

FINAL INTEGRATED DEVELOPMENT PLAN (IDP) 2023/2024



DR AB XUMA LOCAL MUNICIPALITY

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1. COUNCIL MEMBERS



CLLR M. RONGOLE
MAYOR OF THE MUNICIPALITY



CLLR M. MOKO
CHAIRPERSON

MMCs



CLLR M. GOTOPI
BTO PORTFOLIO HEAD



CLLR N. NOKANONYA
BTO PORTFOLIO HEAD



CLLR N. SIBENDU
SOCIAL NEEDS PORTFOLIO HEAD



CLLR M. MONDI
INFRASTRUCTURE PORTFOLIO HEAD



CLLR M. MOKO
IPD PORTFOLIO HEAD



CLLR M. MOKO
IPD PORTFOLIO HEAD

WARD COUNCILLORS



CLLR M. MOKO
WARD 10



CLLR M. MOKO
WARD 10



CLLR M. MOKO
WARD 10



CLLR M. MOKO
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CLLR M. MOKO
WARD 10



CLLR M. MOKO
WARD 10



CLLR Y. NGXANGANE
WARD 18



CLLR M. MOKO
WARD 10



CLLR M. MOKO
WARD 10



CLLR M. MOKO
WARD 10



CLLR M. MOKO
WARD 10



CLLR M. MOKO
WARD 10

PR COUNCILLORS



CLLR M. MOKO
PR COUNCILLOR



CLLR M. MOKO
PR COUNCILLOR



CLLR M. MOKO
PR COUNCILLOR



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PR COUNCILLOR



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PR COUNCILLOR



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PR COUNCILLOR



CLLR M. MOKO
PR COUNCILLOR



CLLR M. MOKO
PR COUNCILLOR

2. FOREWORD BY THE MAYOR



CLLR. S. ZANGQA
HON. MAYOR

At the end of August 2022 the council approved the IDP/budget process plan for the first 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 or 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.

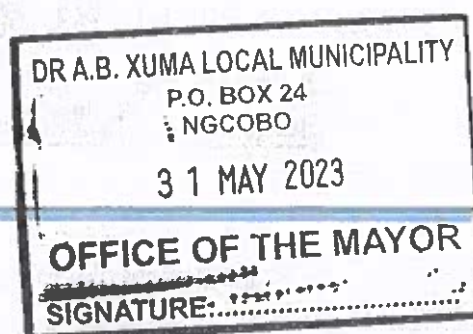
This has been proven by delivering services to the communities according to the service delivery budget implementation plan. No funds have returned back to provincial treasury caused by poor performance but rather have received an additional grant since our expenditure patterns are above the average expected rate of expenditure.

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 have recently constructed have been badly damaged, bridges cracked and some have fallen, subsequent to the heavy rainfall.

The improvement of roads infrastructure crossing in town by SANRAL and 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 through the implementation of the Service delivery budget and implementation plan 2023/2024.

COUNCILOR S. ZANGQA | HON. MAYOR



3. FOREWORD BY THE MUNICIPAL MANAGER



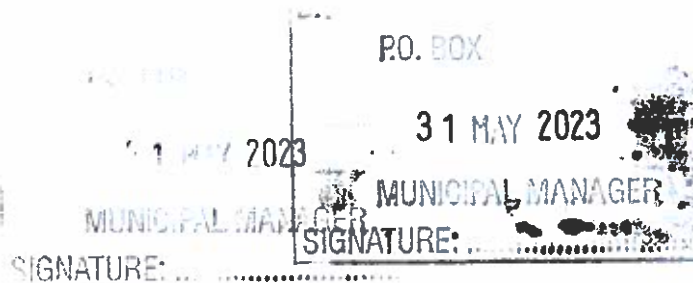
The Dr A.B Xuma Local Municipality has overarching responsibility to ensure that it achieves the operations and developmental agenda as set-out in the constitution of Republic of South Africa. In the pursuit for maximum participation of local populace, marathon of meetings has been hold across the municipality.

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 endeavour to do what is best for our communities. Whilst it is acknowledged that the needs and aspirations of our communities far exceed the financial resources at our disposal, we have worked tirelessly in ensuring that their priorities are attended to.

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

Yours in Developmental Local Government


MR K L MULAUDZI | MUNICIPAL MANAGER



4. DOCUMENT STRUCTURE OVERVIEW

The 2023/2024 IDP document structure and layout are succinctly summarised 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 202/2023 MTREF are summarised and listed as annexures to this IDP under this chapter.

CHAPTER 1

1.1. EXECUTIVE SUMMARY

An IDP is a planning mechanism to synchronise 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.*

1.2.2. WHITE PAPER ON LOCAL GOVERNMENT

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”.

1.2.3. MUNICIPAL SYSTEMS ACT, NO 32 OF 2000

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 which;

- ♦ *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
- ♦ Any consultative processes forming part of the processes referred to in sub-paragraphs

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 recognises 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

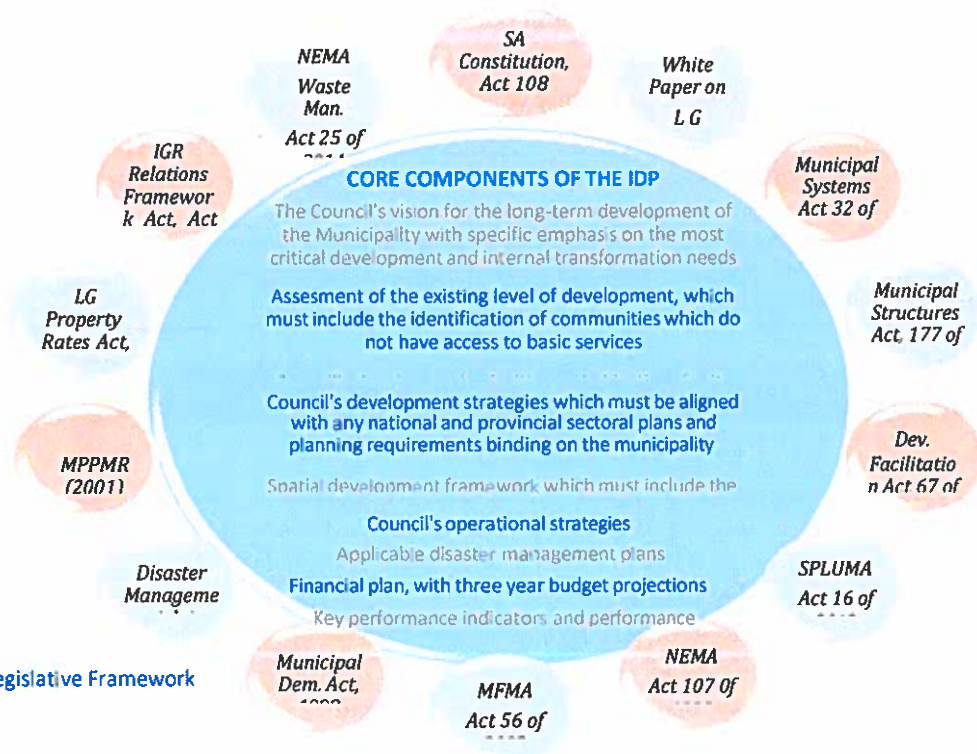
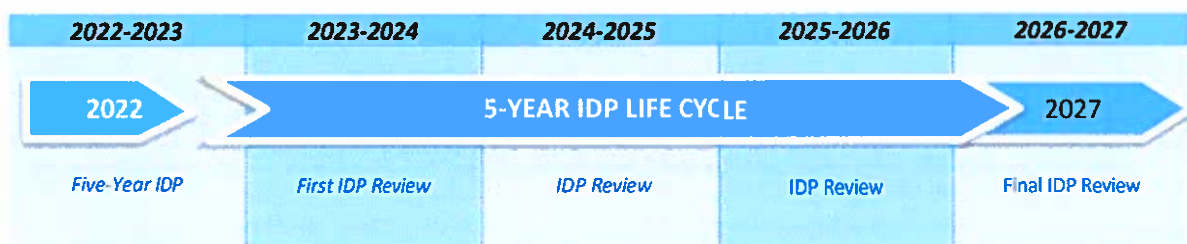


Figure 1: IDP Legislative Framework



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.

COMMENTS BY THE MEMBER OF THE EXECUTIVE COUNCIL (MEC) ON THE INTERGRATED DEVELOPMENT PLAN (IDP) REVIEW: 2021

2. Implementation of IDP Assessment

In order to align with the Disaster Management Act Regulation and Consolidated Covid-19 Direction on Healthy and Safety in the Work place, Gazette No. 43400 of 4 June 2020, the Department conducted the IDP assessment internally. The leaders of key performance areas (KPAs) were appointed to manage assessment teams comprised of CoGTA officials, sector departments and state owned enterprises. KPA leaders, supported by CoGTA district coordinators, consolidated assessment findings and develop reports with action plans. The institutions/ departments which took part in this year's assessment are as outlined below:



- KPA 1: Spatial Consideration with these departments; 1) Eastern Cape Department of Corporate Governance and Traditional Affairs; 2) Economic Development Environmental Affairs and Tourism (DEDEAT); and 3) South African Police Services (SAPS).
- KPA 2: Service and Infrastructure planning with these sector departments and one state owned enterprise (SOE) respectively ; 1) roads; 2) Transport; 3) Economic Development, Environment Affairs and Tourism (DEDEAT); 4) Safety and Liaison; 5) Energy; 6) Water and Sanitation; 7) Rural Development and Agrarian Reform; 8) ESKOM; 9) and; 10) Municipal Infrastructure support agency (MISA).
- KPA 3: Financial and budgets with these sector departments; 1) Eastern Cape Department of Corporate Governance and Tradition Affairs; 2) Eastern Provincial Treasury; 3) Energy; 4) Water and Sanitation;
- KPA 4: Local Economic Development (LED) with these sector departments; 1) Eastern Cape Department of cooperative governance & Traditional Affairs 2) DEDEAT; 3) Eastern Cape Rural Development Agency (ECRDA); 4) Eastern Cape Development Agency (ECDC) and; 5) Statistics South Africa (STATS).
- KPA 5: Good Governance and Participation verified by Eastern Cape Department of Corporate Governance and Traditional Affairs.
- KPA 6: Institutional Arrangement verified by Eastern Cape Department of corporate governance and Traditional Affairs

COMMENTS BY THE MEMBER OF THE EXECUTIVE COUNCIL (MEC) ON THE INTERGRATED DEVELOPMENT PLAN (IDP) REVIEW: 2021

Overall KPA ratings

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

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

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

KPAs	Ratings 2020/2021 IDP review	Ratings 2021/2022 IDP review	Ratings 2022/2023 IDP review

KPA1: Spatial Planning, Land Use, Human Settlements and Environmental Management	High	High	High
KPA2: Service Delivery & Infrastructure Planning	High	High	High
KPA 3: Financial Planning & Budgets	High	High	High
KPA 4: Local Economic Development	High	High	High
KPA 5: Good Governance and Public Participation	High	High	High
KPA 6: Institutional Arrangements	High	High	High
Overall Rating	High	High	High

Specific Assessment Findings on the 2022/2023 Final IDP

This report provides a summary of findings in all six KPAs. The municipality should refer to the IDP Analysis and Assessment Report in relation to the details of findings on gaps. The overall findings and areas of concern on the 2021/2022 Final IDP can be summarized as follows:

KPA1: Spatial Planning, Land Use, Human Settlements and Environmental Management – Overall Rating HIGH

- The municipality should develop Spatial Development Framework (SDF) according to the requirements of the SDF Guidelines and be reflected as such in the IDP.
- The municipality should reflect on Air Quality Management Plan (AQMP) as contemplated in Section 15(2) of the NEMA: Air Quality Act 39 of 2004.
- The municipality must establish a functional environmental unit and appoint to implement environmental plans and programmes.
- The IDP must reflect on national and provincial initiatives (Human Resource and projects).

KPA 2: Service Delivery and Infrastructure Planning – Overall Rating HIGH

- The municipality must develop a Rural Roads Asset Management (RRAMS) and reflect it in the IDP.
- The municipality must develop a storm water management plan and indicate it in the IDP.
- The municipality should budget for non- motorized transport.
- The municipality must coordinate a forum for waste management and reflect it in the IDP.
- The municipality should develop emergency procurement measures to assist the procurement process during disasters.
- The municipality should adopt disaster management by-laws that will become integral part for functioning of the local municipality during disasters.
- The municipality must reflect electricity backlogs in the IDP.

KPA 3: Financial Planning and Budgets – Overall Rating HIGH

- The municipality must spend 100% of their capital budget.
- The municipality must spend 100% of their grants and reflect it in the IDP.



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

- The municipality must ensure that socio- economic analysis in the IDP reflect the percentage levels of employment and unemployment.
- The municipality must provide information on stakeholder and community involvement in LED activities (e.g. LED forum, business chambers etc.).
- The municipality must reflect on mechanisms for attracting investments into township economies.

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

- The municipality must reflect on the recommendations of the previous year's IDP assessment and attach the Action Plan.
- The municipality must reflect on the implementation of Integrated Service Delivery Model.
- The municipality must reflect on the functionality of war rooms.
- The municipality must demonstrate commitment to public participation in the IDP; budget design and development.
- The municipality must reflect on the district's contribution towards the development of ward based plans.
- The municipality must reflect on the integration of Community Development Workers (CDW) in municipal programmes, plans and structures.
- The municipality must engage in inter- municipal planning programmes and reflect in the IDP.
- The municipality must develop and reflect on a fraud prevention plan or policy.
- The municipality must reflect on adherence to council calendar and structures.
- The municipality must establish and reflect on performance management committee.
- The municipality must reflect on the framework that guides performance audit, compliance and financial management.
- The municipality must reflect on the findings on predetermined objectives and compliance issues.
- The municipality must develop and adopt Audit Action Plan to deal with issues raised by the Auditor General (AG).
- The municipality must adopt and gazette applicable by-laws and reflect them in the IDP.

KPA 6: Institutional Arrangements – Overall Rating HIGH

- The municipality responded positively with all issues requested in this KPA

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.

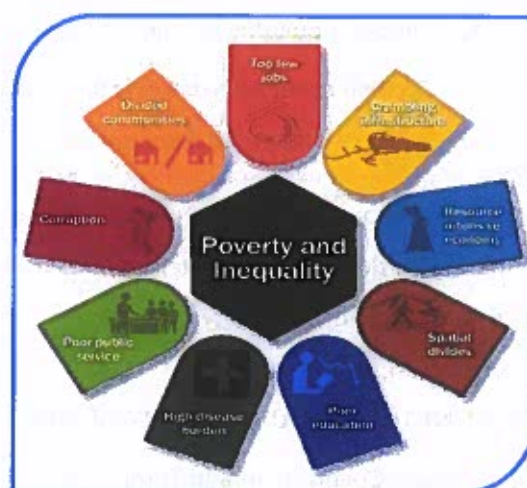
The new Goals are unique in that they call for action by all countries, poor, rich and middle-income to promote prosperity while protecting the planet. They recognize that ending poverty must go hand-in-hand with strategies that build economic growth and addresses a range of social needs including education,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

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:

- | | |
|--|--|
| <ul style="list-style-type: none"> • <i>Providing quality basic education</i> • <i>Promoting social cohesion and nation building</i> • <i>Developing the skills and infrastructure required by the economy</i> • <i>Creating sustainable human settlements</i> • <i>Delivering effective and efficient local government and public service</i> • <i>Fostering better international relations</i> | <ul style="list-style-type: none"> • <i>Improving health</i> • <i>Creating jobs</i> • <i>Promoting rural development</i> • <i>Protecting the environment</i> • <i>Reducing crime</i> • <i>Enhancing social development</i> |
|--|--|

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 <ul style="list-style-type: none"> • 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 	WEAKNESSES <ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> • 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 	THREATS <ul style="list-style-type: none"> • Fraud & Corruption • Service delivery protests • Load shedding which interrupts financial system <ul style="list-style-type: none"> • Budget cuts • Poverty and unemployment • Land claims that hinder development <ul style="list-style-type: none"> • 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 System 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 2022.

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 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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
Municipal Manager	<p>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.</p> <p>Prepares the programme for planning process.</p> <p>Undertakes the overall management and coordination of the planning process, ensuring that all relevant actors are appropriately involved</p> <p>Assign persons in charge of different roles.</p> <p>Ensures an efficient and effectively managed process.</p> <p>Responsible for the day-to-day management of the drafting process.</p>
	<p>Ensures that planning participatory, strategic implementation orientated and is aligned to and satisfies sector-planning requirements.</p> <p>Responds to comments on the draft IDP/Budget from the public, horizontal alignment and other spheres of the satisfaction of the Municipal Council.</p> <p>Ensure that MEC for government's proposals responded to and IDP relevantly adjusted.</p>

Ward Councilors, 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
Community at Large	Attend IDP & Budget Steering Committee Meetings and all other IDP & Budget engagements
	Represents interest, contribute knowledge and ideas to the representative forum and focused groups.
Chris Hani District Municipality	
Department Cooperative Government Traditional Affairs	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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

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 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 summarises 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	<ul style="list-style-type: none"> ◆ Review Sector Plans and prioritise 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	<ul style="list-style-type: none"> ◆ Review Long Term Financial Plan ◆ Organisational 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	<ul style="list-style-type: none"> ◆ Review third-generation organisational 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	<ul style="list-style-type: none"> ◆ 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
	Project and Programme Identification	<ul style="list-style-type: none"> ◆ Management consider external and internal needs analysis and outcomes of Strategic Planning Session and identify projects and develop project business plans. <p>Mandatory Projects - Upgrade and Development of New Infrastructure Projects directly linked to basic service delivery (Roads / Electricity /Local Economic development)</p> <p>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.</p>

INTEGRATION	Intergovernmental Alignment and Public Private Partnership Contribution	<ul style="list-style-type: none"> 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.
	Tabling and Adoption of Draft IDP and Budget	<ul style="list-style-type: none"> Finalise, table and adopt the reviewed IDP Finalise, table and adopt draft 2022/2023 annual budget
APPROVAL	Public and Stakeholder Consultation	<ul style="list-style-type: none"> 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	JULY AND AUGUST 2022		
	Developing the 2023/24 IDP/ Budget Process plan	1-30 July 2022	Municipal Manager
	Q4 Performance reporting	16-30 July 2022	All Senior Managers
	Compilation of Draft Annual Report 22/23	16-30 July 2022	Municipal Manager and all Senior Managers
	Signing of Performance Agreements by S54a Managers and Managers below S56	29 July 2022	Municipal Manager
	Ordinary Council Meeting	29 July 2022	Municipal Manager
	IDP/PMS and Budget Technical Steering Committee: Alignment of the IDP, PMS and Budget Process Plan.	03 August 2022	Municipal Manager
	District Consultative Session (IDP/PMS/BUDGET Process Plan)	10 August 2022	CHDM

	<p>IDP/PMS and Budget Steering Committee</p> <p>Presentation of the draft IDP/PMS and Budget Process Plan 2023/24; Annual Performance Report 2022/2023 and Draft Annual Report 22//23</p>	17 August 2022	Mayor
	<p>COGTA Annual IDP Assessment</p>	22 – 25 August 2022	COGTA
	<p>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</p>	31 August 2022	Mayor
	<p>Submission of the adopted Annual Performance Report 21/22, IDP/Budget/PMS Process Plan 2023/2024, Draft Annual Report 2021/22 and AFS 21/22 to the provincial, national treasury, AG and COGTA</p>	31 August 2022	Senior Manager IPED, CFO
	<p>SEPTEMBER-DECEMBER 2022</p>		
	<p>Publication of Draft Annual Report for comments purposes</p>	02 September 2022	Manager Communications and Public Participation

	IGR Meeting	16 September 2022	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.	16 September 2022	Mayor
	Budget Steering Committee	19 September 2022	Chief Financial Officer
	Check with National, Provincial Governments and District Municipality for any adjustments to projected allocations for the next three years.	21 September 2022	Chief Financial Officer
	COUNCIL MEETING	29 September 2022	Municipal Manager
	IDP Rep forum MEETING. Presentation of the adopted 2023/24 Process Plan, APR 21/22.	23 September 2022	Municipal Manager
KEY DEADLINES FOR BUDGET PREPARATION SCHEDULE			
	ITEM DESCRIPTION	DUE DATE	RESPONSIBLE PERSON
	OCTOBER 2022		
	IDP/PMS and Budget road shows to review needs and Comments on draft Annual Report	25 -28 October 2022	Mayor

	1 st Quarterly Reports submitted (July – September) and Quarter 1 Performance reviews for S56 Managers and Managers below S56(informal)	10 October 2022	Senior Manager IPED
	BUDGET STEERING		
	COMMITTEE MEETING	18 October 2022	Chief Financial Officer
	Schedule individual meetings with Directorate to review budget	20 October 2022	Chief Financial Officer
	IDP/PMS and Budget Technical Committee – Presentation of the Situational Analysis under review (Situational analysis review phase commence)	26 October 2022	Municipal Manager
	Review current tariffs, receive requested changes from directorates for consideration	31 October 2022	Chief Financial Officer , Budget, Reporting & AFS Manager
	SUBMISSION OF BUDGETS AND 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.	27 October 2022	Directorates
	Council Meeting	31 October 2022	Municipal Manager
STRATEGIES	NOVEMBER 2020		
	IDP/Budget/PMS		

	Committee: To present and discuss gaps identified in the situational analysis.		
	IGR Meeting	03 November 2022	Municipal Manager
	IDP/Budget/ PMS steering Committee	16 November 2022	Mayor
	IDP/Budget Rep Forum to review objectives and strategies and presentation of Comments on the Draft Annual Report 2021/22	23 November 2022	Mayor
	Prepare first draft of operating and capital medium term budget based on budgets submitted by directorates	25 November 2022	Chief Financial Officer
	DECEMBER 2022		
	IDP/Budget/ PMS Technical Steering Committee to discuss draft objectives and strategies, budget report and Draft Tariffs.	30 November 2022	Municipal Manager
	Technical Strategic session	07-09 December 2022	Municipal Manager
	Ordinary Council meeting. Presentation of oversight report on the Draft AR 21/22, Audit Report 21/22, Annual Performance Report 2021.2022	15 December 2022	Speaker
	Analysis phase completed		
JANUARY 2023			
Strategies Phase commences	2 nd quarterly Reports (Oct-Dec 2022)	05 January 2023	Senior Manager IPED

IDP/ Budget/ Mo	12 January 2023	Municipal Manager
<p>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 2023</p>		
<p>EXCO MEETING: PRESENT MIDYEAR PERFORMANCE REPORT TO EXCO : Final review of 2022/23 operating and capital budget for mid-year adjustments to EXCO for approval to council and submission to the provincial and national treasury,</p>	20 January 2023	Municipal Manager
<p>SUBMISSION OF CAPITAL BUDGET REQUESTS FROM DIRECTORATES: Final date for submission of all Capital Budget plans by Directorates to the budget office.</p>	19 January 2023	All Managers
<p>COUNCIL Meeting. Tabling of mid Term performance Report , Final Draft Audited Annual Report 21/22</p>	27 January 2023	Mayor
<p>2023 Mid-Year Engagement</p>	02 February 2023	Provincial treasury and Directorates
<p>February 2023</p>		

Budget adjustment and SDBIP review	23 February 2023	Unfunded
Strategic Planning Session - Presentation of first draft IDP, PMS 2022/23 and Budget for the next three years to finalise integration, alignment of budgets	22-24 February 2023	Mayor
IGR Meeting	09 February 2023	Mayor
March 2023		
IDP/Budget/PMS technical committee - first draft IDP 2023/2024 and Draft Budget	02 March 2023	Senior Manager IPED/CFO
IDP Steering Committee to present first draft IDP 2023/2024 and Draft Budget	09 March 2023	Mayor
IDP Rep Forum	22 March 2023	Mayor
Council Meeting to adopt draft 2023/24 IDP, Budget/ PMS and Budget	24 March 2023	Mayor
Preparation of draft Service Delivery and Budget Implementation Plan 2023/2024	23 March 2023	Municipal Manager
April 2022		
Draft IDP Review 2023-24 advertised for public comments.	05 April 2023	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	07 April 2023	Municipal Manager
	Benchmark Engagement	07 April 2023	Provincial treasury and Directorates
	Mid-year engagement	13 April 2023	Provincial treasury and Directorates
	IDP/ Budget/ PMS Steering Committee for the third quarter performance report	20 April 2023	Mayor
	IDP/Budget road shows-present draft IDP, PMS Review 2023-24 and Budget to solicit comments from members of the community	05-07 April 2023	Mayor
	May 2023		
	IDP Rep. Forum - discuss Public comments and the final draft IDP , PMS 2023/2024 and Budget	26 May 2023	Municipal Manager

IDP/Budget/ PMS		2023	(Municipal Manager)
	Technical committee to discuss Public comments and the final draft IDP, PMS 2023/24 and Budget		
	IDP/Budget/ PMS Steering committee to discuss Public comments and the final draft IDP, PMS 2023/2024 and Budget	11 May 2023	Mayor
	IGR Meeting	11 May 2023	Municipal Manager
	Council Meeting to consider adoption of Final IDP Review and Budget 2023/24	26 May 2023	
	June 2023		
	Submission of the approved IDP and Budget 2023 / 2024 to the National, Provincial Treasury department, MEC for EC-COGTA and the district municipality	02 June 2023	Municipal Manager
	IDP/Budget/ PMS Technical Steering Committee to finalize the service delivery and budget implementation plans for 2023/ 2024	15 June 2023	Municipal Manager
	IDP/Budget/ PMS Steering Committee: presentation of the SDBIP for 2023/2024 Financial Year.	15 June 2023	Mayor
	SDBIP approved and draft performance agreements signed by S56 Managers and Managers below S56	24 June 2023	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

3.1. ENGCOCO SITUATIONAL ANALYSIS

DEMOGRAPHY

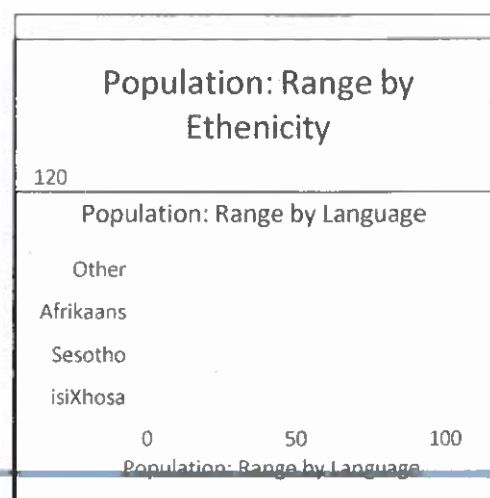
Demography: The Demographic profiling provides an analysis of the main characteristics of a targeted population group. It highlights the structure of the population in terms of distribution by age, size and other critical characteristics. A demographic profile then makes it easier to conduct proper socio- economic analysis of a region. The Dr AB Xuma LM estimated total population is 162 013 people (Community Survey 2016), comprised of 38 575 households, with an average household size of 4.2 persons. The population has shown a positive population growth rate of 0.8% between the years 2011 - 2016.

There has been an increase in urban population, which is evident as people are settling near Ngcobo town and the peri-urban areas of Manzana/Mdeni and All Saints (along the R61 route). These areas will require appropriate settlement planning in order to limit settlement sprawl and encroachment onto valuable agricultural land. The provision of infrastructure and services will be needed for the growing population.

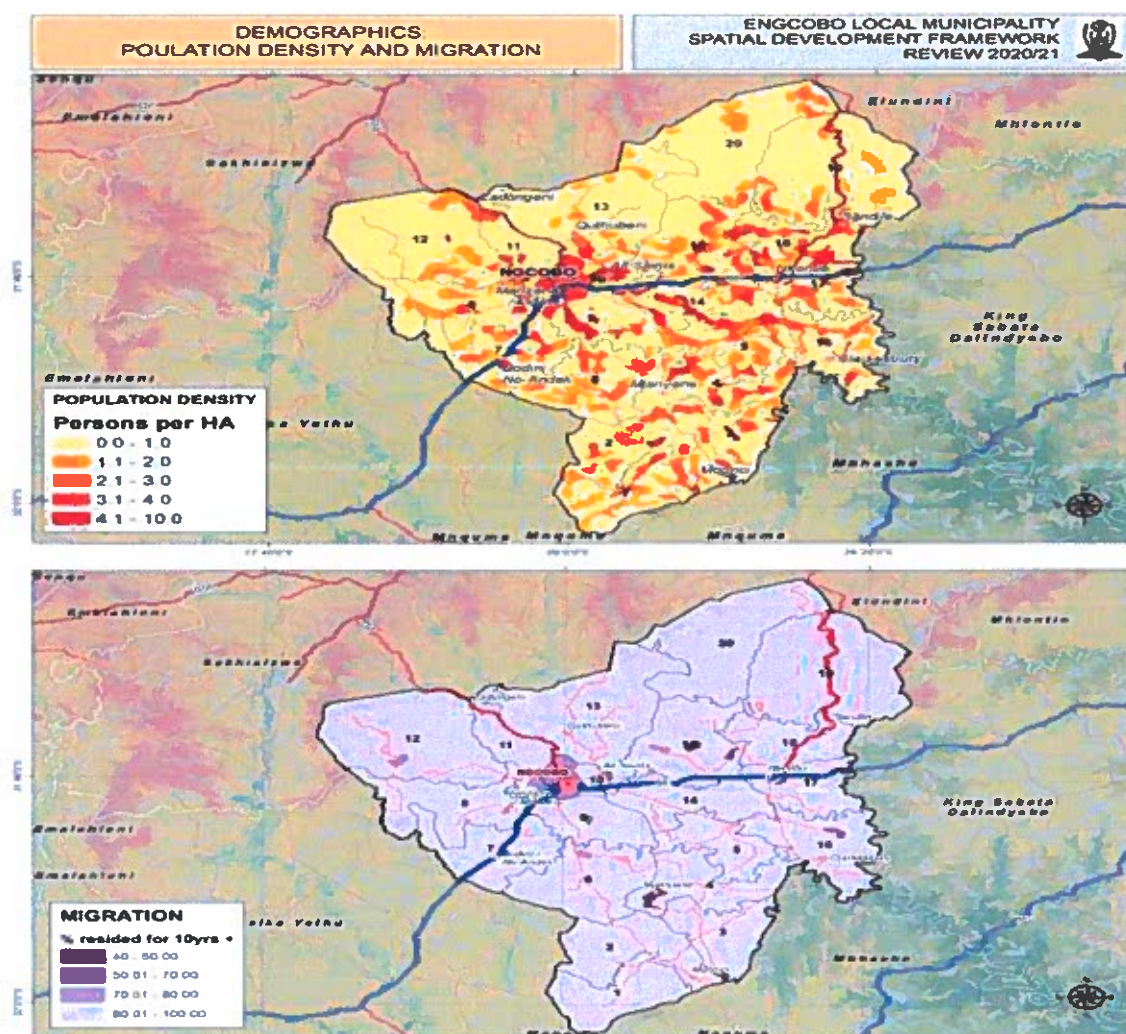
The Dr AB Xuma LM population is comprised of more females than males, this is likely attributed to out migration of looking for work elsewhere. The area is dominated by a youthful population which is mostly the school-going age group between 0-14 years, although this is expected to decline with the young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

3.1 POPULATION DEMOGRAPHICS

Total Population	164000
Population Growth Rate	0,78%
Male Population	76280 (47%)
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%
Population with Grade 12 Certificate and a B Degree	2,54%
Population with no schooling	19,70%
Human Development Index	0,51
Gini Coefficient Index	0,58
Source: HIS Global Insights	

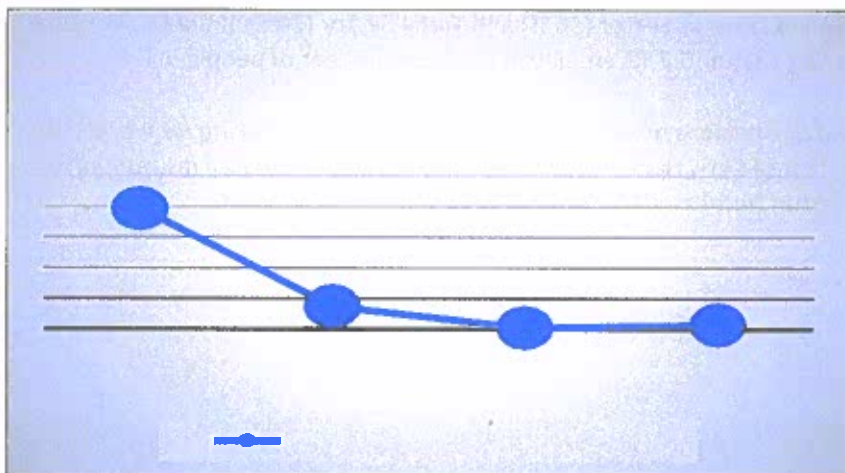


3.2 HOUSEHOLDS

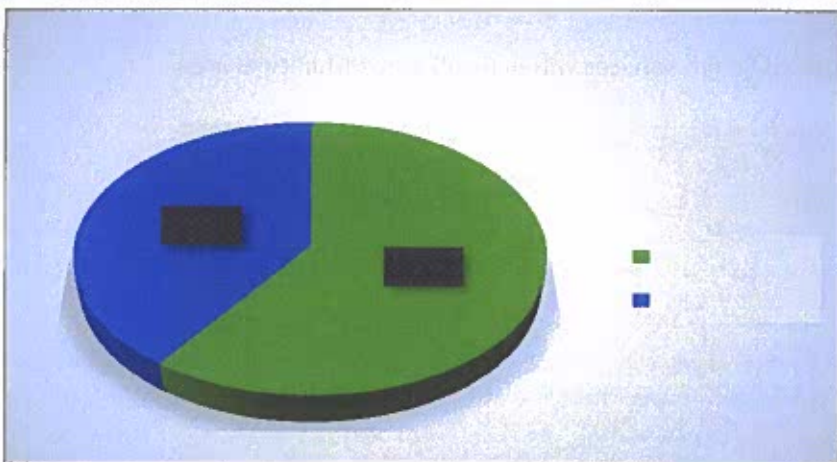
3.2.1 NUMBER OF HOUSEHOLD BY POPULATION

Dr A.B Xuma Local Municipality comprised of 38500 households. This equates to an average annual growth rate of 0.93% in the number of households from 2006 to 2016. With an average annual growth rate of 0.12% in the total population, the average household size in the Dr AB Xuma Local Municipality

3.2.2 HOUSEHOLD INCOME



HOUSEHOLD: PER DWELLING TYPE



SA Stats Census: 2011 indicates that 64 % of Dr A.B Xuma Local households earned less than R1633 per month. Twenty-seven percent (27 %) of households earn between R1633 and R3200 per month.

Derived from the SA Stats Community Survey, 2016, the ECSECC Dr A.B Xuma Local Socio Economic Review, 2017 indicates the following income statistics:

- 36 % of all households (13 914 households earned R 3 500 or less per month (Dr A.B Xuma Local ECSECC, 2017).
- This shows a significant increase in household income levels since 2011.
- 39 % of households (14 880 households) earn R3 500 - R8 000 per month
- 15 % of households (5 840 households) earn R8 001 – R16 000 per month.
- 10% of households (3 836 households) earn more than R16 000 per month

District Hospital (2)

All Saints Hospital, Mjanyana Hospital

Community Health Centres (3)	Z Dalasile; Ngcobo PHC; Z Dalasile
Clinics (22)	All Saints Gateway; Bokleni; Clarkebury; Cwecweni; Elucwecwe; Gqaga; Gubenxa; Lahlangubo (Ngcobo); Manzana; Mdanjelwa; Mgudu Clinic; Mhlopekazi; Mjanyana Clinic; Mnyolo; Mqhekezweni; Nkwenkwana; Ntsimba; Qebe; Tora; Zabasa; Zadungeni; Singumeni Clinic
<i>Source: EC DoH: OFFICE OF THE PREMIER, 2015</i>	

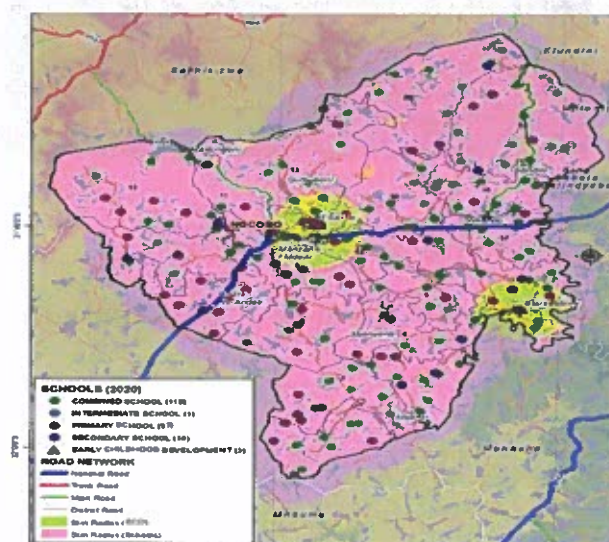
There are a total of 193 government-run educational Facilities in the Dr AB Xuma Municipality.

3.5.2 SAFETY

Two police stations serve the municipal area. The majority of the population travel long distances to access safety services. Wards 3, 13, 15 and 20 identified the need for a police station.

3.6 EDUCATION

PHASE	No
Combined School	118
Intermediate School	1
Primary School	53
Secondary School	18
Early Childhood Development Centres (ECDC)	3
TOTAL	193
<i>SCHOOLS: 2019, Dept. of Education</i>	



3.7 Access to Municipal Services

Access to Municipal Services	Numbers	Percentage
Total Population	164000	
Access to flush toilets	5 210	3%
Access to VIP toilets	22 200	14%
Access to Pit Toilets	6 160	4%
Sanitation Backlog	14 200	9%
Piped water inside Dwelling	2 580	2%

Piped Water inside yard	52 000	1%
No piped water	23 100	14%
Electricity for lighting only	5 450	3%
Electricity for lighting and other purposes	29 100	18%
No electricity	23 100	14%

Source: HIS Global Insights

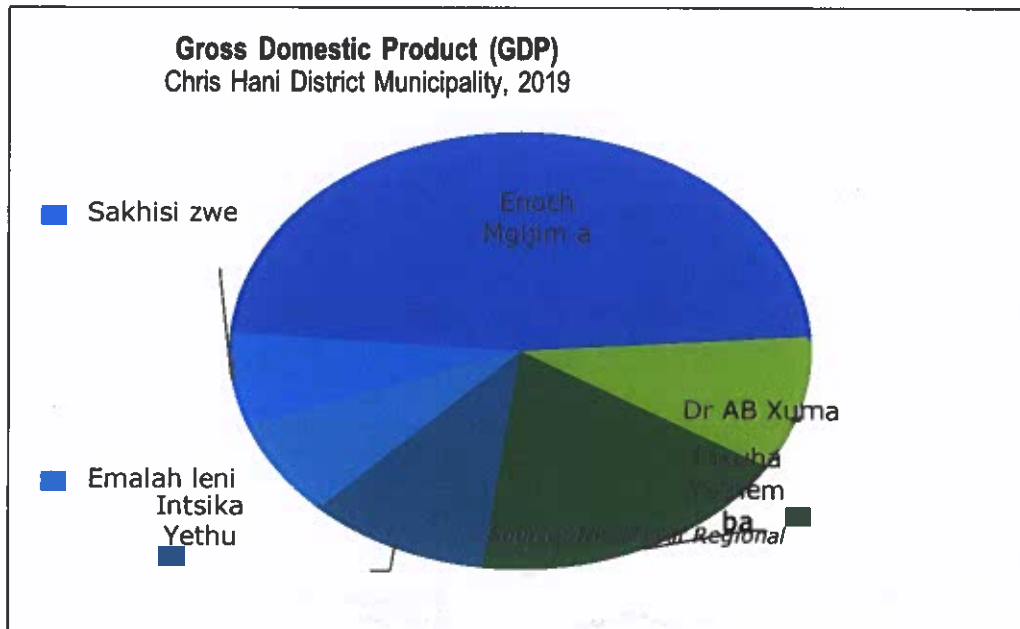
3.8 REFUSE REMOVAL



3.9 Gross Domestic Product by Region

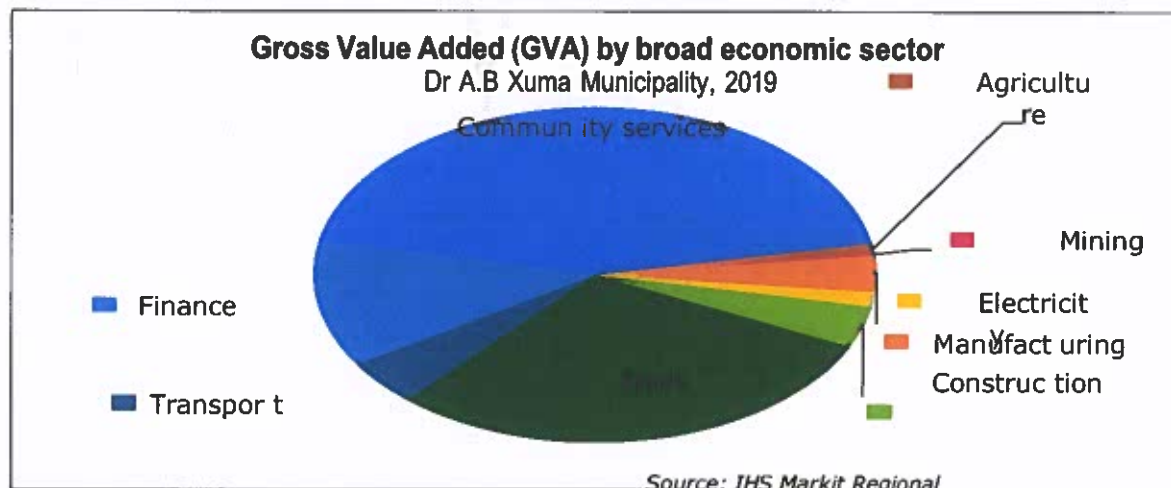
GDP is an important economic indicator of a region and tool for comparing regional economies and economic state.

The Charts below detail a GDP of R 2.51 billion in 2016, current price (up from R 1.23 billion in 2006); the Dr A.B Xuma Local Municipality contributed 10.54% to the Chris Hani DM GDP of R 26.7 billion in 2016. In 2016 the DR A.B Local Municipality achieved an annual growth rate of 0.27%. Dr A.B Xuma LM's longer term growth rate average of 0.93%, for the period 2006 - 2016, is significantly lower than that of South Africa (2.12%). The economic growth in Engcobo peaked in 2008 at 4.59%. It is expected that the economy of the Dr A.B Xuma Local Municipality will grow at an average annual rate of 1.52% for the period 2016 to 2021, with a forecasted GDP estimate in 2021 of R2.07 billion (constant 2010 prices) or 10.6% of the total GDP of Chris Hani District Municipality.



3.9.1 GDP

3.9.2 GVA



Economic Growth Forecast

Gross Domestic Product (GDP)

Engcobo, Chris Hani, Eastern Cape and National Total,
2009-2024

6%
4%
2%
0%
-2%
-4%
-6%
-8%
-10%
-12%

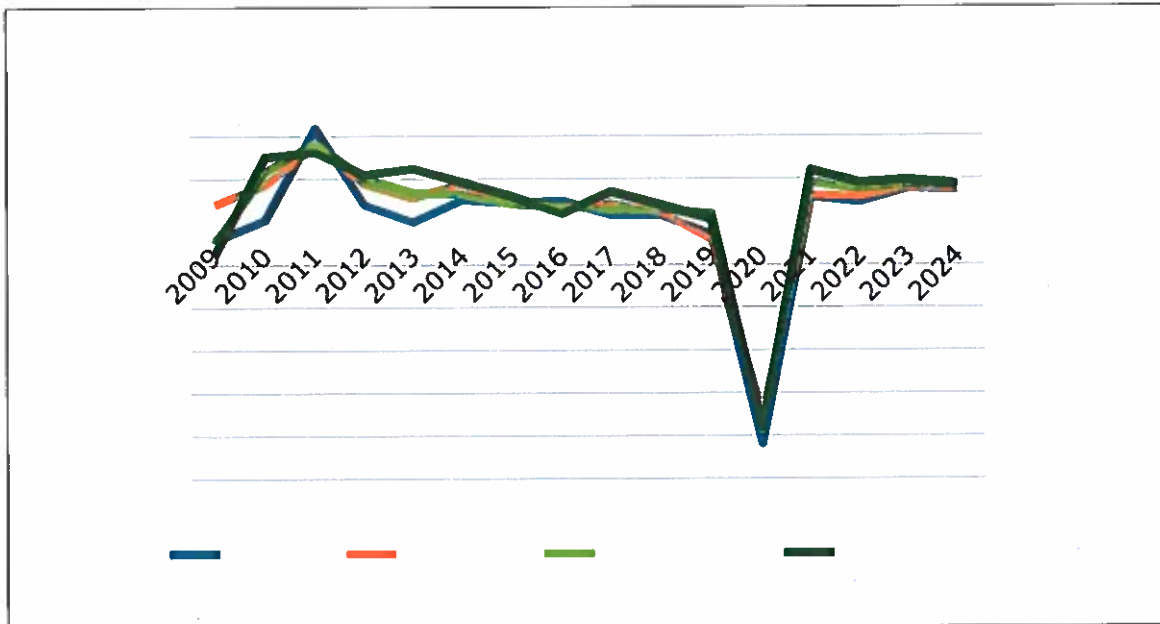
Dr AB

Chris Hani

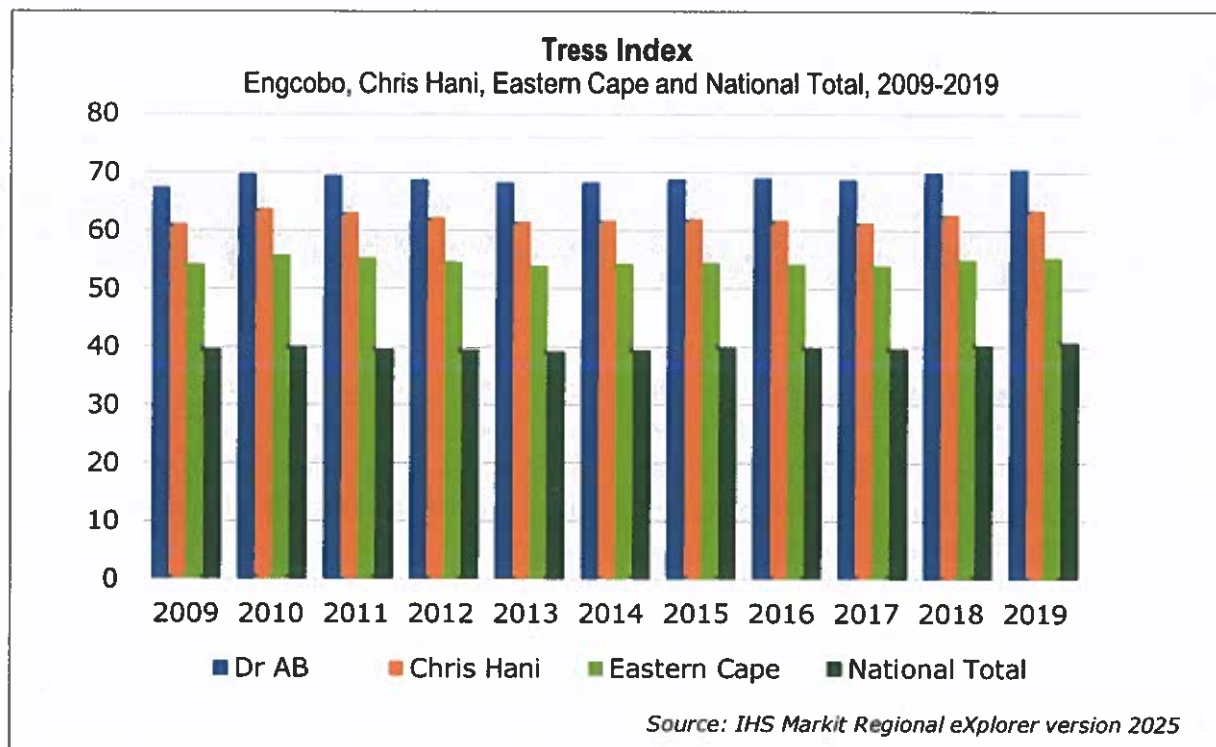
Eastern Cape

National Total

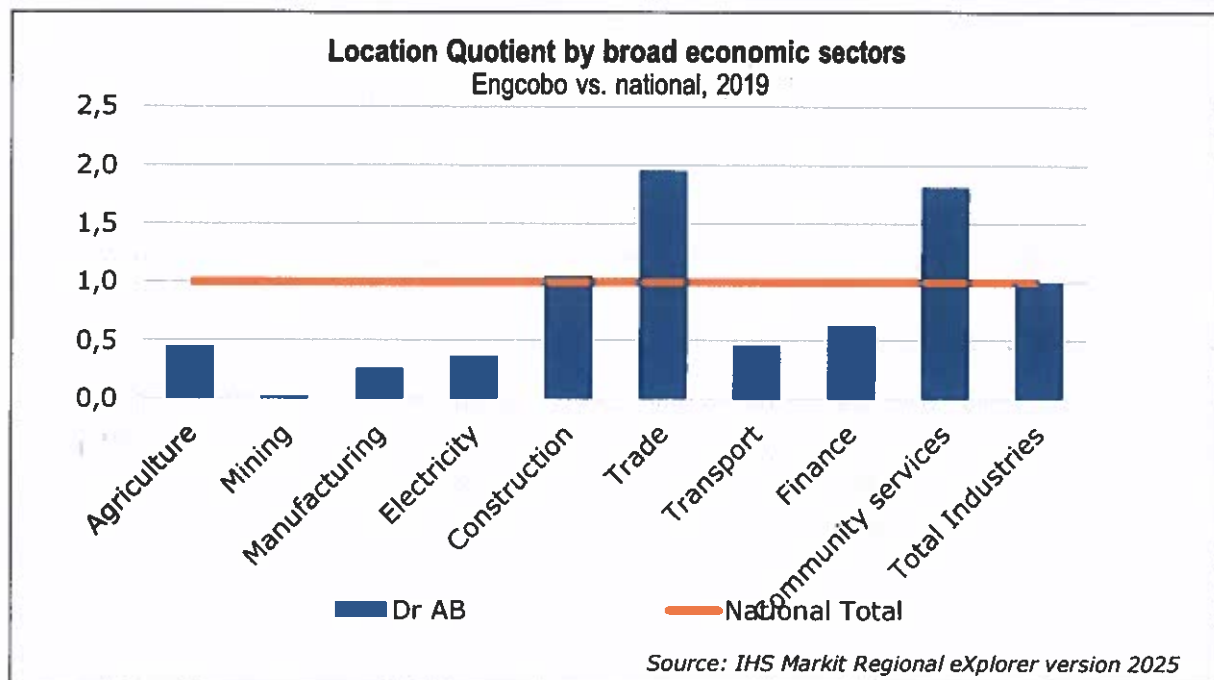
Source: IHS Markit Regional Explorer version 2025



3.9.4 The Tress Index.



3.9.5 The Location Quotient



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.

FUNCTION	CHRIS HANI DM	LUKHANJ I LM	INTSIK A YETHU LM	ENGCOB 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
Control of public nuisances	N/A	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Condition of undertakings that sell liquor to the public				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
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

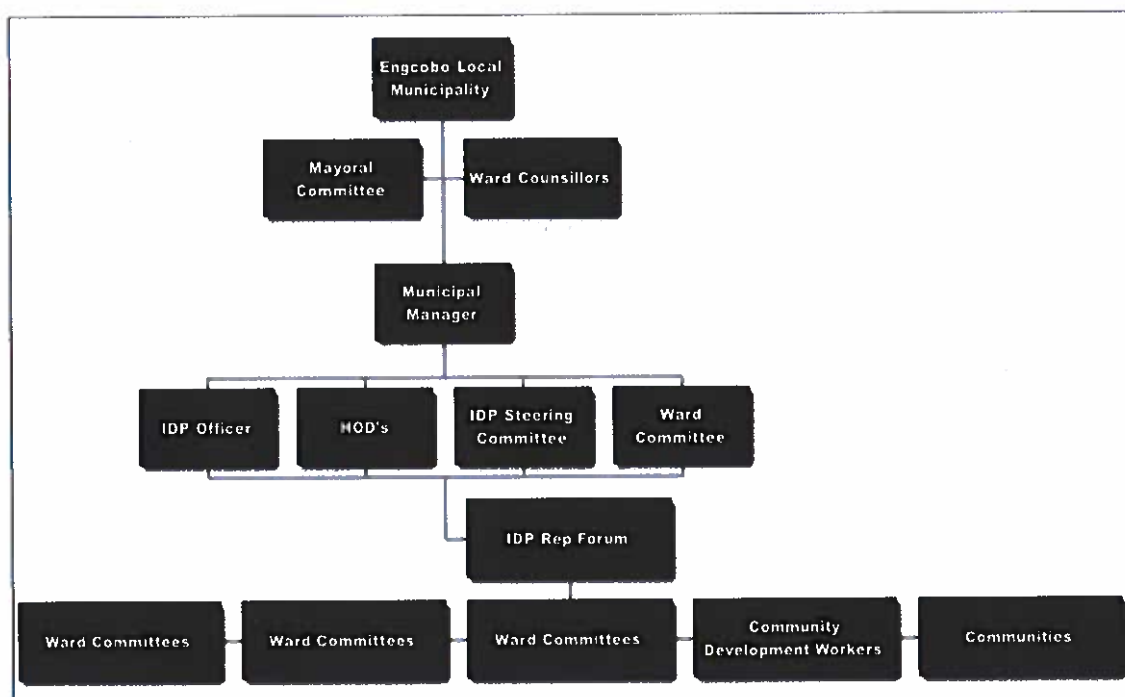
The Municipal Council is chaired by the **Speaker** and has the following role in the IDP review process;

- 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.

Mr K.L Mulaudzi

Integrated Planning & Economic Development	Community Services	Infrastructure Services	Financial Services	Corporate Services
Mr. Z. Xuba	Ms. N. Mawane	Mr. B. Tutu	Ms. N. Siwahla	Mr. M. Siqaza

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

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 are 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

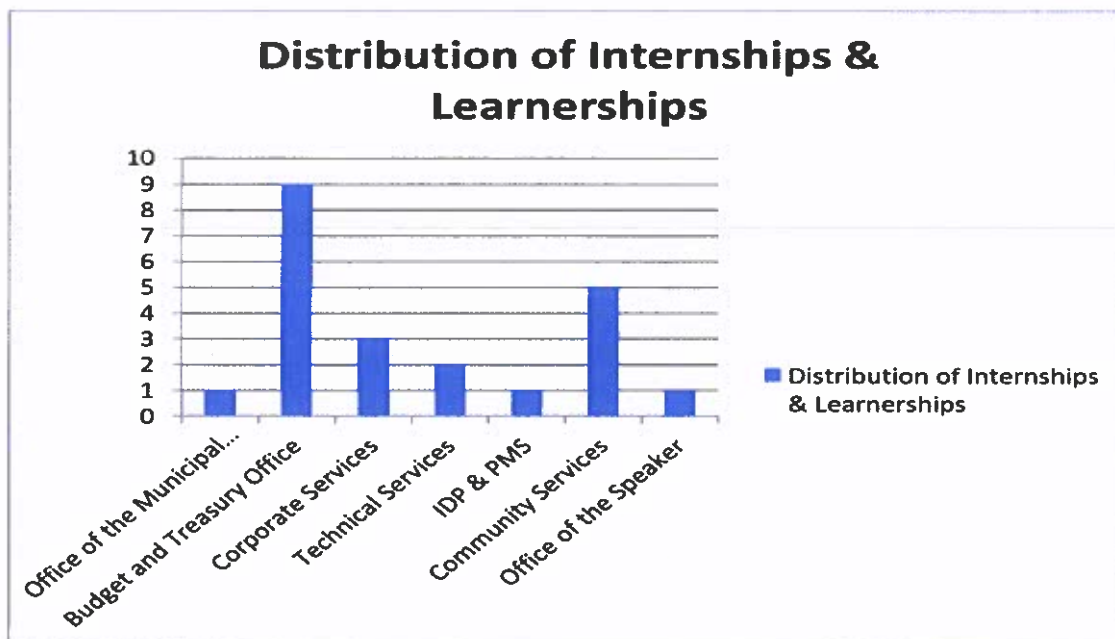
A system of Delegation, with a Delegation Matrix, is in place and utilised in guiding how the transfer of authority from the Municipal Manager to a delegated official takes place. This allows for consistent oversight and decision making in the daily administration of the municipality.

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:



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

Occupational Health and Safety Plan was developed and adopted by Council and reviewed annually against the 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

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 Master Plan which was tabled before Council in December 2017. The Disaster Recovery Plan is still a draft waiting for adoption by council in the main time IT 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 2018 for implementation in July 2018 and have been reviewed to incorporate gaps identified by Auditor General. 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

and the email for in and outgoing mails, virus or malware are regularly scanned. Incoming and outgoing emails are encrypted and password protected.

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 both sides.

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 realisation 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

Special to, under the EPWP development and capacity training programme in the field, which will enable the municipality 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 unemployment, the municipality partakes in the implementation 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 2: INFRASTRUCTURE DEVELOPMENT 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 in December and will have to be reviewed the Dr A.B Xuma local Municipality for 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 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

as well as

3. ENERGY AND ELECTRICITY EFFICIENCY

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.

Most households are currently electrified. Out of a total of 37 215 households in the municipality a 90% of the households have access to electricity. 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 2023/24 are estimated at **R42 000 000.00**

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.

4. MEANS OF ENERGY

In 2009 Eskom 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. A total of about 455 households and 21km Link Line has been connected to the Eskom grid in 2017/18. 590 households are expected to be energised for 2018/19 financial year. The total of about 868 to 2018/19, 339 to 2019/20, 419 to 2020/21 and 255 to 2021/22

households and km link line has been constructed by the municipality and connected by Eskom from the current financial year.

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.

6. ROADS AND STORM WATER INFRASTRUCTURE ROADS AND STORM WATER

The total road network in Dr A.B Xuma local I 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 problems in the rural areas. The existing storm water 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. Prioritised capital, operational and maintenance projects on the backlog for roads infrastructure is estimated at **R465 000 000.00**. has a huge backlog and construction of access road does not meet the demand. At the same time the maintenance of road infrastructure is a challenge. The road network has been classified as require by the legislation. The department of roads and public works 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 2022/2023 IDP public participation.

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. Prioritised capital, and maintenance projects for the period 2018/19 to 2020/21 are estimated at about **R125 868 000.00**. However, it the Dr A.B Xuma local LM's intention to develop and adopt such a sector plan in order to guide how it intervene 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.

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 Dr A.B Xuma local municipality and the

menter intelligently, they remained a project forward, the restoration of the town and its beautification, amongst others the construction of public facilities. Phase 1 of the project has been handed over to beneficiaries. The municipality through working relations with the department of Roads and Public Works has established roads and transport forums 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

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

infrastructure operational and maintenance plans.

IDP NUM BER	Project Name	W ar d	Com pon ent	Project s Catego ry	2023- 2024			Proje ct Statu s	Co mm ents
MUNICIPAL INFRASTRUCTURE GRANT(MIG)									
	Ngxingweni Access Road Phase 2	1 1	B	ACCES S ROAD	R 5 726 033,07			Regis tered	
	Yawa Access Road	1 8	B	ACCES S ROAD	R 5 667 860,80			Not Regis tered	
	R 61- Maqamkazini Access Road	1 7	B	ACCES S ROAD	R 5 837 461,33			Not Regis tered	
	R 408 - Eluxeni via Sigangeni Access Road	9	B	ACCES S ROAD	R 5 324 675,79			Not Regis tered	
	Maxesibeni Access Road	1 2	B	ACCES S ROAD	R 3 947 026,91			Not Regis tered	
	Qengqeleka- Ekunene Access Raod	3	B	ACCES S ROAD	R 4 646 425,25			Not Regis tered	
	Bulawayo- Ndulini Bridge (Construction)	1 3	B	BRIDG E	R 7 319 034,79			Not Regis tered	
	Nonyentu Bridge (Construction)	1 5	B	BRIDG E	R 4 793 532,06			Not Regis tered	
PMU	Project Management Unit	N A	PMU Adm in	PMU Admin	R 2 276 950,00			N/A	
					45 539 000,00				

IDP NUM BER	Project Name	W ar d	Com pon ent	Project s Catego ry	2024- 2025	2025- 2026	Proje ct Statu s	Co mm ents
MUNICIPAL INFRASTRUCTURE GRANT(MIG)								
	Bulawayo- Ndulini Bridge (Construction)	1 3	B	BRIDG E	R 14 295 092,84		Not Regis tered	
	Nonyentu Bridge (Construction)	1 5	B	BRIDG E	R 13 540 295,88		Not Regis tered	
	Qitsi Bridge (Construction)	2	B	BRIDG E	R 4 765 824,08		Not Regis tered	
	Chapa Bridge (Construction)	7	B	BRIDG E	R 4 765 824,08		Not Regis tered	
	Ndlukulu Bridge (Construction)	1 9	B	BRIDG E	R 3 884 206,56		Not Regis tered	
	Mangweni Bridge (Construction)	2	B	BRIDG E	R 3 884 206,56		Not Regis tered	
PMU	Project Management Unit	N A	PMU Adm in	PMU Admin	R 2 375 550,00		N/A	
					47 511 000,00			
IDP NUM BER	Project Name	W ar d	Com pon ent	Project s Catego ry	2025- 2026	2025- 2026	Proje ct Statu s	Co mm ents
MUNICIPAL INFRASTRUCTURE GRANT(MIG)								
	Qitsi Bridge (Construction)	2	B	BRIDG E	R 10 636 462,51		Not Regis tered	
	Chapa Bridge (Construction)	7	B	BRIDG E	R 8 297 895,43		Not Regis tered	
	Mangweni Bridge (Construction)	2	B	BRIDG E	R 9 000 000,00		Not Regis tered	
	Ndlunkulu Bridge (Construction)	1 9	B	BRIDG E	R 8 000 000,00		Not Regis tered	

	Ishatshatsha Ngqebe (Construction)	7	B	BRIDGE			7 000 000,00	Not Registered	
	Lower-Gqaga Bridge (Construction)	1 9	B	BRIDGE			R 6 000 000,00	Not Registered	
PMU	Project Management Unit	N A	PMU Admin	PMU Admin			R -	N/A	
							48 934 357,94		

The maintenance plan is developed in a form of project priority list submitted by the councillor. Technical department goes through the list and visit the sites, thereafter budgets is developed to an estimated amount of plus minus **R 3 000 000.00** for fuel per Financial year. The municipality possesses/ owns the Plant/ Machinery to undertake maintenance projects.

Plant is estimated to a value of R 20 000 000.00.

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 as off the 1st July 2014.

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 Engcobo 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 : Engcobo	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

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 : Engcobo	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

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

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 is currently being 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 for adoption by DR AB.Xuma Council in the fourth quarter of the current financial year 2021/22 and be 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, 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 recruited 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	Halls	Dr A.B Xuma LM has seventeen halls in different wards. More halls are required as not all wards have halls

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 2022/23 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

- Identification 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 liase 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

5.5.3. Landscaping and beautification

- Landscaping
- Alien Plant eradication
- maintenance 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 (2017/18 2021/22) Disaster Management Plan that was adopted by council in December 2017.

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

- ☐ Lightning
- ☐ 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
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

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		
Destitute Policy		
Cemetery Policy		
Vehicle Impoundment		
Disaster Management Policy		
Waste Management Policy		

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 2 258,78km² with a population of 155 513, and constitutes 19,6% of the total population of the district, as per the Census 2011 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 following table summarises the population demographics of Engcobo, Chris Hani, Eastern Cape and National Total, 2009-2024.

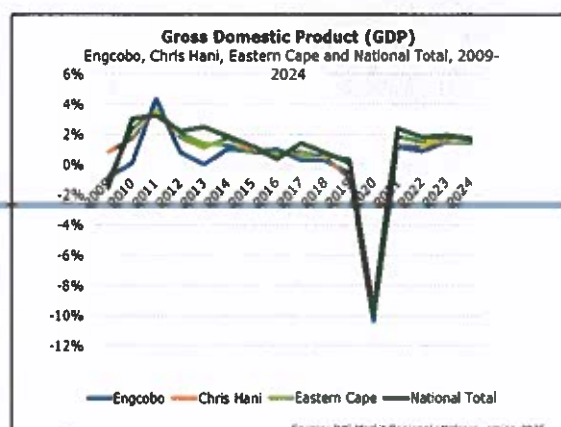
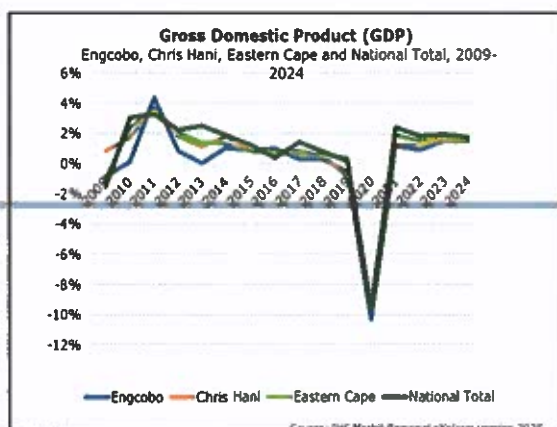
POPULATION DEMOGRAPHICS

The population demographics are summarised in the following table:

Population Demographics	
Total Population	164000
Population Growth Rate	0,78%
Male Population	76280 (47%)
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%

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%.

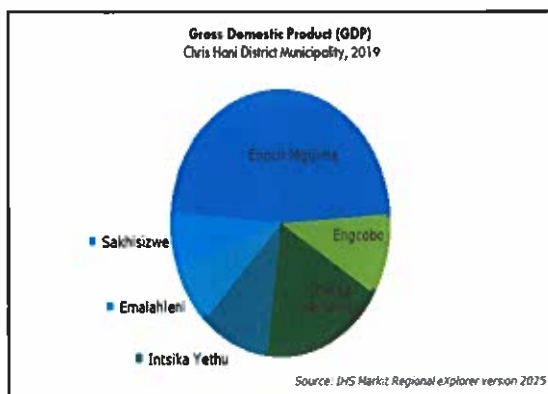
GROSS DOMESTIC PRODUCT BY REGION



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.

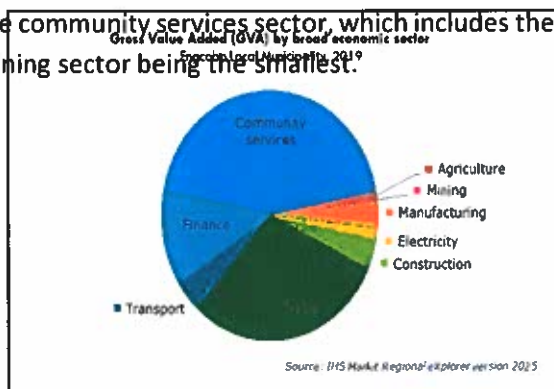
GROSS VALUE ADD BY BROAD ECONOMIC SECTOR

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

TABLE 10: LED

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

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:

- Tourism and Heritage development
- Agricultural 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 endeavours 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 where trading within the Municipality must conform/ Comply with acceptable trading standards and must provide mechanism, procedures and rules to manage trading within Engcobo.	Adopted by Council
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 LED have been identified on the situational analysis, the following broad challenges were raised:

- Lack of funding.
- Lack of infrastructure / infrastructure that is aging.
- High unemployment rates.
- Lack of skills.
- Poor access to support services.
- Limited production/ service delivery.
- Limited access to markets.
- COVID-19 regulations and impact on business

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

- Engcobo. It provides a general framework for the following actions: -
- how to prioritize
- make choices and allocate scarce resources to achieve 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 affected by disasters such COVID-19 & others to recover by 2027
- To facilitate access to business strategy and entrepreneurship training and support to 30 businesses per year by 2027
- c) Facilitate agricultural development and support to 10 farmers per year by 2027.
- To facilitate access to tourism business management training and support to 15 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 development and support of five (5) sustainable business enterprises by 2027.
- Facilitate expansion of Engcobo Urban Edge by 2027
- To develop and gazetting business and trade bylaws 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;
	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 improved access to services and ensure proper housing	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 communities, a capable state, with Social protection, Education, training and innovation	2 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.
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);

<p>that manage, own and control enterprises and productive assets.</p> <p>Facilitating ownership and management of enterprises and productive assets by communities, workers, co-operatives and other collective enterprises</p>	<p>It enables the people of Engcobo, who are primarily black and previously disadvantaged, to access land through the revitalisation and beautification.</p>
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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;
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.

ENGCOBO TOWN (ECONOMIC NODE)

Under the Spatial Development Framework, DR A.B 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 emerged on a strategic location.

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	<p>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.</p> <p>Engcobo has favourable cellular network coverage and is situated close to Umtata, but is some distance from the Provincial secondary economy of East London.</p>
	<p>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.</p> <p>Poor television reception limited to SABC 1 and 2, implying that families will have to buy DSTV to access more channels</p>

	7	with few commercial banks, post offices with banking capability and ECDC properties.
	7	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.
	7	Poor television reception limited to SABC 1 and 2, implying that families will have to buy DSTV to access more channels
	7	Economic infrastructure is poorly represented, with few commercial banks, post offices with banking capability and ECDC properties.
Institutional Environment	7	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.
	7	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.
	7	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

		<p>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.</p>
Economic Indicators		<p>Engcobo claims the most youthful as well as the highest rates 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%).</p>
		<p>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.</p> <p>Engcobo's low Formal Economy Performance reflects particularly on the concentrated local economy, relatively high financial grant dependence and GDP performance, but is bolstered by positive employment growth performance.</p> <p>Engcobo emerges as a leading economy, both nationally and provincially, in respect of formal employment growth</p>

performance and absorption for a positive shift in share of

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.

	7	10% head of household capital, or R100000 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.
	7	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 (Post COVID-19)

The COVID 19 pandemic is unprecedented and was unforeseen. This pandemic and necessary response by our government have disrupted businesses and people's lives, with a negative impact on the economic wellbeing of the country.

The South African Government declared the national state of a disaster which later was topped-up with an introduction of a national lockdown, which restricted movement of people, goods, and services. The declaration of the state of national disaster meant that the South African government has a responsibility to provide resources, guidance, and directions on how other spheres should facilitate compliance on their level of government.

The South African government has provided the following support to businesses since the lockdown, i.e deferral of tax, wage or salary subsidies, and working capital supports loans or grants, credit guarantee schemes, and relaxation of competition laws. The South African Reserve Bank has supported government efforts by using its monetary policy lever through the reduction of repo rate. The government has also provided households with social relief packages targeting the elderly, physically challenged, children, unemployed, and poor.

Dr A.B Xuma Local Municipality acknowledges the fact that the current disaster 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 that the municipality is adopting a risk-based approach in considering relief and support initiatives without compromising its liquidity, ability to provide basic services whilst preserving most of the existing companies and jobs.

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 regeneration programme aimed at unlocking economic opportunities for Engcobo. The Strategy has been identified as a key intervention to:

- unleash development potential;
- attract investment;
- ensure upliftment of the town as an attractive place to live/work and
- 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 Engcobo town.

Short-Term Interventions

- Taxi rank, Parking bays and Vendor stalls
- Beautification of Engcobo town along the R61 National Road

Rezoning of potential future investment areas;

Development of light industrial areas and

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

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 Production	Wool Production	Work progress	Fodder production, livestock medication, transportation, red meat production, etc	Farmers, BKB, OVK, CMW, DRDAR, CHDA, ECRDA	R5 000 000,00	MIG, DBSA, DTI, PRIVATE INVESTORS, Dr A.B Xuma LM
2	Livestock Production	Ram Replacement	Work progress	Wool, red meat production, fodder, etc	DRDAR, Farmers, BKB, Stud Breeders Associations	R5 000 000,00	MIG, DBSA, DTI, PRIVATE INVESTORS, Dr A.B Xuma LM
3	Livestock Production	Poultry and Piggery	Work progress	Producers of weaners, g, egg pullet producers, chicken growing coops, retail stores	DRDAR, ECRDA, CHDA, Farmers Associations, Feedmill	R15 000 000,00	MIG, DBSA, DTI, TE, PRIVATE INVESTORS, Dr A.B Xuma LM
4	Livestock Improvement	Sheep Feedlot	Conceptualisation Stage	Wool, red meat production, fodder, etc	Farmers, BKB, OVK, CMW, DRDAR, CHDA, ECRDA	R5 000 000,00	MIG, DBSA, DTI, PRIVATE INVESTORS, Dr A.B Xuma LM

5	Grain Production	Maize, beans, Soya beans, sorghum, sunflower	Sugar beans, Work in progress	production, human consumption, transportation and processing, job creation, enterprise development	Humansdorp Coop, OVK, BKB, Grain SA, DRDAR, ECRDA, CHDA	R10 000 000,00	MIG, DBSA, DTI, PRIVATE INVESTORS, Dr A.B Xuma LM
6	Fodder Production	Lucerne, Radish	Oats, Conceptualisation Stage	Fodder production, human consumption, transportation and processing,	Humansdorp Coop, OVK, BKB, Grain SA, DRDAR,	R5 000 000,00	MIG, DBSA, DTI, PRIVATE INVESTORS, Dr A.B Xuma LM

				enterprise development	CHDA		
7	Food Production	Potatoes, Spinach, Cabbage, etc	Work in progress	Poverty & hunger reduction, small business development, retail market, schools, hospitals, etc.	Retail Stores, Fresh Produce Markets, Schools, Hospitals, etc	R2 000 000,00	MIG, DBSA, DTI, PRIVATE INVESTOR S, Dr A.B Xuma LM
8	Infrastructure	Irrigation System	To be developed	Job creation, crop production, fodder production	MIG, DRDAR, DBSA, DTI Grants	R5 000 000,00	MIG, DBSA, DTI, PRIVATE INVESTOR S, Dr A.B Xuma LM
9	Infrastructure	Shearing Sheds	Work in progress	Job creation, wool production, skills development, quality improvement	MIG, DRDAR, DBSA, DTI Grants	R5 000 000,00	MIG, DBSA, DTI, PRIVATE INVESTOR S, Dr A.B Xuma LM
10	Infrastructure	Dipping tanks	Work in progress	Job creation, disease management, meat production, quality improvement	MIG, DRDAR, DBSA, DTI Grants	R5 000 000,00	MIG, DBSA, DTI, PRIVATE INVESTOR S, Dr A.B Xuma LM
11	Infrastructure	Fencing of arable land	To be developed	Job creation, skills development, crop & vegetable production, fodder production, soil preservation	MIG, DRDAR, DBSA, DTI Grants	R5 000 000,00	MIG, DBSA, DTI, PRIVATE INVESTOR S, Dr A.B Xuma LM

				Maize, sorghum, lucerne, sunflower, transportation, job creation, soyabean	Private Investors, Farmers Associations, Feedlots, Red Meat Producers Associations	R15 000 000,00	MIG, DBSA, DTI, PRIVATE INVESTORS, Dr A.B Xuma LM
1	Fodder		Feasibility				
2	Production	Feedmill	Stage				

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	Rezoning and Sourcing funds	Community, Tour Operators, Guides, Caterers, Accommodation, Restaurants	ECPTA, the DR AB.Xuma LM, Chris Hani District Municipality. Department of Tourism, DTI, DSRAC, LTO's, DTI	25 million	ECPTA, Dr A.B Xuma LM, Chris Hani District Municipality. Department of Tourism, DTI, DSRAC, LTO's, DTI, Dr A.B Xuma LM
2	Natural Attractions	Zadungeni Adventure Trail	Sourcing Funds	Community, Tour Operators, Guides, caterers, Accommodation, Restaurants	ECPTA, the DR AB.Xuma LM, Chris Hani District Municipality. Department of Tourism, DTI, DSRAC, LTO's, DTI	40 million	ECPTA, Dr A.B Xuma LM, Chris Hani District Municipality. Department of Tourism, DTI, DSRAC, LTO's, DTI, Dr A.B Xuma LM
					ECPTA, the DR		

3	Natural Attractions	Hiking Trails	Sourcing Funds	Community, Tour Operators, Guides, caterers, Accommodation, Restaurants	Chris Hani District Municipality. Department of Tourism, DTI, DSRAC, LTO's, DTI	40 million	ECPTA, Dr A.B Xuma LM, Chris Hani District Municipality. Department of Tourism, DTI, DSRAC, LTO's, DTI, Dr A.B Xuma LM
4	History and Heritage	Visitor Information Centre(VIC) with Interpretative Centre displaying Historical Artefacts and Arts and Culture and Conference Centre	Sourcing funds, Seeking Partnership	Community, Tour Operators, Guides, caterers, Accommodation, Restaurants, crafter	ECPTA, the DR AB.Xuma LM, Chris Hani District Municipality. Department of Tourism, DTI, DSRAC, LTO's, DTI	55 million	ECPTA, Dr A.B Xuma LM, Chris Hani District Municipality. Department of Tourism, DTI, DSRAC, LTO's, DTI, Dr A.B Xuma LM
5	History and Heritage	Liberation Heritage Route	Linked to district heritage liberation routes.	Community, Tour Operators, 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

			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
6	Natural Attractions	Rock Art	Conceptualisation Stage	Community, Tour Operators, Tour Guides, caterers, Accommodation, Restaurants, crafters	ECPTA, the DR AB.Xuma LM, Chris Hani District Municipality. To be determined	ECPTA, Dr A.B Xuma LM, Chris Hani District Municipality. Department of Tourism, DTI, DSRAC, LTO's, DTI, the DR AB.Xuma LM	
7	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. To be determined	ECPTA, Dr A.B Xuma LM, Chris Hani District Municipality. Department of Tourism, DTI, DSRAC, LTO's, DTI, the R D LM AB.Xuma	
8	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 the DR AB.Xuma LM, DSRAC, CHDM	
9	Tourism Marketing	Participate in provincial and national events	On-going support	Product owners	Product owners, CHARTO, Department of Tourism	To be determined Product owners, CHARTO, Department of Tourism, Dr A.B Xuma LM	

1	Sectoral	Support	to On-going	Accommodation	SEDA, ECTPA,	To be	Xuma LM, Chris
0	Support	LTO's	support	facilities	CHDM,	determ	Hani District
					CHARTO,	ined	Municipality.
					Dept		Department of
					of Tourism		Tourism, DTI,
							DSRAC, LTO's,
							DTI, Dr A.B
							Xuma LM

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	Informal traders/ sectors	Ongoing	Cross cutting theme	CHDA, SEFA, DSBD, CHDM, DEDEAT, CDC, SEDA	Needs driven	CHDA, SEFA, DSBD, CHDM, DEDEAT, CDC, SEDA	
2	SM ME DEV	Retail sector	Ongoing	Cross cutting theme	CHDA, SEFA, DSBD, CHDM, DEDEAT, CDC, SEDA	Needs driven	CHDA, SEFA, DSBD, CHDM, DEDEAT, CDC, SEDA	
3	SM ME DEV	Transport/ bus sector	Ongoing	Cross cutting theme	CHDA, SEFA, DSBD, CHDM, DEDEAT, CDC, SEDA	Needs driven	CHDA, SEFA, DSBD, CHDM, DEDEAT, CDC, SEDA	
4	SM ME DEV	Support to caterers	Ongoing	Cross cutting theme	CHDA, SEFA, DSBD, CHDM, DEDEAT, CDC, SEDA	Needs driven	CHDA, SEFA, DSBD, CHDM, DEDEAT, CDC, SEDA	
5	SM ME DEV	Formal business sectors	Ongoing	Cross cutting theme	CHDA, SEFA, DSBD, CHDM, DEDEAT, CDC, SEDA	Needs driven	CHDA, SEFA, DSBD, CHDM, DEDEAT, CDC, SEDA	
6	SM ME DEV	Construction sectors	Ongoing	Cross cutting theme	CHDA, SEFA, DSBD, CHDM, DEDEAT, CDC, SEDA	Needs driven	CHDA, SEFA, DSBD, CHDM, DEDEAT, CDC, SEDA	
7	SM ME DEV	Co operatives	Ongoing	Cross cutting theme	CHDA, SEFA, DSBD, CHDM, DEDEAT, CDC, SEDA	Needs driven	CHDA, SEFA, DSBD, CHDM, DEDEAT, CDC, SEDA	
8	SM ME DEV	Light industrial development	Planning stage	Cross cutting theme	CHDA, SEFA, DSBD, CHDM, DEDEAT, CDC, SEDA	R 5 000 000,00	CHDA, SEFA, DSBD, CHDM, DEDEAT, CDC, SEDA	
9	SM ME DEV	Hawkers market	Planning stage	Cross cutting theme	CHDA, SEFA, DSBD, CHDM, DEDEAT, CDC, SEDA	R 3 000 000,00	CHDA, SEFA, DSBD, CHDM, DEDEAT, CDC, SEDA	

	ME				DSBD, CHDM, DEDEAT, CDC, SEDA	R 500 000	DSBD, CHDM, DEDEAT, CDC, SEDA
10	DEV	Mall development	Planning stage	Cross cutting theme		000,00	

1	SM	Small town	Planning	Cross cutting	CHDA, SEFA, DSBD, CHDM, DEDEAT, CDC, SEDA	Needs driven	CHDA, SEFA, DSBD, CHDM, DEDEAT, CDC, SEDA
1	ME	revitalisation	stage	theme			
1	SM	R61 development	Planning	Cross cutting	CHDA, SEFA, DSBD, CHDM, DEDEAT, CDC, SEDA	Needs driven	CHDA, SEFA, DSBD, CHDM, DEDEAT, CDC, SEDA
2	ME		stage	theme			
1	SM	Farmers market	Planning	Cross cutting	CHDA, SEFA, DSBD, CHDM, DEDEAT, CDC, SEDA	R 7 000 000,00	CHDA, SEFA, DSBD, CHDM, DEDEAT, CDC, SEDA
3	ME		stage	theme			
1	SM	Transido	Repairs and maintenance	Cross cutting	CHDA, SEFA, DSBD, CHDM, DEDEAT, CDC, SEDA	R 2 000 000,00	CHDA, SEFA, DSBD, CHDM, DEDEAT, CDC, SEDA
4	ME			theme			
	DEV						

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/Measurement	5 year term Target 2022/2027	Annual Target 2022/2023	Budget 2022/2023
Franchise opportunities for local entrepreneurs.		Agriculture		Feed-Mill, Engcobo Distribution centre and Mall Development	Forge partnership for the construction of the Engcobo Distribution centre and Mall development	Advertise for Strategic Partnership	R100 000.00
Cattle, sheep, piggery, and poultry production		Agriculture		Feedlot/ Sheringsheds? Dipping Tanks	Inputs & Awareness Campaigns and Capacity building	Capacity building and Awareness	R100 000.00
			To enhance inclusive local economic development			Cam	pigs
Franchise					Forge Strategic	Adve	rtise

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opportunities for local entrepreneurs.	Agriculture	through support of SMME's, Tourism and Agricultural sectors by June 2027	Poultry Value Chain	partnership for the construction of Poultry Value Chain		for
Own tractors & implements	Agriculture		Mechanisation service for farmers	5 Tractors & Implements	Strategic Partnership	R500 000.00
Available arable land for crop production	Agriculture		Agriculture (crops, poultry, piggery, vegetable, livestock, Fencing, irrigation systems)	(crops, piggery, livestock, irrigation)	Maize 100 Hectors, Veg 1 Hector, Fencing 100 Hectors, 2 Piggery Projects, 2 Poultry projects	R300 000.00
Inadequate Economic Infrastructure	SMME	To enhance inclusive local economic development through support of	hawkers village, market centre, Light Industrial Area	hawkers village, market centre, Light Industrial Area	Source Funding	R0.00

Inadequate Economic Infrastructure	SMME	SMME's, Tourism and Agricultural sectors by June 2027	Assistance of the Automotive Sector	Support of panel beaters	Support of panel beaters	R1m
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Non-responsive & conducive environment for entrepreneurship	SMME		Research and Investment summit	Research and Investment summit	Investment summit and Physical submission of funding proposals	R500 000.00
Inadequate Economic Infrastructure	SMME		Transido	Revamping and Electrification	Revamping and Electrification	R2m
Non-responsive & conducive environment for entrepreneurship	SMME		SMME support	Spaza Shops and capacity building	Spaza Shops and capacity building	R250 000.00
Accessible graded hospitality and Tourism businesses	Tourism		Engcobo Conference centre and VIC	Forge Strategic partnership for the construction of the Feedmill	Advertise for Strategic Partnership	R100 000.00
Adventure tourism, Natural & cultural attractions	Tourism		Qoba Game reserve	Fencing, construction of chalets, Games	Fencing	R2m
Adventure tourism, Natural & cultural attractions	Tourism		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	Ubuntu Bethu cultural festival & Dr A.B Xuma month, support of Inkciyo Programme	R3m
				Programme support of Inkciyo Programme		

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Natural & cultural attractions	Tourism		Tourism support	Support of arts & culture groups, tourism establishments	7 Arts and Culture projects	R100 000.00
Natural & cultural attractions	Tourism		Tourism support	Maintenance of Heroes Park	Heroes Park revamping	R100 000.00
Approved SD for 2021/2026 F	Spatial Planning		Subdivision of municipal land	Parcels of land subdivided	Subdivision of Municipal land	R400 000.00
Development and formalisation of rural nodes.	Spatial Planning		LSDF for Rural Nodes	Kwa-Jo, Manzane, Clurkebury, Mntuntloni, Myolo	N/A	Nil
Land Claims that hinder development	Spatial Planning	To Promote Effective land use management and developmental spatial planning by June 2027	Awareness Campaigns	Conduct awareness campaigns on bylaws, policies & frameworks	Conduct awareness campaigns on bylaws, policies & frameworks	R100 000.00
Development and formalisation of rural nodes.	Spatial Planning		Formalization of informal settlements	Formalization of municipal Townships	Formalization of m awawa of Ms	R500 000.00
Expansion of the urban edge	Spatial Planning		Township Establishment	Establishment of Engcobo New Township(Ndevu, Maxelegwini)	N/A	Nil
Poor implementation of internal Controls and Adherence to Time Frames	IDP and PMS	To ensure development and implementation	IDP 2022/27	Development of credible 5th generation IDP 2022/27 that is reviewed annually	Development of credible 5th generation IDP 2022/27 that is reviewed annually	Nil

Poor implementation of internal Controls and Adherence to Time Frames	IDP and PMS	and of credible Integrated Development Planning, thereby guarantee effective coordination of Performance Management by June 2027	IDP Performance Reports	Quarterly, Mid year and Annual Performance Reports developed	4 Quarterly, 1 Mid year and 1 Annual Performance Reports developed	Nil
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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 area 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 one or combination of the following delivery mechanisms: -

THE PROJECT DELIVERY & IMPLEMENTATION MECHANISMS

Public Private Partnerships

- By involving private partners to take equity and invest in municipal initiated and funded projects.

In-house

- Implement projects using municipal staff and resources.

Outsourcing

- Deliver municipal projects by outsourcing them to independent service providers at a determined fee over a prescribed period of time.

CHAPTER 7

CHAPTER 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

1. CAPITAL EXPENDITURE

do 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

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 they are implemented and are working effectively as intended. All payments before they are effected are reviewed by expenditure manager and Chief financial officer. Irregular, Unauthorised, fruitless and wasteful expenditure register is in place. Expenditure reports are done on a monthly and quarterly basis and submitted to the Mayor, audit committee and council.

EXPENDITURE PLAN

Table 1: Analysis of Salary Budget:

Description	PY2			PY1				CY	OUTER YEARS	
R thousand	BUDGET 000	Audited Outcome 000	% SPENT	Original Budget 000	Adjusted Budget 000	Audit outcome 000	% SPENT	2022/ 23 Budget Year 000	2023/ 24 Budget Year 000	2024/ 25 Budget Year 000
Expenditure By Type										
Employee related costs	89,694	75,435	84%	97,353	98,898	88,101	89%	91,625	95,657	99,961
Remuneration of councillors	15,792	15,430	98%	16,901	16,901	15,245	90%	15,855	16,552	17,297
Totals	105,486	90,865	86%	114,254	115,799	103,346	89%	107,480	112,209	117,258

Table 2: Grant Expenditure:

Description	PY2			PY1				CY
R thousand	BUDGET 000	Audited Outcome 000	% SPENT	Original Budget 000	Adjusted Budget 000	Audit outcome 000	% SPENT	2022/23 Budget Year 000
GRANT								
EQUITABLE SHARE	185,114	156,545	85%	161,714	190,283	190,283	100%	175,143
Finance Management	1,700.00	1,700.00	100%	1,700	1,700	1,700	100%	1,700
EPWP Incentive	3,443	3,443	100%	2,738	2,738	2,738	100%	3,712
library grant	1,001	1,001	100%	700	700	1,700	243%	700
LG SETA	150	137	91%	150	150	150	100%	136
Disaster relief	232	232	100%	-	-	-	0%	
CHDM GRANT	2,000	2,000	100%	-	1,000	1,000	100%	-
Electrification	28,531	27,381	96%	10,000	11,150	11,150	100%	10,560
Municipal Infrast Grant	64,162	41,504	65%	40,582	63,241	63,241	100%	43,687
Small town revitalisation	-	-	-	5,000	5,000	5,000	100%	20,000
Totals	286,333	233,943	82%	222,584	275,962	276,962	100%	255,638

☐ The municipality manage and report its conditional grants according to DoRA requirement.

Table 3: Operational Expenditure:

Description	PY2			PY1				CY	OUTER YE	
R thousand	BUDGET 000	Audited Outcome 000	% SPENT	Original Budget 000	Adjusted Budget 000	Audit outcome 000	% SPENT	2022/23 Budget Year 000	2023/24 Budget Year 000	2024/25 Budget Year 000
Expenditure By Type										

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Employee related costs	98,898	88,101	89%	94,929	94,755	94,755	100%	98,545	102,881	1
Remuneration of Councillors	16,901	15,245	90%	17,956	17,956	17,956	100%	18,674	19,496	2
Debt impairment	2,500	4,139	166%	2,500	2,500	2,500	100%	2,600	2,714	2
Depreciation & asset impairment	53,500	34,352	64%	53,500	53,500	53,500	100%	55,640	58,088	6
Finance charges	-	2,270	-100%	600	600	600	100%	624	651	6
Hire of equip	2,000	1,782	89%	4,205	4,373	4,373	100%	4,548	4,748	4

Contracted services	31,562	21,792	69%	29,385	32,339	32,339	100%	33,633	35,112	3
Transfers and subsidies	6,591	4,230	64%	4,000	3,000	3,000	100%	3,120	3,257	3
Other expenditure	49,314	47,049	95%	42,543	46,526	46,526	100%	48,387	50,516	5
Total Expenditure	261,266	218,960	84%	249,618	255,549	255,549	100%	265,771	277,465	2
Salary Budget %	44%	47%		45%	44%	44%		44%	44%	
Repairs %	1%	1%		1%	1%	1%		1%	1%	

- ☐ The municipality budget for salaries (Councillor's Remuneration and Employee costs) is over the norms and and repairs are below the norm of circular 71.

2. 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. 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 is done on a monthly basis and presented to the council. Revenue and debtors registers and reconciliations are done on daily and monthly basis and are reviewed by the accountant and chief financial officer. Banking

of cash collected is done 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 General Valuation Roll. The budget for 2022/23 was R60 000, 2023/24 was R120 000 and 2024/25 is R60 000 and 2021/22 budget is R60 000. The General

Valuation roll has been completed for 2021/22. The advert for the General Valuation roll has been published and gazetted with N190214-0906-064 for public inspection.

Table 3: Total Revenue

Description	PY2			PY1				CY	OUTER YEARS	
R thousand	BUDGET	Audited Outcome	% RECEIVED	Original Budget	Adjusted Budget	Pre-audit outcome	% RECEIVED	Budget Year 2022/23	Budget Year 2023/24	Budget Year 2024/25
Revenue By Source										
Property rates	3 920 799	3 920 799	100%	4 279 211	4 177 505	4 177 505	100%	4 503 299	4 746 477	5 002 787
Service charges - refuse revenue	960 597	960 597	100%	1 084 743	1 124 743	1 124 743	100%	1 095 000	1 154 130	1 216 453
Rental of facilities and equipment	266 050	266 050	100%	243 659	243 659	243 659	100%	343 659	343 659	343 659
Interest earned - external	6 372 104	6 372 104	100%	7 500 000	7 500 000	7 500 000	100%	9 500 000	7 905 000	8 331 870



investments										
Interest earned - outstanding debtors	500 000	499 980	100%	500 000	500 000	499 980	100%	500 000	527 000	555 458
Fines, penalties and forfeits	1 215 480	1 215 480	100%	500 000	100 000	100 000	100%	200 000	210 800	222 183
Licences and permits	1 958 848	1 958 848	100%	1 800 000	1 500 000	1 500 000	100%	1 200 000	1 264 800	1 333 099
Transfers and subsidies operational	137 783 334	137 783 334	100%	140 410 999	142 556 016	142 556 016	100%	153 564 000	158 546 000	167 913 000
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	57 338 779	57 338 779	100%	41 794 000	41 794 000	41 794 000	100%	60 156 041	60 639 000	63 460 000
Other revenue	1 410 429	1 410 429	100%	27 580 279	66 380 200	66 380 200	100%	18 331 282	29 559 640	31 155 861
Gains on disposal of PPE	24 925	24 925	100%	-	103 419	103 419	100%	200 000	210 800	222 183.20
Total Revenue	211 751 345	211 751 325	100%	183 398 891	265 979 542	265 979 522	100%	252 230 199	265 107 307	279 756 553

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Description	PY2 2018/19 Audited	PY1 2019/20 Audited	CY 2020/21 Actual
Debtors' turnover	23 days	188 days	109 days
Creditors turnover	36 days	15 days	24 days

FUNDING

The municipality has a low funding base and relies on MIG and Electrification grants for capital expenditure and Equitable Share for operational expenditure.

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.

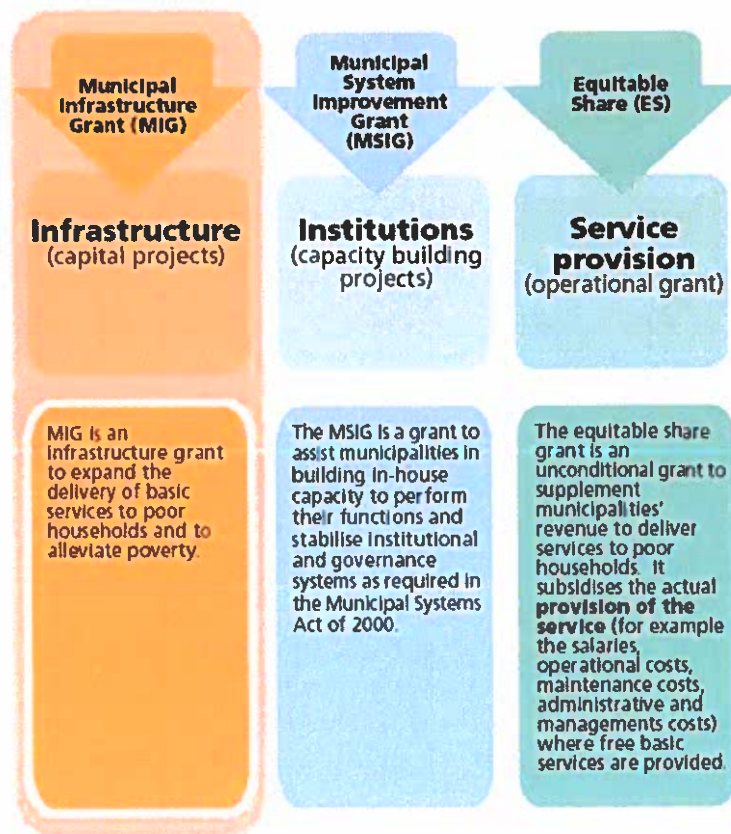
Table 5: Cash flow

Description R thousand	Ref	2019/20	2020/21				
		Audited Outcome	Audited Outcome	Pre-audit outcome 2021/22	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
CASH FLOW FROM OPERATING ACTIVITIES							
Receipts							
Property rates		11,080	34,784	3,783	4,020	4,237	4,466
Service charges				1,044	1,051	1,107	1,167
Other revenue			5,930	7,132	18,937	12,411	13,081
Government - operating	1	144,546	133,000	132,313	153,564	156,846	166,213
Government - capital	1	57,304	62,503	33,394	38,525	40,549	43,460
Interest		5,047		6,219	9,000	-	-
Dividends					-	-	-
Payments							
Suppliers and employees		(136,518)	(168,140)	(175,752)	(180,243)	(188,020)	(198,173)
Finance charges		(142)			-	-	-
Transfers and Grants	1				(600)	(632)	(66)
NET CASH FROM/(USED) OPERATING ACTIVITIES		81,318	68,078	8,132	44,254	26,498	29, 548
CASH FLOWS FROM INVESTING ACTIVITIES							
Receipts							
Proceeds on disposal of PPE		1,164	790		245	258	272
Decrease (Increase) in non-current debtors					-	-	-
Decrease (increase) other non-current receivables					-	-	-
Decrease (increase) in non-current investments					-	-	-
Payments							
Capital assets		(53,821)	(60,378)	(41,066)	(69,689)	(70,152)	(71,419)
NET CASH FROM/(USED) INVESTING ACTIVITIES		(52,657)	(59,588)	(41,066)	(69,444)	(69,894)	(71,146)
CASH FLOWS FROM FINANCING ACTIVITIES							
Receipts							
Short term loans					-	-	-
Borrowing long term/refinancing					-	-	-
Increase (decrease) in consumer deposits					-	-	-
Payments							
Repayment of borrowing		(378)	(414)		-	-	-

NET CASH FROM/(USED) FINANCING ACTIVITIES		(378)	(414)	–	–	–	–
NET INCREASE/ (DECREASE) IN CASH HELD		28,283	8,076	(32,934)	(25,190)	(43,396)	(41,599)
Cash/cash equivalents at the year begin:	2	51,040	79,323	81,996	99,911	74,721	31,325
Cash/cash equivalents at the year end:	2	79,323	87,398	49,062	74,721	31,325	(10,273)

3. GRANTS ALLOCATED FOR SERVICE DELIVERY

The figure below indicates the different types of grants which are available to Municipality, however such grants are subject to business plans being submitted to National DPLG and National Treasury.



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

- 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

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

Internal sources of income are expected to contribute as follows to overall income of the municipality:

Description	PY2	PY1	CY	OUTER YEARS
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R thousand	BUDGET	Audited Outcome	% RECEIV	Original Budget	Adjusted Budget	Pre-audit outcome	% RECEIVED	Budget Year 2022/23	Budget Year 2023/24	Budget Year 2024/25
Revenue By Source										
Property rates	3 920 799	3 920 799	100%	4 279 211	4 177 505	4 177 505	100%	4 503 299	4 746 477	5 002 787
Service charges - refuse revenue	960 597	960 597	100%	1 084 743	1 124 743	1 124 743	100%	1 095 000	1 154 130	1 216 453
Rental of facilities and equipment	266 050	266 050	100%	243 659	243 659	243 659	100%	343 659	343 659	343 659
Interest earned - external investments	6 372 104	6 372 104	100%	7 500 000	7 500 000	7 500 000	100%	9 500 000	7 905 000	8 331 870
Interest earned - outstanding debtors	500 000	499 980	100%	500 000	500 000	499 980	100%	500 000	527 000	555 458
Fines, penalties and forfeits	1 215 480	1 215 480	100%	500 000	100 000	100 000	100%	200 000	210 800	222 183
Licences and permits	1 958 848	1 958 848	100%	1 800 000	1 500 000	1 500 000	100%	1 200 000	1 264 800	1 333 099
Other revenue	1 410 429	1 410 429	100%	27580 279	66380200	66380200	100%	18 331282	29559640	31 15861
Gains on disposal of PPE	24 925	24 925	100%	-	103 419	103 419	100%	200 000	210 800	222 183
Total Revenue	16 629 232	16 629 212	100%	183 398891	81629526	81629506	100%	35 873240	45922307	4838355 3

4. GRANTS FUNDING

- **Equitable Share:** which we utilise largely to fund our operations
- **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 to surfacing of green land farm and construction of bypass
- **Library Grant.** Grant aimed to fund all library related expenses.
- **Other grants:** moneys that are not received every year but on an ad-hoc basics from various national departments for activities relating to their functions or specific projects that they've asked the municipality to deliver on their behalf.

- **Grants are expected to contribute as follows to overall income of the municipality:**

Description	PY2			PY1				CY	OUTER YEARS	
R thousand	BUDGET 000	Audited Outcome 000	% SPENT	Original Budget 000	Adjusted Budget 000	Audit outcome 000	% SPENT	2022/23 Budget Year 000	2023/24 Budget Year 000	2024/25 Budget Year 000
GRANT										
EQUITABLE SHARE	185,114	156,545	85%	161,714	190,283	190,283	100%	175,143	183,919	193,442
Finance Management	1,700.00	1,700.00	100%	1,700	1,700	1,700	100%	1,700	1,700	1,700
EPWP Incentive	3,443	3,443	100%	2,738	2,738	2,738	100%	3,712	-	-
library grant	1,001	1,001	100%	700	700	1,700	243%	700	-	-
LG SETA	150	137	91%	150	150	150	100%	136	-	-
Disaster relief	232	232	100%	-	-	-	0%			
CHDM GRANT	2,000	2,000	100%	-	1,000	1,000	100%	-	-	-
Electrification	28,531	27,381	96%	10,000	11,150	11,150	100%	10,560	15,000	15,673

Municipal Infrast Grant	64,162	41,504	65%	40,58 2	63,241	63,241	100 %	43,68 7	45,53 9	47,51 1
Small town revatalisat ion	-	-	-	5,000	5,000	5,000	100 %	20,00 0	30,00 0	-
Totals	286,33 3	233,94 3	82%	222,5 84	275,96 2	276,96 2	100 %	255,6 38	276,1 58	258,3 26

FREE BASIC SERVICE UNIT

- Indigent policy is in place and has been reviewed annually and approved by the council in May 2020; the unit is under capacitated as it has only one employee and three interns. The register is updated on an annual basis where all awareness campaigns are conducted in all wards of the municipality. The unit is embarking on an alternative energy (Solar) 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 organised to ensure the employees are well equipped. The municipality provides for Rates, refuse, electricity and gel stoves to its beneficiaries. The budget for 2021/22 is 6,5 million and actual expenditure incurred is 4,5 million for 2022/23 and actual expenditure incurred is 4,6 million 2023/24 and 3.7 million and 2021/22.

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.

- Tenders awarded are registered on treasury data base. Monthly and quarterly reports are in place. 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, which is updated on a quarterly basis. The annual procurement plan is developed from the IDP and SDBIP

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 must be 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

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 quarterly 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
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 lg portal website on monthly basis. 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



timeously. The municipality has no finding for a limitation of scope (none submission of documentation.) However, the municipality recognises 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

PROGRESS ON ISSUES RAISED IN AUDIT REPORT

The municipality has maintained an unqualified audit opinion over the last three financial periods and a qualified audit opinion in 202/21. An audit action plan was developed and is updated on a monthly basis in order to track progress.

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. It is 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

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

consultants.

Financial Reporting

The following reports are in place:

- ☐ Monthly Section 71 reports (using schedule C template)
- ☐ Monthly and quarterly Revenue Reports
- ☐ Monthly, quarterly and yearly Supply Chain Reports
- ☐ Section 52d
- ☐ Section 72 report
- ☐ Quarterly Asset management reports
- ☐ Monthly Indigent reports
- ☐ Annual financial statements



ANNUAL FINANCIAL STATEMENTS PROCESS PLAN

The municipality has developed / documented / implemented an AFS process plan in order to ensure that it 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 draft budget for 2020-21 financial year was presented and will be finalised and presented to Council on the 29 March 2020 and will be submitted to National & Provincial Treasury and relevant government departments.

FINANCIAL POLICIES

The policies listed below are reviewed on annual basis and promulgated into gazetted by-laws.

The reviews take place in May 2023 and approved by Council on May 29, 2023

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 earned;
 - ii. accounts for debtors; and
 - iii. accounts for receipts of revenue;"

Where surplus funds realise Council invests these funds as determined in the investment policy to ensure that minimum risk is realised 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.
- ☐ Format and classification of the fixed asset register.
- ☐ 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, Alienation and Write offs of fixed assets.

- ☐ Insurance of fixed assets and Replacement norms.

INDIGENT POLICY

Council adopted its indigent policy in 26/05/2017 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 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) Optimisation of the municipal revenue basket, taking into consideration the following:



- Grant funding is optimally utilised 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

2021. 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

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

Mechanisms for Public Participation

1. 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 Business, Faith Organizations and 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 2022/23 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



development priorities of their ward. 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) Construction	
Priority	Villages affected
<ul style="list-style-type: none"> Construction of road 	Mandlaneni(Kucikicwayo), Nxamagale(Mandlaneni-Endenxe), Toleni-Mademfu(5-6km), DR08217-Nxamagale kwaJafta, Mtyabomvi - Toleni, Emabheleni - Lunda, KwaMdluli – Lunda ,Manuneni, Mdluli, Eluxeni, Ngquthura(Tinti - Jomane), Etheni - Nxamagale, Etheni –Mgquma, Ntimeni - Ngquthura, Chaba komkhulu – Roma, Ndungwane- Mmangweni kumatyabomvu, Nobhedesha- Chaba- Ngcatarhu-Jija,
<ul style="list-style-type: none"> Maintenance of road 	Mandlanen - Manuneni((7km),Etheni – Chaba Miya-Nabileyo Tinti - Nabileyo, Ngquthura-Miya,Chibini-Lunda(8km), Roma, Chaba, Kofu Komkhulu(7km)
<ul style="list-style-type: none"> Construction of bridge 	Nxamagale, Elwalweni(Slab), Matyabomvu-Jafta, Emgquma,Cikicwayo,Tolweni & Nxamagale,KwaNdungwane-Emangweni(2km),Chibini-Lunda(3 slabs),Chibini-Kwanokomisi,KwaNokomisi,Chaba-Kofu ,Mazizini-Nabileyo, High school – Chaba, Chibini-Lundi, Jija-Kwanokomisi, Ngcataru –

Water & Sanitation (New 2022 - 2027)	
▪ Construction of sports field	Nxamagele & Ganya
▪ Construction of Community hall	Chaba, Ndungwane
Priority	Villages affected
▪ Construction of toilets	Dabula, Nabileyo, Kuchaba, kwamdluli, 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, Tywenka, Kuchaba, Kutshatshu Emandlaneni, Dabula

Health & Safety (New 2022 - 2027)	
▪ Clinic	▪ Ngquturha
▪ Clinic	▪ Ngcataru

LED Projects (New 2022 - 2027)	
Priority	▪ Villages affected

<ul style="list-style-type: none"> SiyaKhala Higgery, co-op 	Nxamagale
<ul style="list-style-type: none"> 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 	Eluxeni
<ul style="list-style-type: none"> Library 	Eyethu
<ul style="list-style-type: none"> High school 	KwaNdungwane

Ward 2(New 2022 – 2027) Construction

	<p>Nkomponi, Sigubudwini-Evenkileni, R408-Jinginja Ngwevane-Nxamagale Ngangomhlaba-Nkobongo, Cwecweni-Maqomeni Entlakwevenkile-Xonya Siphendu-Phezu kweXonya Mjanyana-Ntabeni, Cwecweni via Mangweni-Jinginja, R408-Emazizini(Evenkileni), Siphendu – Mjanyane, R408 via Maqomeni –Cwecweni, R408 - Nkomponi</p>
River Crossing	Maqomeni – Ntabeni & Mqonci
<ul style="list-style-type: none"> Construction of community hall 	Cwecweni, Entabeni
<ul style="list-style-type: none"> construction of bridge 	Ngangomhlaba-Nkomponi, Etyhangatyhangeni Sigubudwini, Mqonci-Thora, Cwecweni via Mangweni-Jinginja,Ngangomhlaba(river crossing)
<ul style="list-style-type: none"> River Crossing 	Engwevane, Ntabeni, Entlakwevenkile
<ul style="list-style-type: none"> Feedlot 	Xonya
<ul style="list-style-type: none"> Fencing of Dipping tank 	Cwecweni
<ul style="list-style-type: none"> Sports field 	Ntabeni, Cwecweni Xonya, Mqonci (Whole ward)
<ul style="list-style-type: none"> 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)	
Priority	Villages affected
LED Projects (New 2022 - 2027)	
▪ Infills	Cwecweni,Xonya & Mqonci
▪ 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	Kunya
▪ Clinic	Sigubudwini

Ward 3 (New 2022 – 2027) Construction

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

- Water pipe challenge

Bhekileni

Electrification (New 2022 - 2027)

Priority	Villages Affected
<ul style="list-style-type: none"> Electrification 	Kingston, Bhekileni, Dabulingwe, Bhekileni, Emjikelweni, Shushwana, Ntshinindeni & Qanguleni

Health & Safety (New 2022 - 2027)

Priority	Villages affected
<ul style="list-style-type: none"> Clinic 	Ntsimba

LED Projects (New 2022 - 2027)

<ul style="list-style-type: none"> Co-operatives 	Kunene co-op, sinoxolo poultry, silulo ulutho baking, sinobuntu mixed farming project Qengqeleka co-op mjikelweni co-op, magxiyeni co-op
<ul style="list-style-type: none"> Construction of feedlot 	Shushwana, Ntshinindeni & Mazizini

Ward 4 (New 2022 – 2027) Construction

Priority	Villages affected
<ul style="list-style-type: none"> Maintenance of road 	0444 Bazindlovu, Ngqubusini-Mazizini
<ul style="list-style-type: none"> Construction of road 	Nkalweni-Quluqu, Chibini-Mampingeni, Sokapase-Esikolweni, Zihlangu-Quluqu, Quluqu(Ngaphantsi), Singeni, Gotyubeni – mazizini not complete, Peter

	access road & Nkobongo access road, Mivotisi 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)

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

▪ 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)

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 (Mbangaeni – 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

<ul style="list-style-type: none"> Construction of bridge 	Ngqokotho via Ngwalu, Kwa-Vetyu(Ngqokotho) Kwa-Vetyu(Xuka bridge T36)
<ul style="list-style-type: none"> Construction of community hall 	Ngcacu & Qota
<ul style="list-style-type: none"> Construction of Pre-school 	Mbilini, Kwa-Vetyu Hleke, Malangazana, Nkwenkwana & Qolweni
<ul style="list-style-type: none"> Construction of dipping tank 	Maqanda, Nkwenkwana
<ul style="list-style-type: none"> Construction of shearing shed 	Kwa-Vetyu & Qotha

Water & Sanitation (New 2022 - 2027)

Priority	Villages affected
<ul style="list-style-type: none"> Water taps 	Engcacu, maqanda, Vetyu, Tywini
<ul style="list-style-type: none"> Toilets 	Maqanda, Nkwenkwana, Ngcacu, Kwa-Vetyu & Qotha, infills
<ul style="list-style-type: none"> Pipelines 	Tywini
<ul style="list-style-type: none"> Borehole 	Maqanda (whole ward)
<ul style="list-style-type: none"> Reconstruction of dam 	Kwa-Vetyu

Electrification (New 2022 - 2027)

<ul style="list-style-type: none"> Infills 	Nkwenkwana
<ul style="list-style-type: none"> Electrification 	Kwa-Vetyu, Kwa-Vetyu(communitiy hall)

Health & Safety (New 2022 - 2027)

Priority	Villages affected
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- Mobile clinic

Maqanda, Ngcacu
Qotha

LED Projects (New 2022 - 2027)

Priority	Villages affected
▪ 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-Gcabalata R408), 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 Tat'uMyirha-Asazani, Tafeni(upipe wamanzi

uchithèla eyadini yomzi), Marenene drive Jealous shop, Mampingeni-Mpindweni
KwaBulelani-Emakhamangeni
Jealous-Mjanyana
Tat'uDiya-Hukwini(new houses)
Jevane-Komkhulu
Jumbo-Mjanyane

- | | | |
|-----------------------|--|--------------------|
| ▪ Maintenance of road | Mbekeni(Jumbo
Emakhamangeni-Jack
Jezile-Hayeni
Hukwini-Hayeni
Ngqaba-Komkhulu
Goso Mission-Emkhwezweni
KwaNovivi-KwaBulelani Shop
Singeni-Sxhotyeni
Ngxebe(Kwatat'uHuman-Jevan,Mampingeni-
Empindweni | stishini-Pakamani) |
|-----------------------|--|--------------------|

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, Ngqavi, Maqomeni, Chibini, Fsingengeni(Fsi 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 vegetable co-op,Khanya poultry,Siyazama sweing 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-Mbekeneni,R61-Tshatshatsha
▪ Construction of bridge	Tshatshatsha, Lalo
▪ Construction of shearing shed	Qoba & Sgangezi
▪ 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)

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
▪ Maintenance of road	Tshatshu, Qolweni Mgudlwa-Jojweni & Mpompi-Lahlangubo,
▪ Shearing shed	Qolweni
▪ Construction of road	Lahlangubo Mangwevini- Jojweni Mantlaneni-Sikhobeni, Mantlaneni-Bojane. & Landu, Mgudlwa S.S.S

- Construction of KDP 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)

Priority	Villages affected
Electrification	Tshatshu, Madladleni & Gotyubeni
Infills	Sihlangwini(priority), Bojane, Madladleni, Mangwevini(New households)

Health & Safety (New 2022 - 2027)

Priority	Villages affected
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• 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

Priority	Villages affected
▪ Maintenance of road	Sdudla-Tsazo J.S.S, Sgangezi 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, Sgangezi 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)

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
<ul style="list-style-type: none"> Projects 	GBT Green, Siyazondla green project, Gwebindlala multy purpose co-op, Amaguna green project

Ward 10 (New 2022 – 2027) Construction

Priority	Villages affected
<ul style="list-style-type: none"> Construction of community hall 	All saints, Masonwabe hall
<ul style="list-style-type: none"> 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
<ul style="list-style-type: none"> m 	New Town, Drayini, Zola (5 bridges), Nominqi, Ext 5(Buzi-Masonwabe) Ext 9/Masonwabe, Nkole(Xengane-Komkhulu)

▪ Sport field

Next to Ali 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)

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

Ward 11 (New 2022 – 2027) Construction

Priority	Villages affected
<ul style="list-style-type: none"> Maintenance of road 	<p>Qhubeka-Kwabhengu-Holweni,Tembelani(Gqutyini-Makhaleni) Madolo-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,</p>
<ul style="list-style-type: none"> Construction of road 	<p>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 Ziyekeni-Mqabo,R58-Gqutyini(Phase 2),Skolweni-Gorha, R58 via zihekini – Mqabo, Spoorhek – Duka, Cefane - Hukwini KwaGcina-Masongezweni-Creche,Ms Sondlo-Nkanini-Hukwini Cefane-Hukwini,Kwayeko-Mawumawu Ubheki-Dungulu,Ngxingweni(Creche Phase 2),Nkanini(Gqutyini)-Bhompasi</p>
<ul style="list-style-type: none"> Construction of bridge 	<p>Ngxingweni bridge Nyamakazi,Greenlandfarms, Cefane, Kwandevu-Laphethuka, & Gqutyini, Ezantsi Kondevu (Laphethuka bridge), River crossing ezantsi kwase Thembeni</p>
<ul style="list-style-type: none"> Construction of sports field 	<p>Zadungeni,Enkungwini Gqutyini</p>
<ul style="list-style-type: none"> Construction of bridge (bridge need to be uplifted) 	<p>Madolo-Chibini,Chefane bridge,</p>
<ul style="list-style-type: none"> Construction of RDP houses 	<p>KwaNdevu,Zadungeni,Enkungwini,Town,</p>
<ul style="list-style-type: none"> Community hall 	<p>Gqutyini,Cefane,Laphethuka,Eziyekeni,Town</p>

High mast lights	Next to indoor, CBD, Spangwe, State
Electrification (New 2022 - 2027)	
▪ Robots R61	Town
▪ Construction of stadium	Town
▪ Speed humps	Next to Mahlathi, Spargs shopping complex (R61)

Priority	Villages affected
▪ 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

▪ Town revitalization	Town
▪ Waste removal bin	Time housing,Donville,Greenland
▪ Water cuts	Town
▪ Drainage	Time housing(Xobololo street) water pipes are bloked next to Transido

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)

Priority	Villages affected
▪ Cutting of trees	KwaNdevu, Ngxingweni, Eziyekeneni, 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-Magqagaleni, zixinene, Gqutyini-Zadungeni Komkhulu-Mpofu, Nyobeni, Maqwathi, Nkwenkwezi – Engceni, Komkhulu - Mntuntloni, 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, Mntuntloni
▪ Construction of RDP houses	Lahangubo, Mkanzi & Egqutyini
▪ Construction of bridge	Mkanzi, Mgwalana (river crossing) 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, Makhument – Komkhulu, Nombewu - Kwachief, Pholile - Mhlangweni
▪ Construction of shearing shed	Mgwalana, Voyizana, Mntuntloni, Mkanzi, Egqutyini, Nkwenkwezi(Trust)
▪ Maintenance of road(232)	Mntuntloni-Town

▪ River crossing

Trustee: Magqaleni

▪ 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
▪ 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
▪ Maintenance of road	Mamqwathi-Nopeleli, Nkalweni Sgadleni Qebe Sitholeni, Stopini-Kweli pgezulu, Slindini hall- Hala Diphini-Sgadleni Clinic-Mtwazi, Ncanabana-Qutubeni(3 rd 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) Ngandaneni-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)

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
▪ 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 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 Sixholosini Mbombombo, 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)

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

Buyelekhlanya 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(Mkhhontana-Kwarini) Ngxogi(Mtshevuta-Matanki) Mkhontwana-Ngxogi R61-Ngxogi eMdeni via Malawini Sgangenimatankini via tshayelesa
▪ Construction of RDP houses	Whole ward
▪ Construction of community hall ▪ Maintenance of community hall	Ngcwabeni. Kwantaka
▪ Construction of sports field	Kwantaka, Msintsana,Bgcwabeni & Kwantaka

- Maintenance of road Rasmeni(Kwarini), Gxojeni – Rasmeni, Ngaoki – 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, Tshayeleda, 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
<ul style="list-style-type: none"> Projects 	Ngcwabeni co-op
<ul style="list-style-type: none"> Saw meal (manufacturing of rafters & par relines), blocks, brick yard, 	Msintsana Ngcwabeni co-op

Ward 16 (New 2022 – 2027) Construction

Priority	Villages affected
<ul style="list-style-type: none"> Construction of access road 	Sthebe to Didi-sthebe bridge, KwaQiya-Gongqozayo SPS, Lumkwana- Qolweni & Ngqurhu, Ntseleni - Ngubengcuka
<ul style="list-style-type: none"> Maintenance of access road 	Manuneni-Mbashe esikhojini-mandebe, sihobotini-mangxongweni, Xuka-sihobotini, Gongqozayo – Phešheya kwenkununu (Ngqurhu), Mandlaneni - Kwamhaga
<ul style="list-style-type: none"> Construction of bridge 	Didi - Sthebe bridge
<ul style="list-style-type: none"> Construction of school 	Moshi
<ul style="list-style-type: none"> Construction of dipping tank 	Clarkebury
<ul style="list-style-type: none"> Construction of sports ground 	Clarkebury & Sthebe
<ul style="list-style-type: none"> Construction of community hall 	Clarkebury, Mhlopekazi, kwanqinayo & Sthebe
<ul style="list-style-type: none"> Construction of RDP houses 	Clarkebury, Mandlaneni, Mbashe, Sthebe & Mhlophekazi

Water & Sanitation (New 2022 – 2027)

Priority	Villages affected
<ul style="list-style-type: none"> Water taps 	Sithebe, Clarkebury, Ngquru, Mbashe, Clarkebury, Mhlophekazi, Ngubengcuka, Luxeni Thafeni, kwanqinawayo, emdeni, emangxongweni, manuneni, sihobotin, Qolweni, kwangxabane,

• Toilets

Ngubengcuka, Ngquru

Moshi, Clarkerbury & 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
▪ Fencing of mealie fields	Moshi

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,egubenza,kudidi

▪ Construction of road humps	R61 (Entibaneni shop & Vumani)
▪ Construction of RDP house	Whole ward
▪ River crossing	Etheni-Base, Mthukuba-Ntsinana
▪ Construction of sports ground	Nkondlo , Mamfengwini
▪ Maintenance of sport ground	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 gubenza,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
<ul style="list-style-type: none"> Co-operatives 	<p>Mamfengwini, +Nkondlo-Mvala,Ntibaneni veg, Nothanda poultry projectNdima youth co-op,kwakhanya multipurpose(kwanyisana(phezulu), dlala ngomhlaba co-op, siyazama poultry, ndima, masikhulisane project, vukani sihambe shering shed, didi maize, hawulele co-op, Ntibane agricultural development</p>

Health & Safety (New 2022 – 2027)

Priority	Villages affected
<ul style="list-style-type: none"> Police station 	<p>Nkondlo</p>

Ward 18 (New 2022 – 2027)

Priority	Villages affected
<ul style="list-style-type: none"> Construction of access road 	<p>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-ZibutheBokleni(Phesheya kweNkusa) Gqobonco(Manyisane-Ntlanzi)Gqobonco-Majija Sandile(Damane),Dumane-Fane,Sigangeni- Yawa,Dumelo-Sigangeni, Mmangweni – Gqobonco, Majija – Tafeni, Thojani – Kwa Joe, Clinic – Matankini, Zibute - Bhekela</p>
<ul style="list-style-type: none"> Construction of river crossing 	<p>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</p>
<ul style="list-style-type: none"> Maintenance of road 	<p>Yawa, Thazane – Thwani, Damane – Zangcethe, Gqobonco – Kwatane, Sgangani – Tshapile, Clinic – Majija, Majija - Thwani</p>
<ul style="list-style-type: none"> Construction of dipping tank 	<p>Majija , Bokleni, Thwani, Sandile</p>

▪ Construction of RDP house	Whole ward
▪ Construction of community hall	Tshapile, Sandile, Majija, Yawa, Thwani

Water & Sanitation (New 2022 – 2027)

▪ 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 (Whole village)
▪ Cleaning of dams	Majija, Gqobonco, Tshapile, Bokleni, Yawa, Sigangeni, Ntlanzi, Plangweni
▪ Borehole	Yawa, Sandile, Gqobonco, Bokleni, & Majija

Electrification (New 2022 – 2027)

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 & Libriry	Masithembe Sandile(Mangweni), Tshapile(Mangweni) Libriry @ Sandile a/a, Gqobonco, Thwane & Majija

Ward 19 (New 2022 – 2027) Construction

Priority	Villages affected
▪ Maintenance of road	Tshali-Mbabakazi, Sentube-Ngqondo Diphini-Hlophekazi, Xhonxa-Esingeni 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, Ngqokoqhwani, 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, Sphambukeni – Qolweni,
▪ Maintenance 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 Gqaga& Ndlunkulu, Lower Mnyolo
▪ Sports field	Sentube,Zubura

Water & Sanitation (New 2022 – 2027)

• TOLU	Zubura, Ndlunkulu & Zangeetha, Ngwenyama, 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
Electrification (New 2022 – 2027)	
▪ Infills	Lower Mnyolo, Xhentu, Sentube, Lower Gqaga, Zuburha, Upper Gqaga, Mdanjelwa & Ndlunkulu
▪ Electrification	Mbabakazi & Xhokonxa, electric poles are not installed @ Mbabakazi
Health & Safety (New 2022 – 2027)	
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-Tyabatwaba

	Mazongozi-Beki, Hesini-Nomiyayi, Matyeni-Ngxolo, Gwelane, Mgudu- Mgaflets, 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 school Nqancule-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)

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

Electrification (New 2022 – 2027)

▪ Infills	Manzimdaka, Zabasa, Nqancule, Gubenxa, Daluxolo Jalisa, Ediphini
▪ Electrification	Mgudu(80 households), Gubenxa, Daluxolo, Sinqumeni (Thaleni), Ejalisa
▪ Network Pole	Nqancule, Mkonkotho, zabasa
▪ Indigent electricity	Whole ward

Health & Safety (New 2022 – 2027)

▪ Mobile clinic	Nqancule, Ntsinga, Ntsingani, Igudu, Mfawane & 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. **RBUDGET**

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. **RBUDGET**

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 Municipal has a dedication 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.

Each war room is comprised of:

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



The wards are a way of bringing the 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 2022/23 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 2021. 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 on the 29th of May 2022 and have been to the public for comments are:

DR A.B XUMA LOCAL MUNICIPALITY: ADOPTED BY- LAWS AND POLICIES

NO:	BY-LAW – ADOPTED



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
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
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
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. All finance policies have expired and will be reviewed before the end of the financial year.

5. MONITORING AND EVALUATION

M&E Manager was appointed in March of 2017 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 2017/2018, 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 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

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 2022/23 financial year is approximately R 5 000 000.00.

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

bottlenecks and misinformation. Customer relationship management can provide immense opportunity for turning negative perceptions into a positive image of the municipality.

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



- 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:

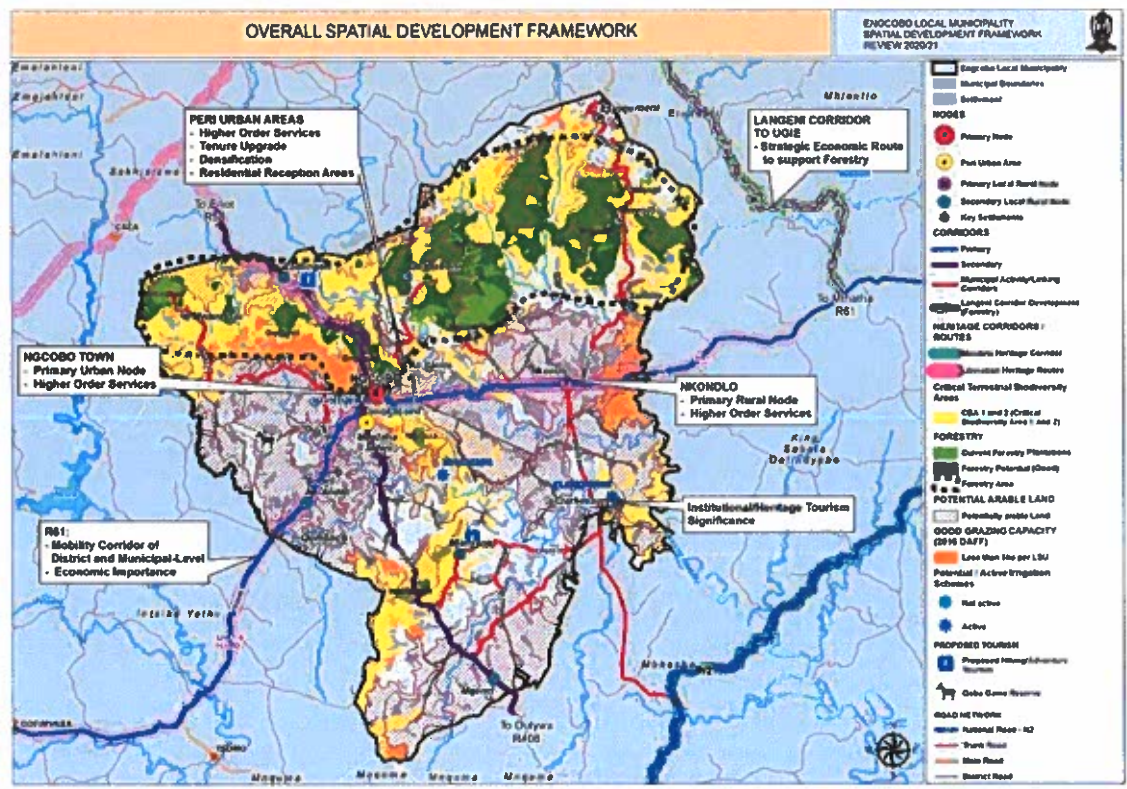
- **Spatial justice.** The historic policy of confining particular groups to limited space, as in ghettoisation and segregation, and the unfair allocation of public resources between areas, must be reversed to ensure that the needs of the poor are addressed first rather than last.
- **Spatial sustainability.** 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 is 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 Engcobo 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 Engcobo. 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	<p>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.</p> <p>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.</p>



<p>Local Rural Service Nodes (LRSN)</p> <ul style="list-style-type: none"> • Secondary LRSN • Primary LRSN 	<p><u>Secondary LRSN</u></p> <ul style="list-style-type: none"> ○ Clarkesbury ○ Bodini/No-Andile ○ Mqonci ○ Mjanyane ○ Zadungeni ○ Sandile <p><u>Primary LRSN</u></p> <ul style="list-style-type: none"> ○ Nkondlo 	<p>Rural service nodes have developed at key intersections or adjacent major routes.</p> <p>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</p> <p>These nodal areas provide services to surrounding rural settlements (villages)</p>
<p>Peri-Urban Areas</p>	<ul style="list-style-type: none"> ○ All Saints ○ Mdeni / Manzana 	<p>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).</p> <p><i>Medium term: Initiate incremental land use management system, land tenure formalisation & housing delivery programme.</i></p>
<p>Urban Areas</p>	<p>Ngcobo Town</p>	<p>Most of the land in urban settlements is zoned residential with small pockets mainly along the town centre of Ngcobo zoned commercial and industrial. Private ownership in the form of free hold title exists in town.</p> <p>that Dr A.B Xuma LM Land Audit 2018, identifies 8 informal settlements comprised of 1 923 structures within the Ngcobo urban edge (refer Plan 33).</p>

KEY SPATIAL ISSUES AND PRIORITIES	
<p>Provision of Basic Infrastructure</p>	<p>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.</p>
<p>Sustainability</p>	<p>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</p>



	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



	<p>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.</p>
<p>Natural Resource Management (Environmental Management)</p>	<p>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.</p> <p>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.</p> <p>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: -</p> <ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> <input type="checkbox"/> 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. <input type="checkbox"/> Managed urban expansion and public-funded housing development <input type="checkbox"/> Maintenance and upgrade of existing infrastructure <input type="checkbox"/> Infrastructure development to cater for expansion <input type="checkbox"/> CBD management and focus on urban aesthetics (revitalisation) <input type="checkbox"/> Improved pedestrian and vehicular linkages between suburbs in town <input type="checkbox"/> Improved access (maintenance and upgrade) of key access routes to town/peri-urban areas from service catchment area. <input type="checkbox"/> Provision of social facilities (incl. cemeteries) <input type="checkbox"/> Environmental Management

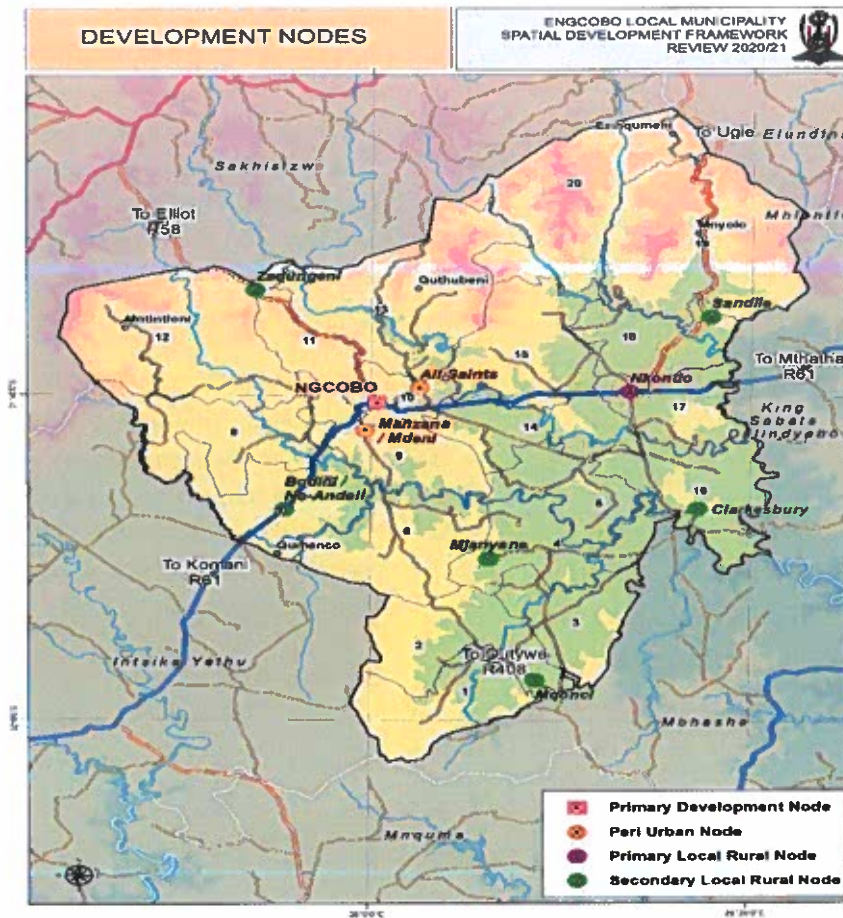


<p>PRIMARY LOCAL RURAL NODE (Local Service Centre)</p>	<p>• NKONTLO</p>	<ul style="list-style-type: none"> • Commercial (local scale retail, industrial, admin services) and social facilities: (Health, Education, Welfare, Safety Services) serving surrounding rural areas • Located at key transport junctions 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 	<ul style="list-style-type: none"> ❑ 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)	<ul style="list-style-type: none"> • CLARKESBURY • ZADUNGENI • MQONCI • MJANYANE • BODINI/NO-ANDILE (Qumanco Allotment) • SANDILE 	<ul style="list-style-type: none"> • 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) 	<ul style="list-style-type: none"> □ 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	<p>ALL OTHER RURAL SETTLEMENT</p> <p>RURAL / PERI-URBAN AREAS:</p> <ul style="list-style-type: none"> • All Saints • Mdeni/Manzana 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> □ 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>



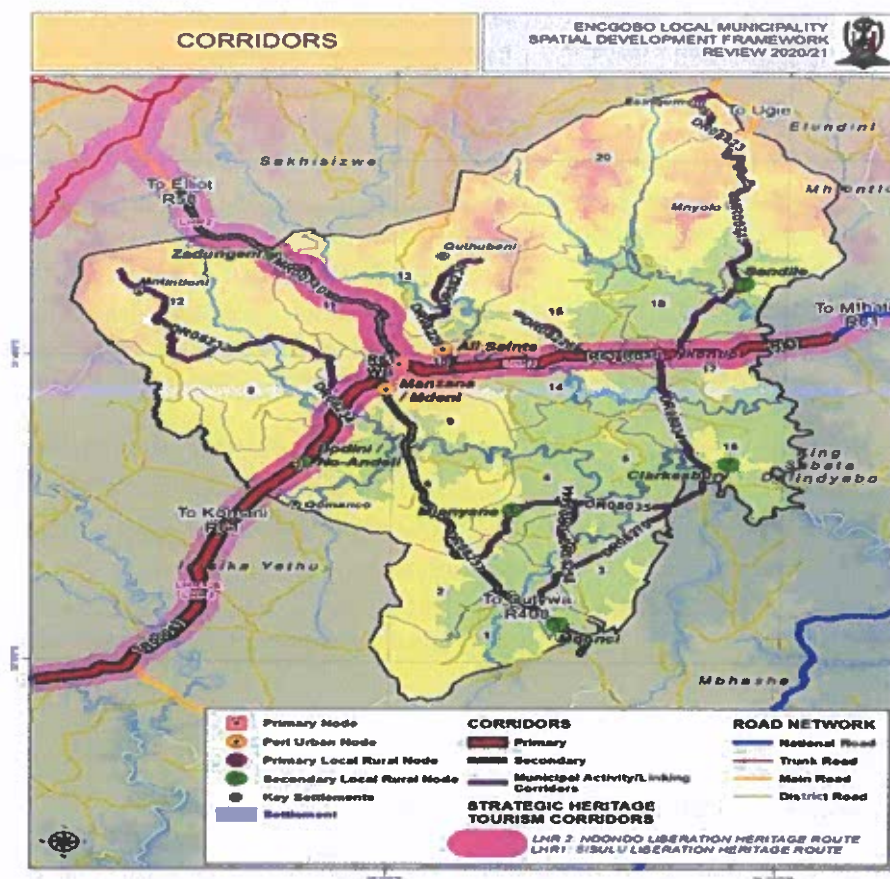


DEVELOPMENT CORRIDORS

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





TYPE	DESCRIPTION OF LOCALITY	FUNCTION
Primary Movement Corridor	<input type="checkbox"/> R61 (Tarred Road) From Ngcobo, to Komani (Queenstown) and from Ngcobo to Mthatha	<p>These routes carry passing traffic and provide access between local areas in Engcobo and centres further a field</p> <p>Priority is focussed on:</p> <ul style="list-style-type: none"> • 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	<input type="checkbox"/> R58 (Tarred road from Ngcobo to Elliot) <input type="checkbox"/> DR08257 / R408 (Tarred road from Ngcobo – N2 – Dutywa)	<p>These routes carry passing traffic and provide access between local areas in Engcobo and centres further afield</p> <p>Priority is focussed on:</p> <ul style="list-style-type: none"> • 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.



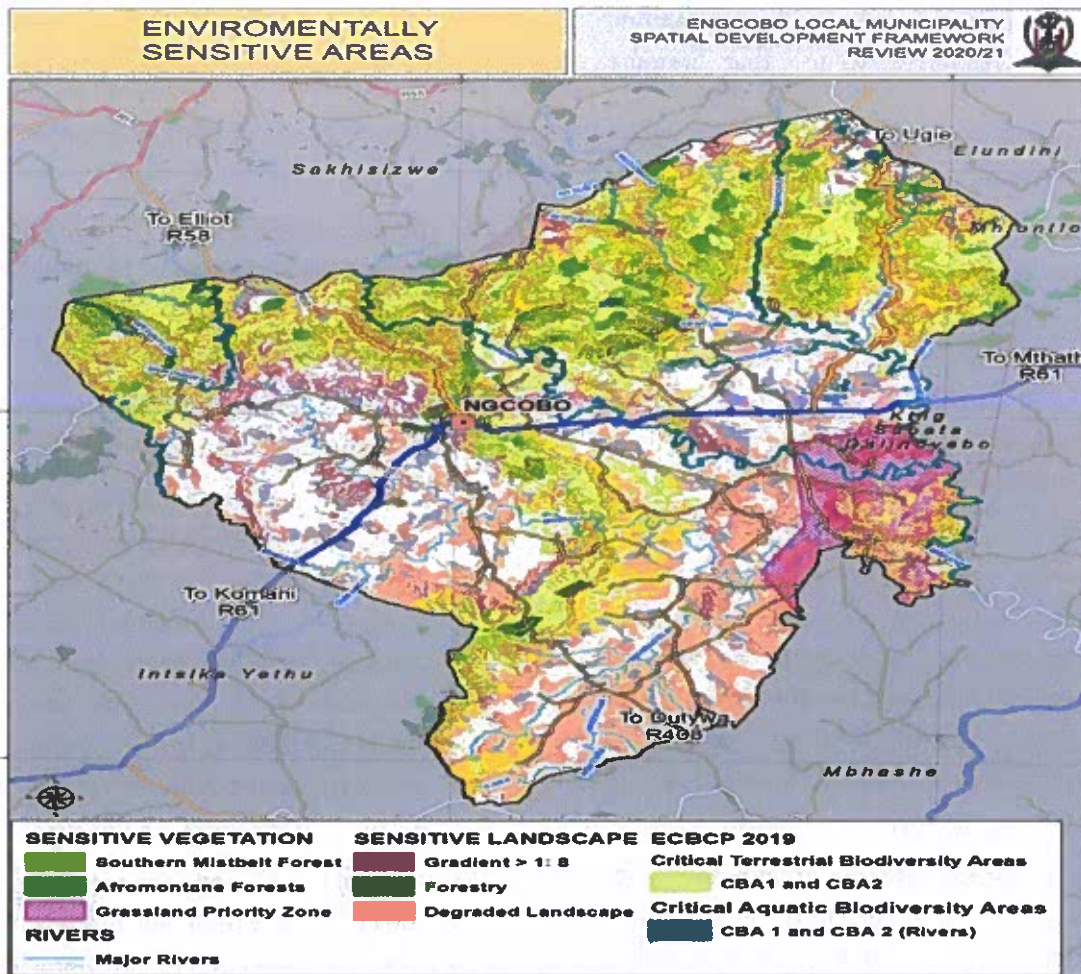
Municipal Activity / Link Corridors	<ul style="list-style-type: none"> <input type="checkbox"/> MR00715: Nkontlo (R61) to Mnyolo – Siqumeni – Ugie (N) <input type="checkbox"/> DR08226: R61 – Lalini (Police station) <input type="checkbox"/> DR08229/30: R61 - Qutubheni <input type="checkbox"/> DRDR08234/232: Bodini/No-Andile (R61) to Mntintloni (N) <input type="checkbox"/> DR08034: Nkondlo – Clarkesbury – N2-Idutywa (S) <input type="checkbox"/> DR08035: Mjanyana to R408 to Ngcobo (N) & to Mqonci (S) <input type="checkbox"/> DR0835: Clarkesbury to Mjanyane <input type="checkbox"/> DR08270: Clarkesbury - R408 	<p>Provides access between settlements and linkage to local and higher order service centres.</p> <p>Intensity of mixed-use development is proposed along these routes.</p> <p>Priority is focussed on:</p> <ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> <input type="checkbox"/> East Corridor (R61) and Heritage Tourism Route <input type="checkbox"/> R58 Strategic Tourism Heritage Route 	<p>Corridor of district and municipal-level economic importance</p> <p>Strategic Heritage Tourism Routes</p> <p>Key mobility /linkage to larger urban centres – supports agricultural development priority along this route</p>

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)

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)

IMPLEMENTATION OF THE SDF TO DATE KEY PROJECTS

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						
<p>Detailed Traffic, Transport and Pavement Management plan/system for the Town of Ngcobo (including the feasibility of a town by-pass)</p> <ul style="list-style-type: none"> <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> <p>Detailed Local Spatial Precinct / Urban Design Plan for Ngcobo CBD that includes informal trading zone (refer Section 7.4.1)</p> <ul style="list-style-type: none"> <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> 	<ul style="list-style-type: none"> 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 	<p>Initiate immediately</p>	<p>CHDM DOT</p>	<p>Dr A.B Xuma LM CHDM SANRAL DoT Dr A.B Xuma LM SALGA SANRAL</p>	<p>ZAR 500,000 <i>* Current RAMS project: ZAR 200,000</i> <i>**Current Urban Design Project: ZAR 1 Mil</i></p>	<p>TBD</p>



Rural Development & Land Reform Programme						
<p>Preparation of business plans to obtain funding from Rural Development and Land Reform for local planning in the following proposed rural nodal areas:</p> <ul style="list-style-type: none"> Local Planning in All Saints Local Planning in Clarksbury Local Planning in Manzana/Mdeni Bondini / No-Andeli Local Planning in Zadungeni Local Planning in Sandile Local Planning in Mjanyane & Mqonci (<i>current project- Dr A.B Xuma LM IDP 2018/219</i>) 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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						



Coordinate Engcobo LUMS. 2018 to be gazetted.	<ul style="list-style-type: none"> Coordinate Action 	Initiate in 2021	Dr A.B Xuma LM	Dr A.B Xuma LM	TBD	Dr A.B Xuma LM
Current Funded Project: Coordinate approval of Township Establishment for Ext 12, Ngcobo Town (Dr A.B Xuma LM IDP 2018-2019)	<ul style="list-style-type: none"> Coordinate Action 	Initiate in 2021	Dr A.B Xuma LM	Dr A.B Xuma LM	R 100 000	Dr A.B Xuma LM
<p>Identification and zoning of commercial forestry and agricultural use areas for incorporation in the that Dr A.B Xuma LM Land Use Management Scheme</p> <p><i>Current listed project (unfunded): Preparation of Comprehensive Agricultural and Farming Development Plan (DR AB.Xuma Local Municipality, IDP 2018-2019)</i></p>	<ul style="list-style-type: none"> Commercial forestry resource areas within the municipality must be identified and zoned in the that Dr A.B Xuma LM Land Use Management Scheme for either intensive or extensive forestry plantation use. 	Initiate in 2021	CHDM / DEFF	<p>Dr A.B Xuma LM</p> <p>DRDLR, DLGTA</p> <p>DOA, DEFF Stakeholders</p>	<p>R300 000</p> <p><i>Unfunded Agric. Plan: R1.5 Mil</i></p>	TBD
Review of DR AB.Xuma Local Municipality SDF	<ul style="list-style-type: none"> A service provider has been appointed (that Dr A.B Xuma LM IDP 2021/22) 	2020/21	Dr A.B Xuma LM	Dr A.B Xuma LM		
GIS: mapping of Bulk Infrastructure Services	<ul style="list-style-type: none"> A service provider has been appointed and the work is on progress. The project will be finalized by June 2021 (that Dr A.B Xuma LM IDP 2021/22) 	2019/2020	Dr A.B Xuma LM	Dr A.B Xuma LM		Dr A.B Xuma LM
Engcobo Town By-pass	<ul style="list-style-type: none"> The municipality has appointed a service provider for profession services (design) for town by-pass road. (that Dr A.B Xuma LM IDP 2021/22) 	2018/2019	Dr A.B Xuma LM / SANRAL	Dr A.B Xuma LM / SANRAL		
Engcobo Town Taxi Rank	<ul style="list-style-type: none"> 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) 	2020/2021	Dr A.B Xuma LM	Dr A.B Xuma LM	Dr A.B Xuma LM	Dr A.B Xuma LM

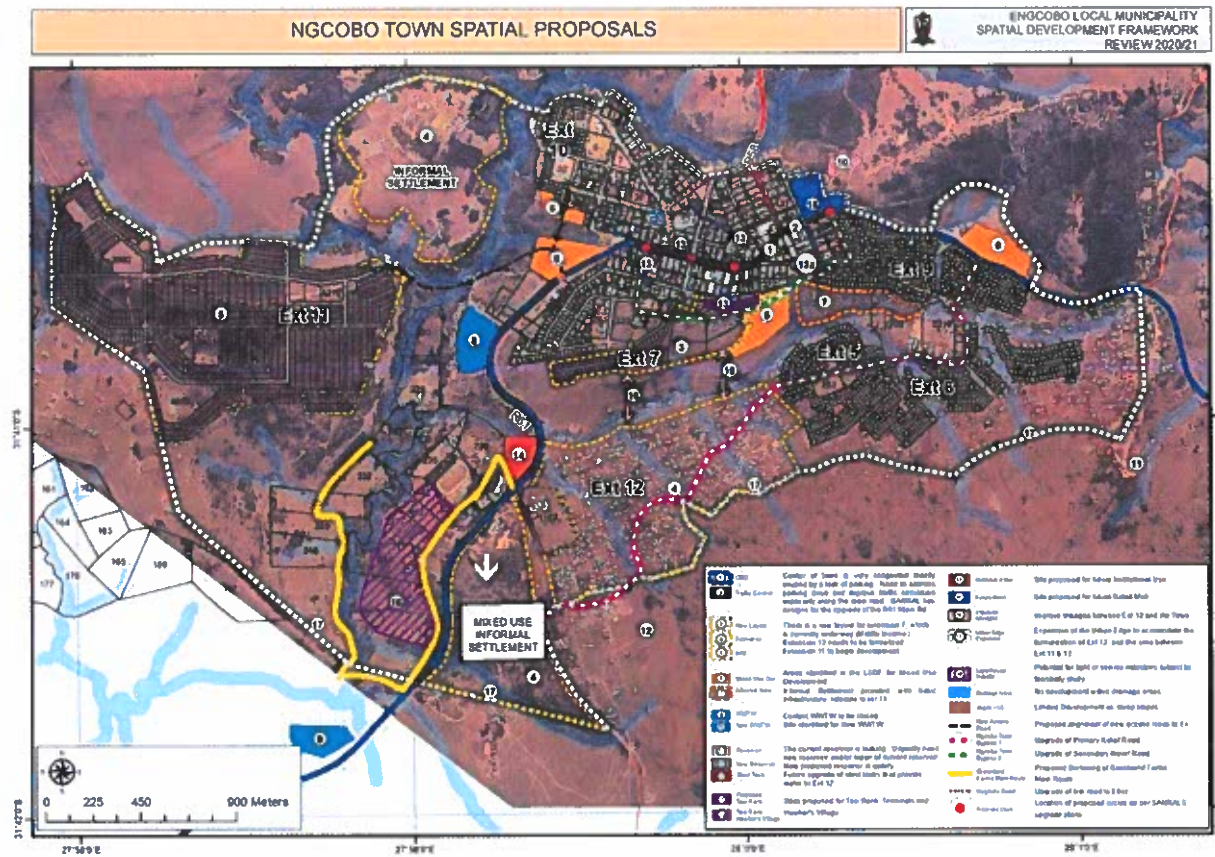


Environmental/ Conservation Management Planning						
Commission the development of an Environmental Management Plan and Policy for the Dr A.B Xuma LM area	<ul style="list-style-type: none"> Appoint Agricultural & Environmental specialists to develop a detailed plan that identifies conservation-worthy 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 Complex. 	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)	<ul style="list-style-type: none"> Implement land Care Project – 30 ha in All Saints area. 	2020-2021	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.	<ul style="list-style-type: none"> Appoint Heritage Specialist to proceed with application for protection of identified key heritage assets within the LM area 	Initiate in 2021	CHDM / that Dr A.B Xuma LM	CHDM, Dr A.B Xuma LM DRDLR, DLGTA	R300 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>	<ul style="list-style-type: none"> 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 2021	Dr A.B Xuma LM	CHDM, Dr A.B Xuma LM DRDLR, DLGTA	R300 000 <i>EIA and licence renewal: TBD</i>	TBD

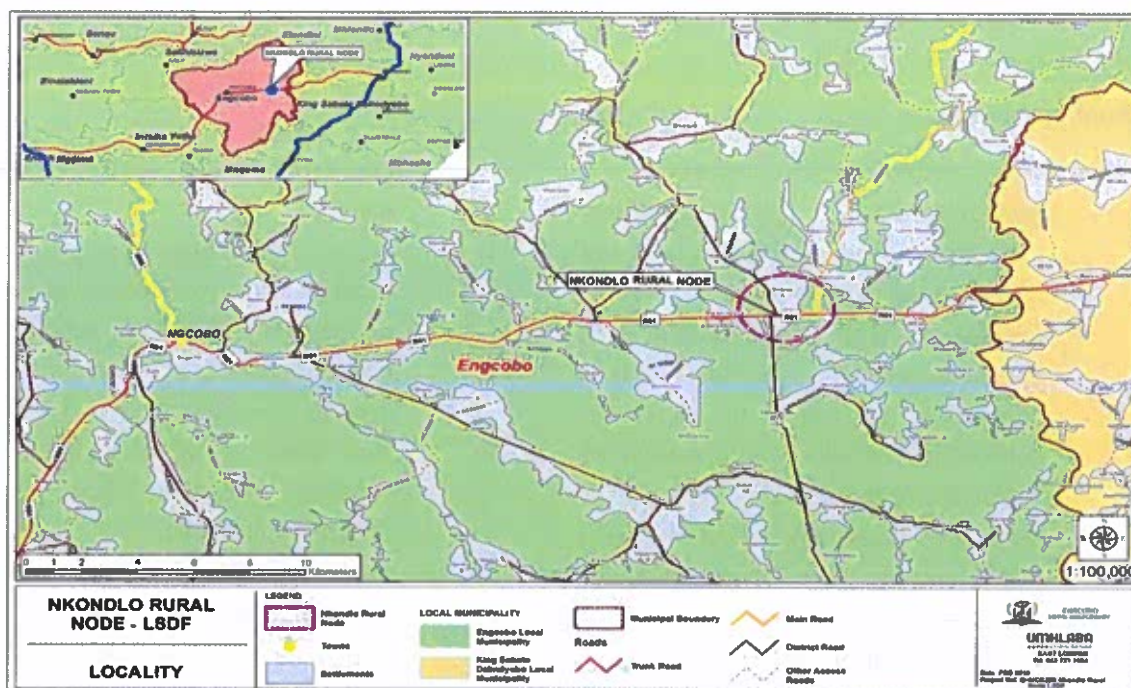


<p>Cemetery Site <i>Current funded project: Development of Cemetery Management Plan (DR A.B Local IDP, 2018-19)</i></p>	<ul style="list-style-type: none"> Identify a new cemetery site in the town of Ngcobo and develop a rural cemetery management programme Local area / nodal area: feasibility studies to identify suitable cemeteries (e.g. Proposed project in Nkondlo LSDF, 2018) 	<p>Initiate in 2021</p>	<p>Dr A.B Xuma LM</p>	<p>CHDM, Dr A.B Xuma LM DRDLR, DLGTA</p>	<p>R450 000</p>	<p>TBD</p>
<p>Disaster Management Planning (Refer to detailed project list attached in Appendix B - 7)</p>						
<p>Development of firebreaks for identified areas</p>	<ul style="list-style-type: none"> Other projects (not spatially related include) <ul style="list-style-type: none"> Capacity Building/Training for disaster response teams (Approx. R2,3 Mil) Establish a disaster management centre (R1,9) 	<p>January 2018-2022</p>	<p>Dr A.B Xuma LM</p>	<p>Dr A.B Xuma LM DEFF DOA</p>	<p>R2, 1 Million</p>	<p>TBD</p>
<p>Construction of bridges to mitigate risks associated with flooding and transportation</p>					<p>R8 Mil</p>	<p>TBD</p>





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 ± 21 km east of Engcobo, on the R61 between Engcobo and Mthatha and falls within Ward 17 of the Mthatha 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 Clarkesbury)

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

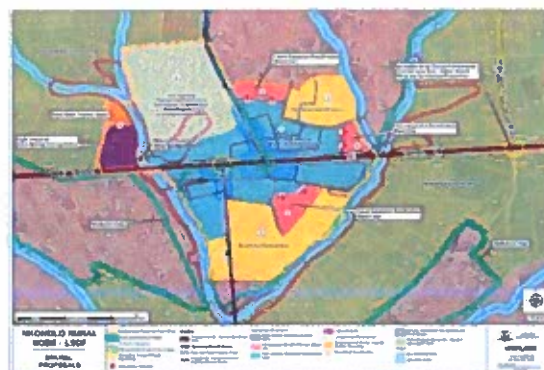
Key Issue	Objective	SDF Strategies
Titre Upgrade and Formalisation	<ul style="list-style-type: none"> • Upgraded and formalised tenure of all land within the focus area of the Node 	<ul style="list-style-type: none"> • Securing commitment from all key role-players that need to contribute to the process.
Management of Land Development to improve the growing urban based function of the nodal focus area.	<ul style="list-style-type: none"> • A more efficient and well-functioning business and administrative centre • Increased density and intensity of land uses in the nodal focus area (increased efficiency) 	<ul style="list-style-type: none"> • Rationalise, densify and consolidate areas within the focus area of the Node wherever possible. • Secure formalised tenure to that land & roadable 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	<ul style="list-style-type: none"> • A well-structured road network system allowing for ease of movement 	<ul style="list-style-type: none"> • Prioritise improvements 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	<ul style="list-style-type: none"> • Ensure mobility to & through the focus area of the node. • Defined and managed Activity Streets. • Adequate circulation, loading / parking & commuter / pedestrian infrastructure 	<ul style="list-style-type: none"> • 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)	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Reserve areas for open space and recreation / urban agricultural land and associated development of such space. • Grazing control infrastructure (fencing of camps) and management. • SPWP program targeting rehabilitation and prevention • Waste reduction, recycling, collection & disposal program & infrastructure
Financial sustainability	<ul style="list-style-type: none"> • Municipality can fulfil its mandate within its financial ability 	<ul style="list-style-type: none"> • Appropriate level / design of infrastructure to meet financial ability of consumers / equitable share. • Effective land administration / equitable revenue generation



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	<p>This is a high accessibility zone due to the key mobility corridor R61 and key mobility routes that intersect the R61 in the zone.</p> <p>Support identification of mixed use activity in this zone with expansion along key activity routes within the development focus area.</p> <p>Land in this area is currently under either title or unregistered state and garden title. This area should be prioritised for:</p> <ul style="list-style-type: none"> Addressing Land Tenure Improved access to the site Infrastructure and service provision to support development investment
Low Intensity Mixed Use Development Support Zone	<p>Proposed development of institutional / recreational infrastructure to support sports and recreational / institutional facilities (training colleges/urban agricultural market).</p> <p>Land is held under current title or unregistered state land/garden allotments.</p> <p>This area should be prioritised for:</p> <ul style="list-style-type: none"> Addressing Land Tenure Improved access to the site Infrastructure and service provision to support development investment
Mixed Residential Development and Infill Zone	<p>There is opportunity in this zone for densification of residential property for supply of different types of housing options.</p> <p>This area should be prioritised for:</p> <ul style="list-style-type: none"> 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	<p>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.</p> <p>This area should be prioritised for:</p> <ul style="list-style-type: none"> Addressing Land Tenure Appropriate infrastructure provision Improved Access (road access) and signage zone project
Future expansion and growth (medium term - 10 year growth scenario)	<p>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.</p> <p>This area should be prioritised for:</p> <ul style="list-style-type: none"> 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 level of infrastructure to support future growth



Node 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 Maseko are identified as follows:

DEVELOPMENT CORRIDORS	DESCRIPTION
Primary Mobility Corridor (R61)	<ul style="list-style-type: none"> R61 // Main Mobility Route to Maseko Rural Node // Key linkage to Engcobo (west) and Maseko (to the east) Part of the Maseko Heritage Route Priorities are focussed on: Mobility with controlled 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 a mix of sitting traffic and pedestrian congestion (focussed on public safety)
Secondary Mobility Route / Activity Corridor DR 08227 OR 08034 NR 00716	<ul style="list-style-type: none"> Distal Road 08227 (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 Distal Road 08034 (short to medium term development focus) Key access road from surrounding settlements from the southern parts of the broader catchment area extending to Clarensburg Intensity of mixed use development is proposed along this route extending south of the R61 Route Main Road 00716 (longer term development focus) Access road from the R61 to settlements in the northern part of the catchment / service area Priorities are 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 streets	<ul style="list-style-type: none"> These are key fine roads that provide access to different development zones within the focus area Vehicle and pedestrian access to a mix of land uses is priority Priorities are 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 Nodeal Transport Interchange	<ul style="list-style-type: none"> DR08227 // Main Transport Junction within the node // carries for high intensity of mixed use in the area and focal point for development along the key mobility routes at this junction
Secondary Nodeal Transport Interchange	<ul style="list-style-type: none"> Secondary Transport Junctions serve as catalyst for higher intensity of use and transport function and a focal area for mixed use (local commercial) development Short term development focus (DR08034/Junction) within the node development focus area Longer term development focus (R007/Junction) outside of the node development focus area

MUNICIPAL TOWN 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, by 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)

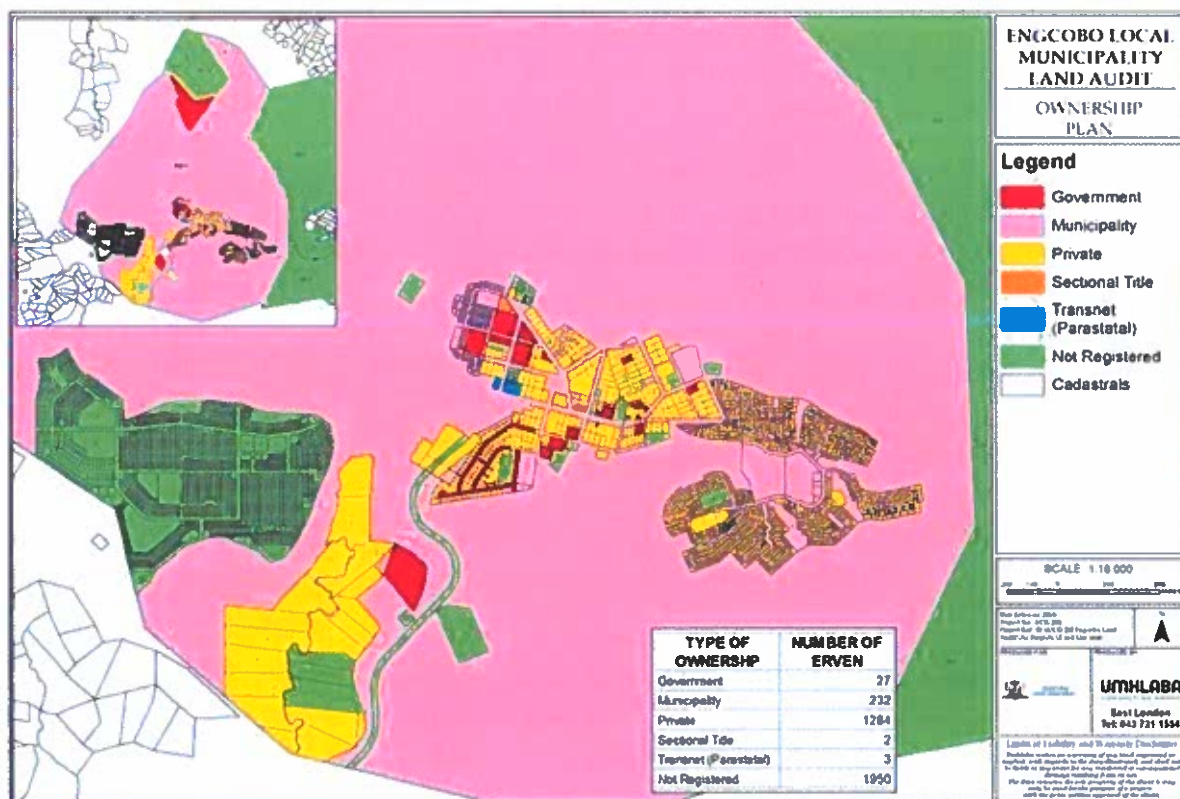
- Applications to be referred to the Municipal Planning Tribunal.

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

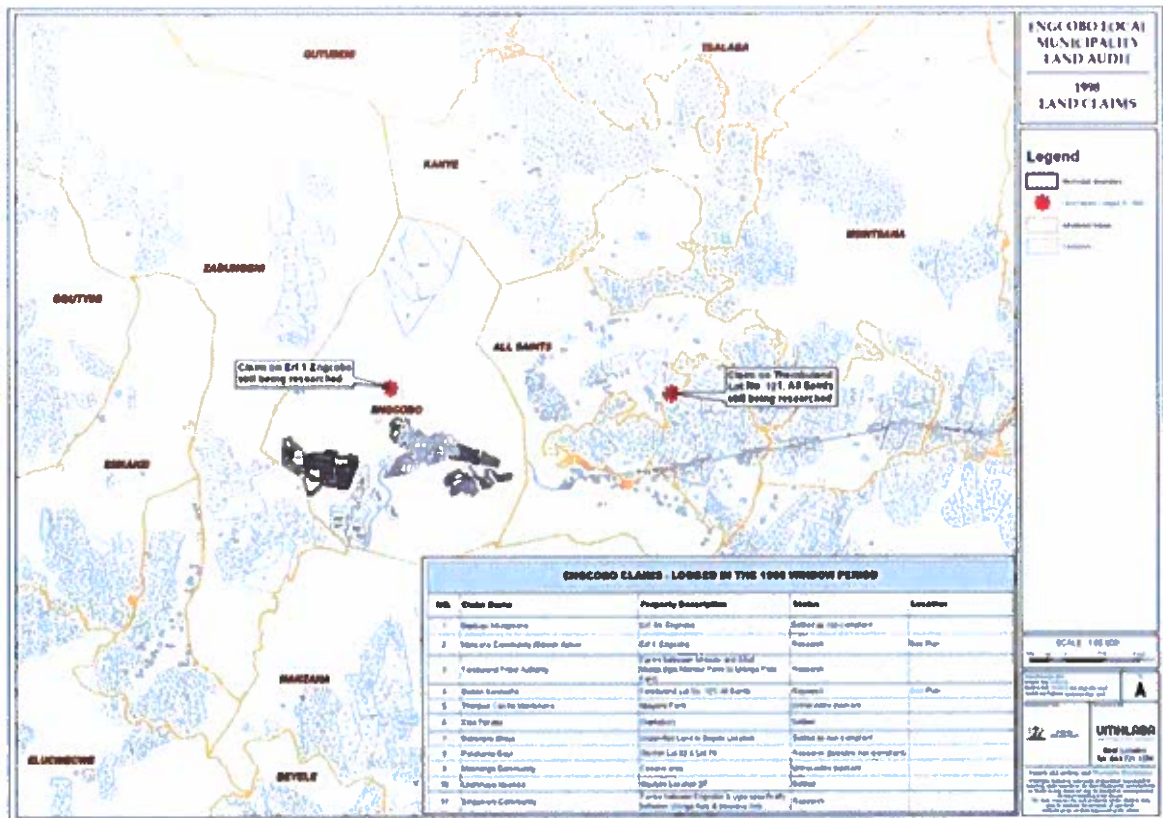


4	Boison Xamlashe	Tembuland Lot No. 121, All Saints	Research
5	Thenjiwe Cecilia Manitshana	Mjayane Farm	Untraceable claimant
6	Elda Tshaka	Clarkebury	Settled
7	Sebenzile Bheja	Unspecified Land in Beyele Location	Settled as non-compliant
8	Patabantu Qayi	Garden Lot 82 & Lot 76	Research (possible noncompliant)
9	Mabhongo Community	Cesane area	Untraceable claimant
10	Lindikhaya Nqadala	Gqutyini Location 27	Settled
11	Sinqumeni Community	Farms between Engcobo & Ugie specifically between Umnga flats & Incwana river	Research

Dr A.B Xuma Local Municipality



1



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).



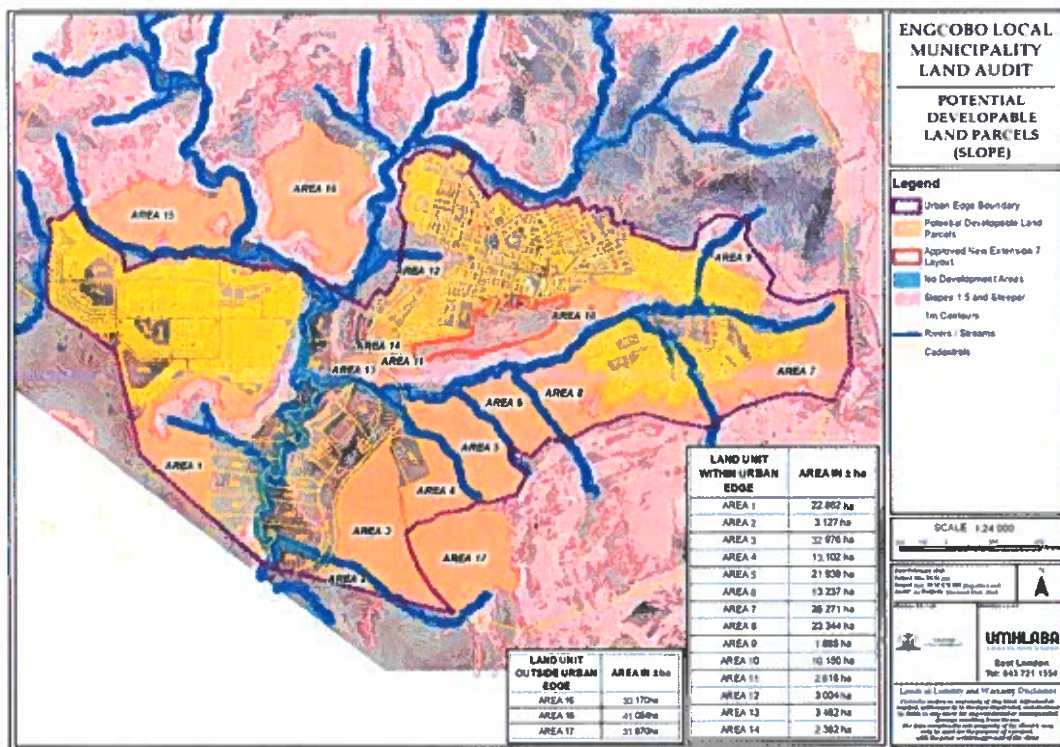
The municipality has one post (GIS Technician) and the post was filled in 2018-2019 financial year. The municipality has a functioning GIS system and is providing support to departments such as Technical Services, community services and assets section. The municipality has the following GIS data:

- 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 land 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.





LAND REQUIREMENTS FOR FUTURE DEVELOPMENT

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.



CHAPTER 10 STRATEGIC FRAMEWORK

STRATEGIC FRAME WORK

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.

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.


Institutional SWOT Analysis

	INTERNAL ENVIRONMENT	
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STRENGTHS	<ul style="list-style-type: none"> • 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 • Internal capacity to implement infrastructure and agriculture programme (plant & mechanisation centre) • High Rain fall 	<ul style="list-style-type: none"> • 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 	WEAKNESSES
EXTERNAL ENVIRONMENT			
OPPORTUNITIES	<ul style="list-style-type: none"> • Improved audit outcomes and clean audit • Leveraging on strong stakeholder relations (Support from Treasury, CoGTA, AG, CHDM and CHDA) • Opportunities for Timber Industries & , agro-processing opportunities that will culminate to job creation • Tourism investment opportunities through public partnership • Inter-municipal relations • Partnership for development of Municipal office building • Revenue generation through provision of staff residents 	<ul style="list-style-type: none"> • Fraud & Corruption • Vandalism of municipal infrastructure e.g. halls and tap Service delivery protests • Load shedding which interrupts financial system • Natural disasters and communicable diseases (drought and climate change, veld fires and deforestation) • Budget cuts • Poverty and unemployment • Land claims that hinder development Resistance to new legislation (SPLUMA) and Land Invasion 	TREATS

1. CORPORATE SERVICES

KPA	CURRENT CHALLENGE	RECOMMENDATIONS	ACTIVITY	RESPONSIBILITY	TIMEFRAME
ICT 	Unavailability of sufficient Internet line to provide enough bandwidth and this has negative bearing on service	Appointment of suitable Internet Services Provider and IT infrastructure.	<ul style="list-style-type: none"> - Procurement processes, - Deployment of line and virtualization 	Corporate Services	Quarter 1

	delivery.				
	Unavailability of Automated Backup Generator and UPS.	Purchase of Automated Backup Generator and UPS.	Procurement of an automated generator and UPS	Corporate Services	Quarter 1
Occupational Health and Wellness	Unavailability of employee health and wellness strategy.	Development of Employee Health and Wellness Strategy.	<ul style="list-style-type: none"> - Conduct Employee Satisfaction Survey - Consult the relevant stakeholders for development of strategy. 	Corporate Services	Quarter 1
FACILITIES	Facilities do not meet OHS standards.	Develop and implement a facilities maintenance plan.	Consult building Inspector with regards to cost estimates for facelift of the municipal buildings.	Corporate Services	Quarter 1

2. TECHNICAL SERVICES

KPA	CURRENT CHALLENGE	RECOMMENDATIONS	KPA ACTIVITY	RESPONSIBILITY	TIMEFRAME
MAINTANANCE SECTION					
Debilitated road infrastructure	Shortage of plant	Priorities the purchase of full set of plant	<ul style="list-style-type: none"> - Analysis of the required plant - Planning and budgeting 	Director Technical Services	Quarter 1 and Annually
	Inadequate fuel supply	- Increase budget for fuel	<ul style="list-style-type: none"> - Budget - Installation of fuel 	Director Technical	Bi annual

		- Eliminate fuel theft	monitoring system	Services	
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ELECTRICAL SECTION

Under spending on INEP Grant	Delays on the approval of designs by Eskom	- Regular coordinated meetings with Eskom on finalization of designs approval.	- Development and Implementation of the Memorandum of Understanding	Technical Director	Immediately
	Poor and inadequate planning	- Allocate scope to the consultants and apply for additional funding for pre-engineering designs. - Forward planning/ Allocation of projects upon approval by funder.	- Develop a clear framework for (Meetings, Minutes, Responsibilities and Accountability). - Escalate to the upper structures/level - Aligning our plans with municipal calendar and with grant conditions	Technical Director	Monthly Annual

PMU SECTION

MIG Expenditure	Delays in registration of projects with COGTA	- Setting up of forum and committee - Additional Budget for planning	- Develop a clear framework for (Meetings, Minutes, Responsibilities and	• Technical Services Director	• Quarterly • Bi Annual
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			Accountability). - Planning and Budgeting		
	Poor Contractor Performance	- Capacitation of service providers. - Tighten functionality to suit project.	- Workshops - Bid Specification processes.	- Local Economic Development - Supply Chain Management	<ul style="list-style-type: none"> Quarterly As and When.

HUMAN SETTLEMENT SECTION

Delivery of Housing Intervention	Blocked Projects and overcommitment by DoHS	Bilateral meetings to unblock Projects	High Level Meetings	Technical Services Director	
	Land availability Land dispute	Public participation/awareness	Workshops and awareness campaigns	Public Participation/ISD	Annually
GAP Housing	Bulk Infrastructure	Political Intervention with WSA/WSP	Meetings	Portfolio Head	Ongoing

3. BUDGET AND TREASURY OFFICE

KPA	CURRENT CHALLENGE	RECOMMENDATIONS	ACTIVITY	RESPONSIBILITY	TIMEFRAME
Revenue management	Non payment of municipal services by ratepayers due to dispute of valuation roll	Conduct awareness campaign about valuation processes commencing with general valuation process.	<ul style="list-style-type: none"> Customer care unit dedicated specifically to attend to valuation roll queries. Clear turnaround time on dispute resolutions. 	Revenue Manager CFO	30-May-23

Revenue management	Inability to collect municipal revenue due to culture of non-payment by ratepayers	Target top 20 large consumers and influence them to service their accounts.	<ul style="list-style-type: none"> Engage at the level of rate payers association and explain the importance of paying municipal service. Forge partnerships for Association's buy-in and support. 	Revenue Manager CFO	30-June-23
Supply Chain Management	Termination / cancellation of awards made to local service providers resulting in delays in service delivery	Have an incubator programme to capacitate SMMs in conjunction with IPED & Technical Services	<ul style="list-style-type: none"> Research about the incubator program and start with implementation processes Working with IPED & Technical services, develop a incubator policy to ensure implementation of the programme 	LED, SCM Units	30-Sep-23

4. INTERGRATED PLANNING AND ECONOMIC DEVELOPMENT

KPA	CURRENT CHALLENGE	RECOMMENDATIONS	ACTIVITY	RESPONSIBILITY	TIMEFRAME
AGRICULTURAL DEVELOPMENT - Vegetable Production - Maize Production Forestry Development	Mechanization Climate Change Uncoordinated Agricultural Sector Limited monitoring and Impact	(400 Hectors) Clustered According to Hectors Irrigation Schemes Research and Social impact on Forestry	PPP and DRDAR	Mr Xuba	Immediately All Year
Livestock Improvement (Sheep)	Lack of quality Breed for wool production	Focus on the establishment of Rams and Ewes farms	Wool Production	Mr. Xuba	All Year

SMME DEVELOPMENT	<ul style="list-style-type: none"> • Unlicensed • Capacity 	Consultation of the Stakeholders on the Implementation of the Trading bylaw.	Awareness Campaigns on the Trading bylaw	Mr Xuba, Ms	All Year
• Formal	Lack of Capital Resources	Capacity buildings and Trainings	Capacity buildings and Trainings	Matiwane	All Year
Informal Businesses		Development of the investment Booklet and Presentation of the Booklet	Investment Summit	Mr Xuba, SEDA, CHDA, DEAT, ECDC, ECRDA, DICLA MR Mulaudzi	September 2023

LIST OF SMME PROGRAMS AND PROJECTS

- Vendors
- Hawkers
- Spaza shops
- Saloons
- Kitchen for caterers
- Automotive Sector
- Mining and Paving
- Light Industrial zone(Welding and Artisans)

TOURISM DEVELOPMENT	Limited Resources for infrastructure development	Source Funding	Investment Summit	Mr Xuba	All Year
Hospitality		Capacity building		IPED DIRECTOR,	
- Heritage and Historical sites	- Non-Compliance to government regulations by the Hospitality sector		- Trainings, Awareness and Capacity building	ECPTA and CHARTO	
- Cultural activities					All Year
Natural Environment					

Disposal of Municipal land	of invasions Land claims	SDF (Spatial Development Framework) UDF (Urban design Framework) Land Disposal Policy	Subdivision and Disposal	Mr Xuba	All Year
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Formalization of Municipal Land	Resistance Communities	by Public Participation	Consultation with the affected areas and beneficiaries	Mr Xuba	All Year
Implementation of the SPLUMA bylaw	Non-Compliance to the SPLUMA bylaw	Consultation with the communities on the SPLUMA bylaw	Awareness Campaigns and Trainings for Communities through Traditional Leadership	Mr Xuba	All Year

DEPARTMENTAL ANCHOR PROJECTS IDENTIFIED FOR INVESTMENT SUMMIT

- Distribution Center
- Conference centre and Chalets
- Qoba Game Reserve
- Feedmill
- Zadungeni Adventure Trail
- Mall Development
- Market Center
- Caterers Kitchen
- Light Industrial area
- Mjanyana Hiking Trail
- DR AB Xuma Multi Purpose centre

Development Planning IDP	Non-adherence to time frames and Legislation	Consultation with Legislation and Stakeholders	Trainings	Mr. Xuba	All Year
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5. COMMUNITY SERVICES DEPARTMENT

KPA	CURRENT CHALLENGE	RECOMMENDATIONS	ACTIVITY	RESPONSIBILITY	TIMEFRAME
Waste and Environmental Management	Illegal dumps. Non compliance land fill site	Initiate Process of establishing recycling facilities	Prepare business plan for fund. Formalize recyclers	Waste Officer/HOD	Quarterly Annually 2023-2024
	Allien invasive species.	Establishment of recycling cooperatives Installation of fencing in landfill site Eradication of alien species.	Utilization of community MIG share Sourcing of external funding for eradication project		Annually

Impoundment of stray animals and Pound management	Non compliant Animal Pound Facility	Installation of waste Pound reticulation system.	Facilitate process of installation of water reticulation system	Pound Master/HOD	2023/24
Traffic Services	Non availability of pounding facility	Construction of pounding facility	Initiate processes of land identification and source for funding of construction from MIG	CTO/HOD	2023-2025
Fire and Rescue	Limited rescue resources Dysfunctional control room (delays in logging of incidents)	Procurement of fire engine and rescue equipment - Renovation of control room and fire station	Sourcing of budget	HOD	2 years
Disaster Management	Limited Response Natural disaster	Establishment of a disaster functioning unit	Capacitate ward based disaster volunteers	DMO/HOD	2 Years
Management of public facilities and cemeteries	Shortage of public toilets and burial sites	Establishment of additional public Toilets Establishment of new cemetery	Initiate processes of land identification for new public toilets - Fast track development of new cemetery	CSO/HOD	2023-2026 2023-2024

6. GOD GOVERNANCE AND PUBLIC PARTICIPATION

KPA	CURRENT CHALLENGE	RECOMMENDATIONS	ACTIVITY	RESPONSIBILITY	TIMEFRAME
COMMUNICATIONS					
Updating of the website	COGTA hosting the municipal website making it difficult to update timeously (only COGTA can update the website currently)	Establishing a domain to host in house	Transfer the hosting from COGTA	Manager Communications	30 June 2023

MONITORING AND EVALUATION

PMS	PMS is only done at senior management level	Cascading PMS to employees below section 57 & 56	Consultation with organized labour Draft a policy	MM	30 June 2023
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INTERNAL AUDIT

Whistle blowing (fraud and corruption reporting)	Ineffective and inadequate whistle blowing	Develop an alternative method of whistle blowing	Develop an email and drop off box where people can report fraud and corruption anonymously	MM	30 JUNE 2023
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SERVICE DELIVERY PRIORITIES FOR 2023- 2024.

- See Annexures for detailed SDBIP 2023 – 2024

CHAPTER 11

CHAPTER 11

PROGRAMS AND PROJECTS



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