubo, Mkanzi & Egqutyini
▪ Construction of bridge	Mkanzi, Mgwalana (river crossing)



INTEGRATED DEVELOPMENT PLAN 2024 – 2025

	Esikolweni kuVoyizana, Zixinene, Mntuntloni-komkhulu, Komkhulu-Mkanzi, Jongubuhle,, Nonkala ,Nkwenkwezi, Yalula (River crossing), reconstruction of Ventshu, Maqwathini (river crossing) Blorhweni – Voyizana, Helushe, Lwalweni
▪ Maintenance of road	Jojweni, Makhumeni – Komkhulu, Nombewu - Kwachief, Pholile - Mhlangweni
▪ Construction of shearing shed	Mgwalana, Voyizana, Mntuntloni, Mkanzi, Egqutyini, Nkwenkwezi(Trust)
▪ Maintenance of road(232)	Mntuntloni-Town
▪ River crossing	Trustini-Magqagalen
▪ Construction of dipping tank	Gqutyini, Libiza dipping tank
▪ Construction of community hall	Mntuntloni, Egqutyini , Nkwenkwezi, Mkanzi
▪ Sports field	Gqutyini, Nkwenkwezi
Water & Sanitation (New 2022 - 2027)	

Priority	Villages affected
▪ Toilets	Mntuntloni,Nkwenkwezi,Lahlangubo,Gqutyini & Mkanzi
▪ Water Taps(Bulk system)	Mntuntloni,Nkwenkwezi,Lahlangubo,Gqutyini & Mkanzi, Nondinyane

LED Projects (New 2022 - 2027)	
Priority	Villages affected



INTEGRATED DEVELOPMENT PLAN 2024 – 2025

Priority	Villages Affected
▪ Co-operatives	Three sisters project,Gotyubeni Project,Lahlangubo, Mkanzi Lahlangubo Gqutyini, Voyizana, Nkwenkwezi, Mntuntloni, Jongokuhle project, Diya faming
▪ Car wash material	Makaleni
▪ Panel beaters	Gqutyini
▪ Rams	Mgwalana, Zixinene
▪ Fencing	Mgwalana

Cutting on trees (New 2022 - 2027)

Priority	Villages affected
▪ Cutting of trees	Zixinene, Nkwenkwezi Gqutyini & Lahlangubo(Mgwali)

Ward 13 (New 2022 – 2027) Construction

Priority	Villages affected
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INTEGRATED DEVELOPMENT PLAN 2024 – 2025

Maintenance of road	Mamqwathi-Nopeleli, Nkalweni Sgadleni Qebe Sitholeni, Stopini-Kweli pgezulu, Slindini hall- Hala Diphini-Sgadleni Clinic-Mtwazi, Ncanabana-Qutubeni(3rd degree), Mcaba,Qita-Qokoqo, Bhombotho-Ngele Gqobosini-Ncenceza, Phezukweqolweni-Tsalaba Silindini- sithonga Qutubeni- Poswayo, Qolweni, Ntabomvu
Construction of road	Bulawayo-Komkhulu, Qolweni(Stopini-Skolweni) Smelweni via Hukwini-Ngxingweni Upper Tsalaba (Timothy), Xhokonxa-Ngxangxasini, Maqwathini-Nonkentezi, Qutubeni(Nyamela-Beta) Nqandaneni-Qutubeni, Sqadweni- Hokwini, siphambuka – ntabeni, Gulandoda, Luzi- Mandlampuzi,Ntsunguzini-Mhlwazi
Construction of bridge	Phoswayo-Ncanabana, Hala, Mdeni, Khanyi Diphini, Siyaluyalu, Khanyi, Ngqubusini-Ngele, silidini, Tsalaba-libisi-gilandoda bridge
Renovation of community hall	Slindini
River crossing	Sixhanti &Gwadana
Maintenance of school	Qebe
Maintenance of shearing shed	Qebe & Sixhanti

Water & Sanitation (New 2022 – 2027)



INTEGRATED DEVELOPMENT PLAN 2024 – 2025

Priority	Villages affected
▪ Toilets	Upper Qolweni, Qolweni Phoswayo, Ncanabana, Qebe, Stholeni, Tsalaba Sgadleni Matyeni, Mfecana (Hala, Slindini)
▪ Infills	Khanyi
▪ Water taps	Upper Qolweni, Mdeni Ngxojeni-Mvakwevenkile & Sgadleni, Sgadleni, Tsalaba, Qebe Qolweni, Gulandoda
▪ Water tanks	Mqokotho

Electrification (New 2022 – 2027)

Priority	Villages affected
▪ Infills	Upper Tsalaba, Sgadleni, Tsalaba (30 households), Qebe, Mdeni, Phoswayo-Ncanabana, Qolweni & Khanyi
▪ Network pole	Hala
▪ Electrification	Mdeni, Komkhulu newbulawayo newrest, qebe upper tsalaba & sgadleni,

LED Projects (New 2022 – 2027)

Priority	Villages affected
Priority	Villages Affected



INTEGRATED DEVELOPMENT PLAN 2024 – 2025

▪ Co-operatives	Ngele Project,Qebe, Tsalaba wool growers,Lubisi wool growers,Kwakhanya wool growers , Upper Qebe youth project,Nzame zoluntu poultry Ntyatyambo maize project, wool grower
▪ Day care	Sgadleni

Wattle Removal (New 2022 – 2027)

Priority	Villages affected
▪ Wattle removal	Qebe

Ward 14 (New 2022 – 2027) Construction

Priority	Villages affected
▪ Construction of access road	Ndzukuma-upper,Nzolo,sixholisinini Phezulu Molo-Dyani, Sixholosini(Noxolo-Xamlashe) Sixholosini Msitsane –Marhadebe Zizipho- Khabisdudu kukhanyi Phezulu(Qaziyana-Fihla), Molo-Magqadaza Njawuza-Mangekile,.Smith-Toto) Ndungunyeni Phezulu, Molo-Jack(Bhosi,Nzolo Phezulu), Nzolo Phezulu(Ntlelengwane-Zaba) Sixholosini - Mayirheni
▪ Maintenance of access road	Ndungunyeni(Gcina), Mngcozo, Ngxogi- Phelokazi Mfenqe, Roma- Xox(Dzolo,Xoxo,Ngxabane



INTEGRATED DEVELOPMENT PLAN 2024 – 2025

	Mthitshana-Ndzukuma Nteyi-Tribal Macingwane-Rangers ground, Mhlontlo, Ntwashini – Lalini, Ndunyana- Gcina, Xhamlashe - Mayirheni
▪ Dongas	Xuka, lower nzolo, Ntwashini - Xuka
▪ Construction of bridge	Zwelidumile(Khanyi-Ndzolo), Mhlontlo/Caca
▪ Renovation of tribal	Lower Nzolo
▪ Construction of dipping tank	Xoxo,Ngxabane, Mhlontlo
▪ Construction of RDP Houses	Whole ward

Water & Sanitation (New 2022 - 2027)

Priority	Villages affected
▪ Toilets	Mhlontlo/Caca
▪ Water	Kwagcina, esixholosini
▪ Maintenance of water dams	Upper Nzolo,Khanyi & Lower Nzolo
▪ Maintenance of water infrastructure & Tap extensions	Ngxabane,Xoxo,Upper Nzolo Phezulu & Bhosi, Lower & Upper SixholosiniMbombombo,Lalini,Ntwashini, Gcina,Mangxongweni,Upper & Lower Ndungunyeni, Khanyi & Lower Nzolo, Xuka
▪ Extension of Toilets	Xuka,Mbombombo,Lalini,Ntwashini,Lower Nzolo,Khanyi,Gcina,Lower Ndungunyeni,Lower Sixholosini,Upper Sixholosini,Upper Ndungunyeni,Mangxongweni,Bhosi,Upper Nzolo,Ngxabani & Xoxo

Electrification (New 2022 - 2027)



INTEGRATED DEVELOPMENT PLAN 2024 – 2025

Priority	Villages affected
▪ Infills	Xuka, Khanyi, Mbombo, Ntwashini, Mhlontlo & Lower Nzolo, Entlakwendlela, New Rest, Ndungunyeni
▪ Electrification	Xoxo,Ngxabane & Upper Nzolo, Gcina,Lower & Upper Ndungunyeni,Mhlontlo,Mangxongweni Upper & Lower Sixholosini
LED Projects (New 2022 - 2027)	

Priority	Villages affected
▪ Security at school	Gcina (Silo JPS) All villages with schools)
▪ Co-operatives	Siluncedo Project,Lazola poultry,Kamva agric co-op,,Luxolo beads ,Masakhane beading co-op,Lithemba traditional group,
▪ Revival of mayors cup	Rangers
▪ Buyelekhaya Tournament	
▪ MK Tourism camp	Xuka,Xoxo,
▪ Scholar transport	Ntlelelengwane, Zwelidumile, Eluhewini, Maqanda, Zululiyazongoma
▪ Fencing	Lalini,Khanyi,Upper Nzolo,Ngxabani, Xoxo, Lower Nzolo, Ntwashini
▪ Pre-school (maintenance)	Nzolo Ezantsi. Nomzamo pre school (elalini)



Health & Safety (New 2022 - 2027)

Priority	Villages affected
▪ Mobile Police Station	Nzolo
▪ Clinic	Upper Nzolo, Mhlontlo

Ward 15 (New 2022 – 2027) Construction

Priority	Villages affected
▪ Construction of road	Ngxogi-Xuka via Mchobololo, Mantlwaneni-Mgaca Siphambukeni-Emagqo (Msintsana), Rasmeni- Ngaphesheya Tshayelesa-Kwatitshala, Msintsana(Emagqoleni- Salakulandela) Siphambukeni-Emampingeni, Nonyentu-Mthonjeni Caca-Endulisweni Rasmeni(Dyna-Gxojeni), Rasmeni(Mkhetha- Gcabhalata) Ngxogi(Mkkhontana-Kwarini) Ngxogi(Mtshevuta-Matanki) Mkhontwana-Ngxogi R61-Ngxogi eMdeni via Malawini Sganimatankini via tshayelesa
▪ Construction of RDP houses	Whole ward
▪ Construction of community hall ▪ Maintenance of community hall	Ngcwabeni.



INTEGRATED DEVELOPMENT PLAN 2024 – 2025

	Kwantaka
▪ Construction of sports field	Kwantaka, Msintsana, Bgcwabeni & Kwantaka
▪ Maintenance of road	Rasmeni (Kwarini), Gxojeni – Rasimeni, Ngxoki - Mchobololo
▪ Construction of bridge	Nonyentu, Mafusini, Rasmeni & Mchobololo via Stition, R61 - Caca

Water & Sanitation (New 2022 – 2027)

Priority	Villages affected
▪ Toilets	Nonyetu, Ebhubesini, Ndobe, Kurhasi, Makhumeni, Nts hwenka, Caca, Kumbola, Endulisweni, Esixotyeni, Emat yeni, Emadwaleni, Mchobololo (new houses)
▪ Upgrading of water reserve	Qolweni
▪ Water taps	Madotyeni
▪ Upgrading of borehole	Sigangeni, Tshayelela, near police station

Electrification (New 2022 – 2027)

Priority	Villages affected
Electrification	Qolweni-Nomakhaya, Echibini, Isiganga, Intaka, Xhibeni, Ngxogi, Entlakwetha, Ngcwabeni, Mrhotshozo, Mchobololo (Phase 2), Malawini
Infills)	Chefane, Caca, Msintsana, Kwadobe, Kwantaka, Ngxoki, Qolweni, Mchobololo



Health & Safety (New 2022 – 2027)

Priority	Villages affected
▪ Clinic	Whole ward

LED Projects (New 2022 – 2027)

Priority	Villages affected
▪ Projects	Ngcwabeni co-op
▪ Saw meal (manufacturing of rafters & par relines), blocks, brick yard,	Msintsana Ngcwabeni co-op

Ward 16 (New 2022 – 2027) Construction

Priority	Villages affected
▪ Construction of access road	Sthebe to Didi-sthebe bridge, KwaQiya-Gongqozayo SPS, Lumkwana- Qolweni & Ngqurhu, Ntseleni - Ngubengcuka
▪ Maintenance of access road	Manuneni-Mbashe esikhojini-mandebe, sihobotini-mangxongweni, Xuka-sihobotini, Gongqozayo – Phesheya kwenkununu (Ngqurhu), Mandlaneni - Kwamhaga
▪ Construction of bridge	Didi - Sthebe bridge



INTEGRATED DEVELOPMENT PLAN 2024 – 2025

▪ Construction of school	Moshi
▪ Construction of dipping tank	Clarkebury
▪ Construction of sports ground	Clarkebury & Sthebe
▪ Construction of community hall	Clarkebury, Mhlopekazi, kwanqinayo & Sthebe
▪ Construction of RDP houses	Clarkebury, Mandlaneni, Mbashe, Sthebe & Mhlophekazi

Water & Sanitation (New 2022 – 2027)

Priority	Villages affected
▪ Water taps	Sithebe, Clarkebury, Ngquru, Mbashe, Clarkebury, Mhlophekazi, Ngubengcuka, Luxeni Thafeni, kwanqinawayo, emdeni, emangxongweni, manuneni, sihobotin, Qolweni, kwangxabane,
▪ Toilets	Ngubengcuka, Ngquru Moshi, Clarkebury & Mandlaneni, Nqinayo, Mampondweni, Mkhunjwane, Mandebe, Kwa Mhaga, Emaqomeni

Electrification (New 2022 – 2027)

Priority	Villages affected
▪ Electrification	Clarkebury, Moshi, Ngquru, Ntseleni, Manuneni infills, Exeni, Emampondweni
▪ Infills	Ngquru, Mbashe & Manuneni



INTEGRATED DEVELOPMENT PLAN 2024 – 2025

▪ Fencing of mealie fields	Moshi
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LED Projects (New 2022 – 2027)

Priority	Villages affected
Fencing	Moshi

Ward 17 (New 2022 – 2027) Construction

Priority	Villages affected
▪ Construction of road	Ngcebegwane-Ntibaneni via Maya, Vumani via Nxabane-Didi,Ntibaneni shop-Skolweni,Stanana-Maxhaneni ,Ntibaneni-Maqakazini,Mamfengwini-Bashe school R61-Ndima R61-Mnyolo Mission-Clarkeburry road, Mvala-Clarkebury, Clinic via Mnyisani-R61 Coghlani-Police station, Mangxongweni via Gcina-Vumani, Clinic – Guide centre
▪ Construction of bridge ▪ River crossing	Mamfengwini-Bashe, Mangxongweni-Ngcina Maya-Ngcebengwane, kwamaya,emangqineni, evenkileni,exhibeni,egubenxa,kudidi
▪ Construction of road humps	R61 (Entibaneni shop & Vumani)



INTEGRATED DEVELOPMENT PLAN 2024 – 2025

▪ Construction of RDP house	Whole ward
▪ River crossing	Etheni-Base, Mthukuba-Ntsinana
▪ Construction of sports ground ▪ Maintenance of sport ground	Nkondlo , Mamfengwini Guide centre
▪ Construction of community hall	Mpindweni, Mamfengwini, kumanyisani
▪ Network pole	Entabeni

Water & Sanitation (New 2022 – 2027)

Priority	Villages affected
• Maintenance & Reticulation of water Taps	Didi, Maya Nkondlo,Ntibaneni & Didi cwereni gubenxa,Ngxobongwana, estishini,eqolweni,ngxabane, kwagcina
▪ Toilets	Nkondlo,Ntibaneni & Didi
▪ Infills	Estishini, emishini

Electrification (New 2022 – 2027)

Priority	Villages affected
▪ In-fills	(Whole ward)
▪ Electrification	Mangxongweni, Manyisana & Mvala, Zwelitsha kwaMamfengwini,Xhibeni, Mvala(transformers) Mdaca-Tshapile, Mdaca(20 households),Mission(1 household), kudidi, Mphandeni & Mdeni



LED Projects (New 2022 – 2027)

Priority	Villages affected
▪ Co-operatives	Mamfengwini, Nkondlo-Mvala, Ntibaneni veg, Nothanda poultry project, Ndimas youth co-op, kwakhanya multipurpose (kwanyisana [phezulu]), dlala ngomhlaba co-op, siyazama poultry, ndima, masikhulisane project, vukani sihambe shearing shed, didi maize, hawulele co-op, Ntibane agricultural development

Health & Safety (New 2022 – 2027)

Priority	Villages affected
▪ Police station	Nkondlo

Ward 18 (New 2022 – 2027)

Priority	Villages affected
▪ Construction of access road	Thozama (Sandile), Komani-Bili Tshapile (Matankini-Masimini) Tshapile (Clinic-Mangweni) Sandile (Fane), Sigangeni-Yawa Tribal Zibute J.S.S via clinic – Zibute J.S.S, Yawa-Cekwe, Bokleni-Zibuthe Bokleni (Phešheya kweNkusa) Gqobonco (Manyisane-Ntlanzi) Gqobonco-Majija



INTEGRATED DEVELOPMENT PLAN 2024 – 2025

	Sandile(Damane),Dumane-Fane,Sigangeni-Yawa,Dumelo-Sigangeni, Mmangweni – Gqobonco, Majija – Tafeni, Thojani – Kwa Joe, Clinic – Matankini, Zibute - Bhekela
▪ Construction of river crossing	Sandile(Fane), Yawa-Lower Mnyolo,Sandile J.S.S-Jujurha,Damane-Fane,Kunkce-Thwane,KwaFane-Sandile(KwaSandile),KwaFane-Sandile(Gqobonco),KwaCekwe-Yawa,Thwane-Sixuzula,Yawa-Ntlanzi,Ntlanzi-Sigangeni, Dalasile police station – Bhekela, Zibuthe - Bhekela
▪ Maintenance of road	Yawa, Thazane – Thwani, Damane – Zangcethe, Gqobonco – Kwatane, Sgangani – Tshapile, Clinic – Majija, Majija - Thwani
▪ Construction of dipping tank	Majija , Bokleni, Thwani, Sandile
▪ Construction of RDP house	Whole ward
▪ Construction of community hall	Tshapile,Sandile,Majija, Yawa, Thwani

Water & Sanitation (New 2022 – 2027)

Priority	Villages affected
▪ Maintenance of water scheme	Whole ward
▪ Toilets	Bhekela,Bombasi, Tshapile, Thafeni, Sigangeni,Mabhulwini,Maplankeni, Gqobonco, Yawa, Bokleni Sandile, (Infills)
▪ Rejuvenation of Water Taps	Thafeni, Sandile,Gqobonco(Thafeni),Tshapile (Wole village)
▪ Cleaning of dams	Majija,Gqobonco,Tshapile,Bokleni,Yawa, Sigangeni,Ntlanzi, Plangweni
▪ Borehole	Yawa, Sandile, Gqobonco,Bokleni, & Majija

Electrification (New 2022 – 2027)



INTEGRATED DEVELOPMENT PLAN 2024 – 2025

Priority	Villages affected
▪ Electrification	Sigangeni, (Infills whole ward)
▪ Infills	Bokleni,Yawa,Sandile,Gqobonco,Majija & Tshapile

LED Projects (New 2022 – 2027)

Priority	Villages affected
▪ Co-operatives	Asimanga Agricultural co-op(Yawa), Twane co-op(Sandile),Ngubengwe(Gqobonco),Rose Piggery(Gqobonco),Gwebindlala(Gqobonco),Mbalentle Inkciyo(Sandile),Mene Farming(Sandile),Mfusi co-op(Sandile),Nwelende nejojo co-op(Sandile),Sigangeni women project(Sandile),Ntalu-ntalu(Sigangeni), Savuka nathi poultry project
▪ Fencing of fields	Bokleni,Sandile,Gqobonco,Tshapile, Majija & Thwane
▪ Pre-school & Library	Masithembe Sandile(Mangweni), Tshapile(Mangweni) Library @ Sandile a/a, Gqobonco, Thwane & Majija

Ward 19 (New 2022 – 2027) Construction

Priority	Villages affected
Priority	Villages affected
▪ Maintenance of road	Tshali-Mbabakazi, Sentube-Ngqondo Diphini-Hlophekazi, Xhonxa-Esingeni



INTEGRATED DEVELOPMENT PLAN 2024 – 2025

	Mbabakazi-Dyobhase Mdanjelwa, Mbutuma-Ngxangxasi Zubura-Ndlunkulu, Mhlahlana-Lower Mnyolo Mnyolo school-Mboleni school, Ndulini via Beki – Komkhulu, Ndulini – Hlaba, Mdanjelwa, Gqaga
Construction of bridge	Lower Gqaga, Ndlunkulu,KwelikaBooi, Ngqokoqhweni, Nqancule, Stholeni ku Beki, Eluxeni Kwangqondo river crossing, Ngxangxasana river crossing
Maintenance of bridge	Lower gqaga
Construction road	Sphambukeni-Sentube, Ndlunkulu-Zangcethe, Venkileni-Mamfeneni,Machibini-Deki,Gxa-Zabagilana-Gxojeni-Kwelomnga,(Thozana-Mnyolo)-Masunguzaneni, Xhokonxa, Kugxa, Machibini –Beki, Stoleni, Mbutuma – Mgxangxasi(Sentube), Mhlahlane – Mnyolo, Siphambukeni – Qolweni,
Main tenance of road	New road from nkalweni-lower mnyolo-mboleni, lower gqaga-ngwemnyama, mbutuma-ngxangxasi, Kwatshali-dyhobashe ,mbabakazi-dyobhashe,Mpohlana-Sitholeni-Hlaba
Construction of community halls	Mbambakazi,Hlophekazi,Xhokonxa,Njongozabantu ,Lower Gqaka& Ndlunkulu, Lower Mnyolo
Sports field	Sentube,Zubura

Water & Sanitation (New 2022 – 2027)

Priority	Villages affected
Toilets	Zubura,Ndlunkulu & Zangcethe, Ngwemnyama, Xhentu Mbabakazi, Lower Gqaga, Lower Mnyolo, Hlaba, ku Beki, Xhentu
Infills	Sentube
Water taps	Upper Gqaga, Mbabakazi,Hlophekazi,Xhokonxa, Sentube, Lower Gqaga(whole ward)
Maintenance of water taps	Xhentu & Mboleni, Lower Mnyolo, gqaga mdanjelwa



INTEGRATED DEVELOPMENT PLAN 2024 – 2025

Electrification (New 2022 – 2027)

Priority	Villages affected
▪ Infills	Lower Mnyolo,Xhentu,Sentube,Lower Gqaga ,Zuburha,Upper Gqaga,Mdanjelwa & Ndlunkulu

Health & Safety (New 2022 – 2027)

Priority	Villages affected
▪ Clinic	Ntshiqo,Ndlunkulu, refurbishment of lower gqaga

Ward 20 (New 2022 – 2027) Construction

LED Projects (New 2022 – 2027)

▪ Co-operatives	Lower Mnyolo,Lower Gqaga,Ndlunkulu Njongozabantu, Lower Mnyolo,
▪ Poultry project	Sentube
▪ Irrigation System	Lower Gqaga
▪ Pre school	Ntshiqo,Sentube Ndlunkulu
▪ Dipping tank	Ndlunkulu,Mdanjelwa

Priority	Villages affected
▪ Construction of road	KwaGroom-Sidindi(Mgudu), Mgudu Nqancule-Nohashe shop, TT28 – Nqancule(Nohashe shop), Zabasa(Madwaleni), Sibheneni-Tywabatywaba



INTEGRATED DEVELOPMENT PLAN 2024 – 2025

	Mazongozi-Beki, Hesini- Nomyayi,Matyeni- Ngxolo, Gwelane,Mgudu- Mgaflats, Stopini- Bula school, Sinqumeni-Madwaleni
▪ Maintenance of road	Zabasa-Dolophini high school, Lazo-Mdeni Mgudu,Nqancule,Gubenxa, Sdikidini, TT28-Nohashe, Zabasa tarven-Kwantshinga, Sdikidini-Ngqayi, Gubenxa, J.S.S-Lixeni, thommy – Maqwathini, Mazongozini-Qhoboshane, Ediphini - Kwagelane
▪ Construction of bridge	Phakathi kwelali neDaligqili schoolNqancule-Gubenxa, Ntsuba Sundwani, Matyeni bridge – manzimdaka school, Gwadana – Ndilinde, Zabasa via Sinqumeni - Nqancule
▪ Construction of community hall	Mgudu, Gubenxa, Manzimdaka Nqancule, Jalisa,
▪ Construction of RDP houses	Mgudu, Sinqumeni-Nqancule (whole ward)

Water & Sanitation (New 2022 – 2027)

Priority	Villages affected
▪ Water Taps	Mgudu, Nqancule, Gubenxa Daluxolo, Zabasa & Ntsinga,mangweni
▪ Toilets (130 households)	Mgudu, Zabasa, Nqancule, mangweni,manzimdaka, Gubenxa Jalisa, infills

Electrification (New 2022 – 2027)

	Villages affected
▪ Infills	Manzimdaka, Zabasa, Nqancule, Gubenxa, Daluxolo Jalisa, Ediphini
▪ Electrification	Mgudu(80 households), Gubenxa, Daluxolo, Sinqumeni (Thaleni), Ejalisa



INTEGRATED DEVELOPMENT PLAN 2024 – 2025

▪ Network Pole	Nqancule, Mkonkotho, zabasa
▪ Indigent electricity	Whole ward

Health & Safety (New 2022 – 2027)

Priority	Villages affected
▪ Mobile clinic	Nqancule, Ntsinga, Ntsinga, Mgudu (Mncwase) & Manzimdaka, gubenxa, mkhonkotho, mangweni
▪ Police station	Manzimdaka
Priority	Villages affected
▪ EPWP	Mgudu
▪ Fencing of grazing camps	Mgudu, Zabasa
▪ Co-operatives	Nqancule, Zabasa Gubenxa
▪ Pre-school	Zabasa, Mazimdaka, Nqancule
▪ Wattle removal	Jalisab



MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC) OVERSIGHT

Section 79 (1) (a) and (b) of the Municipal Structures Act of 1998 provides for the establishment of Municipal Public Accounts within the municipality for the effective and efficient performance of its functions. The MPAC Councillors are appointed by the Council for the term that corresponds with term of Council sitting.

The MPAC consists of eight (8) members including the Chairperson and meets as per annual adopted work plan. The oversight role of MPAC is to review financial

statements, audit reports, performance reports annual reports, including overseeing public consultation and the adoption of the oversight report. It is also the MPAC responsibility to promote good governance, transparency and accountability in the use of municipal resources.

The MPAC committee is functional and continue to do its delegated duties however, for much improved oversight and accountability COGTA, Treasury and SALGA agreed to train the committee as and when needed.

Appropriate Language Usage



Formal documentation and communication will be done in English but in meetings, participants would be encouraged to use their own language where this would enhance communication and participation. In some instances, interpreters may be used to facilitate smooth communication. Facilitators of meetings would be encouraged to make use of simple language

Service Level Agreements

in explaining concepts so that people can understand the process and become empowered to participate in the IDP process.

Logistics Arrangements

Meetings will be held in Engcobo town hall and Wards; transport will be provided for outlying villages to the venues.

SLA	Duration
DSRAC	2 years
CHDM	2 years
CHDA	5 years
DEADEAT	2 years
Treasury	2 years
SITA	5 years
Engcobo Mall Proprietary Limited	50 years
SETA	1 year

SOCIAL COHESION: TRADITIONAL DANCE CHAMPIONSHIP

Traditional Dance Championships is designed to promote Arts, Culture, Entertainment, Recreation, tourism and social cohesion in the Community of Dr A.B Xuma Local Municipality and is an annual event that started as the festival in 2007 the initiative gives a platform to performers to showcase their talents, whilst competition among each other. The concept is an opportunity to enjoy and benefit from the rich and diverse Arts and Culture the Nation through participation

in various Arts and Culture activities. The event normally is hosted in Heritage month. Cultural groups compete at ward level then the outstanding group will compete with other groups from other wards at the main event date which is normally hosted in town. Crafters are given platform to showcase the art work they produce through by displaying in stalls on the day of the event. The outstanding groups are given prizes by the municipality, for support the prize vary from cash to vouchers for purchasing of traditional material they wear as attire/costumes when performing.



AIMS AND OBJECTIVES

- ☐ The Championships aims to foster the development of diverse, vibrant, flourish arts and culture in the district.
- ☐ Building a sense of involvement, encouraging multicultural understanding whilst developing talent.
- ☐ To afford the artists an opportunity to attract resources and share experiences in and culture
- ☐ To raise the level of cultural awareness and pride in the municipal area.
- ☐ To promote and encourage mass participation in arts and culture.

BENEFITS for Community

- ☐ A regular high Arts and Culture Festival in their doorstep.
- ☐ An opportunity to high home grown talent festival for the benefit of the whole Engcobo
- ☐ An opportunity to build the project to greater heights through constructive participation.

Benefits to Groups and Artists

Whilst the objective to empower the artists in particular around the Engcobo, it must be accepted that this process will have a starting point and then cascade to other people during its duration. It is a fact that artists have benefited from the training programmes ran by the municipality.

SPORTS PROGRAMME

This is a Municipal programme for youth (men and women) and it is conducted on yearly basis. The aim is to reduce crime, health society, talent search, reduce ill activities and so forth. The youth are put together to play different sporting codes such as netball, Ruby, volley ball, boxing, soccer etc. The municipality invites sector departments in the preparations and attendance of the occasion; all 20 wards participate. **R1 000 000.00**

COMMUNICATION PLAN

Dr A.B Xuma Local Municipality utilizes several communication channels to convey information to the internal staff and to the community in general.

The municipality has a communication strategy in place and uses it in its process of stakeholder communication and engagement.

COMMUNICATION FOR INTERNAL STAFF

The staff members are being informed of any important information by way of notices to individual desks [offices] or through the Council's notice boards. The notice boards serve both the internal staff and the public.

Memoranda are distributed to the Heads of Departments to inform their departmental staff regarding certain information.

The Communications function is working with the IT unit of the institution to move to more digital platforms and ways of disseminating information to the staff and internal stakeholders, including municipal branded email, online accessed newsletters and intranet.

COMMUNICATION WITH UNIONS



There is continuous contact between the Initiation Programme

Local Authority and the local unions [SAMWU] and IMATU in order to disseminate information to their members. This dissemination may take different forms ranging from meetings with union shop stewards to circulars to members. The Local Labour Forum is also functional.

COMMUNICATION FOR THE COMMUNITY

The general public or the community is usually given information through their monthly bills. Notice boards are used to notify the public regarding vacancies available. The local newspaper is another media tool used to advertise vacancies, Council resolutions or any other important notice. The Council Website is operational, which is a major information source to the members of the public.

COMPLAINTS AND PETITIONS REGISTER

Dr A.B Xuma Local Municipality has functional Complaints and Petitions register where Complaints and petitions submitted are recorded at the registry office. They are channelled to the Complaints and Petitions Committee at the Office of the Speaker where they get attended to until they are resolved and the Complainants and Petitioners acknowledge the closure or resolution of the petition.

TRADITIONAL LEADERS

The municipality has 1 traditional leader who is part of the Municipal Council and participates in municipal decision making processes. The traditional leader participates in all forum meetings, Council meetings, performance standing committee meetings and so forth. **R200 000.00**

Dr A.B Xuma Local Municipality works in with traditional leaders to facilitate the process of initiation within its jurisdiction. The municipality complies with the Provincial Initiation Guidelines, and will develop a localized initiation policy aligned to the provincial guidelines.

An Initiation Forum has been established comprising of Municipal Personnel, Traditional Leaders, Social Development, Dept. of Health and Local NGO.

The Municipality has a dedicated official in the form of Initiation Coordinator to oversee the implementation of the initiation programme

WARD COMMITTEES

Ward Committees are operational and Ward Committee meetings are being held on monthly basis. The municipality has 20 wards where ward committees assist Councillors on ward issues, minutes and alignment from municipal decisions. The budget for this financial year is **R4m**

War Rooms

The Municipality has established war rooms in all 20 wards, each led by the Ward Councillor, All these warrooms sit on quarterly basis.

Each war room is comprised of:

- Ward Councillor
- Community Development Worker
- Ward Committees
- Sector Departments
- Non-governmental Stakeholders

Local



The wards are a way of bringing the CORPORATE GOVERNANCE AND STRUCTURES government closer to the people, with a view to resolving swiftly challenges experienced by the ward.

Community Development Workers (CDWs)

There are 14 Community Development Workers already appointed in the municipality. However, the following wards do not have CDWs as yet:

- Ward 2,3, 12, 16, 17 & 18

Engagements are being done with COGTA to appoint the CDWs for other wards very soon.

RE-BRANDING

The Municipal Council has resolved to change the name of the Municipality to Dr AB Xuma Municipality. The project is led by the Local Geographical name Change Committee. Community participation has been done and the family of Dr AB Xuma agreed endorsed the use of the name.

The proposed name was submitted to the District Geographical Name Change Committee.

Rebranding of the Municipality will be done to be in line with the new name. Proposed budget is **R2.5 Million**.

MUNICIPAL CALENDAR

The Municipality develops a Municipal Calendar which reflects important annual meetings and programmes. The budget for 2024/25 financial year is **R400 000**

The Communications unit is responsible for publishing and communicating these important dates to all the relevant stakeholders.

Corporate governance is comprised of Executive Management, Risk Management Committee, Financial Disciplinary Board, Audit Committee, Council Standing Committees which includes Public Participation and Special Programmes Standing Committee, MPAC and the Council.

The preamble to the Local Government: Municipal Systems Act provides inter alia for the “core principles, mechanisms and processes that are necessary to enable municipalities to move progressively towards the social and economic upliftment of local communities, to define the legal nature of a municipality as including the local community working in partnership with the municipality’s political and administrative structures; to provide for the manner in which municipal powers and functions are exercised and performed; to provide for community participation; to establish an enabling framework for the core processes of planning, performance management, resource mobilization and organizational change which underpin the notion of developmental local government; to provide a framework for local public administration and human resource development to put in place service tariffs and credit control policies by providing a framework for the provision of services, service delivery agreements to provide for credit control and debt collection; and to provide for matters incidental thereto”. The importance of good governance is widely recognized. Good corporate governance generates the goodwill necessary to enable sustainable value creation.



Other pieces of the legislative framework impact on the activities of the Municipality and for the purpose of this cluster as per the King VI Report is considered important. The introduction of the King III Report on Corporate Governance necessitates increased attention being paid to compliance issues. This covers activities such as internal audit, fraud prevention strategies, information & communication technology, performance management and governance structures of the municipality. In addition, the implications of the introduction of a Municipal Public Accounts Committee, ICT Governance, and Remuneration Committee including Social Responsibility should also be considered.

Within this overall framework fall activities such as risk and fraud management, internal audit, legal and compliance, knowledge management as well as public participation.

The sections set out hereunder all exhibit similar constraints. As a result, material backlogs in dealing with core governance issues develop, resulting in adverse findings by regulatory and oversight bodies. In all instances, backlogs cannot be quantified as the outcomes from this sector relate more to qualitative than quantitative issues.

RISK MANAGEMENT

Risk management policy, Anti-Fraud Management policy and Fraud Prevention Plan form part of Risk Management Strategy is reviewed annually and adopted by Council in May 2024. Risk management has reached the level of being embedded within the Municipality. Risk management Unit coordinates the monitoring and reporting of risk management strategies and ensures that municipal risk assessments are conducted

annually. The Risk Management Committee is responsible for the quality, integrity, and reliability of municipality's risk management and is chaired by the independent chairperson.

The Chief Audit Executive oversees the co-ordination of risk management processes. Risk Management Officer is the co-ordinator of municipal risk management processes and promote risk management culture with the institution. The Risk Officer works closely with Risk Champs and management to drive implementation of risk mitigation plans. Strategic and operation risk registers are updated periodically to monitor status of implementing risk mitigation plans. The Risk management reports are reviewed by the independent oversight committee quarterly. The process of identification and evaluating municipal risk is implemented annually and the output result is communicated to the Council with risk mitigation strategies.

The municipality is in a process of establishing Fraud Hotline services which will handle the reported fraud and corruption issues. Employees and Councillors are trained annually on fraud and corruption including Whistleblowing Policy adopted by the Council.

INTERNAL AUDIT

Section 165 of the MFMA prescribes the establishment of the internal audit activity. Internal audit is an important component of internal control, risk management and corporate governance and provides the necessary assurance and advisory services to the organisation. The purpose of the unit is to provide an independent, objective assurance and consulting services to add value and improve department's operations.



It assists the municipality to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance process. Internal audit activity is established and spearheaded by the Chief Audit Executive. The functional areas of internal audit unit includes:

- Internal Audit Unit reports Administratively to the Municipal Manager and Functionally to the Audit Committee;
- The Three-Year Rolling Plans and Annual Operational Plans are approved by the Audit Committee;
- Internal Audit reports quarterly to the Audit Committee on performance regarding the implementation of the Annual Operational Plans;

The Chief Audit Executive will align the 2021/24 Risk Based Internal Audit Strategy with IDP strategic objectives and goals utilizing information derived from municipal annual enterprise risk assessment and consultation with management and Audit Committee. Resources will be required to effectively implement both internal audit and risk management activities. The Annual Operational Plans are risk-based with a clear alignment with the key risks,

have adequate information systems coverage, and a good balance across the different categories of audits, i.e. risk-based, performance and financial audits.

- Findings regarding the deficiencies in the system of internal control and deviations from policies and procedures are reported in the Internal Audit Reports and recommendations are made to management to address these deficiencies.
- Management is implementing these recommendations as and when the reports are issued to them in order to improve the internal controls. A significant number of these findings have since been implemented by management. Follow-up audits are conducted to confirm that these recommendations have been implemented
- Internal audit and risk software is required to increase efficiency in audit processes and store information.

4. POLICIES AND BYLAWS

Council has undertaken a process of promulgating and gazetting new Municipal Bylaws. The Bylaws that have been approved by Council in May 2024 and have been to the public for comments are:



POLICIES AND BY-LAWS ADOPTED BY COUNCIL IN MAY 2024

NO:	BY-LAW – ADOPTED
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1.	Credit Control and Debt Collection by-law
2.	Indigent by-law
3.	Caravans and mobile homes
4.	Parking Attendants
5.	Cemeteries
6.	Accommodation Establishments
7.	Swimming Pool

8.	Lease of Municipal Halls
9.	Ward Committees
10.	Street Trading
11.	Advertising Signs
12.	Advertising Signs
13.	Use of Liquor
14.	Control of Stray Animals
15.	Keeping of dogs
16.	Slaughtering of Animals
17.	Keeping of wild animals
18.	Nuisance by-law
19.	Roads and traffic
20.	Storm water management in built-up areas
21.	Impoundment of animals
22.	Animals birds and domestic pets
23.	Advertising signs and displacement of the frontages of streets
24.	Prevention of nuisances



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25.	Keeping of animals
26.	SPLUMA By-laws

27.	Buildings
28.	Land Disposal Policy
29.	Land Invasion, Management and Control of Informal Settlements Bylaw

NO:	HUMAN RESOURCE POLICIES – ADOPTED
1.	Acting and Acting Allowance Policy
2.	Disciplinary procedure policy
3.	Leave Policy
4.	Code of Conduct
5.	Night Work and Shift Allowance Policy
6.	Overtime and Work on Sundays and Public Holidays Policy
7.	Recruitment, Selection and Placement Policy
8.	Attraction and Retention Policy and Strategy
9.	Smoking Policy

10.	Standby Policy
11.	Integrated Telephone Usage and Cell phone Policy
12.	Transport and Vehicle Usage Policy
13.	Motor Vehicle Acquisition Policy
14.	Performance Management System Policy
15.	Communication Policy
16.	Dress Code Policy
17.	Risk Management Policy



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18.	SMME Funding Policy
19.	Tourism Management Policy

20.	Tractor Management Policy
21.	SMME Policy
22.	Street Trading Policy
23.	Scarce Skill
24.	Substance abuse
NO	FINANCE POLICIES - ADOPTED
1	Contingent Liability
2	Expenditure Management
3	Monthly / Year-end Creditors
4	Monthly and Year End Payroll
5	Leave Management
6	Cash & Investments Management
7	Leases
8	Risk Management
9	Fraud Management
10	Subsequent Events
11	Conditional Grants
12	Budget Management Process
13	Overtime
14	Daily Attendance
15	Inventory Count
16	Revenue Management
17	Petty Cash
18	Credit Control
19	Property Rates
20	Subsistence & Travel
21	Tariffs

22	Bad Debts Write-offs
23	SCM Infrastructure Management



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24	Asset & Fleet Management
26	Tariffs Policy
27	Subsequent Events

28	Virement Policy
29	Subsistence and Travelling Policy
30	Contingency Liability
NO	OTHER POLICIES - ADOPTED
1.	Risk Management
2.	Mainstreaming Policy frame work
3.	Communication Policy
4.	Public Participation Policy
5.	Cemetery Policy
6.	Traffic Policy
7.	Disaster and Risk Policy
8.	Vehicle Impounding Policy
9.	Street trading
10.	HIV/AIDS
11.	Open Space by-law
12.	Prevention of Nuisance by-law
13.	Liquor trading hours
14.	Impoundment of Animals
15.	Fire arm Policy
16.	Tractor Management
17.	Tourism Policy
18.	SMMEs/ Co-operatives



19.	Street Trading Policy
20.	Funding Policy
21.	Business Licence
22.	IGR Policy
23.	MPAC Policy
24.	Monitoring and Evaluation Policy

POLICIES AND PROCEDURES

Policies and procedures are updated as and when it is required for the review due to change in legislation or other factors and bylaws gazzetted, All theses policies are reviewed on annual basis and adopted by council.

can be fully implemented.

Also the municipality is in the process of procuring the Monitoring and Evaluation system that will integrate the reporting data of the municipality as well as the systems that are currently used to administer the services of the municipality. The system will

5. MONITORING AND EVALUATION

M&E Manager has been appointed with a responsibility to monitor and

evaluate the performance of projects and programs of the municipality as prescribed in the Integrated Development Plan. In order to comply with legislation and to improve on good governance and service delivery it is essential for municipality to adopt its policies and plans and actions.

In May 2024, Council approved a Framework for Monitoring and Evaluation of performance which is being reviewed on annual basis. However, the framework has not been implemented fully due to shortage of capacity. The framework is in the process of review and it will be realistic in terms of the capacity the municipality has so that it



be able to assist the municipality to improve on oversight and accountability in order for the municipality to respond rapidly to the needs of its communities with providing the outcome and impact results to its stakeholders.

INTER-GOVERNMENTAL RELATIONS

Dr A.B Xuma Local Municipality has a responsibility of forging relations with other spheres of government. The aim is to integrate planning, resource utilization and mobilization to maximize service delivery.

Our multi-sphere engagements strive to comply with Act No 13 of 2005 of IGR Framework Act.

The concerns of the national and provincial government are also concerns of the municipality.

Therefore, going forward as Engcobo Municipality, concerted and coordinated efforts will be required so that DR AB.Xuma Local Municipality works with and leverages of all of government, parastatals, the private sector and civil society partners. It would also align the organization, strategy, budget and implementation programmes so that resources are used optimally and to enhance service delivery.

COMPLIANCE

Compliance is audited internally by the internal audit and there is no specific



committee set-up to deal with this matter. The compliance calendar is monitored on a quarterly basis and presented to Risk Management Committee.

LEGAL

The municipality has an internal unit dealing with legal issues and a person with legal expertise employed in August 2018. Legal issues including managing Municipal litigation and drafting of legal instruments are attended internally and some are outsourced to external legal expertise especially matters that appear in Courts. The legal Manager drafts opinions and advise the Council and the Municipal Manager. A panel of law firms is appointed through a bid process and are allocated work by the Municipality when necessary and only paid once an invoice is presented. A litigation register with all the active cases involving the municipality is kept by the Legal Manager and is updated from time to time when there is progress on the cases.

SPECIAL PROGRAMMES

Dr A.B Xuma Local Municipality must ensure that the Vision 2030 is integrated/mainstreamed both internally as an employer and externally as a provider of service, so as to address the needs of the vulnerable and marginalized groups.

Within this IDP the following are termed cross-cutting issues;

- a) HIV and AIDS
- b) Gender/ Women
- c) Disability

- d) Older Persons
- e) Youth and Children
- f) Sports

Each of the Special Programmes Focal Areas namely HIV and AIDS, Youth and Children, Gender/ Women, Disability, Sports I and Older Persons have dedicated Dr A.B Xuma LM Strategies. SPU budget for 2023/24 financial year is approximately **R 1 000 000.00.**

Institutional Challenges Facing Integrated Development Planning and Performance Management System

- a) Performance management not cascaded to levels lower than Section 56/57 Managers.
- b) Limited funding to execute some of the projects with potential developmental agenda.

Customer Relationship

Successful customer relationship management (CRM) starts with a business strategy, which drives change in the organization and work processes, enabled by technology. It needs to be recognized as a cross cutting function whose main purpose is to see to the implementation of CRM initiatives in a consistent way across the political, corporate and functional dimensions of the organization.

Matters for consideration by the DR AB.Xuma LM would include capacity, skills and resource constraints which remain a problem in the municipal environment.



Internal streamlining will also need to be aligned as it provides a major stumbling block in providing adequate service delivery. Furthermore, blockages need to be removed, processes need to be streamlined and systems need to be put in place to avoid

CHAPTER 9

9 SPATIAL: PLANNING AND DEVELOPMENT

In terms of Section 26 (e) of the Municipal Systems Act (Act no. 32 of 2000), the Spatial Development Framework is a legally

required component of the IDP. It therefore

has the status of a statutory plan, and serves?

to guide and inform all decisions made by the Municipal Council on spatial development

and land use management in the the DR AB. Xuma Local Municipality.

The Spatial Development Framework for Dr A.B Xuma Local Municipality has been adopted by council on the 15th December 2021, it aims to provide guidelines for settlement growth and development needs in the town of Ngcobo as well as providing guidance on where best to direct resources in upgrading the rural settlements. The Spatial Development framework also aims to highlights areas where strategic development intervention is required (areas of particular development potential and/or areas where current development activities represent a development opportunity).

The Engcobo Spatial Development Framework covers the whole area of jurisdiction of the Dr A.B Xuma Local Municipality. Dr A.B Xuma Local Municipality

is located in the Chris Hani District

Municipality in the Eastern Cape and occupies an area of 248 453ha. It is a predominately rural area with only one

major urban centre; that being the town of Ngcobo located on the R61 and two semi urban service centres, Clarkebury and Coghlan. The peri-urban areas are situated on the outskirts of the town i.e. Nkondlo, Manzana and All Saints. The rest of the villages are sparsely scattered over the Municipal area. Political representation is based on 20 Wards within this area.

Accordingly, the Government has adopted a range of legislation and policies, which allows for a more flexible, participative planning methodology that is principle-led and rights-based. For the Engcobo Spatial Development Framework, the key legislative informants of the new approach to spatial planning are derived from: -



- The Spatial Planning & Land Use Management Act (Act 16 of 2013) - SPLUMA
- The Municipal Systems Act (Act 32 of 2000) – specifically Chapter 5, read with
- The Local Government: Municipal Planning & Performance Management Regulations (R. 796 of 2001)

The above laws and policy documents provide the foundations for establishing the parameters of any Spatial Development Framework. As such, these are the principle informants on matters of spatial planning policy for the Municipality and, in the case of the enacted laws, the Municipality is legally obliged to apply their provisions when engaging in spatial planning and land use management.

Overarching principles for spatial development

All spatial development should conform to the following normative principles and should explicitly indicate how they would meet the requirements of these principles:

- **Spatial justice.** The historic policy of confining particular groups to limited space, as in ghettoisation and segregation, and the unfair allocation of public resources between areas, must be reversed to ensure that the needs of the poor are addressed first rather than last.
- **Spatial sustainability.** Sustainable patterns of consumption and production should be supported, and ways of living promoted that do not damage the natural environment.

- **Spatial resilience.** Vulnerability to environmental degradation, resource scarcity and climatic shocks must be reduced. Ecological systems should be protected and replenished.
- **Spatial quality.** The aesthetic and functional features of housing and the built environment need to be improved to create liveable, vibrant and valued places that allow for access and inclusion of people with disabilities.
- **Spatial efficiency.** Productive activity and jobs should be supported, and burdens on business minimised. Efficient commuting patterns and circulation of goods and services should be encouraged, with regulatory procedures that do not impose unnecessary costs on development.

In accordance with the requirements of legislation governing municipal planning, the DR A.B Xuma Local Municipality reviewed its 2016 Spatial Development Framework (SDF) and it was adopted in December 2021. The main changes to the SDF of 2020/2021 will include: -

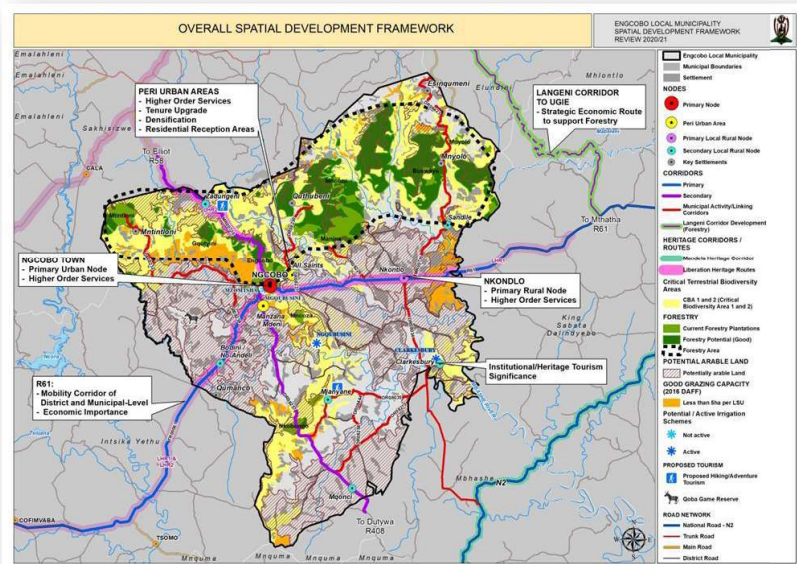
- *Ward Boundary changes as per the demarcation board (if relevant);*
- *Revised Priority Spatial Issues identified on the basis of a revised analysis as well as the revision of the related Spatial Development Objectives and Strategies, in line with*



the current Dr A.B Xuma LM IDP (2021/22), the Chris Hani District IDP (2020-2021) and Chris Hani DM SDF, 2018.

- A revision of the Development Nodes and inclusion of the concept of rural settlement edges that includes broad based settlement edge planning. Updating the proposals (where relevant) in the town of Engcobo in line with the Ngcobo Town Local Spatial Development Framework

- Inclusion of the approved Nkondlo Local Spatial Development Framework, 2019.
- Inclusion of revised Sector Planning proposals and related spatial development implications for the Dr A.B Xuma LM
- Revised long-term spatial vision that supports the development vision, goals and objectives of the Municipal IDP.



1. BUILT ENVIRONMENT ANALYSIS

Dr A.B Xuma LM is comprised of the main town of Engcobo serving a rural hinterland comprised of 384 rural villages. All Saints and Mdeni/Manzani serve as peri-urban/rural

settlement areas. These areas serve as reception areas for people moving closer to the urban centre from surrounding rural settlements.



Land Use & Zoning: A Land Use Management Scheme was developed under SPLUMA regulations for *Dr A.B Xuma LM* Area was completed in 2018 (not yet gazetted) Land invasion and related land transgression remain an ongoing challenge in Engcobo.

Land Tenure / Ownership: There are two dominant forms of tenure or land ownership in Engcobo, namely: Freehold (found in the urban and peri-urban areas of Engcobo) and Communal (the rural settlements areas). The traditional leaders hold control and authority over communal land and the local municipality has authority over formalised freehold urban tenure systems. The co-existence of these tenure systems often creates confusion and difficulties in implementing uniform planning regulations and by-laws to govern land use management and development.

Housing: SA Census Statistics, 2011 which does not show an accurate estimate indicates that the dominant housing type is still traditional dwellings in *Dr A.B Xuma LM* with 66% which significantly high. There is a relatively low percentage of formal housing that equates to 27.61%. The housing backlog is estimated at 23 207 units (that *Dr A.B Xuma LM* Human Settlements Sector Plan Review, 2019).

Water Services & Infrastructure: SA Stats Community Survey 2016 indicates that the majority of the population (56.3 %) have inadequate (below RDP level) water supply services. Just less than half of the population (43.65 % households) has access to piped water within 200m of their dwelling (RDP Standard). The CHDM is currently implementing a water infrastructure development programme based on a geographic area Clustering Strategy. This strategy is funded Municipal Infrastructure Grant (MIG) and Regional Bulk Infrastructure

Grant (RBIG), which seeks to address both water and sanitation infrastructure backlogs.

Sanitation Services & Infrastructure: There has been an increase in the household sanitation services during the period of 2011 – 2016 with 55 % households having access to (flush toilets and Ventilation Improved Pit). With that said there is still a significant household number of 45 % with inadequate access to sanitation services (bucket and non-ventilated pit latrines) or no sanitation services at all.

The Town Centre is generally served with septic tanks. Engcobo Extension 3 is served by a full waterborne sewer system with a capacity of 500kℓ /day. The rural areas of Engcobo are currently served with sanitation through VIP Latrines, although some areas still do not have access even to this service. The CHDM is rolling out a program of prefabricated latrines.

Waste Removal: The *Dr A.B Xuma* Local Municipality has no waste records in place, even though there is one solid waste land fill site in Ngcobo which is poorly maintained. It is the Municipalities responsibility to collect refuse but it is currently giving this service to a few urban based households and businesses in Ngcobo. With a lack of sustainable collection services this has caused illegal dumping to occur. As a result (62.56 %) of households remove their waste themselves, this has both environmental and health implications.

Public Amenities: *Dr A.B Xuma* Local Municipality has a few public amenities namely: 2 sports fields and a pool all these are in a good working condition. There is a cemetery but a new site will be required in the future. Currently the area has 14 halls in the different wards. Not all wards have halls.



Energy: The majority of households (80%) receive Eskom electricity supply.

Roads & Storm Water: The road network in that Dr A.B Xuma LM (paved and unpaved (gravel) roads) is in a poor state requiring upgrading and maintenance. Many of the roads are pot-holed and are heavily eroded. Road drainage is inadequate or non-existent. The rural areas face a huge backlog with regards to storm water infrastructure. Most of the needs identified during the Mayoral Imbizo / IDP community needs assessment, related to the upgrading of roads and building of bridges in the area.

Transport: A study conducted for the CHDM indicated that most people in the larger Chris Hani District (including Engcobo) walk to work. Rural access was identified as a key issue affecting that Dr A.B Xuma Local Municipality mobility. Road based public transport for local and long-distance travel essentially consists of minibus taxis. There are also a few bus services.

AT A SCALE OF URBAN DEVELOPMENT (NGCOBO TOWN)

- Ngcobo town is classified as a Sub-District Development Node in the CHDM SDF 2018; (i.e. amongst a group of towns deemed to be on a second tier below the dominant district node of Komani (formerly called Queenstown).
 - *This means that Ngcobo is understood to have an influence (reach or catchment population) beyond simply its local area and that it draws people to the town to access goods and services from a broader area (i.e. in some cases from neighbouring Municipalities);*
 - However, Ngcobo may also be described currently as a low-density urban environment
 - In spite of its low density and intensity of development, Ngcobo's Business Centre is thriving and does not function optimally due to over-crowding and a lack of facilities serving both pedestrian and vehicular traffic: -
 - *Business in the town is reliant on commuters (rural consumers)*
 - *No mass of resident consumers (limits range of commercial and social facilities that private sector provides in town and inhibits the development of a more vibrant "urban" character)*
- Indicators of well-being refer to the population's access to basic infrastructure and social services. Analysis of the extent and level of infrastructure for the that Dr A.B Xuma LM revealed that:
- Backlogs in the provision of water and sanitation services remain high (56% and 48% of households are unserved respectively)
 - The access roads are in a poor state and need to be upgraded and maintained. An expressed need from all the Wards in the LM.
 - Inadequate and poor waste management services.
 - The Housing Demand is widespread in both the urban and rural environment and the need for informal settlement upgrade in Engcobo Town.
 - Difficulty in accessing social facilities such as schools and clinics



It is noted that the dominant spatial pattern of dispersed rural settlements creates a significant challenge to the effective delivery of infrastructure and social services as it:

- Increases costs of delivery
- Increases costs of maintenance of roads and infrastructure
- Poses difficulties in managing effectively quality of services in education and health

This section will also identify, quantify and provide location requirements of engineering infrastructure and services provision for existing and future development needs for the next five years. The sections below include:

- Settlement Structure
- Ngcobo Land Use
- Land Tenure / Ownership
- Housing
- Water Services
- Sanitation Services
- Waste Services
- Energy
- Roads and Stormwater
- Transport

The Table below describes the Municipality's settlement structure.

Type	Name	Description
Rural Settlement (Villages)	384 Rural Settlements	The majority of households in that Dr A.B Xuma LM are rural in nature (80%). Most of the settlements are low density with low levels of service, surrounded by commonage land predominantly used for grazing and subsistence farming, with the majority of arable land lying fallow. The north eastern part of the municipality is mountainous, interspersed with sparsely populated villages and vast tracts of grazing land. The rest of the Municipal area is characterised by a relatively even distribution of both planned and unplanned settlements. A growing trend of rural-urban migration is occurring, especially in identified nodal areas and settlements along key mobility/access routes.



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Local Rural Service Nodes (LRSN) - Secondary LRSN - Primary LRSN	<u>Secondary LRSN</u> - Clarkesbury - Bodini/No-Andile - Mqonci - Mjanyane - Zadungeni - Sandile <u>Primary LRSN</u> - Nkondlo	Rural service nodes have developed at key intersections or adjacent major routes. These are more densely populated rural settlements where a larger variety of community facilities, amenities and services can be found, for example; groupings of tourism, social, institutional, business, commercial or manufacturing facilities These nodal areas provide services to surrounding rural settlements (villages)
	Peri-Urban Areas - All Saints - Mdeni / Manzana	Situated on the outskirts of Ngcobo. These are more densely populated settlements where a larger variety of community facilities and amenities can be found. Evidence of population growth in this area, serving as reception areas for people wanting to live closer to Engcobo Town and near major mobility routes (R61). <i>Medium term: Initiate incremental land use housing delivery programme.</i>
Urban Areas	Ngcobo Town	land in urban settlements is zoned
		Most appropriate management system, land tenure formalisation &
	ISSUES AND PRIORITIES	
Provision of Basic Infrastructure	Given the prevailing levels of poverty and social need, much of the developmental focus for the Municipality must be directed to the improvement of services and facilities in the least well-off settlements in the area (where the majority of the population resides). The current settlement pattern is spatially fragmented making service delivery to remote rural settlements an inefficient and costly undertaking. Alternative sources of infrastructure and services need to be explored (solar energy, wind energy, etc.) to remote areas. Promotion of settlement edges to consolidate land use and focus of infrastructure investment.	
Sustainability	There are high levels of unemployment and very low levels of income in the Municipality, which impacts on the levels of affordability and type of development needed. The provision of services and infrastructure should	
	not be undertaken at a level that is likely to undermine the longer-term financial and environmental sustainability in the area. It is crucial; therefore, that appropriate levels of service linked to the ability to sustain the maintenance and operations of new networks are pursued.	



Land Ownership Tenure and Land Management	The complex tenure arrangement in the former Transkei region hinders development, investment and appropriate planning in the area. The focus in this area therefore, needs to be placed on setting in motion a programme of local planning, which should inform the establishment of appropriate institutional arrangements to oversee and manage land use decisions. The requires the incremental implementation of the the DR AB.Xuma LM Land Use Management Scheme, 2018 (Not Gazetted)
Settlement Patterns	The current settlement pattern within the Municipality is fragmented both at the broader Municipal scale and at the local urban scale. This fragmentation mirrors differences in levels of infrastructure provision, land tenure arrangements and socio-economic well-being. It is essential, therefore, that strategies to overcome this spatial and socio-economic fragmentation be implemented where physically and fiscally possible.
Urban Development	Ngcobo town is the hub of retail and commercial facilities in the Municipality and is the main centre for high order services for the surrounding communities. In recent years there has been growth of the town and peri-urban areas surrounding Ngcobo as people move closer to the town to access these services. The spatial development emphasis in the urban area should be on ensuring that there is the infrastructure and services in place to support the development of the town and that there are adequate linkages between the town and surrounding settlements. The functioning of Ngcobo town as the “Shopping Centre” for the surrounding rural areas (hinterland) needs to be amplified and improved by addressing the shortcomings of the town’s Business Centre as a place, firstly, to conduct business (for business owners/entrepreneurs) and secondly, for people wanting to gain access to goods and services (consumers).
Identifying Areas of Greatest Opportunity	The Municipality has limited resources. These resources therefore need to be focused in areas that will provide the greatest return on investments (both economic and social returns).
Opportunity in Agriculture & Forestry	Agriculture and Forestry have been identified as the sectors with the most developmental potential in the Municipal area. The spatial areas with identified development potential need to be conserved and managed in order to be best utilised in a sustainable manner. In order to harness the natural resource potential in these sectors, it is very likely that the the DR AB.Xuma Municipality will need to engage in and/or participate in partnerships with other spheres of government or agencies.
Opportunity in Tourism	Tourism is a key development sector in the Municipal Area. Tourism strengths are attributed to the rich cultural heritage of the area and the



	pristine environment. Development priorities relate to identifying and protecting the valuable natural tourism assets in the area. Upgrading and maintaining priority access routes to tourism areas of interest and ensuring access to critical services (health and safety services and public amenities) for visitors to these areas. Legal application for the protection of heritage resources.
Natural Resource Management (Environmental Management)	Extensive land degradation through inappropriate management and planning is evident and has led to a depletion of natural resources and agricultural land. The natural resources, scenic assets and prime forestry/agricultural land that exists in the <i>Dr A.B Xuma LM</i> area needs to be carefully managed - to ensure appropriate development and sustainable use thereof. Forestry, agriculture and tourism are largely dependent on natural resources (assets). Proper management of these resources is critical for the optimal development of these sectors. Finally, it should be noted that there are a number of environmental health risks identified in the <i>Dr A.B Xuma LM</i> area. These include: - • Solid Waste: The need to license a properly designed and managed Solid Waste Facility in Ngcobo; • Cemeteries: The need to identify a new Cemetery to serve the town of Ngcobo and the need for the management of the conditions under which rural cemeteries are identified and utilised. • Water and Sanitation: The need to upgrade and maintain water and sanitation services in urban and rural areas to ensure access to clean water and prevent possible contamination of rivers from sewage spills.

2. SPATIAL PROPOSALS

In recognition of the need to plan for the maximization of available human and natural resources within a context of achieving sustainability, the *Dr A.B Xuma LM* acknowledges that there is a need to focus limited public resources in areas of opportunity in order to achieve maximum impact. From a spatial planning perspective, this means certain structuring elements have been identified to guide future planning and expenditure. These structuring elements are clustered into four main components: -

- Development Nodes;

- Development Corridors;
- Environmental Elements and
- Strategic Development Areas defined on the basis of specific development potential and/or development need

DEVELOPMENT NODES

The Municipality needs to identify nodes in order to allocate appropriate levels of investment in infrastructure and services and to be able to implement appropriate land use management strategies.

The following classes of node have been identified and/or are proposed for the DR AB. Xuma LM:



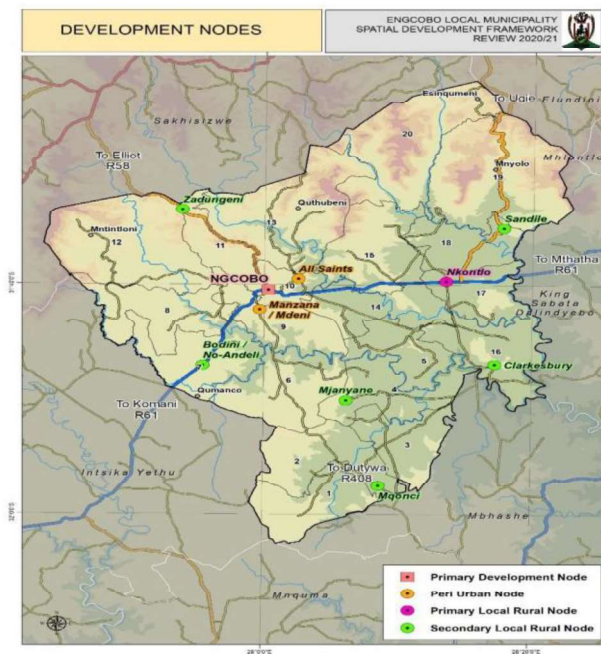
NODE	NAME	ROLE	SPATIAL DEVELOPMENT PRIORITIES
PRIMARY DEVELOPMENT NODE (Sub-District Service Centre)	• NGCOBO TOWN	• and service centre to the surrounding rural settlements. • Ngcobo is the administrative seat of the Local Municipality. • Ngcobo also functions as an Industrial Node • Has potential for value adding agro-industrial processes and event-related tourism activity • Ngcobo caters for permanent & temporary residents.	☐ Due to the nature of uses and density, urban areas require higher levels of infrastructure services (particularly sanitation). The urban area will be defined by an urban edge, which will be the line identifying the area where higher levels of infrastructure are available, or can be made available. ☐ Managed urban expansion and public-funded housing development ☐ Maintenance and upgrade of existing infrastructure ☐ Infrastructure development to cater for expansion ☐ CBD management and focus on urban aesthetics (revitalisation) ☐ Improved pedestrian and vehicular linkages between suburbs in town ☐ Improved access (maintenance and upgrade) of key access routes to town/peri-urban areas from service catchment area. ☐ Provision of social facilities (incl. cemeteries) ☐ Environmental Management



PRIMARY LOCAL RURAL NODE (Local Service Centre)	• NKONDLO	• Commercial (local scale retail, industrial, admin services) and social facilities: (Health, Education, Welfare, Safety Services) serving surrounding rural areas • Located at key transport junctions providing access to higher order service centres / areas of strategic importance • Cater for permanent and temporary residents • Local Economic Support– Agriculture and tourism-based initiatives / potentials	❑ Basic level of service extension and upgrade of existing commercial / agricultural infrastructure ❑ Focus on provision of social and commercial service provision ❑ Managed area expansion and public funded housing expansion ❑ To develop agreed upon spatial plans that set out the spatial arrangement of land rights and land uses in the nodal areas. Implementation of incremental land use management mechanisms to integrate with prevailing customary practices (refer to Dr A.B Xuma LM LUMS, 2018) ❑ Managed settlement expansion – settlement edge planning ❑ Local planning to maximise use of resources ❑ Improved vehicular and pedestrian function within areas ❑ Investment in transport infrastructure located at main transport junctions ❑ Protection of Natural Resource Assets
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SECONDARY LOCAL RURAL NODES (Sub Local Service Centres)	• CLARKESBURY • MQONCI • MJANYANE	• Local service centre: small scale commercial (retail, industrial), administrative / institutional services (government, education) and social facilities (health, welfare and safety services) serving surrounding rural areas • Rural livelihoods and agricultural support services • Support and promote local economic potentials / initiatives (tourism and agriculture)	□ Basic level of service extension and upgrade of existing commercial/ agricultural infrastructure □ Engage in local (collaborative) planning processes to maximise use of resources. □ To develop agreed upon spatial plans that set out the spatial arrangement of land rights & land uses in the nodal areas. □ Implementation of incremental land use management mechanisms to integrate with prevailing customary practices (refer to Dr A.B Xuma LM LUMS, 2018) □ Protection of Natural Assets - Environmental management is critical □ Planned settlement edges to manage growth and protect natural resource areas □ Priority access to health and safety services □ Prioritise linkages to higher order nodes to support agriculture & tourism potential in the areas □ Upgrade of priority internal / access roads
RURAL SETTLEMENTS	ALL OTHER RURAL SETTLEMENT RURAL / PERI-URBAN AREAS: • All Saints • Mdeni/Manzana	• Providing residents with necessary infrastructure and services • Residential and livelihood subsistence-based farming areas. • Some provision of limited social goods and services. • Rural / Peri-urban Areas: function as residential reception areas for people wanting to live closer to Ngcobo Town for employment & urban amenities & access to the main R61 Route	□ Basic level of service extension □ Settlement management to protect natural resource areas (defined settlement edges to manage settlement growth and competing land use needs in rural areas) □ Implementation of incremental land use management mechanisms to integrate with prevailing customary practices (refer to the DR AB.Xuma LM LUMS, 2018) □ Protection of Natural Assets – environmental management is critical □ Ensure ease of access to higher order service nodes to access facilities and services □ Peri-Urban Areas: <i>Medium term: Initiate incremental land use management system, land tenure formalisation & housing delivery programme (when required).</i>



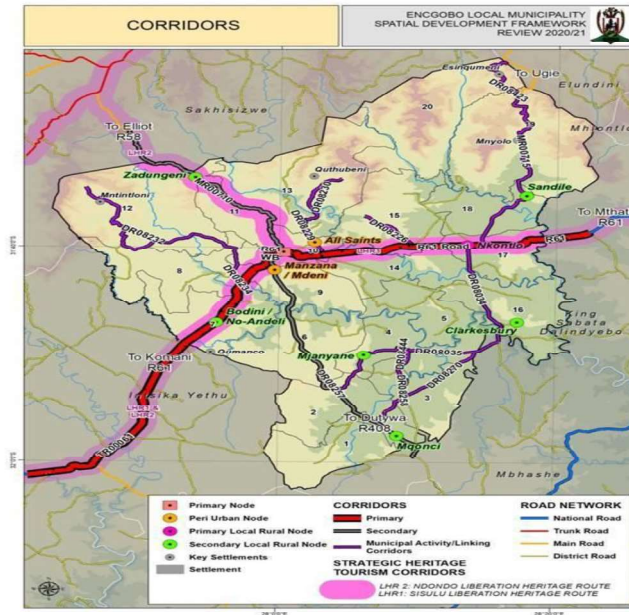
DEVELOPMENT CORRIDORS

Development Corridors are defined as roads of significance at Municipal or Local Level that: -

- ☐ Facilitate movement of people and goods to and from an area
- ☐ Link places in the Municipal area to other places of significance (i.e. markets, places of work or social/economic opportunity)
- ☐ Create a focus for activity



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TYPE	DESCRIPTION OF LOCALITY	FUNCTION
Primary Movement Corridor	R61 (Tarred Road) From Ngcobo, to Komani (Queenstown) and from Ngcobo to Mthatha	These routes carry passing traffic and provide access between local areas in Engcobo and centres further a field Priority is focussed on: - Mobility with controlled/limited access to and from the route - Speed control/traffic calming measures when route passes through dense settlements/high activity zones/nodes - Main intersections providing access to areas aimed at limiting traffic and pedestrian congestion, focussed on public safety.
Secondary Movement Corridor	- R58 (Tarred road from Ngcobo to Elliot) - DR08257 / R408 (Tarred road from Ngcobo – N2 – Dutywa)	These routes carry passing traffic and provide access between local areas in Engcobo and centres further afield Priority is focussed on: - Mobility with controlled/limited access to and from the route - Speed control/traffic calming measures when route passes through dense settlements/high activity zones/nodes - Main intersections providing access to areas aimed at limiting traffic and pedestrian congestion, focussed on public safety.

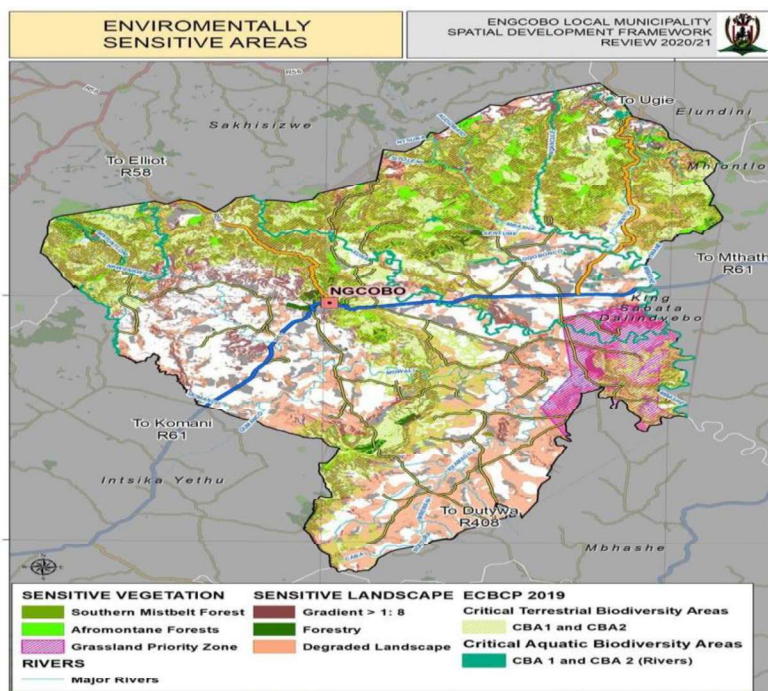


Municipal Activity / Link Corridors	☐ MR00715: Nkontlo (R61) to Mnyolo – Siqumeni – Ugie (N) ☐ DR08226: R61 – Lalini (Police station) ☐ DR08229/30: R61 - Qutubheni ☐ DRDR08234/232: Bodini/No-Andile (R61) to Mntintloni (N) ☐ DR08034: Nkondlo – Clarkesbury – N2-Idutywa (S) ☐ DR08035: Mjanyana to R408 to Ngcobo (N) & to Mqonci (S) ☐ DR0835: Clarkesbury to Mjanyane ☐ DR08270: Clarkesbury - R408	Provides access between settlements and linkage to local and higher order service centres. Intensity of mixed-use development is proposed along these routes. Priority is focussed on: - Movement / access of people to Nodes from the broader catchment area. - Public / Traffic Safety - Roadside transport and pedestrian infrastructure: Taxi Ranks, Public Facilities, Market Areas, Safety Control Measures (Pedestrian Bridges, Crossing, Street Lighting, Speed Control measures), etc. - Land tenure to support mixed use development - Land use management & Densification of land for mixed usage
Development Corridor / Strategic Routes	☐ East Corridor (R61) and Heritage Tourism Route ☐ R58 Strategic Tourism Heritage Route	Corridor of district and municipal-level economic importance Strategic Heritage Tourism Routes Key mobility /linkage to larger urban centres – supports agricultural development priority along this route

ENVIRONMENTAL ELEMENTS

The following were identified as high-risk areas where development is discouraged.

- Topography: Slopes with a gradient greater than 1:5. This is due to the ecological impacts which may result e.g. soil erosion; slope failure etc.
- Rivers/ Water Source: Development within the 1:100-year flood line or within 100m of the high flood level. Development within 50m of riverbank; with 100m being the preferred distance.
- Vegetation: Afromontane Forest, Specific Grassland areas, Areas containing Plants and Vegetation of Conservation Importance
- Wetland Areas
- Heritage Sites: Rock Art Sites
- Other Areas: The habitat of endangers animals and birds e.g. the Wattle Crane and Cape Parrot
- Municipal Public Open Space.



STRATEGIC DEVELOPMENT AREAS (SDAs)

The Municipality identifies areas that are in need of development (i.e. areas where infrastructure backlogs persist or there is developmental potential). The *Dr A.B Xuma LM* would need to prioritise its development efforts and capital expenditure.

Identified strategic development areas in Engcobo Municipality area:

SDA: AREAS OF PRIORITY BASIC NEEDS (**Water & Sanitation Programme**)

Areas of greatest need are defined as those areas with the lowest household income levels and worst-off settlement areas in terms of access to basic infrastructure services. These areas are widespread throughout the LM and require priority interventions to improve the level of well-being of communities in these areas (poverty alleviation programs and basic infrastructure investment).

SDA: NATURAL RESOURCE AREAS: FORESTRY & AGRICULTURAL



These areas are identified for the high natural economic resource value that require appropriate resource and land use management and investment to enable them to reach their optimal potential. These are as follows:

Forestry Potential: Well established in the northern part of *Dr A.B Xuma LM*, with proposed linkage to Ugie forestry activity in the north and forestry activity (PG bison and Langeni factories) with Langeni Pass identified as a strategic economic forestry link corridor to the east.

Agriculture Potential: The agricultural potential (favourable soils and climate and extensive grassland coverage) of the LM is not being utilized fully with the dominant form of agricultural activity being household subsistence-based farming. Development of this sector is a priority.

Tourism Potential: There is great potential for the tourism sector in the LM but it is currently underutilised due to lack of an overarching strategy to drive development of this sector (*Dr A.B Xuma LM IDP 2018-2019*). A tourism strategy is due to be reviewed in 2021 – 2022 (*IDP 2020/21*). As detailed in

Section 6.4.6 of this report, the municipality boasts a wealth of natural and heritage tourism assets that include:

Political and Cultural Heritage Centres: Quthubeni Village, Clarkesbury Village and Xuka Village)

Liberation Heritage Routes (LHR):

- *Walter Sisulu LHR1: R61 route linking Ngcobo to Mthatha (east) and to Komani (SW)*

- *Ndondo LHR2: traverses the Municipal area.: R58 from Ngcobo to Elliot (north)*

Key Tourism Access Routes to support the sector are: *Nkondlo Town to Clarkesbury Village; Ngcobo Town to Quthubeni Village; Ngcobo Town to Xuka Village*

Nature-based Tourism: Forest, mountains and waterfalls and Heritage – Bushman Rock Art:

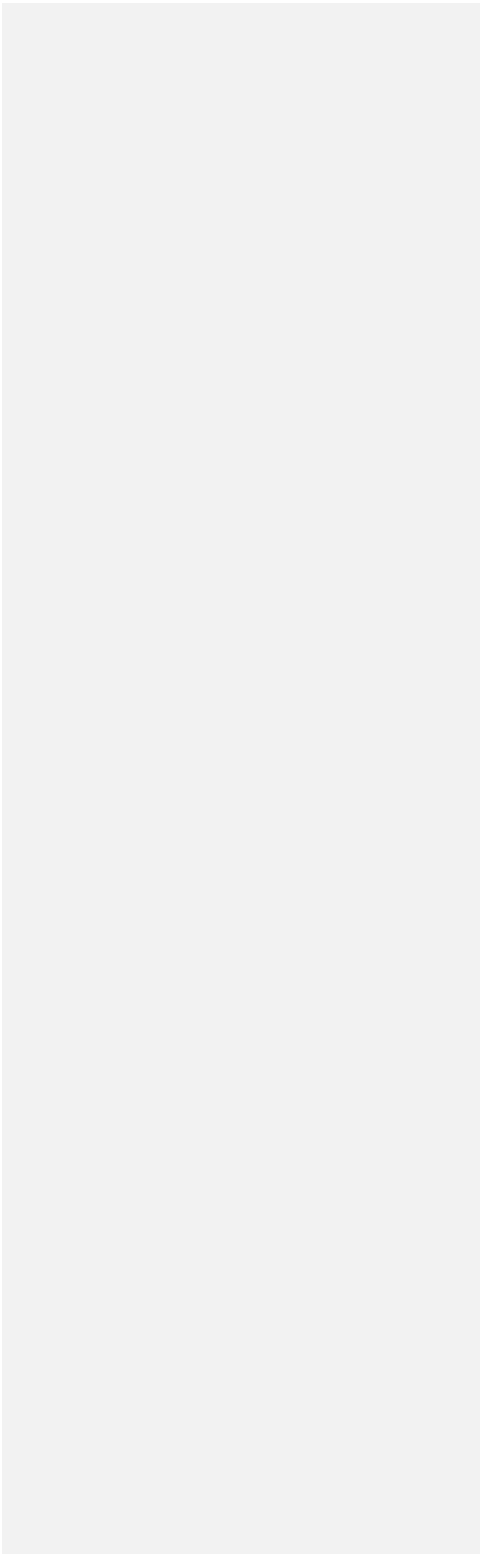
- *Will require investment in infrastructure/facilities to support and promote tourism in these areas – for example: the proposed Zadungeni Adventure Trail (Hala area) (refer Section 6.4.6 and the proposed Mjanyane Hiking Trail (Mjanyana LSDF analysis report, 2021- current project).*

The formulation of land use management guidelines is a legally required component of a Spatial Development Framework, which must determine the purpose, desired impact and structure of the land use management scheme to apply to Engcobo. In complying with this requirement, it is important to be clear on what is understood by the term “land use management”, and therefore, how this is translated into a set of usable guidelines, relevant to the Municipality and its assigned roles and functions.

For a rural municipality like that *Dr A.B Xuma*, the fundamental challenges in relation to practicing development local government are linked to institutional capacity and funding. This applies equally to the implementation of activities in relation to planning for, and managing spatial



development.





The formulation of land use management guidelines is a legally required component of a Spatial Development Framework. In complying with this requirement, it is important to be clear on what is understood by the term “land use management”, and therefore, how this is translated into a set of usable guidelines, relevant to the Municipality and its assigned roles and functions. The following excerpt from the White Paper on Spatial Planning and Land Use Management (Dept Land Affairs, 2001) provides a broad definition of what, in essence, a Land Use Management System is expected to achieve in the new spatial planning system in South Africa, and how this differs from the development control approach that was central to the old planning system in this country: -

“The term land use management includes the following activities:

- The regulation of land-use changes such as, for example, the rezoning of a property from residential to commercial use;
- The regulation of ‘green fields’ land development, i.e. the development of previously undeveloped land;
- The regulation of the subdivision and consolidation of land parcels;
- The regulation of the regularization and upgrading process of informal settlements, neglected city centres and other areas requiring such processes;

The facilitation of land development through the more active participation of the municipality

in the land development process, especially through public-private partnerships.

Land-use management has two main underlying rationales. The first is the widely felt resistance to the idea of uncontrolled land development and the second is the commonly expressed wish by particular sectors in society to promote various types of desirable land development.

The resistance to uncontrolled development is motivated by:

- Environmental concerns: uncontrolled development of land can have adverse effects on natural habitats, cultural landscapes and air and water quality.
- Health and safety concerns: uncontrolled development can lead to overcrowding and unsafe building
- construction. Certain land uses can also be detrimental to the health and safety of neighbours.
- Efficiency of infrastructure provision and traffic management: increasingly it has become clear that the where the granting of development permissions is not coupled with the provision of adequate infrastructure and traffic management the consequences can be severe. Similarly, where infrastructure is provided, generally at high financial cost, without taking into account likely and relevant land-use and settlement patterns the opportunity costs to society are very high.
- Determination of property values for purposes of rating: the market value of land is the basis on which property valuation is determined and the extent and nature of the development



Permitted on the land is a key factor in that determination.

- Aesthetic concerns: the control of land development enables government to prescribe certain design parameters for buildings.
- The wish to promote desirable development is also driven by a number of different concerns:
- The land development needs of the market seldom match precisely the social and political needs of government: government may well want to promote a type of land development in an area that the market neglects. It then has to take certain steps to facilitate that development or provide incentives.

Investment promotion: changing the applicable land-use management instruments is often seen as a prerequisite for certain types of investment to certain areas. This can take the form of both relaxing controls in those areas and increasing controls in other areas which might be more favored by the market. These strategies are likely to be linked to local economic development initiatives”.

LAND REFORM

Land reform is a central factor to economic development and especially rural development. There are two dominant forms of tenure or means of land ownership in our jurisdictional areas, namely freehold (identified through a registered mortgage and issuance of a formal title deed to the landlord) and communal (often found in rural village settlements and not linked to a single landlord through issuance of a title deed).

Freehold ownership patterns are common in urban and peri-urban areas of Engcobo and Clarkebury while other forms are dominant in rural settlement areas. The common tendency and legacy inherited from past government is for communal land to be under the control and authority of traditional leaders while not always but commonly the local municipal authority tends to have more control and rule over formalized freehold urban tenure systems. The coexistence of these tenure systems often creates confusion and difficulties in implementing uniform planning regulations and by-laws to govern land use management and development. Hence, the choice for the financial year is to focus on building strong relationships with traditional authorities and putting in place mechanisms for implementing effective joint planning and land use administration.

Rural areas have often lagged behind urban centers when comparing their share of benefits for development in our municipality. This has been caused by historic reasons wherein services were delivered to areas with already developed networks and reticulated service distribution systems (e.g. waterborne sanitation, refuse collection and electricity connections). This has led to urban-rural inequalities. To deal with this challenge the municipality has identified rural development as a new development priority with emphasis on the following:

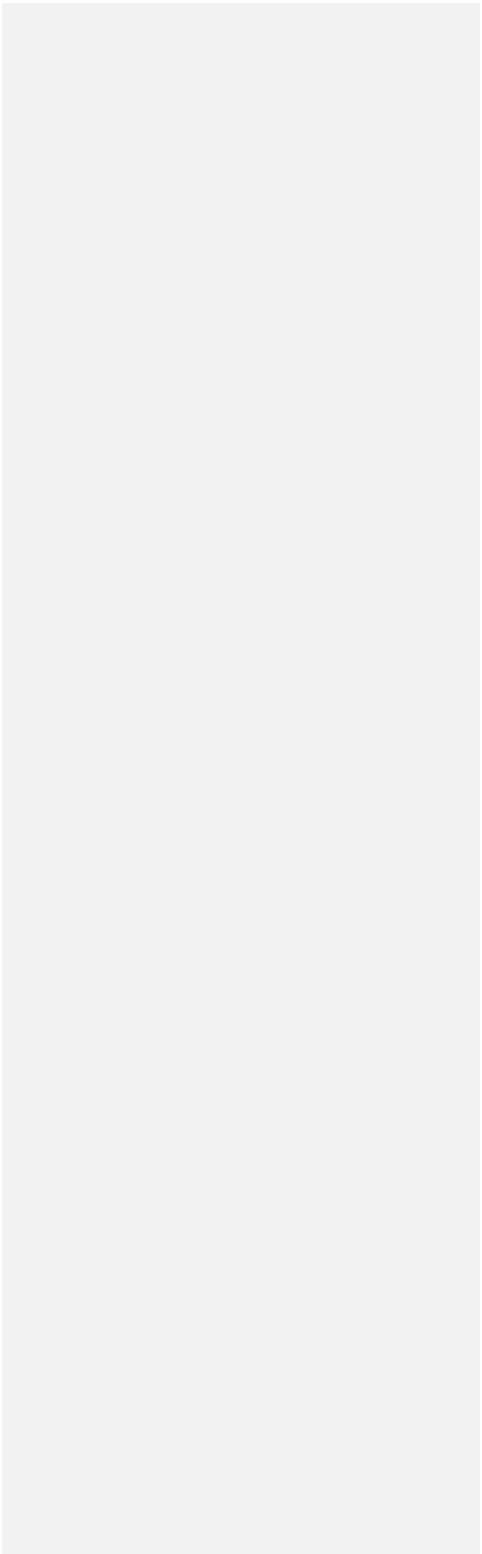
- Planning for improved household access to basic services

Leveraging the District municipality on rural service infrastructure installation

- Facilitation and mobilization of resources to achieve integrated delivery of government services via one-stop



service centres to rural areas





- Coordination of poverty alleviation interventions and livelihood support
- Integration of settlements to mainstream economic participation and contribution. Main focuses here being on agriculture, farming, cultural tourism and agro-processing initiatives
- Improved access to community involvement in decision making through war rooms and other tools.

LAND AND PROPERTY MANAGEMENT

In terms of the Municipal Finance Management Act municipalities are obliged to manage the assets under its control, section 78 of the Act specifically stipulates that senior management should take all reasonable steps within their respective areas of responsibility to ensure, inter alia, "that assets of the municipality are managed effectively and maintained to the extent necessary to derive maximum benefits from these assets both in providing basic infrastructure and generating revenue.

An immovable capital assets management and maintenance information system is in place and

The Agricultural Clusters in the south by:-
Developing new irrigation schemes

- Maximizing production at existing schemes Providing a market and agro-industrial at Ngcobo

The Tourism Cluster

- Conserve and develop bushman paintings and developing a bushman painting trail To develop the waterfalls for tourist visits i.e. parking area, ablution facilities etc.

This is a comprehensive system which incorporates collection of all data related to municipal owned properties, verification of new and existing data, quality control and skills transfer. It also incorporate all property valuations that have obtained through the General

Valuations as well as all maintenance and expenditure carried out on each municipal property.

The development of Corridor Clusters

The Forestry/Wood Cluster in the north by:-

- Providing new community forests especially near existing sawmills
- Providing new sawmills
- Establishing a wood manufacturing industry at Engcobo
- This project on forests is now handled by Chris Hani because local municipalities cannot afford to manage.

- Develop dams for fishing and camping/overnight facilities
- A Tourism Centre within Hero's Park
- Tourism facilities and conference centre at Xuka
- Cultural village (horse and hiking trails, waterfalls and busmen painting)



Partaking in Clarkebury (former Nelson Mandela school)

IMPLEMENTATION OF THE SDF TO DATE KEY PROJECTS

The Beef and Dairy Cluster

- Dairy production at Xuka
- Develop beef production at Xuka and other areas
- Dipping Tanks
- Stock Dams
- A beef auction and production facility at (Engcobo)

In review of the DR AB.Xuma Local Municipality's SDF (2016), certain proposed projects remain relevant and of priority. It is recommended that their status be reviewed during this process for finalisation and prioritization in order to establish realistic timeframes for their implementation, evaluation and monitoring.



PROJECT NAME	KEY ACTIONS	TIMEFRAMES	PROJECT OWNER	IMPLEMENTING AGENT	APPROX. BUDGET	FUNDING SOURCES
Forward Planning Programme						
Detailed Traffic, Transport and Pavement Management plan/system for the Town of Ngcobo (including the feasibility of a town by-pass) <i>*Current Project: Development of RAMS – Approve & Adopt a Road Management System (Dr A.B Xuma LM IDP 2018-2019)</i> <i>*Unfunded Project: Comprehensive Integrated Transportation Network Plan with Road & Stormwater Management System (Dr A.B Xuma LM IDP, 2018-2019)</i> Detailed Local Spatial Precinct / Urban Design Plan for Ngcobo CBD that includes informal trading zone (refer Section 7.4.1) <i>**Current Project: Approve Ngcobo Town Centre Urban Designs (Dr A.B Xuma LM IDP, 2018-2019) – implementation to commence: 2021/22 financial year.</i>	- Liaise / partner with relevant agencies responsible for roads development in the area to develop an agreed upon schedule of road development / maintenance as well as public transport facility development and upgrade. - That considers the provision of trading spaces for informal / small business and related infrastructure, targeting concentrations of foot traffic at modal interchanges	Initiate immediately	CHDM DOT	Dr A.B Xuma LM CHDM SANRAL DoT Dr A.B Xuma LM SALGA SANRAL	ZAR 500,000 <i>* Current RAMS project: ZAR 200,000</i> <i>**Current Urban Design Project: ZAR 1 Mil</i>	TBD



Rural Development & Land Reform Programme						
Preparation of business plans to obtain funding from Rural Development and Land Reform for local planning in the following proposed rural nodal areas: - Manzana/Mdeni - Local Planning in Mjanyane & Mqonci (current project- Dr A.B Xuma LM IDP 2024 - 2025)	- Initiate business plans to apply for funding for Local Planning processes in the identified Local Rural Nodes, in order to clarify spatial relationships between settlements and related land uses and to guide the implementation of projects - Liaise with key role players on matters of shared interest in relation to planning for sustainable development in rural settlement areas - Incorporate the that Dr A.B Xuma LM Draft Land Use Management Scheme (2018) in rural areas (incremental approach) in consultation with Traditional Authorities	Initiate in 2021/22	Dr A.B Xuma LM	Dr A.B Xuma LM DRDLR DLGTA	To be authorised ZAR 500,000	TBD
Generation of Settlement Edges for Rural Settlements	- Liaise with key role players on matters of shared interest in relation to planning for sustainable development in rural settlement areas - Incorporate the that Dr A.B Xuma LM Draft Land Use Management Scheme (2018- not gazetted) in rural areas (incremental approach) in consultation with Traditional Authorities	2021/22	DRLR	Dr A.B Xuma LM DRDLR DLGTA	TBD	TBD



Planning Projects						
Identification and zoning of commercial forestry and agricultural use areas for incorporation in the that Dr A.B Xuma LM Land Use Management Scheme <i>Current listed project (unfunded): Preparation of Comprehensive Agricultural and Farming Development Plan (DR AB.Xuma Local Municipality, IDP 2024 - 2025)</i>	Commercial forestry resource areas within the municipality must be identified and zoned in the Dr A.B Xuma LM Land Use Management Scheme for either intensive or extensive forestry plantation use.	Initiate in 2025	CHDM / DEFF	Dr A.B Xuma LM DRDLR, DLGTA DOA, DEFF Stakeholders	R500 000	TBD
Engcobo Town By-pass	The municipality has appointed a service provider for the implementation of the by-pass road. (that Dr A.B Xuma LM IDP 2023/23)	2022 - 2023	Dr A.B Xuma LM / SANRAL	Dr A.B Xuma LM / SANRAL	R 62m	OTP
Engcobo Town Taxi Rank	- Phase 1 of the taxi rank has been completed. - The municipality is busy with the construction of phase 2. (that Dr A.B Xuma LM IDP 2021/22)	2024/2025	Dr A.B Xuma LM	Dr A.B Xuma LM	R 20 30 M	CHDM OTP DR. AB XUMA LM
Environmental/ Conservation Management Planning						



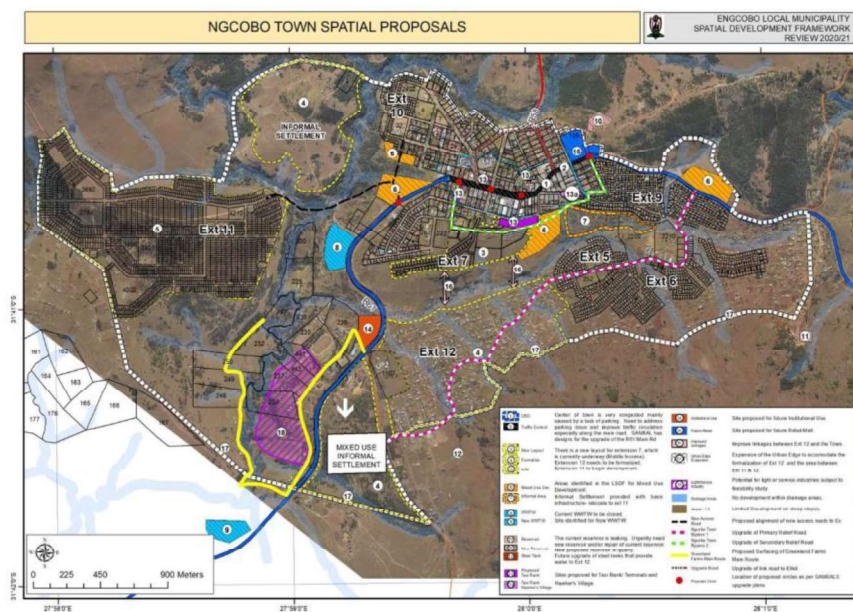
INTEGRATED DEVELOPMENT PLAN 2024 – 2025

Commission the development of an Environmental Management Plan and Policy for the Dr A.B Xuma LM area	Appoint Agricultural & Environmental specialists to develop a detailed plan that identifies Conservation-worthy and land that has potential for agriculture or forestry development: CBA 1 and 2 areas, the Priority Grassland Zone and Indigenous Forests. Reference is made to the Qumanco Wetland area.	Initiate in 2021	CHDM / Dr A.B Xuma LM	CHDM, Dr A.B Xuma LM DRDLR, DLGTA, DEFF	R500 000	TBD
Current listed project: All Saints – Land Care Project (CHDM IDP, 2020-2021)	Implement land Care Project – 30 ha in All Saints area.	2024-2025	CHDM that Dr A.B Xuma LM	CHDM, that Dr A.B Xuma LM DRDLR, DLGTA, DEFF	R350 000	CHDM
Initiate the identification and application for protection of Heritage Resource Areas through application of the National Resources Heritage Act, 1999.	Appoint Heritage Specialist to proceed with application for protection of identified key heritage assets within the LM area	Initiate in 2025	CHDM / that Dr A.B Xuma LM	CHDM, Dr A.B Xuma LM DRDLR, DLGTA	R500 000	TBD
Review and update the Integrated Waste Management Plan (2014) <i>Listed as current funded project: Conduct EIA and renew licence for land fill site (DR AB.Xuma Local Municipality IDP, 2018-2019).</i>	- Identify rural areas for provision of rural waste transfer stations – - Local area feasibility studies to be undertaken (e.g. Nkondlo LSDF proposed project) - Renew that Dr A.B Xuma LM Solid Waste Facility Licence - Upgrade Solid Waste Facility	Initiate in 2024	Dr A.B Xuma LM	CHDM, Dr A.B Xuma LM DRDLR, DLGTA	R1000 000 <i>EIA and licence renewal: TBD</i>	TBD

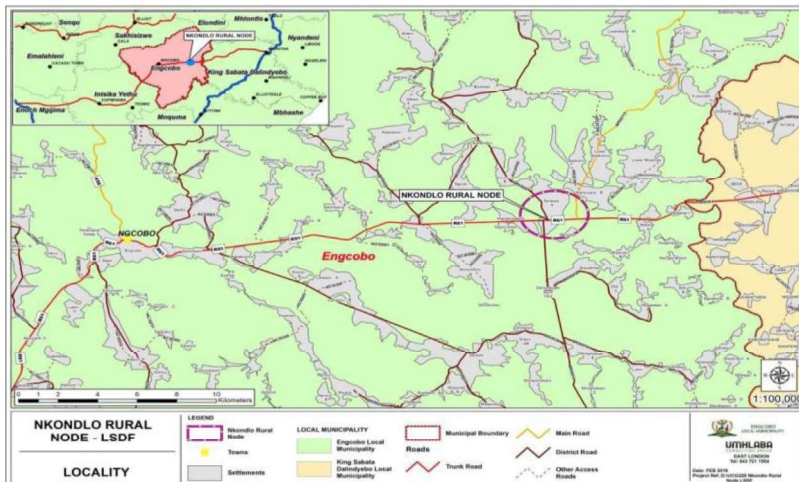


INTEGRATED DEVELOPMENT PLAN 2024 – 2025

Cemetery Site <i>Current funded project: Development of Cemetery Management Plan (DR A.B Local IDP, 2018-19)</i>	- Identify a new cemetery site in the town of Ngcobo and develop a rural cemetery management programme - Local area / nodal area: feasibility studies to identify suitable cemeteries (e.g. Proposed project in Nkondlo LSDF, 2018)	Initiate in 2024	Dr A.B Xuma LM	CHDM, Dr A.B Xuma LM DRDLR, DLGTA	R450 000	TBD
Disaster Management Planning (Refer to detailed project list attached in Appendix B - 7)						
Development of firebreaks for identified areas	- Other projects (not spatially related include) - Capacity Building/Training for disaster response teams (Approx. R2,3 Mil) - Establish a disaster management centre (R1,9)	January 2018-2022	Dr A.B Xuma LM	Dr A.B Xuma LM DEFF DOA	R2, 1 Million	TBD
Construction of bridges to mitigate risks associated with flooding and transportation					R8 Mil	TBD



NKONDLO RURAL NODE LSDF



The Dr A.B Xuma LM IDP, 2018/19 identified Nkondlo Rural Node as a secondary rural service centre that provides commercial and social services to a broad rural catchment area.

Nkondlo Rural Node is located $\pm 21\text{km}$ east of Engcobo, on the R61 between Engcobo and Mthatha and falls within Ward 17 of the Mbhashe Local Municipal area.

The Nkondlo LSDF, guided by the principles of SPLUMA, serves to promote optimal social and economic growth of Nkondlo as a Rural Service Node to the broader catchment area.

Spatial proposals have been applied to Nkondlo Nodal Focus Area that incorporates:

- The dense concentration of retail business, light industry, institutions and residential settlements along the R61 route and;
- The surrounding villages of Coghlan, Tembisa, Estishini and Lower Manyisane that have direct access to

this section of the R61 route via key rural access roads: Two district gravel roads form

- the main junctions within the nodal focus area and serve as key access routes to the northern and southern parts of the broader catchment study area. These roads are described as follows:
- The DR08034 Route linking the R61 route to Clarkebury/Idutywa (N2) to the South.
- The DR08227 Route linking the R61 to Dalasile Village / Police Station to the North
- A third main road (MR00715) forms a junction to the east of this focus area and provides access from the R61 to Sandile Village to the North en route to Cala.

Overview of the Situation Analysis (Context & Issues)



The following key findings as they relate to the nodal focus area are as follows:

Biophysical Aspects

- The nodal area's coverage is predominantly subsistence-based cultivated lands linked to the neighbouring settlements.
- Cultivation: The area within and surrounding the Nkondlo Rural Node is favourable for light to moderate cultivation and raises the potential for irrigated crop production.
- Grazing is favourable in the northern and western areas of the broader catchment.
- Land degradation is extensive and requires priority intervention to restore important agricultural land to support the rural livelihoods base of the majority of people in the area.
- Importance to ensure sufficient capacity in catchment systems and storage dams to bridge dry winter spells and drought periods.
- Consider impact of climate change predictions (more erratic rainfall patterns, severe weather conditions and disaster management to respond to risk).
- Two non-perennial rivers dissect the Node forming a barrier between the settlements of Tembisa A, Mangxungwini, to the south west and Nkondlo in the south east of the node.
- Rivers, as physical barriers, require costly infrastructural inputs to improve movement/integration between settlements (vehicle and pedestrian bridges),

- The 32- m buffer of the river also restricts/prohibits development in close proximity to the river

Population and Socio Economic Aspects

- The catchment area is comprised of 158 settlements accommodating a **total population of 59 737 people in 13 427 households**. This amounts to an average household size of 4.4 persons. Two thirds of the population in the broader catchment area are not economically active.
- **The Nkondlo Rural Node – Development Focus Area:** The total population residing within the nodal area is approximately **974 people**, comprising **301 households**, with an average household size of 3.2 persons
- A total count of residential sites/homesteads in the Nkondlo Nodal area amounts to 297 sites/homesteads.
- The high number of households not engaged in formal economic activity (67 %) indicates the rural subsistence based lifestyle of people and the importance to support agricultural based activity in the area: infrastructure, water supply, farmer support intervention, etc.
- SASSA Government Institution and a Secondary School in the node will also be significant employers in the area.
- The study area boasts a youthful population which heightens the importance for development of education and social facilities for the youth in the area.
- Higher levels of literacy indicate the ability of a large proportion of the population being able to meaningfully contribute towards the economy.



However low levels of affordability and dependency of social grant income places obvious income constraints and pressure on the Municipality to provide for the needs of indigent residents.

The Built Environment and Access to Social Facilities

Land Use and Ownership

- A total of 341 land use sites are recorded in the nodal zone
- Residential land use comprises 80 % of the area (predominantly small homesteads)
- Business and light industry comprises 6.13 % of the land use area and is concentrated along the DR 61 main route in the centre of the Nkondlo Rural Nodal Focus Area. Vacant / ploughed fields make up 6 % of the land use area.
- Large quitrent farmlands are located along the south eastern and north western parts of the nodal zone.
- Ownership information, extracted from the Engcobo Land Audit 2018 shows that 30 properties have been surveyed but are unregistered. Residents will have informal rights in terms of the Protection of Informal Land Rights Act, 31 of 1996.
- Most of the properties are not surveyed and are held under quitrent title. Quitrent lots were issued for settlement purposes and separate lots were issued for arable purposes.
- The fact that land in the study area is unregistered is considered a key issue and one of the single biggest constraints

to development and upgrade of the Nodal Area.

- Any acquisition, consolidation or lease agreement becomes extremely complex to formalise, as the land administration mechanisms do not cater for unregistered properties.
- The lack of recognised tenure makes it difficult for land right holders to sell or lease property and to capitalise on their rights to land with value for commercial development.
- The lack of recognised secure rights, result in risk to capital investment on property.
- Tenure upgrade of unregistered land parcels in the study area is necessary. A title adjustment process is required to resolve land tenure rights over quitrent land parcels. This is a time consuming and costly process.

Access to Social Facilities within the Nkondlo Rural Nodal Focus Area

- **1 x School**
- **1 x Government Institution: SASSA**
- **Clinic:** The nearest clinic is in Bokleni settlement 12 km's north of the node, accessed via a gravel road.

Community Health Centre: There is a community health centre 3 km north of the node via a gravel access road.

- **Police Station:** The nearest police station is in Dalasile settlement, 6 km's north.
- **Nkondlo Sports field:** Dr A.B Xuma LM IDP (2018/19) indicates that there is a



well maintained and well utilised sports field in Nkondlo

Infrastructure and Services

Housing: The type of housing is diversified, indicating a range of people living in the area for different reasons and requiring a variety of different housing options to cater to these needs.

Sanitation: The 68 % that reflects as having no RDP level sanitation is of concern. Backlogs need to be addressed as a matter of urgency and supply for future demand

Water: 48 % of the community use rainwater tanks as their main water supply. 22 % of households have access to borehole-fed water supply. However community feedback indicates that borehole supply is intermittent. A regional water supply scheme is planned to service the area from the proposed Caca Dam - to be built just north of the R61 Route between Ngcobo and the study area.

Waste Removal: The high percentage of households / properties (86 %) that use their own refuse dump or have no form of rubbish disposal (14 %) is of serious concern.

Particularly where density of people is increasing in the built up zone along the R61 route within the study area. The environmental impact is of concern and Dr A.B Xuma LM needs to establish a regional solid waste disposal site as a priority.

Electricity: The majority of households (95 %) in the Nodal Area have Eskom Power Supply

Transport Routes and Accessibility: Nkondlo Rural Node fulfills the role of a small commercial and social service centre to a significant rural catchment area. *Ongoing maintenance and upgrade of priority routes is important to ensure ease of access to higher order service nodes:*

(Nkondlo to Gqaka –B; Nkondlo to Komkhulu – B; Nkondlo to Clarksbury)

Within the Nkondlo Rural Nodal Focus area, priority road user concerns relate to:

- The result of poor land use management and uncontrolled development is a safety risk to vehicle and pedestrian road users.
- Provision in the basic needs of commuters (walkways / pavements, seating / shelter and ablutions is important to improve the roadside infrastructure and movement/safety controls along the road.
- The conflicting roles of the main road as a transport corridor and activity street, where the mobility along this route is sacrificed to commercial activities.
- Where applicable, a relaxation of building line restriction can be applied. However, land use planning and building restrictions will need to be applied in areas where significant uncontrolled development encroachment occurs along the road. Specifically, business and industrial development.
- SANRAL is in the process of upgrading and refurbishment of the R61 route in the study area. (Refer to Plans 24 – 28: SANRAL Development Controls and Road Designs)
- More people living along main routes and key transport intersections highlights the importance for formal settlement planning and land use management in these areas to ensure safety to residents and road users and efficient functioning of these built up areas.



Key Development Issues for Nkondlo Rural Node:

Community Needs: Key needs raised at the community consultation meeting held in April 2019 relate to:

- Development and provision of infrastructure to support local economic development, particularly in the agricultural sector.
- Basic infrastructure and service provision that includes roads and road safety infrastructure, water and sanitation
- Institutional Services: health and safety, community and government services

Summary of Key Spatial Development Issues and Priorities:

The following objectives and strategies were identified in response to the Priority Spatial Development Issues:

Key Issue	Objective	SDF Strategies
Tenure Upgrade and Formalisation	• Upgraded and formalised tenure of all land within the focus area of the Node	• Securing commitment from all key role-players that need to contribute to the process.
Management of Land Development to improve the growing urban based function of the nodal focus area.	• A more efficient and well-functioning business and administrative centre • Increased density and intensity of land uses in the nodal focus area (increased efficiency)	• Rationalise, density and consolidate areas within the focus area of the Node wherever possible. • Secure formalised tenure so that land is tradeable enabling the development and expansion of the node. • Improved pedestrian / road linkages. • Re-planning, optimisation of under-utilised land. • Implementation of the new Land Use Management System to respond to spatial development needs of the "focus area"
Improve linkages to surrounding communities	• A well-structured road network system allowing for ease of movement	• Prioritise improvement in linkages between Nkondlo Rural Node and surrounding settlements • Identify and prioritise maintenance & upgrade of strategic link routes in partnership with relevant responsible authorities.
Improve traffic Congestion within the Nodal Focus Area	• Ensure mobility to & through the focus area of the node. • Defined and managed Activity Streets. • Adequate circulation, loading / parking & commuter / pedestrian infrastructure	• Consider alternative alignments for dedicated functions (mobility vs. activity) • Design / construct for function in a way that function will be achieved. • Enforcement of spatial standards in new developments
Natural Resource Management (Environmental Management)	• Clear delineation of flood-risk and environmentally sensitive areas (linked to drainage and wetland features). • Prevention of erosion and rehabilitation of eroded areas. • Effective waste management	• Reserve areas for open space and recreation / urban agricultural land and associated development of such space. • grazing control infrastructure (fencing of camps) and management. • BPWP program targeting rehabilitation and prevention • Waste reduction, recycling, collection & disposal program & infrastructure
Financial sustainability	• Municipality can fulfil its mandate within its financial ability	• Appropriate level / design of infrastructure to meet financial ability of consumers / equitable share. • Effective land administration / equitable revenue generation

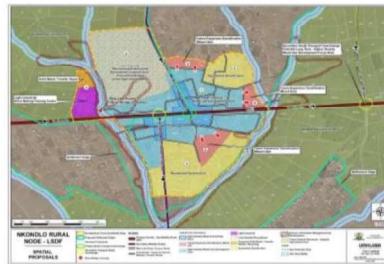


INTEGRATED DEVELOPMENT PLAN 2024 – 2025

Summary of Spatial Proposals

Development Support Zones: Considered an area where a significant number of functions commonly deemed to be urban are found. These functions would include public administration facilities/institutions, business activities, social and recreational facilities and other existing or potential enterprises. As such, they are areas where the following should be prioritised:

AREA/LOCALITY	DESCRIPTION
High Intensity Mixed Use Development Support Zone	This is a high accessibility zone due to the key mobility corridor (R61) and key mobility routes that intersect the R61 in this zone. Support densification of mixed use activity in this zone with expansion along key activity routes within the development focus area. Land in this area is currently under current title or unregistered state land, garden site. This area should be prioritised for: - Addressing Land Tenure - Improved access to the site - Infrastructure and Service Provision to support development investment
Low Intensity Mixed Use Development Support Zone	Proposed development of institutional / recreational infrastructure to support sports and recreation/institutional facilities (training colleges/universities/agriculture market). Land is held under current title or unregistered state land/garden allotments. This area should be prioritised for: - Addressing Land Tenure - Improved access to the site - Infrastructure and Service Provision to support development investment
Mixed Residential Densification and Infill Zone	There is opportunity in this zone for densification of residential property for supply of different types of housing options. This area should be prioritised for: - Encouraging densification of land - Address land tenure - Infrastructure and service provision to support housing development and that allows for private sector driven investment.
Light Industrial Zone	Proposed light industrial activity, such as a brick making/weaving/carpentry. Solid Waste Management/processing/transfer depot: collection, recycling, transfer station to supply Engcobo Solid Waste Disposal site. This area should be prioritised for: - Addressing Land Tenure - Appropriate Infrastructure Provision - Improved Access (bridge, arterial and loading zone (trucks))
Future expansion and growth (medium term - 10 year growth scenario)	As the demand and supply of goods and services is accommodated in the mixed use zone, the demand for housing will increase and is accommodated in this zone. This area should be prioritised for: - Addressing Land Tenure - Densification and land use management - Land tenure to support densification of residential areas that supports varying housing demand/need (e.g. flats, rental, ownership, single dwelling, etc.) - Appropriate access of infrastructure to support future growth



Nodal Development Edge: Defines the outer limit of the development focus area where support for higher levels of development is prioritised within a 5-year time frame.

Development Corridors: Routes usually associated with the movement of people between places. Different categories of Development Corridors within Nkandla are identified as follows:

DEVELOPMENT CORRIDORS	DESCRIPTION
Primary Mobility Corridor (DR61)	- R61 (Main Mobility Route to Nkandla Rural Node) - key linkage to Engcobo (west) and Mthatha (to the east) - Part of the Mandela Heritage Route Priority is focussed on: - Mobility with controlled/limited access to and from the route - Speed control/traffic calming measures when route passes through dense settlements/high activity zones/nodes - Main intersections providing access to areas aimed at limiting traffic and pedestrian congestion, focussed on public safety.
Secondary Mobility Route / Activity Corridor R6 0034 DR 0804 NR 00715	- District Road 0827 (short - medium term development focus) - Key access road from surrounding rural settlements from the northern and southern parts of the broader catchment area. - Intensity of mixed use development is proposed along this route extending north of the R61 Route - District Road 0804 (short to medium term development focus) - Key access road from surrounding settlements from the southern parts of the broader catchment area, extending to Cantebury. - Intensity of mixed use development is proposed along this route extending south of the R61 Route - Main Road 00715 (longer term development focus) - Access road from the R61 to settlements in the northern part of the catchment / service area. Priority is focussed on: - Movement / Access of people to the node from the broader catchment (service) area. - Public / traffic safety - Roadside transport and pedestrian infrastructure: Taxi Ranks, Public Facilities, Market Areas, Safety Control Measures (pedestrian bridges, crossing, lighting, speed control measures) - Land tenure to support mixed use development within the activity zone along these routes - Land use management and densification of land for mixed usage.
Proposed Activity / Access Street	- These are key link roads that provide access to different development zones within the focus area. - Vehicle and pedestrian access to a mix of land uses is priority. Priority is focussed on: - Movement / Access of people within areas of the node - Public / traffic safety - Roadside transport and pedestrian infrastructure: Taxi Ranks, Public Facilities, Safety Control Measures (pedestrian bridges, crossing, street lighting, speed control measures) etc. - Densification and land use management - Land tenure to support densification of residential areas that supports varying housing demand/need (e.g. flats, rental, ownership, single dwelling, etc.)
Primary Nodal transport interchange	D80827: Main transport junction within the node: catalyst for high intensity of mixed uses in this area and focal point for development along the key mobility routes at this junction.
Secondary Nodal transport interchange	- Secondary Transport Junctions: Serve as catalysts for higher intensity of uses and transport function and a focal area for mixed use (social/commercial) development - Short term development focus (D80804 junction)- within the nodal development focus area - Longer term development focus (D00715 junction)- outside of the nodal development focus area



MUNICIPAL LAND MANAGEMENT AND SPATIAL
PLANNING

In terms of the Municipal Systems Act (Act No. 32 of 2000), a Land Use Management System

is a legal requirement that Dr A.B Xuma Local Municipality is obliged to meet. The municipality adopted and gazetted the Spatial Planning and Land Use Management Bylaw on



the 4th of March 2016. In response, that Dr A.B Xuma Local municipality has developed a wall-to-wall scheme as part of a comprehensive review of the existing Transkei Town Planning Scheme and has been finalized.

In accordance with the legislation governing municipal planning that Dr A.B Xuma Local Municipality reviewed its 2016 Spatial Development Framework (SDF) in the 2019/2020 financial year and the document was approved by the DR A.B Local council in December 2022. The SDF aims to provide guidelines for the settlement growth and development needs in the town and provides guidance on where best to direct resources for the future development of the town.

In terms of Section 31(1) of the Municipality's SPLUMA By-law, Council must, subject to

subsection 4, resolution, categorize the

type of applications referred to in section 57 of the By-law in terms of the following:

- Applications to be considered by the Authorized Official. (Determined in terms of

Section 32 of the By-law)

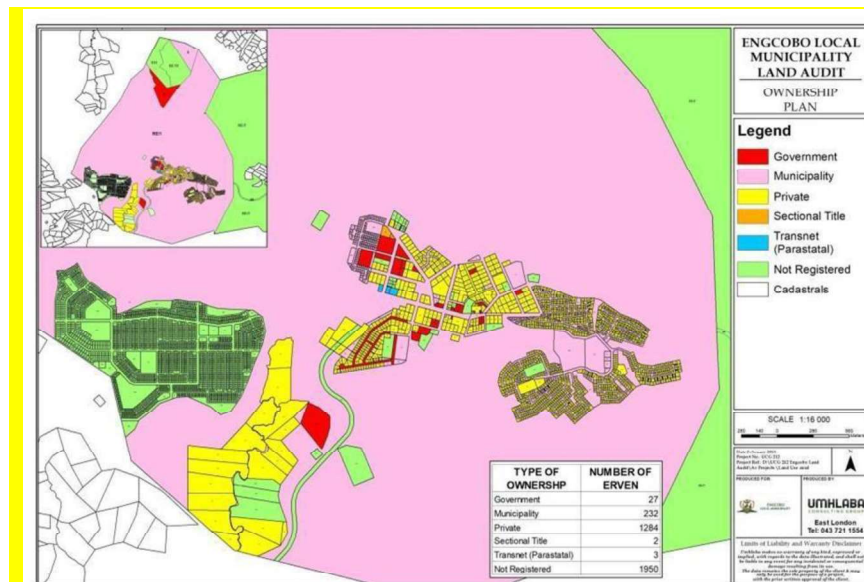
- Applications to be referred to the Municipal Planning Tribunal.

The Dr A.B Xuma LM has categorised applications, the municipality has appointed the Senior Manager IPED as the Authorized Official and has joined in the Chris Hani District

Municipality Planning Tribunal. The municipality has opted for a stand-alone Municipal Appeal Tribunal and the Executive Committee of that Dr A.B Xuma Local Municipality serves as the Appeals Authority.



LAND AUDIT



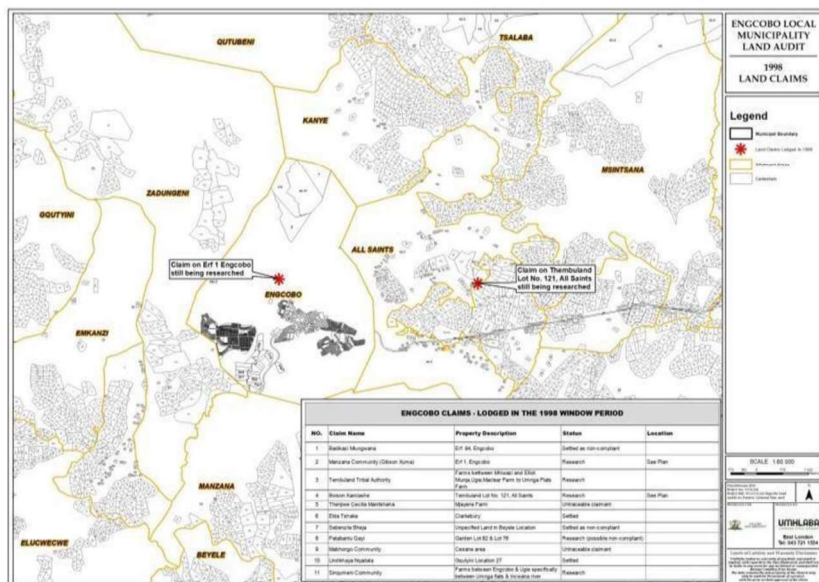
LAND CLAIMS

ENGCOBO CLAIMS - LODGED IN THE 1998 WINDOW PERIOD

NO.	Claim Name	Property Description	Status
1	Badikazi Mlungwana	Erf: 84, Engcobo	Settled as non-compliant
2	Manzana Community (Gibson Xuma)	Erf 1, Engcobo	Research
3	Tembuland Authority Tribal	Farms between Mhlwazi and Elliot. Ntunja, Ugie, Maclear Farm to Umnga Flats Farm	Research



4	Boison Xamlashe	Tembuland Lot No. 121, All Saints	Research
5	Thenjiwe Cecilia Manitshana	Mjayane Farm	Untraceable claimant
6	Elda Tshaka	Clarkebury	Settled
7	Sebenzile Bheja	Unspecified Land in Beyele Location	Settled as non-compliant
8	Patabantu Qayi	Garden Lot 82 & Lot 76	Research (possible noncompliant)
9	Mabhongo Community	Cesane area	Untraceable claimant
10	Lindikaya Nqadala	Gqutyini Location 27	Settled
11	Sinqumeni Community	Farms between Engcobo & Ugie specifically between Umnga flats & Incwana river	Research



GEOGRAPHIC INFORMATION SYSTEM (GIS)

A geographic information system (GIS) is a system that creates, manages, analyzes, and maps all types of data. GIS connects data to a map, integrating location data (where things are) with all types of descriptive information (what things are like there). This provides a foundation for mapping and analysis that is used in science and almost every industry. GIS helps users understand patterns, relationships, and geographic context. The benefits include improved communication and efficiency as well as better management and decision making.

The Geographic Information System is a critical tool that supports a number of municipal legislative requirements contained in the Municipal Systems Act (No. 32 of 2000), the Municipal Structures Act (No. 117 of 1998), the Spatial Data Infrastructure Act (No. 54 of 2003), the Promotion of Access to information Act (No. 2 of 2000) and the Property Rates Act (No. 6 of 2004).



The municipality has one post (GIS Technician) and the post was filled in 2018-2019 financial year. The municipality has a functioning GIS system and is providing support to departments such as Technical Services, community services and assets section. The municipality has the following GIS data:

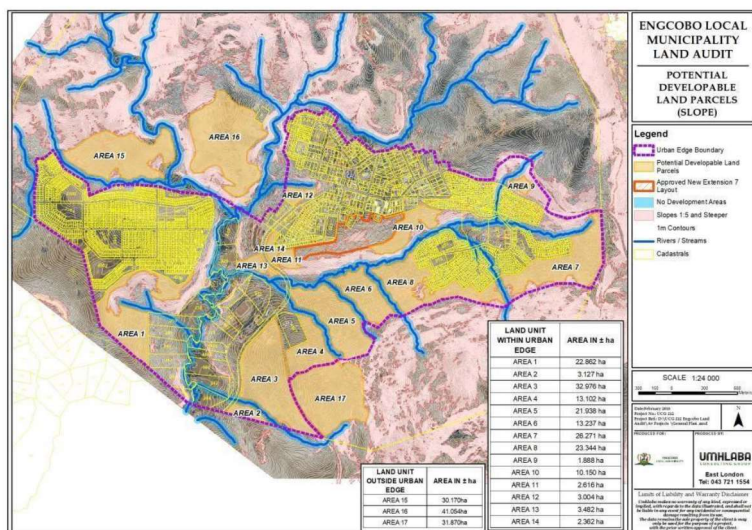
- Municipal properties and privately owned properties
- Cadastral data
- Statistic data
- Wards and subplaces data
- Land use data and zoning
- SDF data
- LSDF data
- Data for municipal projects

LAND AVAILABILITY

Municipal commonage is available for housing projects, but the municipality notes that some required for housing purposes is still in the ownership of the state. Although there is large commonage areas available, land claims have complicated the development process. The major portion of the municipal area is rural in nature and access to land for housing purposes is being stifled by highly complex communal land issues which are at odds with the policy requirements of the Department of Housing. Rural housing projects are unlikely to be achieved under these circumstances, particularly where settlements are scattered in low density clusters. There is a need for an institutional partnership to ensure co-ordinated planning and development in the rural area according to consensus between all the stakeholders.



Existing rural settlements would not require additional land (or only minimally so). Social and rental housing should ideally be accommodated on underutilised land parcels central to the urban areas, with good access to existing social and infrastructure facilities and serves.



LAND REQUIREMENTS FOR FUTURE DEVELOPMENT



STRATEGIC PLANNING REPORT IS ATTACHED WITH THE FOLLOWING CONTENT: MUNICIPAL STRATEGIC OBJECTIVES

VISION

A flourishing Municipality

MISSION STATEMENT

To be an efficient, people-centred municipality, delivering quality services in order to develop thriving communities

VALUES

DR. AB XUMA	
D	DEDICATED A municipality that is dedicated to provide services in an efficient and effective manner.
R	RELIABLE A municipality that strives to achieve targets and requirements of the community where services are concerned.
A	ACCOUNTABLE A municipality that is answerable for its decisions and operations.
B	BELIEF A municipality that believes in its potential and capacity to deliver on its mandate.
X	XENOMANIA A municipality that embraces all human race.
U	UPLIFTMENT A municipality that seeks to eradicate poverty by uplifting the community through education and economic development.
M	MOTIVATED A municipality that is determined to maximize service delivery



A	ACCESSIBLE A municipality that is accommodative of diversity of opinions, views and inputs from the community in general.
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The values illustrated above are expected to serve as a guide in decision-making and operations of the municipality, more especially in relation to the following:

- Promote development which is in line with the Engcobo Spatial Development Framework.
- Protect the Engcobo Central Business District (CBD) as the primary node.
- Protect and promote public and private investment in the area.
- Preserve and protect natural resources and sensitive environmental areas.
- Support the socio-economic growth and development of the localities to the benefit of the entire that Dr A.B Xuma Local Municipality
- Promote physical, social and economic integration within the that Dr A.B Xuma Local Municipality.
- Ensure consistency in policies, strategies, land use management and by-laws.
- Promote gender equality and youth development.

The objectives, strategies and interventions forthcoming from the IDP support the vision and fundamentals. The Spatial Development Framework provides a spatial reflection of the vision, giving effect to the principles and fundamentals by guiding spatial development in the area.

Service Delivery Goals.

As per the Constitution the objects of local government are as follows—

- (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.

To achieve the above it is further elaborated that “A municipality must— (a) **structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the**



community, and to promote the social and economic development of the community; and (b) participate in national and provincial development programmes. (RSA 1996).

In realising the aforesaid objective's, that Dr A.B Xuma LM service delivery goals for the term 2022-2027 are as follows:

- 1) Provision of democratic and accountable government for our local communities by
 - ✓ Provision of proper Administrative Support to Council
 - ✓ Creation of stability and credibility of the Municipal Administrative function by appointing and recruitment of properly qualified personnel & improvement of skills base of Municipality's Human resource
 - ✓ Preservation of institutional memory through modernizing record management system and
 - ✓ continuous improvement of ICT environment by deploying adequate ICT infrastructure that is responsive to the current technological trends.
 - ✓ Increase revenue collection for the sustainability of Municipality.
 - ✓ Embark on a process of rebranding the Municipality in adopting its new name of Dr A B Xuma Local Municipality.

- 2) Provision of services to communities in a sustainable manner by
 - ✓ To alleviate electricity backlogs.
 - ✓ To alleviate road infrastructure network backlog to all 20 wards.
 - ✓ To improve storm water management and roads resealing within urban.
 - ✓ Extension of waste services to semi urban areas and rural areas

- 3) Promotion of social and economic development;
 - ✓ Establishment of local health council
 - ✓ Increase the number of libraries.
 - ✓ Provision of safe and secure environment to communities by strengthening of law enforcement unit.
 - ✓ To deliver quality, community based, developmental initiatives with an emphasis economic growth and job creation.
 - ✓ Provide conducive business environment through improvements in response time in business approvals and implementation of by-laws.
 - ✓ Foster strategic partnership with other government department and private sector to unlock growth potential of the Engcobo town and its surroundings.
 - ✓ Create a conducive environment for delivery of Engcobo Town as a smart city through implementing town revitalization programme.

Strategic Objectives.

The directorates were grouped into commissions that were constituted by the Directorate Standing Committee Members led by directorate Member of the Mayoral Committee (MMC) as chairman, Directorate Administrative head (Director) as resource person and a scribe. Their assignment was to discuss and re-align the processing's previously undertaken during Departmental Strategic Planning Sessions and report back to Plenary using a standard template.

CHAPTER 11

PROGRAMS AND PROJECTS

PROGRAMS AND PROJECTS

CHAPTER 12

1 ANNEXURES

1. Spatial Development framework
2. IDP, PMS and Budget Process Plan
3. Asset register
4. Indigent register
5. Organogram
6. Strategic Planning Report 2023
7. Draft SDBIP 2023 - 2024