EC 139 – FINAL INTERGRATED DEVELOPMENT PLAN

(2024/25 REVIEW)

ENOCH MGIJIMA LOCAL MUNICIPALITY

ENOCH MGIJIMA
LOCAL MUNICIPALITY

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GLOSSARY OF TERMS

AG	Auditor-General
AIDS	Acquired Immune Deficiency Syndrome
CBO	Community Based Organization
CHDM	Chris Hani District Municipality
COGTA	Cooperative Government and Traditional Affairs
CPF	Community Policing Forum
CWP	Community Works Programme
DBSA	Development Bank of South Africa
DCF	District Communicators Forum
DDP	District Development Plan
DEAT	Department of Tourism, Environment and Economic Affairs
DEDEA	Department of Economic Development & Environmental Affairs
DFA	Development Facilitation Act No 67 of 1995
DM	District Municipality
DDM	District Development Model
DFFE	Department of Forestry Fisheries and Environment
DIMAFO	District Mayors Forum
DRDAR	Department of Rural Development Rural Development and Agrarian Reform
DRDLR	Department of Rural development & Land Reform
DoE	Department of Education
DoH	Department of Health
DoSD	Department of Social Development
DoT	Department of Transport
COGTA	Department of Co-operative Governance & Traditional Affairs
DPSS	Department of Public Safety and Security
DPWI	Department of Public Works and Infrastructure
DSRAC	Department of Sport, Recreation Arts and Culture
EIA	Environmental Impact Assessment
EPWP	Expanded Public Works Programme
PDP	Provincial Development Plan
FRP	Financial Recovery Plan
GCIS	Government Communication and Information Systems

GGP	Gross Geographic Product
GIS	Geographical Information System
GTZ	German Technical Cooperation
GVA	Gross Value Added
HDI	Human Development Index
HIV	Human Immune Deficiency Virus
IDP	Integrated Development Plan
IGR	Intergovernmental Relations
ICT	Information Communication Technology
INEP	Integrated National Electricity Programme
ITP	Integrated Transportation Plan
IUDF	Integrated Urban Development Framework
IWMP	Integrated Waste Management Plan
LED	Local Economic Development
LRC	Local Representative Council
MAYCO	Mayoral Committee
MDB	Municipal Demarcation Board
MEC	Member of the Executive Committee
MIG	Municipal Infrastructure Grant
MFMA	Municipal Finance Management Act
MOU	Memorandum of Understanding
MSIG	Municipal Support & Institutional Grant
MSA	Municipal Systems Act, 2000
MSA	Municipal Structures Act, 1998
MPAC	Municipal Public Account Committee
NCR	National Cabinet Representative
NDP	National Development Plan 2030
NEMA	National Environmental Management Act
NER	National Electrification Regulator
NGO	Non-Governmental Organizations
PDP	Provincial Development Plan
PMS	Performance Management System
PMU	Project Management Unit
PPP	Public Private Partnership

RAFI	Rural Agro – Industries Finance Initiative Program
RBIG	Regional Bulk Infrastructure Grant
RDP	Reconstruction and Development Programme
SALGA	South African Local Government Association
SANRAL	South African National Road Agency (Ltd)
SAPS	South African Police Service
SDBIP	Service Delivery Budget and Implementation Plan
SDF	Spatial Development Framework
SDG	Sustainable Development Goals
SMME	Small, Medium and Micro Enterprises
SLA	Service Level Agreement
SMME	Small Medium and Micron Enterprises
SOE	State Owned Enterprises
SPLUMA	Spatial Planning and Land Use Management Act
Stats SA	Statistics South Africa
STR	Small Town Revitalization

FOREWORD BY THE EXUCUTIVE MAYOR

It is an immense honour and privilege for me to present the 2024/25 Integrated Development Plan (IDP) on behalf of the municipal leadership. I extend my heartfelt gratitude to the dedicated ward councillors whose tireless efforts and steadfast commitment to their constituencies have been instrumental in shaping the vision and priorities outlined in this document. Their unwavering dedication ensures that every corner of our municipality is accounted for, and resources are allocated equitably, reflecting our commitment to inclusivity and fairness.

The formulation of the 2024/25 IDP has been a collaborative and inclusive process, guided by the principles of transparency and public participation. We embarked on a comprehensive journey to identify the unique needs and aspirations of each ward, providing our communities with a platform to voice their concerns and priorities in alignment with overarching municipal objectives. Through extensive public consultations and engagement initiatives across all wards, we have ensured that the voices of our residents resonate throughout the IDP and Budget, resulting in a truly community-driven approach to governance.

While we celebrate the progress achieved thus far, we must also acknowledge the challenges that confront us as a municipality. The provision of essential infrastructure, such as community access roads, electricity networks, drainage systems, and waste management services, remains paramount. However, amidst these critical priorities, we have observed a growing emphasis on addressing the immediate socio-economic needs of our citizens. We recognize the pressing issues of unemployment and food insecurity plaguing our community and the urgent need for sustainable solutions. It is imperative that we strike a balance between meeting immediate needs and fostering long-term resilience, empowering our citizens to seize opportunities and break the cycle of dependency.

One of the most pressing challenges we face is the ongoing electricity shortage, which has not only strained our resources but also impacted revenue collection. In response, the National Treasury has developed a Financial Recovery Plan, which serves as a strategic roadmap for fostering collaborative efforts among all levels of government to address the urgent needs of our municipality and to pave the way towards achieving financial sustainability. The municipality, in partnership with the National Treasury, is diligently implementing this plan to ensure its success.

Furthermore, we are committed to optimizing our organizational structure to enhance service delivery and operational efficiency. By streamlining processes and fostering a culture of accountability and innovation, we aim to ensure that our municipality operates at the highest level of effectiveness, delivering quality services that meet the evolving needs of our community.

In closing, I extend my sincere appreciation to all stakeholders, including our residents, government partners, and dedicated municipal staff, for their unwavering support and commitment to the collective prosperity of our municipality. Together, let us embark on this journey of transformation, guided by a shared vision of building a more inclusive, resilient, and vibrant community for generations to come.

Thank You

CLLR M. PAPIYANA **DATE:**
EXECUTIVE MAYOR

OVERVIEW BY THE MUNICIPAL MANAGER

As we reflect on the Integrated Development Plan (IDP), it becomes evident that it stands as a cornerstone for the enduring progress of the Enoch Mgijima Local Municipality. The IDP meticulously addresses the municipality's paramount developmental and internal transformation imperatives. Through a comprehensive analysis of our community's socio-economic landscape, it not only illuminates the challenges we face but also charts a course towards sustainable solutions.

Yet, the realization of the IDP's full potential hinges upon the collaborative engagement of diverse governmental entities. Emphasizing cooperative governance is pivotal for ensuring the plan's seamless execution. We extend our heartfelt appreciation to the communities and stakeholders who actively participated in the consultation and dialogue processes, as their invaluable insights were instrumental in elucidating the genuine needs of our people.

It brings me great satisfaction to report that the municipality has made significant strides in advancing towards its predetermined objectives, as outlined in the previous year. Noteworthy accomplishments include the thorough evaluation and finalization of an organogram along with job descriptions, resolution of lingering financial issues, and the meticulous review, rewriting, and endorsement of various policies and by-laws. Moreover, diligent attention has been devoted to bolstering our infrastructure within the fiscal constraints of the municipality.

The Medium-Term Strategic Framework underscores the imperative of fostering robust accountability to the community, which must synergize with enhancements in service delivery. Aligned with the principles of Batho Pele, which espouse effective and efficient service provision, it is imperative to pinpoint areas necessitating refinement to uphold integrity and excellence in serving all communities equitably.

I wish to express profound gratitude to the political leadership for entrusting us with the privilege to serve the populace of Enoch Mgijima. The unwavering dedication of our personnel in executing the municipality's mandate continues to yield tangible improvements in the quality of life for our community.

A NTENGENYANE **DATE:**

MUNICIPAL MANAGER

EXECUTIVE SUMMARY

The Executive Summary seeks to provide an overview of the information in the IDP document for ease of reference to the users of the document. The IDP development process for 2024/25 financial year is arranged as follows:

CHAPTER 1: APPROACH TO MUNICIPAL PLANNING

This chapter covers several issues including the following:

- The guiding legislative framework prescribes development of IDPs by municipalities.
- Development Planning Process referring to the process to be followed in developing the IDP. This process includes but not limited to, institutional arrangements, identification of key stakeholders, distribution of roles and responsibilities as well as the action plan with specific time frames in accordance with the phases.

CHAPTER 2: SITUATIONAL ANALYSIS AND KPA CONTENT

The situational analysis outlines the status of the municipality in all sectors of society. The socio-economic profile of the municipality is covered in this chapter and amendments were done in the profile using the lates 2022 census data released by Statistics SA in 2023. The KPA (as outlined in the IDP Guide by COGTA) chapter analysis is analysed in the chapter paving way for the development and refinement of objectives, strategies and performance indicators in the next chapter. Planning has considered key issues identified during the situational analysis phase.

CHAPTER 3: EMLM DEVELOPMENT STRATEGY AND STRATEGIC OBJECTIVES

The chapter reflects on the alignment of local development strategies to the Nation, Provincial and District development strategy and agenda. There is a reflection on issues such as the National Development Plan, Provincial Development Plan and District Development Agenda. The chapter reflects on development objectives, strategies and indicators that are linked to directorates of Enoch Mgijima municipality that are reflected in the organizartional structure in support of the council vision.

CHAPTER 4: PROJECTS FOR ENOCH MGIJIMA, CHDM, SECTOR DEPARTMENTS AND OTHER GOVERNMENT AGENCIES

The chapter outlines development projects to be undertaken by EMLM, CHDM and other sector departments within the municipal space during . The municipality has identified and approved grant funded projects which fall directly under its control in terms of implementation and reporting. The projects will be implemented and monitored through the SDBIP reports as guided by the council adopted PMS framework. It is worth mentioning that CHDM, sector departments and other government agencies are solely responsible for the implementation and financial control of the projects within their list of priorities.

Service delivery ward priorities for a five-year period are placed in this chapter. The council remains committed in prioritizing implementation of these projects over a period of five years and not try to identify new projects every financial year with greater consideration of the available resources.

CHAPTER 5: SPATIAL DEVELOPMENT FRAMEWORK

CHAPTER 6 : SECTOR PLANS AND POLICIES

ANNEXURE (ORGANIZARTIONAL STRUCTURE)

Council staff structure developed to assist with implementation of its programs is placed as an annexure. This staff structure is reviewable annually as part of the IDP/Budget Review processes to ensure proper alignment with IDP objectives.

APPROVAL

The Executive Mayor is the signatory on the Final IDP review (2024-25 review) .

CHAPTER 1: APPROACH TO MUNICIPAL PLANNING

1.1 Background.

The Municipal Systems Act, Act 32 of 2000, requires that local government structures prepare Integrated Development Plans (IDPs). The IDP serves as a tool for the facilitation and management of development within the areas of jurisdiction. The municipality reviews its IDP as prescribed by MSA and other relevant pieces of legislation with greater consideration of the changing circumstances. In conforming to the Legislative requirements, the Council of the Enoch Mgijima Local Municipality (EMLM) has delegated the authority to the Municipal Manager to prepare the IDP.

The aim of the 5-year IDP for Enoch Mgijima LM is to present a coherent plan to improve the quality of life for people living in the area. The intention of this IDP is to link, integrate and co-ordinate development plans for the municipality which is aligned with national, provincial, district development plans and government agencies and planning requirements binding on the municipality in terms of legislation.This document represents Enoch Mgijima Local Municipality's Integrated Development Plan (IDP) for the current planning and implementation timeframe being 2024/25 review. The document must be read together with the comprehensive list of council adopted municipal-wide sector plans developed to support its subsequent implementation.

1.2 Legislative Framework

The formulation of the IDP is guided by various pieces of legislation. The Integrated Development Planning process originates in the Constitution of the Republic of South Africa (Act 108 of 1996), which enjoins local government to the ***Constitution of the Republic of South Africa (1996)*** stipulates that the local sphere of government consists of municipalities which were established for the whole South Africa, the so-called wall-to-wall municipalities.

The objectives of local government are set out in Section 152 of the Constitution 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

To encourage the involvement of communities and community organisations in the matters of local government. The Constitution commits government to take reasonable measures, within its available resources, to ensure that all South Africans have access to adequate housing, health care, education, food, water and social security. In terms of Section 25 of the MSA each municipal council must, after the start of its elected term, adopt a single, inclusive and strategic planning (IDP) for the development of the municipality which links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality, and which aligns the resources and capacity of the municipality with the implementation of the said plan. The IDP should form the policy framework and general basis on which annual budgets will be based and should be aligned with national and provincial development plans and planning requirements.

The Constitution further states that the three spheres of government are distinctive, interdependent, and inter-related. They are autonomous but exist in a unitary South Africa and must cooperate on decision-making and must co-ordinate budgets, policies and activities, particularly for those functions that cut across the spheres Co-operative governance means that national, provincial, and local government should work together to provide citizens with a comprehensive package of services. They must assist and support each other, share information and coordinate their efforts. Implementation of policies and government programmes particularly require close cooperation between the three spheres of government.

A number of policies, strategies and development indicators have been developed in line with the prescriptions of legislation to ensure that all government activities are aimed at meeting the developmental needs of local government. Section 1.3 outlines the national, provincial and district policy directives, sector plans and legislation that set the strategic direction and with which the Enoch Mgijima Local Municipality must align to ensure that government spending is directed at the pressing needs of the community and those that contribute towards economic growth. The Service Delivery and Budget Implementation Plan (SDBIP) is regulated by National Treasury **Circular No. 13** dated 2005 and Performance Management by **Regulation 29089** dated 2006.

Chapter 5, Section 26 of the MSA indicates the core components of an IDP and that such an IDP must reflect the following:

1) *The municipal council's vision for the long-term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs.*
2) *An assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipal services.*

3) *The council's development priorities and objectives for its elected term, including its local economic development and internal transformation needs.*
4) *The council's development strategies which must be aligned with any national and provincial sectoral plans and planning requirements that are binding on the municipality in terms of legislation.*
5) *A spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality.*
6) *The council's operational strategies.*
7) *Applicable disaster management plans.*
8) *A financial plan, which must include a budget projection for at least the next three years.*
9) *The key performance indicators and performance targets determined in terms of Section 41 of the MSA.*

The Municipal Planning and Performance Management Regulations (R796 of 2001) set out further requirements for an IDP: -

1) *An institutional framework is required for implementation of the IDP and to address the municipality's internal transformation.*
2) *Investment initiatives;*
3) *Development initiatives including infrastructure, physical, social and institutional development; and*
4) *All known projects plan and programmes to be implemented within the municipality by any organ of state.*

1.3 Integrated Development Plan Assessment by MEC COGTA

The IDP review for 2023/24 was assessed by MEC COGTA as prescribed by Section 31 of Local Government Municipal Systems Act, 32 of 2000 to monitor compliance and identify areas of intervention by COGTA and relevant sector departments. The municipality recognizes the Constitutional mandate of COGTA to support the municipality. The comments raised by the MEC for different KPA's during the assessment are considered seriously by the municipality and form part of the planning during the review process. The municipality remains committed in addressing the comments raised by the MEC during the IDP assessment. An action plan was developed with clear timeframes to address the MEC comments to ensure that the IDP is credible **.Below is the action plan developed by the municipality to address issues raised by the MEC**

TABLE1: RATING FOR ENOCH MGIJIMA MUNICIPALITY – EC PROVINCIAL IDP ASSESSMENTS BY ME

KEY PERFOMANCE AREA	RATING 20021/22 IDP REVIEW	RATING 2022/23 IDP REVIEW	RATING 2023/24 IDP REVIEW
KPA1 : Spatial Planning, Land and Environmental management	Medium	Medium	High
KPA 2 :Service Delivery and infrastructure planning	Medium	Medium	Medium
KPA 3 :Financial Planning and budget	High	Medium	Medium
KPA 4 :Local Economic development	High	High	High
KPA 5 :Good Governance and Public Participation	High	High	High
KPA 6 :Institutional Arrangement	High	High	High
Overall Rating	High	Medium	High

KPA 1: SPATIAL PLANNING LAND AND HUMAN SETTLEMENT AND ENVIRONMENTAL MANAGEMENT

Evidential Criteria / KPIs	**Comments and Improvement Measure**	**Who will assist the municipality**	**Progress to date**
Has Town Planning By-laws been prepared and adopted by the council?	The municipality must develop town planning bylaws	SALGA, CHDM, COGTA	The bylaws are in a draft status , awaiting public participartion and gazzetting''
The municipality does not have a policy to prevent land invasion	The municipality must develop mechanisms to prevent land invasion	COGTA	The municipality has developed a Land Invasion Policy in 2023/24 financial year .
Has the municipality developed Air Quality Management Plan	The municipality is required to develop an Air Quality Management Plan	DEDEAT, CHDM, COGTA	There municipality has not developed an air quality management plan
Does the municipality have a plan to protect its natural resources and heritage	The municipality is required to relflect on the plan to protect its natural resources and heritage	DEDEAT, DSRAC, CHDM	The municipality does not have a plan to protect its natural resources and heritage
Does the municipality have an Environmental Officer	The municipality must appoint an Environmental Officer	DEDEAT,CHDM,COGTA	The municipality has not appointed the officer

KPA 2: SERVICE DELIVERY AND INFRASTRUCTURE PLANNING

Evidential Criteria / KPIs	Comments and Improvement Measure	Who will assist the municipality	Progress to date
The municipality does not have a road maintenance plan	The municipality is required to develop a road maintenance plan to address service delivery issues on roads	DOT, Cogta,	
Has the municipality developed a Stormwater Management Plan	The municipality does not have a Stormwater Management Plan	DOT, COGTA	The municipality does not have a Stormwater Management Plan
The municipality does not have Waste Management Bylaws	The municipality must develop Waste Management Bylaws to be gazetted,	Cogta, SALGA, CHDM	The municipality has developed Draft Waste Management Bylaws awaiting public participartion processes and council adoption
The municipality does not reflect on the provision for a bulk electricity infrastructure in the IDP	The municipality must make provision for Bulk electricity infrastructure	COGTA, (INEP Grant)	The municipality has budgeted for that and planned through the use of INEP
There is no indication on the three-year Capital plan for electricity	The municipality needs to reflect in the IDP on the 3-year capital plan for electricity	EMLM	The municipality has included the 3-year capital plan for electricity
Has the municipality developed and budgeted for Trade Affluent Policy	The municipality does not have a Trade Affluent Policy	DEDEA	The municipality does not have a Trade Affluent Policy
Does the municipality plan for non- motorized facility	The municipality must plan for non- motorized facility	DOT	The municipality does not have a plan for non-motorized facility

Has the municipality developed an Integrated Community Safety Plan	The municipality is required to develop an Integrated Community Safety Plan	Department of Safety and Liaison, COGTA, SALGA, SAPS	The municipality has to develop a Draft Integrated Community Safety Plan
Has the municipality developed a Disaster Management plan and emergency procurement measures to expedite expenditure during disaster	The municipality is required to developed a Disaster Management plan and emergency procurement measures to expedite expenditure during disaster	COGTA, CHDM	the municipality has not developed a Disaster Management plan and emergency procurement measures to expedite expenditure during disaster

KPA 3: FINANCIAL PLANNING AND BUDGET

Evidential Criteria / KPIs	**Comments and Improvement Measure**	**Who will assist the municipality**	**Progress to date**
The data in the system is inaccurate	The municipality must plan to cleanse the data for accurate billing	EMLM	The municipality has appointed service providers for installation of SMART meters and the scope of the project consists of data cleansing ,
The municipality does not service its creditors within norms and standards	The municipality needs to service its creditors inline with the standard and norms	EMLM	The municipality is implementing its Revenue Enhancement strategy to collect revenue and ensure that the creditors are serviced in line with standard and norms .

Has the municipality managed to spend 100% of capital budget	The municipality is required to spend 100 % of the capital budget	EMLM	

KPA 4: LOCAL ECONOMIC DEVELOPMENT

Evidential Criteria / KPIs	Comments and Improvement Measure	Who will assist the municipality	Progress to date
The municipality does not have an LED Strategy	The municipality is required to develop an LED Strategy	GOGTA,SALGA, CHDM	The municipality has developed a Draft LED Strategy to be workshopped to the new council and adopted in 2023/24 financial year.
Has the municipality developed policies for Informal Trading for Economic Development	The municipality is required to develop policies on Informal trading		
Has the municipality developed a strategy on business attraction to township economies	The municipality is required to reflect on business attraction, retention and expansion in township economies	DEDEA, SALGA,COGTA, CHDM	

KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPARTION

Evidential Criteria / KPIs	Comments and Improvement Measure	Who will assist the municipality	Progress to date

The municipality does not have Ward Based plans	The municipality must develop WBP	COGTA,CHDM,SALGA	The municipality does not have ward based plans
The municipality does not have an HIV/AIDS Mainstreaming	The municipality is required to develop an HIV/AIDS Mainstreaming Strategy to properly mainstreaming of the designated groups in the programmes of the municipality.	COGTA, CHDM, SALGA	The municipality has developed a Draft HIV/AIDS Mainstreaming Strategy awaiting Council adoption in 2023/24 financial year.
Has the municipality reflected on projects and programmes on intermunicipal planning	The municipality must reflect on projects and programmes on intermunicipal planning	EMLM	There are no projects and programmes on intermunicipal planning in the municipality
Has the municipality established a Monitoring and Evaluation system or Unit	The municipality is required to established a Monitoring and Evaluation system or Unit	COGTA, SALGA,	

KPA : 6 INSTITUTIONAL TRANSFORMARTION AND ORGANIZARTIONAL DEVELOPMENT

Evidential Criteria / KPIs	**Comments and Improvement Measure**	**Who will assist the municipality**	**Progress to date**
The municipality is not implementing PMS to lower leves	The municipality must cascade PMS to lower levels	COGTA,SALGA	

The municipality does not have a disaster recovery plan	The municipality must develop a disaster recovery plan		
	The municipality must reflect on action plans to mitigate challenges regarding ICT		

1.4 **Development Planning Process for Enoch Mgijima Municipality.**

Chris Hani District municipality developed a district framework that serves as a guide for all planning activities and phases of the municipality within the jurisdiction of its area. Subsequent to that Enoch Mgijima Municipality has developed its IDP process plan as prescribed by Local Government Municipal Systems Act 32 of 2000 which was adopted to Council on the **31 August 2023** and submitted to relevant authorities (Cogta, NT).The municipality has adhered to the timeframes in the action schedule and managed to adopt the IDP in May within the prescribed timeframe that is specified in the IDP/Budget/PMS process plan. Key activities in the action schedule were completed including public participartion and stakeholder engagement during the process.

1.5 Framework and Driving Force behind the IDP

Municipalities function within the realm of an extensive legislative and policy framework. This framework provides prescripts and guidelines to be implemented and aligned with municipal functions. Enoch Mgijima Local Municipality realizes that in order to achieve growth and development, the budget, programmes and projects must be aligned to developmental and institutional policy directives.

1.6 IDP/Budget/PMS Process Plan for 2024/25 review.

In order to ensure certain minimum quality standards and proper coordination between and within spheres of government in development of Integrated Development Plan (IDP), Section 28(1) and 29(1) (a) and (b) of Municipal Systems Act of 2000 prescribes that the council of the municipality must within the prescribed period after the start of its elected term "adopt a process set out in writing to guide the planning, drafting, adoption and review of its Integrated Development Planning. This plan must include the following:

- *A Programme specifying the time frames for the different planning steps.*
- *Appropriate mechanisms, processes and procedures for consultation and participation of local communities, organs of state, traditional authorities, and other role players in the IDP drafting process.*
- *An indication of the organization arrangements for the IDP process.*
- *Mechanisms for integration and alignment.*

In compliance with the provisions of the Act as stipulated above the Integrated Development and Planning Department is expected to submit to council a final process plan as part of the preparation for implementation of Integrated Development Plans. It is this Process Plan which guided document to the actual Integrated Development Planning Process for 2024/25 financial year.

1.7 The Purpose of the IDP/Budget Process Plan.

The purpose of this process plan is to indicate the types of activities planned for the successful development of the 2024/25 Integrated Development Plan for Enoch Mgijima Local Municipality. It specifies the extent and nature of activities that the municipality will engage in, in order to develop 2024/25 IDP/Budget.

1.8 Institutional Arrangements.

The following institutional arrangements have been put in place to ensure the development and implementation of the IDP: -

a) *Enoch Mgijima LM Municipal Council*
b) *MAYCO*
c) *IDP/Budget/PMS Representative Forum*
d) *IDP/ Budget Steering Committee*
e) *BTO*
f) *IPED*

Phase	Activities	Timeframe	Responsible Department
Phase 0	**Preparation phase / Pre-planning**		
	Preparation involves the production of an IDP process plan to ensure proper management of the planning process: • *Establish institutional structures for management of the process.* • *Establish structures for public participation.* • *Prepare time schedule for planning process.* • *Identify roles and responsibilities.* • *Discuss how the process will be monitored*		
	• Planning for IDP/Budget/ PMS review process - status of readiness of Enoch Mgijima Local Municipality. Chris Hani District Municipality establishes a draft 2024/25 IDP/Budget/PMS Framework Plan. IDP Office and Chief Financial Officer consult and co-ordinate dates	14 July 2023	IDP Section / BTO

	thereafter IDP/Budget/ PMS process plan is developed BY the municipality		
	• Notice in newspaper: call for public participation and for interested parties to register on Stakeholders database	19 July 2023	IDP Section CHDM
	• Signing of agreements	31 July 2023	Municipal Manager
	• Annual Performance assessments	25-26 July 2023	Municipal Manager
	• Provincial Annual IDP Assessment by MEC (Cogta EC)	02 August 2023	MEC Cogta EC
	• IDP Managers Forum for proper alignment with the District Framework and the process plans of the LM,s .	15 August 2023	CHDM/ All LMS's
	• PMS Committee	16 August 2023	MM
	• IDP Steering committee: To look Draft IDP/ Budget/PMS Process Plan 2024/25 review	17 August 2023	Municipal Manager
	• IGR	26 August 2023	Municipal Manager
	• Present 2024/25 IDP/Budget Process Plan to council for adoption • Annual Financial Statements • Table the Draft Annual Performance Report (APR)for 2022/23 to Council	31 August 2023	Municipal Manager
	• Submission of APR to NT	31 August 2023	
	• Advertise IDP / Budget/ PMS process plan 2024/25 review	08 September 2023	MM
	• Submission of IDP/Budget/ PMS Process Plan to relevant authorities (CHDM & Cogta, Treasury)	08 September 2023	MM
	• **IDP/Budget/PMS Rep Forum to present process plan**	**20 September 2023**	**Executive Mayor - EMLM**
Phase 1	**Analysis Phase / Monitoring and evaluation**		
	This phase deals with existing situations: • *Assessment of existing level of development* • *Agreeing on Priority issues* • *Updating situational analysis* • *Meeting community stakeholders representatives*		
	• PMS Committee	10 October 2023	
	• IGR	13 October 2023	MM
	• Community Consultation on service delivery priorities	17-29 October 2023	
	• First Quarter performance report and Draft Annual Report (2022/23) tabled to council	31 October 2023	MM
Phase 2	**This phase includes the formulation of:** • *The vision* • *The development objectives*		

	• *The development strategies*		
	• Revenue projections and proposed rates, taxes, tariffs and service charges by BTO		BTO
	• Departments (external & internal) to meet to discuss adjustment budget, projects and strategies for next year	16th November 2023	IDP/BTO
	• **IDP/Budget/Representative Forum**	**30 November 2023**	**Executive Mayor**
	• Tabling Oversight Report to council	15 December 2023	
Phase	**Activities**	**Timeframe**	**Responsible Department**
Phase 3	**Projects Phase**		
	Ensure link of identified projects to priority issues and objectives with clear intended beneficiaries, the location of the project, commencement and end date, responsible person, and budget (SDBIP and Strategic Scorecard). Furthermore, formulation of targets and indicators to measure performance and impact of the project.		
	Tabling of Mid - Year Performance report and Annual report (2022/23)	30 January 2024	MM
	• 2023/24Mid - Year Assessment Engagement session with Provincial Treasury	February 2024	Provincial Treasury EMLM
	• Midyear Performance Assessment	06 February 2024	MM
	• CFO, CS Manager and TS Manager review national and provincial policies and budget plans, potential price increases of bulk resources (ESKOM) • potential salary increases (SALBGC)	12 February 2024	BTO
	• IDP/Budget/ PMS steering committee for technical input on technical projects, input on budget and cross cutting projects.	13 February 2024	IDP
	• PMS Committee	14 February 2024	
	• Budget & Treasury to draft operational expenditure per function/ department on personnel expenditure, general expenditure, repairs and maintenance and contributions to capital and IDP projects	20 February 2024	BTO
Phase 4	**Integration Phase**		
	Ensure identified projects are in line with the municipality's objectives and strategies, and also with the resource framework and comply with the legal requirements. Harmonize the projects in terms of contents, location, and timing in order to arrive at consolidated and integrated programme, e.g. LED programme. **An operation strategy should include:** • *Sector Plans alignment.* • *Financial Plan* • *Capital Investment Plan*		

	• *Spatial Development Framework* • *Integrated sector programmes (LED, HIV, poverty alleviation, gender equity etc)* • *Performance Management System* • *Integrated Waste Management Plan* • *Disaster Management Plan* • *Climate change plan* • *Institutional plan*		
	Tabling and approval of an adjustment Budget and Revised SDBIP to a special council meeting	29 February 2024	MM
Phase 5	**Approval phase** **Submit the IDP to the council for consideration and approval:** • *Tabling of the draft IDP to council* • *Public comment on the draft IDP/Budget* • *Approval of final IDP*		
	• Municipal Wide Strategic Session	04 – 08 March 2024	MM
	• IGR	14 March 2024	MM
	• IDP & Budget Steering Committee to finalize service delivery agreements and entities, finalize organogram, finalize proposed national and provincial allocations and review district municipality allocation	13 March 2024	BTO/ IDP
	• IDP Rep Forum	20 March 2024	MM
	• CHDM Rep Forum		CHDM
	• Mayor tables draft IDP/ budget, draft service delivery agreements and draft budget related policies and tariff increases	28 March 2024	Executive Mayor
	• Advertise for comments & public participation on draft IDP/Budget • , service delivery plans, resolutions, service delivery agreements, budget related policies and tariff increases in the local newspaper ***(21 Days***)	05 April 2024	IDP/BTO
	• 3RDQuarter reviews	10- 11 April 2024	MM
	• IDP/Budget Roadshows (Mayoral Imbizos) for comments by communities- ***Public Participartion month***	02- 19 April 2024	Executive Mayor
	• 2024/25 Treasury Benchmarking Engagement	23 April 2024	PT
	• IGR	25 April 2024	MM
	• IDP/ Budget Steering committee • Finalization of the 2024/25 IDP and 2024/26 MTREF, taking into consideration comments received from the public, comments from	07 May 2024	IDP/ BTO

	National Treasury, and updated information from the most recent Division of Revenue Bill and financial framework.		
	PMS Committee	10 May 2024	**MM**
	IDP/Budget/PMS Representative Forum	16 May 2024	
	• Council approves final IDP & budget with related policies and tariff increases of National and Provincial Treasury (SOMA)	31 May 2024	Executive Mayor
	• Submit budget and service delivery plans, resolutions, service delivery agreements,	05 June 2024	IDP/ BTO
	• Final IDP Submitted to MEC for Local Government	07June 2024	IDP/ MM
	• Submission of SDBIP 2024/2025 to the Executive Mayor	11 June 2024	MM
	• IDP/Budget/ PMS Steering committee (Performance Agreements & SDBIP)	13 June 2024	IDP/MM
	• Final SDBIP and draft performance agreements of section 56 Managers submitted to Mayor	23 June 2024	MM
	• Ordinary Council Meeting	28 June 2024	EMLM Council
	• SDBIP submitted to Provincial Treasury & MEC for Local Government and AG		IDP/ BTO

TABLE 2: MUNICIPAL ROLES AND RESPONSIBILITIES.

Role Players	Roles and Responsibilities
COUNCIL	• Approve and adopt the Process plan as well as IDP / Budget • Monitor implementation and approve any amendments of the plan when it is necessary

EXECUTIVE MAYOR & MAYCO	• Consider IDP/ Budget Process Plan and submit to Council for approval. • Overall management, coordination, and monitoring of the IDP Process • Assign and delegate responsibilities in this regard to the Interim Municipal Manager • Submission of Draft IDP/ Budget to Council for approval • Submit Final IDP and Budget to Council for adoption. • Provide political guidance in IDP and Budget (Sec, 53 (a) of the MFMA Act of 2003 • Coordinate plans and timetables for budget. • Exercise close oversight on Budget preparation process. • Overall monitoring of public participation process.
WARD COUNCILLOR/ WARD COMMITTEES	• Form a link between the Municipality and residents. • Link the IDP process to their respective wards. • Assist in organizing of public consultation and participation. • Monitor the implementation of IDP with respect to their wards. • Encourage residents to take part in the IDP process
MUNICIPAL MANAGER	• Managing and coordinating the entire IDP process as assigned by the Executive Mayor. • Chair the IDP Steering Committee. • Fulfil the duties of the Accounting Officer as set out in Sec, 68 and 69 of the MFMA 56, Act of 2003.

IDP MANAGER	• Prepare IDP process plan and monitor timeous implementation. • Day to day management and coordination of the IDP process • Ensure stakeholder engagement in IDP process by organizing and setting up meetings for engagement. • Ensure that the IDP process is participatory, and that planning is ward- based oriented. • Respond to public and the MEC comments on the Draft IDP/ Budget. • Compile a comprehensive, neat and presentable IDP document that compiles with all legislative requirements. • Amend IDP document in accordance with the comments of the MEC
PUBLIC PARTICIPATION UNIT	• Assist the Speaker to coordinate the process of establishing ward committees. • Assist IDP Manager to coordinate all IDP activities. • Responsible for logistical arrangements pertaining to ward committee meetings. • The responsibility to meet regularly with the ward committees to ensure appropriate communication with the communities through the ward committee structure. • The responsibility to ensure that representation is made through ward committees and ward Councillors are channelled to the appropriate structures for further attention.
HEADS OF DEPARTMENTS	• Provide relevant technical, sector and financial information for analysis for determining priority issues. • Provide technical expertise in consideration and finalization of strategies and identification of projects. • Provide departmental, operational and capital budgetary information. • Preparation of project proposals, integration of projects and sector programmes.
IDP/ BUDGET STEERING COMMITTEE	• Refinement and quality check of IDP document to ensure compliance with legislation. • Consist of Acting Municipal Manager, Senior Managers, IDP Manager, Mayor/ Speaker.

	• To provide technical assistance to the Mayor in discharging responsibilities set out in Sec, 53 of MFMA.
IDP REPRESENTATIVE FORUM	• Provide a conducive organizational platform for discussion, negotiation as well as decision making for key stakeholders. • Interests of constituencies are well presented in the IDP process. • Processes in planning, implementation and performance are monitored. • Involves the Executive Mayor & Mayoral Committee, Councillors, Ward Committees, Interim Municipal Manager, Directors, key stakeholders, representatives of interest groups, NGO's, Government Departments.

CHAPTER 2 : SITUATIONAL ANALYSIS

2.1 Locality in Context

2.1.1 Geography, History and Economy

Area: 13 584km² ***Description:*** Enoch Mgijima Local Municipality is situated within the Chris Hani District in the central part of the Eastern Cape Province. It was established by the amalgamation of the Tsolwana, Inkwanca and Lukhanji Local Municipalities in August 2016. The municipality is made up of former Transitional Local Councils (TLCs), Transitional Regional Councils (TRCs), urban canters, townships and rural villages.

Enoch Mgijima municipal area is an economic hub, due to its strategic position in the Chris Hani District Municipality. It is positioned in the middle of the national corridors to the Gauteng, Western Cape, KwaZulu-Natal, Northern Cape and Free State provinces. Parts of the municipality are developed with the relevant infrastructure so that modes of transport such as railway, road and a small airport are available to be utilized. Other parts of the region are experiencing a low economic growth rate, with high levels of unemployment and poverty in the towns.The area has a rich historical background dating back to the 18th century, with a number of monuments and key places of interest.

Cities/Towns: Hofmeyr, Molteno, Queenstown, Sada, Sterkstroom, Tarkastad, Whittlesea ***Main Economic Sectors:*** Agriculture, general government services, finance and business, wholesale, retail and catering, community services.


Middelburg
Rosmead
Molteno
Sterkstroom
Hofmeyr
ENOCH MGIJIMA
INXUBA
YETHEMBA
Cradock
Tarkastad
Queenstown
Whittlesea
Sada
Dordrecht
Indwe
EMALAHLENI
Lady Frere
Elliot
SAKHISIZWE
Cala
ENGCOBO
INTSIKA
YETHU
Tsomo
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2.2 Re-Determination of Municipal Boundaries

The MBD Circular 8/2015 pertains to the re-determination of municipal boundaries in terms of Section 21 of the Local Government: Municipal Demarcation Act of 1998. Through this circular, the Chairperson of the Demarcation Board has informed the Speakers and Municipal Managers of the above mentioned municipalities, the Speaker of the Chris Hani District Municipality, the MEC for Eastern Department of Local Government and Traditional Affairs as well as various other government departments and government entities, that the Municipal Demarcation Board of South Africa ("MBD") has decided to determine or re-determine certain municipal boundaries in terms of Section 21 of the Local Government: Municipal Demarcation Act of 1998, as set out in the draft notice attached as Annexure A to the circular referred to herein.

In terms of *Section 21 of the Local Government: Municipal Demarcation Act of 1998,* the MBD has: -

"(a) Re-determined the boundaries of the three municipalities' referred herein by amalgamating the remaining portion of the municipal area of Tsolwana with the municipal areas of Inkwanca and Lukhanji.

(b) Determined the municipal boundaries of the new Category B municipal area."

Section 12 notice was issued that established the new entity: Enoch Mgijima Local Municipality: EC 139.

2.3 Statistical overview: Enoch Mgijima Local Municipality

The following Statistical Overview Report aims to quantify the economic, demographic, and socio-economic environment of Enoch Mgijima Local Municipality in context of its neighboring regions, the district, the province, and South Africa. A better understanding of the demographic, economic and socio-economic environment could inform stakeholders to implement and monitor plans and policies that will allow for a healthy, growing, and inclusive economy and society.

Understanding the changes in the composition of the population with respect to population group, age and gender is vital in the face of growing pressure on food, energy, water, jobs and social support on the country's citizens. An understanding of how the total fertility rates, age-specific fertility rates, sex ratios at birth, life expectancies and international migration affect the respective population groups, ages and genders is essential for effective planning on a spatial level. The first section of the Statistical Overview Report will aim to disentangle the changes in the Enoch Mgijima Local Municipality demographics in context of other locals of the region, the districts, the Province and South Africa.

The second section will provide insights into the economic environment of Enoch Mgijima Local Municipality in relation to the other local municipality in the region, the district, the province and South Africa's performance. The changing economic environment subsequently influences the ability of the economy to create jobs. This section will therefore also include analysis on the employment and subsequent income dynamics of Enoch Mgijima Local Municipality.

The third component of the Statistical Overview will investigate issues pertaining to the socio-economic environment of residents in Enoch Mgijima Local Municipality. Analysis will include a review of the Human Development Index (HDI), Gini, poverty, education, population density, crime, bulk infrastructure, international trade and tourism indicators relative to that of the other locals of the region, the districts, the Province and South Africa.

Demography

"Demographics", or "population characteristics", includes analysis of the population of a region. Distributions of values within a demographic variable, and across households, as well as trends over time are of interest.

In this section, an overview is provided of the demography of the Enoch Mgijima Local Municipality and all its neighbouring regions, Chris Hani District Municipality, Eastern Cape Province, and South Africa as a whole.

Total population

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

TABLE 1. TOTAL POPULATION - ENOCH MGIJIMA, CHRIS HANI, EASTERN CAPE AND NATIONAL TOTAL, 2012-2022 [NUMBERS PERCENTAGE]

	Enoch Mgijima	Chris Hani	Eastern Cape	National Total	Enoch Mgijima as % of district municipality	Enoch Mgijima as % of province	Enoch Mgijima as % of national
2012	257,000	820,000	6,750,000	52,800,000	*31.3%*	*3.8%*	*0.49%*
2013	260,000	824,000	6,810,000	53,700,000	*31.5%*	*3.8%*	*0.48%*
2014	262,000	829,000	6,880,000	54,500,000	*31.7%*	*3.8%*	*0.48%*
2015	265,000	835,000	6,950,000	55,300,000	*31.8%*	*3.8%*	*0.48%*
2016	268,000	841,000	7,020,000	56,200,000	*31.9%*	*3.8%*	*0.48%*
2017	271,000	848,000	7,100,000	57,000,000	*32.0%*	*3.8%*	*0.48%*
2018	275,000	856,000	7,180,000	57,900,000	*32.1%*	*3.8%*	*0.47%*
2019	278,000	864,000	7,250,000	58,800,000	*32.2%*	*3.8%*	*0.47%*
2020	281,000	872,000	7,330,000	59,600,000	*32.2%*	*3.8%*	*0.47%*
2021	284,000	879,000	7,400,000	60,300,000	*32.3%*	*3.8%*	*0.47%*
2022	297,055	887,000	7,470,000	61,100,000	*32.3%*	*3.8%*	*0.47%*
Average Annual growth							
2012-2022	***1.10***%	***0.79***%	***1.02***%	***1.47***%			

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

With 297 055 people, the Enoch Mgijima Local Municipality housed 0.5% of South Africa's total population in 2022. Between 2012 and 2022 the population growth averaged 1.10% per annum which is slightly lower than the growth rate of South Africa as a whole (1.47%). Compared to Chris Hani's average annual growth rate (0.79%), the growth rate in Enoch Mgijima's population at 1.10% was slightly higher than that of the district municipality.

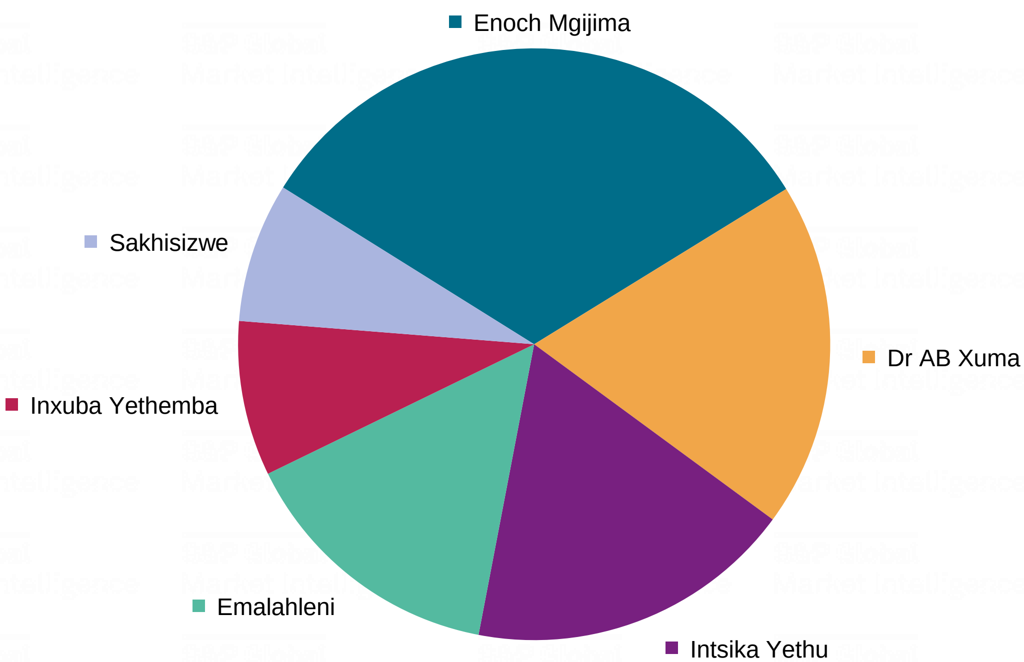

CHART 1. TOTAL POPULATION - ENOCH MGIJIMA AND THE REST OF CHRIS HANI, 2022 [PERCENTAGE]

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

When compared to other regions, the Enoch Mgijima Local Municipality accounts for a total population of 297,055, or 32.3% of the total population in the Chris Hani District Municipality, which is the most populous region in the Chris Hani District Municipality for 2022. The ranking in terms of the size of Enoch Mgijima compared to the other regions remained the same between 2012 and 2022. In terms of its share the Enoch Mgijima Local Municipality was slightly larger in 2022 (32.3%) compared to what it was in 2012 (31.3%).When looking at the average annual growth rate, it is noted that Enoch Mgijima ranked second (relative to its peers in terms of growth) with an average annual growth rate of 1.1% between 2012 and 2022.

Population projections

Based on the present age-gender structure and the present fertility, mortality and migration rates, Enoch Mgijima's population is projected to grow at an average annual rate of 1.2% from 297 055 in 2022 to 304 000 in 2027.

TABLE 2. POPULATION PROJECTIONS - ENOCH MGIJIMA, CHRIS HANI, EASTERN CAPE AND NATIONAL TOTAL, 2022-2027 [NUMBERS PERCENTAGE]

	Enoch Mgijima	Chris Hani	Eastern Cape	National Total	Enoch Mgijima as % of district municipality	Enoch Mgijima as % of province	Enoch Mgijima as % of national
2022	297,055	887,000	7,470,000	61,100,000	*32.3%*	*3.8%*	*0.47%*
2023	290,000	896,000	7,550,000	61,900,000	*32.4%*	*3.8%*	*0.47%*
2024	293,000	905,000	7,630,000	62,700,000	*32.4%*	*3.8%*	*0.47%*
2025	297,000	914,000	7,710,000	63,500,000	*32.4%*	*3.9%*	*0.47%*
2026	300,000	924,000	7,780,000	64,300,000	*32.5%*	*3.9%*	*0.47%*
2027	304,000	934,000	7,860,000	65,100,000	*32.5%*	*3.9%*	*0.47%*
Average Annual growth							
2022-2027	***1.15***%	***1.03***%	***1.02***%	***1.27***%			

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

The population projection of Enoch Mgijima Local Municipality shows an estimated average annual growth rate of 1.2% between 2022 and 2027. The average annual growth rate in the population over the projection period for Chris Hani District Municipality, Eastern Cape Province and South Africa is 1.0%, 1.0% and 1.3% respectively. The Eastern Cape Province is estimated to have an average growth rate of 1.0% which is very similar than that of the Enoch Mgijima Local Municipality. The South Africa as a whole is estimated to have an average annual growth rate of 1.3% which is very similar than that of Enoch Mgijima's projected growth rate.

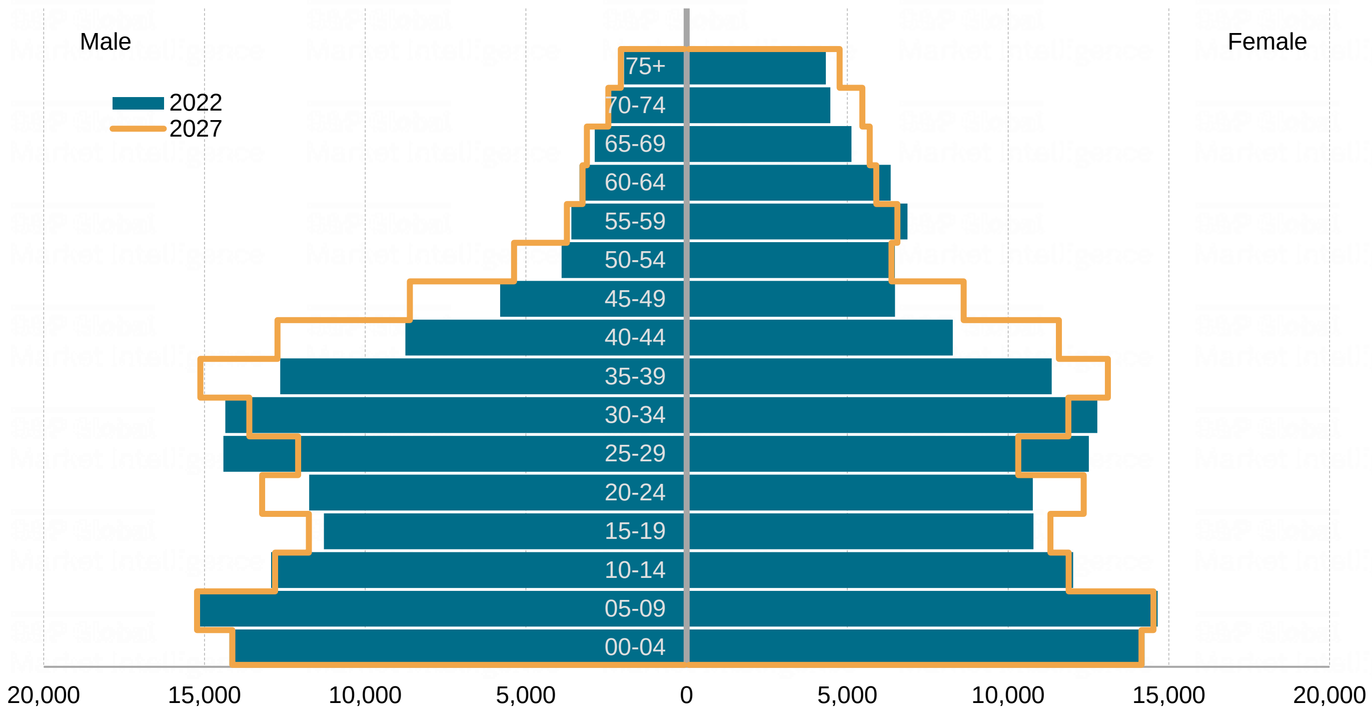

CHART 2. POPULATION PYRAMID - ENOCH MGIJIMA LOCAL MUNICIPALITY, 2022 VS. 2027 [PERCENTAGE]

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

The population pyramid reflects a projected change in the structure of the population from 2022 and 2027. The differences can be explained as follows:

- In 2022, there is a significantly larger share of young working age people between 20 and 34 (26.7%), compared to what is estimated in 2027 (24.2%). This age category of young working age population will decrease over time.
- The fertility rate in 2027 is estimated to be slightly higher compared to that experienced in 2022.
- The share of children between the ages of 0 to 14 years is projected to be significantly smaller (27.2%) in 2027 when compared to 2022 (29.0%).

In 2022, the female population for the 20 to 34 years age group amounts to 12.6% of the total female population while the male population group for the same age amounts to 14.1% of the total male population. In 2027, the male working age population at 12.8% still exceeds that of the female population working age population at 11.4%, although both are at a lower level compared to 2022.

Population by population group, gender and age

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

TABLE 3. POPULATION BY GENDER - ENOCH MGIJIMA AND THE REST OF CHRIS HANI DISTRICT MUNICIPALITY, 2022 [NUMBER].

	Male	Female	Total
Enoch Mgijima	139,231	147,506	297,055
Inxuba Yethemba	36,575	38,564	75,139
Intsika Yethu	77,704	81,280	158,984
Emalahleni	63,603	67,550	131,153
Dr AB Xuma	78,374	89,136	167,510
Sakhisizwe	33,413	34,278	67,691
Chris Hani	**428,900**	**458,313**	**887,214**

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024.

Enoch Mgijima Local Municipality's male/female split in population was 94.4 males per 100 females in 2022. The Enoch Mgijima Local Municipality appears to be a fairly stable population with the share of female population (51.44%) being very similar to the national average of (51.07%). In total there were 148 000 (51.44%) females and 139 000 (48.56%) males. This is different from the Chris Hani District Municipality as a whole where the female population counted 458 000 which constitutes 51.66% of the total population of 887 000.

TABLE 4. POPULATION BY POPULATION GROUP, GENDER AND AGE - ENOCH MGIJIMA LOCAL MUNICIPALITY, 2022 [NUMBER].

	African		White		Coloured		Asian	
	Female	Male	Female	Male	Female	Male	Female	Male
00-04	13,400	13,500	199	207	544	497	66	59
05-09	14,000	14,200	171	213	455	668	49	47
10-14	11,300	12,200	138	145	533	537	40	62
15-19	10,200	10,600	132	177	414	477	38	21
20-24	10,100	11,000	145	143	441	506	51	80
25-29	11,700	13,500	257	257	457	504	53	187
30-34	11,900	13,400	247	287	520	498	91	191
35-39	10,600	11,900	260	262	418	397	51	111
40-44	7,660	8,080	211	216	344	321	64	130
45-49	5,820	5,080	287	281	330	366	44	75
50-54	5,840	3,240	337	353	288	254	14	44
55-59	6,290	3,060	251	259	297	240	34	24

	African		White		Coloured		Asian	
	Female	Male	Female	Male	Female	Male	Female	Male
60-64	5,890	2,850	256	254	177	205	29	24
65-69	4,730	2,470	258	237	135	144	5	8
70-74	4,120	1,940	159	248	189	149	5	12
75+	3,930	1,770	218	117	169	50	9	8
Total	138,000	129,000	3,520	3,660	5,710	5,810	640	1,080

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024.

In 2022, the Enoch Mgijima Local Municipality's population consisted of 92.88% African (266 000), 2.50% White (7 180), 4.02% Coloured (11 500) and 0.60% Asian (1 720) people.

The largest share of population is within the young working age (25-44 years) age category with a total number of 95 100 or 33.2% of the total population. The age category with the second largest number of people is the babies and kids (0-14 years) age category with a total share of 29.0%, followed by the teenagers and youth (15-24 years) age category with 44 600 people. The age category with the least number of people is the retired / old age (65 years and older) age category with only 21 100 people, as reflected in the population pyramids below.

Population pyramids

Definition: A population pyramid is a graphic representation of the population categorised by gender and age, for a specific year and region. The horizontal axis depicts the share of people, where the male population is charted on the left-hand side and the female population on the right-hand side of the vertical axis. The vertical axis is divided in 5-year age categories.

With the African population group representing 92.9%of the Enoch Mgijima Local Municipality's total population, the overall population pyramid for the region will mostly reflect that of the African population group. The chart below compares Enoch Mgijima's population structure of 2022 to that of South Africa.

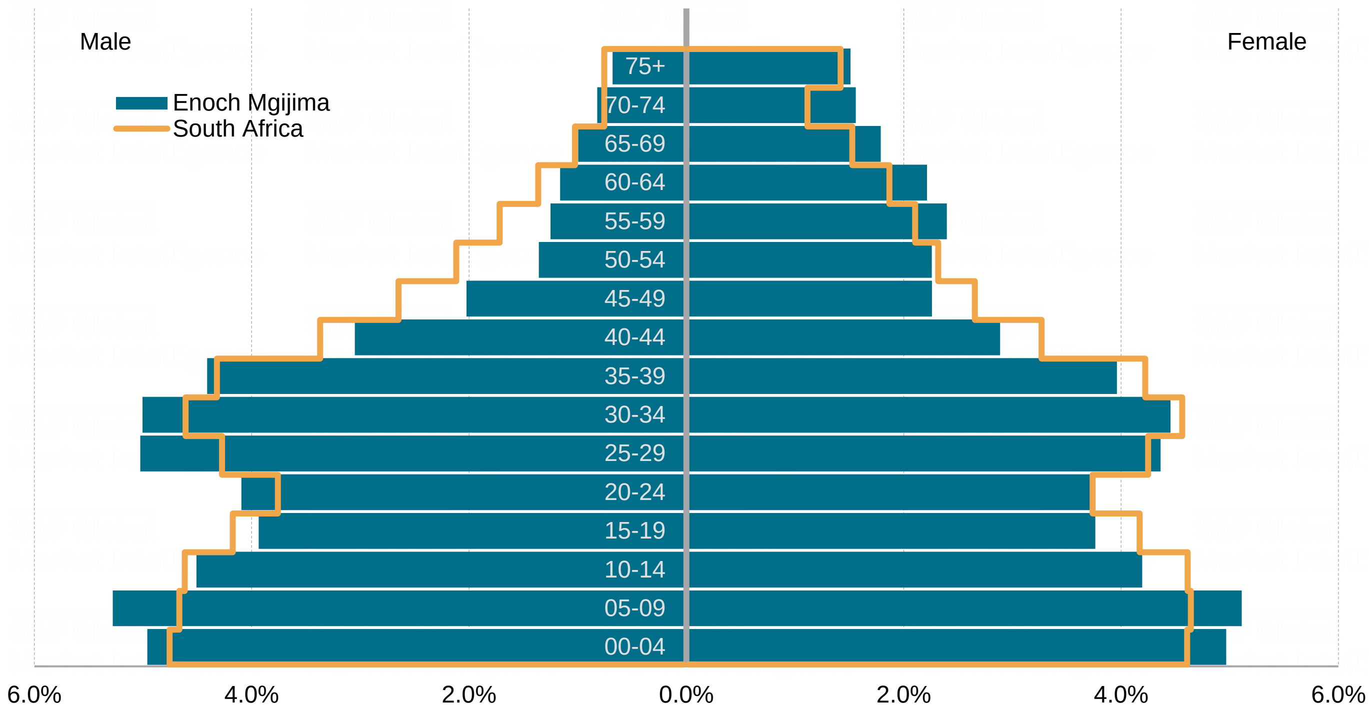

CHART 3. POPULATION PYRAMID - ENOCH MGIJIMA LOCAL MUNICIPALITY VS. SOUTH AFRICA, 2022 [PERCENTAGE]

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

By comparing the population pyramid of the Enoch Mgijima Local Municipality with the national age structure, the most significant differences are:

- There is a significantly larger share of young working age people - aged 20 to 34 (26.7%) - in Enoch Mgijima, compared to the national picture (25.2%).
- Fertility in Enoch Mgijima is slightly higher compared to South Africa as a whole.
- Spatial policies changed since 1994.
- The share of children between the ages of 0 to 14 years is significantly larger (29.0%) in Enoch Mgijima compared to South Africa (27.9%). Demand for expenditure on schooling as percentage of total budget within Enoch Mgijima Local Municipality will therefore be higher than that of South Africa.

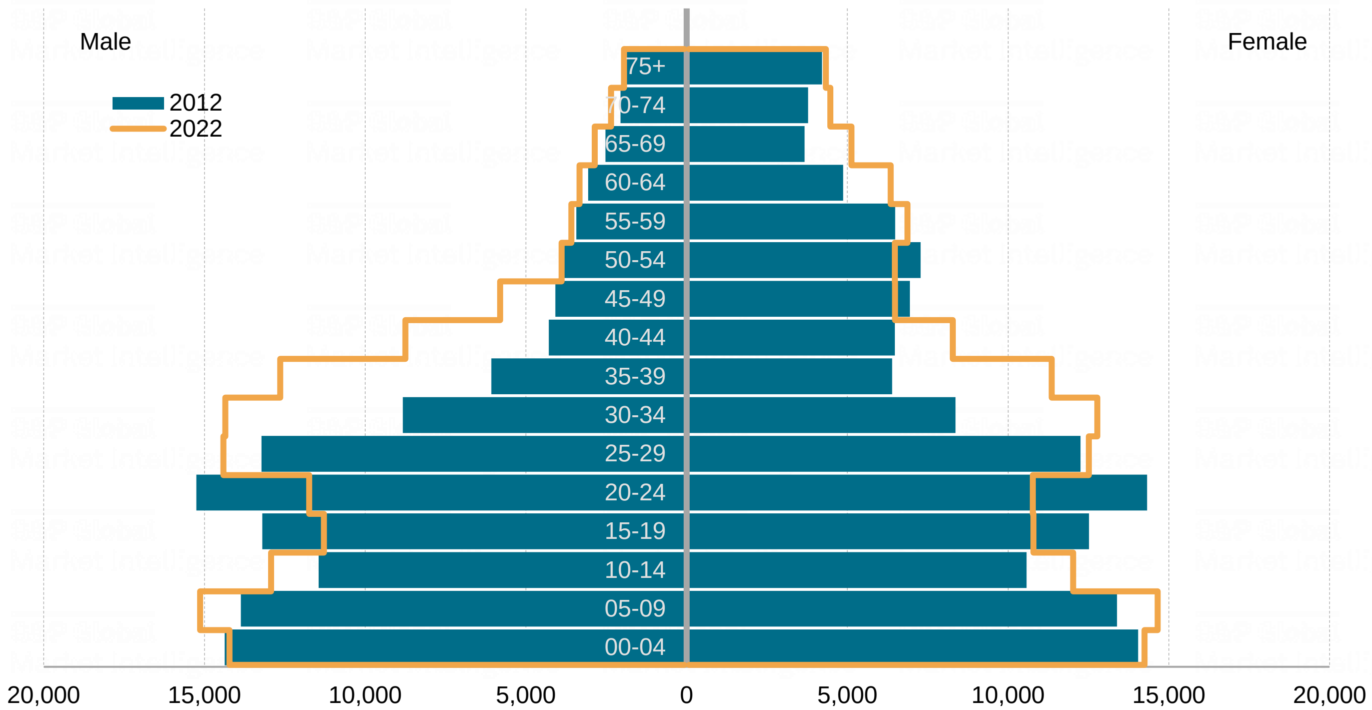

CHART 4. POPULATION PYRAMID - ENOCH MGIJIMA LOCAL MUNICIPALITY, 2012 VS. 2022 [PERCENTAGE]

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

When comparing the 2012 population pyramid with the 2022 pyramid for the Enoch Mgijima Local Municipality, some interesting differences are visible:

- In 2012, there were a significantly larger share of young working age people - aged 20 to 34 (28.1%) - compared to 2022 (26.7%).
- Fertility in 2012 was slightly higher compared to that of 2022.
- The share of children between the ages of 0 to 14 years is significantly larger in 2012 (30.2%) compared to 2022 (29.0%).
- Life expectancy is increasing.

In 2022, the female population for the 20 to 34 years age group amounted to 13.6% of the total female population while the male population group for the same age amounted to 14.5% of the total male population. In 2012 the male working age population at 14.1% still exceeds that of the female population working age population at 12.6%.

Number of households by population group

Definition: A household is either a group of people who live together and provide themselves jointly with food and/or other essentials for living, or it is a single person living on his/her own. An individual is considered part of a household if he/she spends at least four nights a week within the household. To categorise a household according to population group, the population group to which the head of the household belongs, is used.

If the number of households is growing at a faster rate than that of the population it means that the average household size is decreasing, and vice versa. In 2022, the Enoch Mgijima Local Municipality comprised of 96 791 households. This equates to an average annual growth rate of 1.41% in the number of households from 2012 to 2022. With an average annual growth rate of 1.10% in the total population, the average household size in the Enoch Mgijima Local Municipality is by implication decreasing. This is confirmed by the data where the average household size in 2012 decreased from approximately 3.7 individuals per household to 3.6 persons per household in 2022.

TABLE 5. NUMBER OF HOUSEHOLDS - ENOCH MGIJIMA, CHRIS HANI, EASTERN CAPE AND NATIONAL TOTAL, 2012-2022 [NUMBER PERCENTAGE]

	Enoch Mgijima	Chris Hani	Eastern Cape	National Total	Enoch Mgijima as % of district municipality	Enoch Mgijima as % of province	Enoch Mgijima as % of national
2012	68,900	217,000	1,730,000	14,600,000	*31.8%*	*4.0%*	*0.47%*
2013	69,600	218,000	1,750,000	14,900,000	*31.9%*	*4.0%*	*0.47%*
2014	70,000	219,000	1,760,000	15,200,000	*32.0%*	*4.0%*	*0.46%*
2015	71,400	222,000	1,790,000	15,600,000	*32.2%*	*4.0%*	*0.46%*
2016	73,100	227,000	1,830,000	16,000,000	*32.3%*	*4.0%*	*0.46%*
2017	75,000	232,000	1,880,000	16,300,000	*32.4%*	*4.0%*	*0.46%*
2018	76,100	235,000	1,900,000	16,400,000	*32.4%*	*4.0%*	*0.46%*
2019	74,800	230,000	1,870,000	16,400,000	*32.5%*	*4.0%*	*0.46%*
2020	73,500	226,000	1,840,000	16,400,000	*32.6%*	*4.0%*	*0.45%*
2021	75,600	231,000	1,890,000	16,700,000	*32.7%*	*4.0%*	*0.45%*
2022	79,300	242,000	1,980,000	17,200,000	*32.8%*	*4.0%*	*0.46%*
Average Annual growth							
2012-2022	***1.41***%	***1.11***%	***1.33***%	***1.62***%			

Source: **South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024.** © **2024** S&P Global.

Relative to the district municipality, the Enoch Mgijima Local Municipality had a higher average annual growth rate of 1.41% from 2012 to 2022. In contrast, the province had an average annual growth rate of 1.33% from 2012. The South Africa as a whole had a total of 17.2 million households, with a growth rate of 1.62%, thus growing at a higher rate than the Enoch Mgijima.

The composition of the households by population group consists of 92.6% which is ascribed to the African population group with the largest amount of households by population group. The Coloured population group had a total composition of 3.6% (ranking second). The White population group had a total composition of 3.2% of the total households. The smallest population group by households is the Asian population group with only 0.6% in 2022.

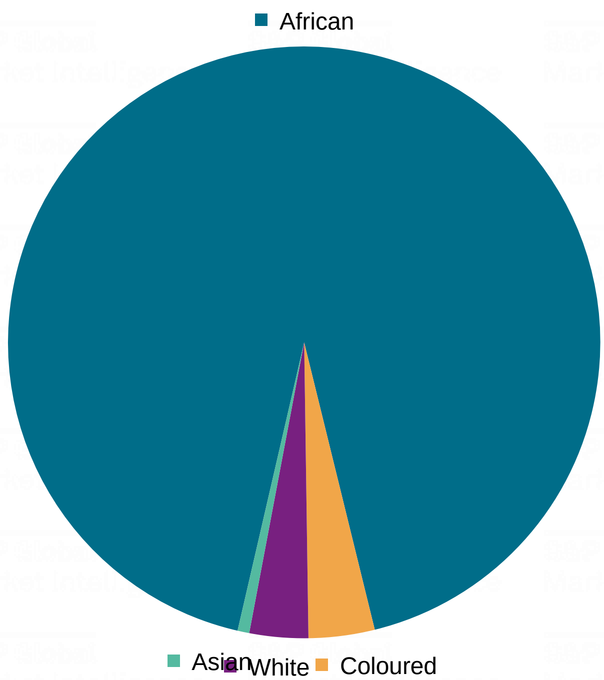

CHART 5. NUMBER OF HOUSEHOLDS BY POPULATION GROUP - ENOCH MGIJIMA LOCAL MUNICIPALITY, 2022 [PERCENTAGE]

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024.

The growth in the number of African headed households was on average 1.48% per annum between 2012 and 2022, which translates in the number of households increasing by 10 000 in the period. Although the Asian population group is not the biggest in size, it was however the fastest growing population group between 2012 and 2022 at 4.22%. The average annual growth rate in the number of households for all the other population groups has increased with 1.40%.

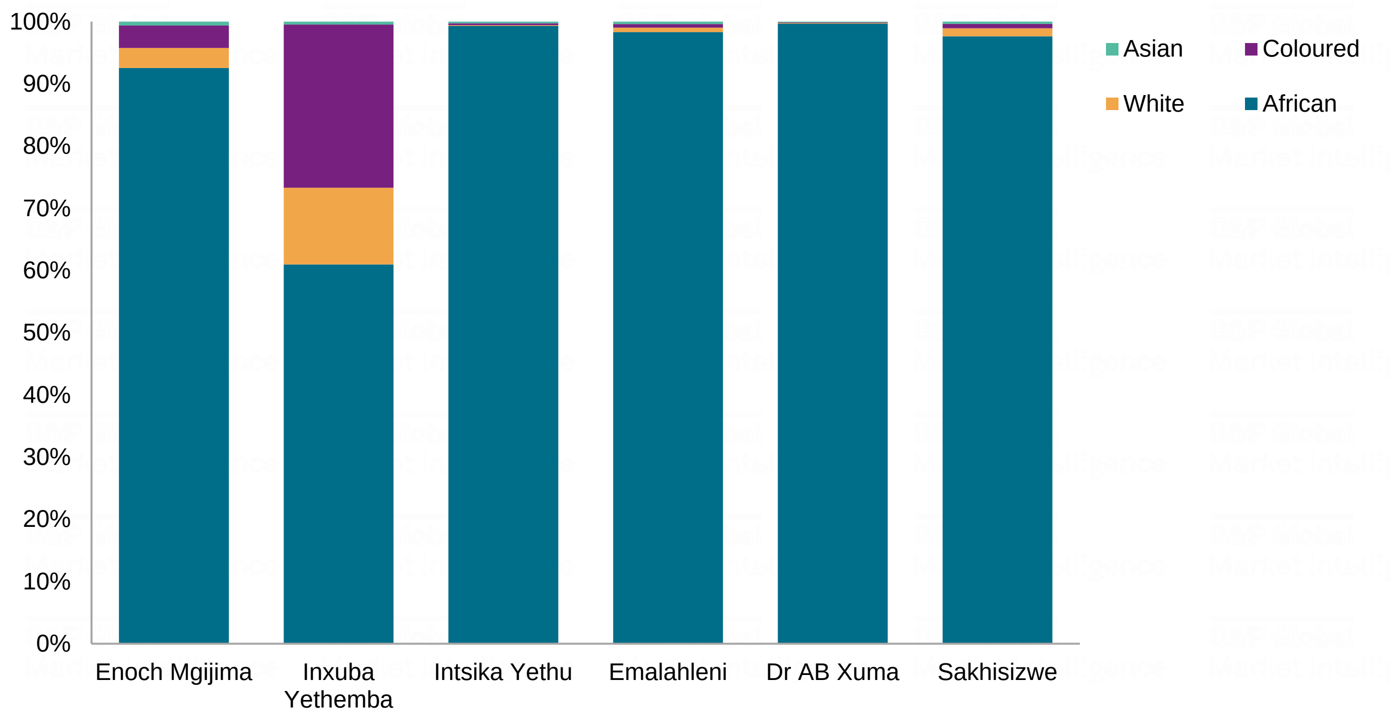

CHART 6. NUMBER OF HOUSEHOLDS BY POPULATION GROUP - ENOCH MGIJIMA LOCAL MUNICIPALITY AND THE REST OF CHRIS HANI, 2022 [PERCENTAGE]

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

HIV+ and AIDS estimates

HIV and AIDS can have a substantial impact on the growth of a particular population. However, there are many factors affecting the impact of the HIV virus on population progression: adult HIV prevalence rates; the speed at which the virus progresses; age distribution of the virus; the mother-to-child transmission; child treatment; adult treatment; and the percentage by which the virus decreases total fertility. ARV treatment can also prolong the lifespan of people that are HIV+. In the absence of any treatment, people diagnosed with HIV live for approximately 10 years before reaching the final stage of the disease (called AIDS). When patients reach this stage, recovery is highly unlikely.

HIV+ and AIDS estimates are defined as follows:

The HIV+ estimates are calculated by using the prevalence rates from the HIV/AIDS model built by the Actuarial Society of Southern Africa (ASSA-2008). These rates are used as base rates on a provincial level. S&P Global slightly adjusted the provincial ASSA-2008 data to more accurately reflect the national HIV Prevalence rate per population group as used in the national demographic models. The ASSA model in turn uses the prevalence rates from various primary data sets, in particular the HIV/AIDS surveys conducted by the Department of Health and the Antenatal clinic surveys. Their rates are further adjusted for over-reporting and then smoothed.

TABLE 6. NUMBER OF HIV+ PEOPLE - ENOCH MGIJIMA, CHRIS HANI, EASTERN CAPE AND NATIONAL TOTAL, 2012-2022 [NUMBER AND PERCENTAGE]

	Enoch Mgijima	Chris Hani	Eastern Cape	National Total	Enoch Mgijima as % of district municipality	Enoch Mgijima as % of province	Enoch Mgijima as % of national
2012	31,500	92,400	746,000	6,630,000	*34.1%*	*4.2%*	*0.48%*
2013	32,100	94,000	759,000	6,770,000	*34.1%*	*4.2%*	*0.47%*
2014	32,700	95,700	772,000	6,910,000	*34.2%*	*4.2%*	*0.47%*
2015	33,400	97,500	786,000	7,050,000	*34.2%*	*4.2%*	*0.47%*
2016	34,000	99,300	799,000	7,200,000	*34.3%*	*4.3%*	*0.47%*
2017	34,700	101,000	815,000	7,360,000	*34.3%*	*4.3%*	*0.47%*
2018	35,500	104,000	830,000	7,530,000	*34.3%*	*4.3%*	*0.47%*
2019	36,300	106,000	847,000	7,710,000	*34.3%*	*4.3%*	*0.47%*
2020	37,100	108,000	863,000	7,900,000	*34.3%*	*4.3%*	*0.47%*
2021	37,900	110,000	879,000	8,090,000	*34.3%*	*4.3%*	*0.47%*
2022	38,800	113,000	899,000	8,300,000	*34.3%*	*4.3%*	*0.47%*
Average Annual growth							
2012-2022	***2.12***%	***2.06***%	***1.89***%	***2.27***%			

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024.

In 2022, 38 800 people in the Enoch Mgijima Local Municipality were infected with HIV. This reflects an increase at an average annual rate of 2.12% since 2012, and in 2022 represented 13.55% of the local municipality's total population. The Chris Hani District Municipality had an average annual growth rate of 2.06% from 2012 to 2022 in the number of people infected with HIV, which is lower than that of the Enoch Mgijima Local Municipality. The number of infections in the Eastern Cape Province increased from 746,000 in 2012 to 899,000 in 2022. When looking at the South Africa as a whole it can be seen that the number of people that are infected increased from 2012 to 2022 with an average annual growth rate of 2.27%.

The lifespan of people that are HIV+ could be prolonged with modern ARV treatments. In the absence of any treatment, people diagnosed with HIV can live for 10 years and longer before they reach the final AIDS stage of the disease.

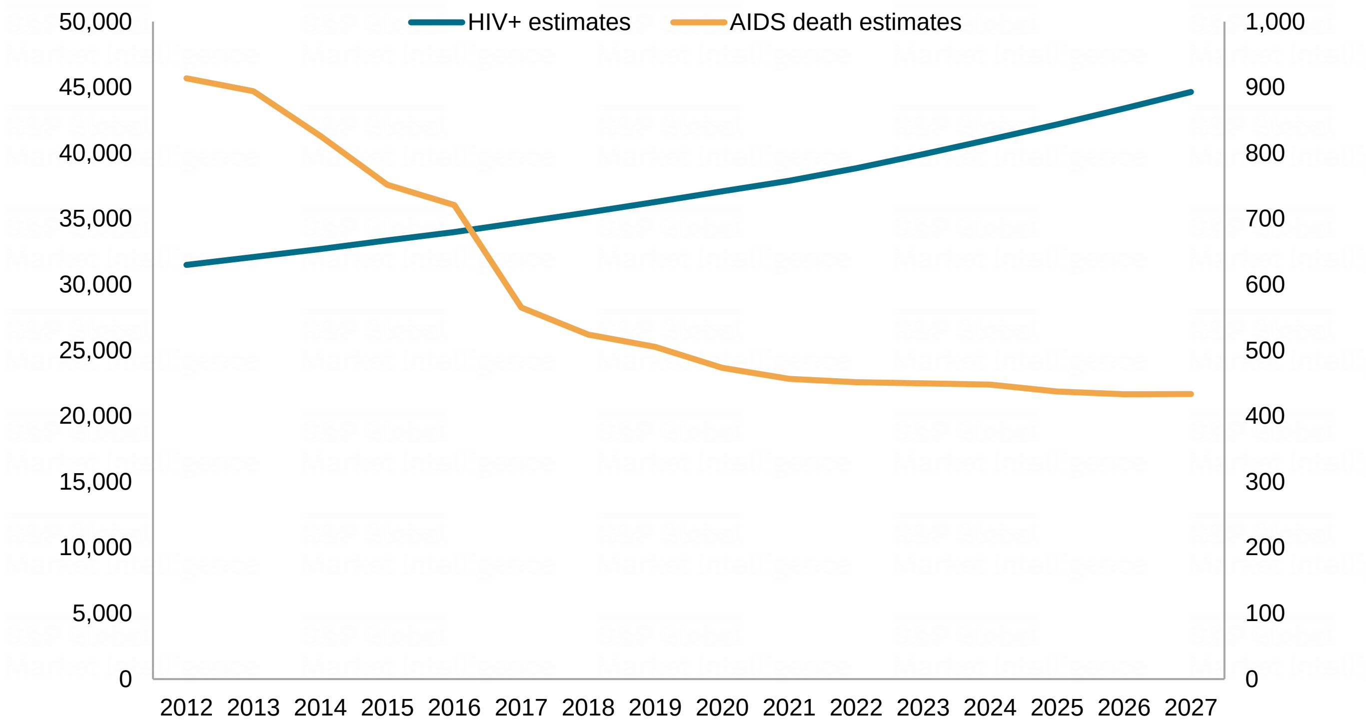

CHART 7. AIDS PROFILE AND FORECAST - ENOCH MGIJIMA LOCAL MUNICIPALITY, 2012-2027 [NUMBERS]

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024.

Presenting the number of HIV+ people against the number of people living with AIDS, the people with AIDS added up to 914 in 2012 and 451 for 2022. This number denotes an decrease from 2012 to 2022 with a high average annual rate of -6.81% (or -462 people). For the year 2022, they represented 0.16% of the total population of the entire local municipality.

Economy

The economic state of Enoch Mgijima Local Municipality is put in perspective by comparing it on a spatial level with its neighbouring locals, Chris Hani District Municipality, Eastern Cape Province and South Africa.

The Enoch Mgijima Local Municipality does not function in isolation from Chris Hani, Eastern Cape Province, South Africa and the world and now, more than ever, it is crucial to have reliable information on its economy for effective planning. Information is needed that will empower the municipality to plan and implement policies that will encourage the social development and economic growth of the people and industries in the municipality respectively.

Gross domestic product by region (GDP-R)

The gross domestic product (GDP), an important indicator of economic performance, is used to compare economies and economic states.

Definition: Gross domestic product by region (GDP-R) represents the value of all goods and services produced within a region, over a period of one year, plus taxes and minus subsidies.

GDP-R can be measured using either current or constant prices, where the current prices measures the economy in actual Rand, and constant prices measures the economy by removing the effect of inflation, and therefore captures the real growth in volumes, as if prices were fixed in a given base year.

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

	Enoch Mgijima	Chris Hani	Eastern Cape	National Total	Enoch Mgijima as % of district municipality	Enoch Mgijima as % of province	Enoch Mgijima as % of national
2012	10.4	21.6	287.2	3,566.4	*48.0%*	*3.6%*	*0.29%*
2013	11.1	23.2	309.6	3,868.6	*47.9%*	*3.6%*	*0.29%*
2014	11.9	24.9	330.8	4,133.9	*47.7%*	*3.6%*	*0.29%*
2015	12.7	26.7	354.1	4,420.8	*47.6%*	*3.6%*	*0.29%*
2016	13.6	28.7	379.0	4,759.6	*47.5%*	*3.6%*	*0.29%*
2017	14.5	30.5	403.4	5,078.2	*47.4%*	*3.6%*	*0.28%*
2018	15.1	31.8	420.9	5,363.2	*47.3%*	*3.6%*	*0.28%*
2019	15.6	33.1	437.2	5,625.2	*47.3%*	*3.6%*	*0.28%*
2020	15.5	32.8	430.3	5,568.0	*47.2%*	*3.6%*	*0.28%*
2021	17.0	36.0	472.9	6,208.8	*47.1%*	*3.6%*	*0.27%*
2022	17.9	38.0	501.0	6,628.6	*47.1%*	*3.6%*	*0.27%*

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

With a GDP of R 17.9 billion in 2022 (up from R 10.4 billion in 2012), the Enoch Mgijima Local Municipality contributed 47.08% to the Chris Hani District Municipality GDP of R 38 billion in 2022 increasing in the share of the Chris Hani from 47.99% in 2012. The Enoch Mgijima Local Municipality contributes 3.57% to the GDP of Eastern Cape Province and 0.27% the GDP of South Africa which had a total GDP of R 6.63 trillion in 2022 (as measured in nominal or current prices).It's contribution to the national economy stayed similar in importance from 2012 when it contributed 0.29% to South Africa, but it is lower than the peak of 0.29% in 2012.

TABLE 8. GROSS DOMESTIC PRODUCT (GDP) - ENOCH MGIJIMA, CHRIS HANI, EASTERN CAPE AND NATIONAL TOTAL, 2012-2022 [ANNUAL PERCENTAGE CHANGE, CONSTANT 2010 PRICES]

	Enoch Mgijima	Chris Hani	Eastern Cape	National Total
2012	1.1%	1.6%	1.9%	2.4%
2013	0.7%	0.9%	1.4%	2.5%
2014	1.2%	1.5%	0.8%	1.4%
2015	1.0%	1.3%	0.9%	1.3%
2016	1.0%	1.1%	0.8%	0.7%
2017	0.7%	1.1%	0.5%	1.2%
2018	1.0%	1.1%	1.1%	1.6%
2019	-0.1%	0.1%	0.1%	0.3%
2020	-5.4%	-5.4%	-5.8%	-6.0%
2021	4.5%	4.7%	4.9%	4.7%
2022	2.0%	2.0%	2.1%	1.9%
Average Annual growth 2012-2022	***0.64***%	***0.82***%	***0.64***%	***0.92***%

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024.

In 2022, the Enoch Mgijima Local Municipality achieved an annual growth rate of 2.02% which is a very similar GDP growth than the Eastern Cape Province's 2.08%, but is higher than that of South Africa, where the 2022 GDP growth rate was 1.91%. Contrary to the short-term growth rate of 2022, the longer-term average growth rate for Enoch Mgijima (0.64%) is slightly lower than that of South Africa (0.92%). The economic growth in Enoch Mgijima peaked in 2021 at 4.46%.

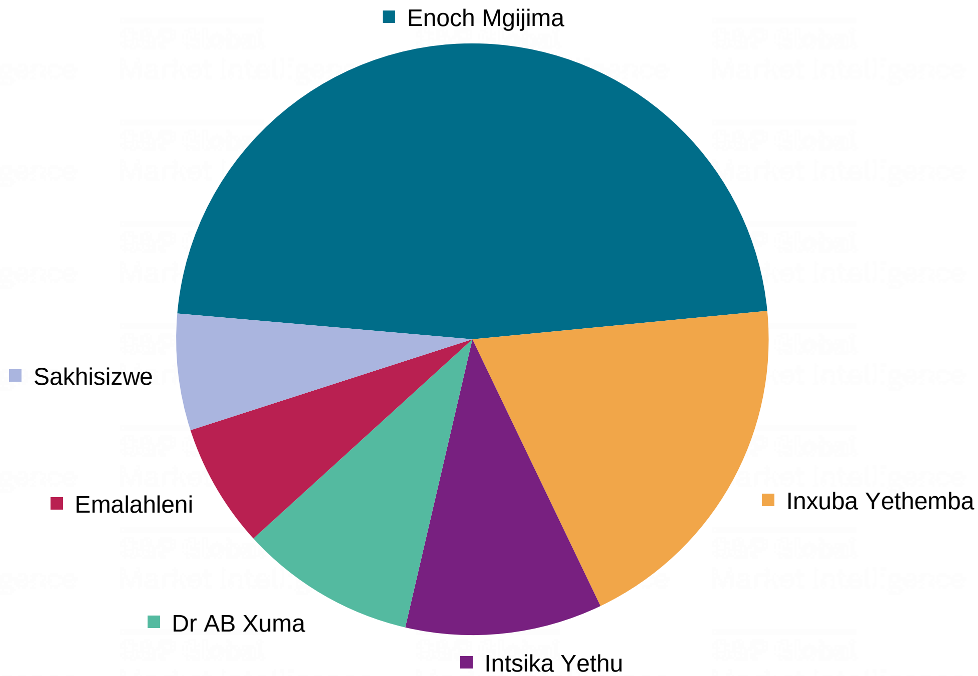

CHART 8. GROSS DOMESTIC PRODUCT (GDP) - ENOCH MGIJIMA LOCAL MUNICIPALITY AND THE REST OF CHRIS HANI, 2022 [PERCENTAGE]

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

The Enoch Mgijima Local Municipality had a total GDP of R 17.9 billion and in terms of total contribution towards Chris Hani District Municipality the Enoch Mgijima Local Municipality ranked highest relative to all the regional economies to total Chris Hani District Municipality GDP. This ranking in terms of size compared to other regions of Enoch Mgijima remained the same since 2012. In terms of its share, it was in 2022 (47.1%) slightly smaller compared to what it was in 2012 (48.0%). For the period 2012 to 2022, the average annual growth rate of 0.6% of Enoch Mgijima was the fourth relative to its peers in terms of growth in constant 2010 prices.

TABLE 9. GROSS DOMESTIC PRODUCT (GDP) - REGIONS WITHIN CHRIS HANI DISTRICT MUNICIPALITY, 2012 TO 2022, SHARE AND GROWTH

	2022 (Current prices)	Share of district municipality	2012 (Constant prices)	2022 (Constant prices)	Average Annual growth
Enoch Mgijima	17.87	*47.08%*	12.32	13.13	***0.64***%
Inxuba Yethemba	7.37	*19.41%*	4.89	5.54	***1.24***%
Intsika Yethu	4.08	*10.76%*	2.60	2.97	***1.34***%

Emalahleni	2.58	*6.78%*	1.81	1.91	***0.52***%
Dr AB Xuma	3.65	*9.60%*	2.51	2.63	***0.46***%
Sakhisizwe	2.41	*6.36%*	1.61	1.77	***0.99***%

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

Intsika Yethu had the highest average annual economic growth, averaging 1.34% between 2012 and 2022, when compared to the rest of the regions within Chris Hani District Municipality. The Inxuba Yethemba Local Municipality had the second highest average annual growth rate of 1.24%. Dr AB Xuma Local Municipality had the lowest average annual growth rate of 0.46% between 2012 and 2022.

Economic growth forecast

It is expected that Enoch Mgijima Local Municipality will grow at an average annual rate of 1.05% from 2022 to 2027. The average annual growth rate in the GDP of Chris Hani District Municipality and Eastern Cape Province is expected to be 1.18% and 1.47% respectively. South Africa is forecasted to grow at an average annual growth rate of 1.76%, which is higher than that of the Enoch Mgijima Local Municipality.

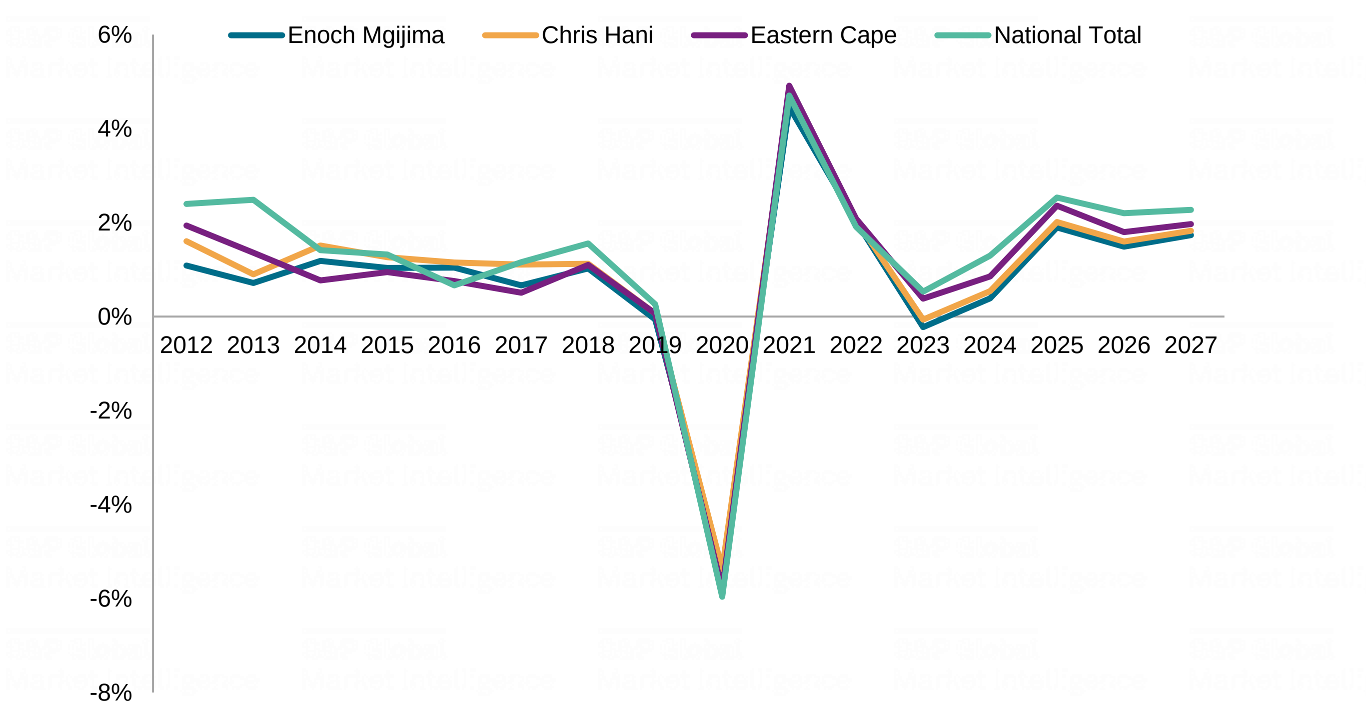

CHART 9. GROSS DOMESTIC PRODUCT (GDP) - ENOCH MGIJIMA, CHRIS HANI, EASTERN CAPE AND NATIONAL TOTAL, 2012-2027 [AVERAGE ANNUAL GROWTH RATE, CONSTANT 2010 PRICES]

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

In 2027, Enoch Mgijima's forecasted GDP will be an estimated R 13.8 billion (constant 2010 prices) or 46.7% of the total GDP of Chris Hani District Municipality. The ranking in terms of size of the Enoch Mgijima Local Municipality will remain the same between 2022 and 2027, with a contribution to the Chris Hani District Municipality GDP of 46.7% in 2027 compared to the 47.0% in 2022. At a 1.05% average annual GDP growth rate between 2022 and 2027, Enoch Mgijima ranked the fourth compared to the other regional economies.

TABLE 10. GROSS DOMESTIC PRODUCT (GDP) - REGIONS WITHIN CHRIS HANI DISTRICT MUNICIPALITY, 2012 TO 2027, SHARE AND GROWTH

	2027 (Current prices)	Share of district municipality	2012 (Constant prices)	2027 (Constant prices)	Average Annual growth
Enoch Mgijima	24.34	*46.52%*	12.32	13.83	***0.78***%
Inxuba Yethemba	10.16	*19.41%*	4.89	5.83	***1.17***%
Intsika Yethu	5.81	*11.11%*	2.60	3.26	***1.50***%
Emalahleni	3.50	*6.70%*	1.81	1.97	***0.57***%
Dr AB Xuma	5.11	*9.76%*	2.51	2.84	***0.82***%
Sakhisizwe	3.41	*6.51%*	1.61	1.91	***1.14***%

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

Gross value added by region (GVA-R)

The Enoch Mgijima Local Municipality's economy is made up of various industries. The GVA-R variable provides a sector breakdown, where each sector is measured in terms of its *value added* produced in the local economy.

Definition: Gross value added (GVA) is a measure of output (total production) of a region in terms of the value that was created within that region. GVA can be broken down into various production sectors.

The summary table below puts the Gross Value Added (GVA) of all the regions in perspective to that of the Enoch Mgijima Local Municipality.

TABLE 11. GROSS VALUE ADDED (GVA) BY BROAD ECONOMIC SECTOR - ENOCH MGIJIMA LOCAL MUNICIPALITY, 2022 [R BILLIONS, CURRENT PRICES]

	Enoch Mgijima	Chris Hani	Eastern Cape	National Total	Enoch Mgijima as % of district municipality	Enoch Mgijima as % of province	Enoch Mgijima as % of national
Agriculture	0.5	1.3	11.2	187.6	*34.2%*	*4.1%*	*0.25%*
Mining	0.0	0.1	1.5	483.3	*24.8%*	*1.4%*	*0.00%*
Manufacturing	1.1	2.0	64.8	813.1	*55.4%*	*1.7%*	*0.13%*
Electricity	0.3	0.7	9.1	192.8	*44.4%*	*3.2%*	*0.15%*
Construction	0.4	0.9	11.7	146.6	*43.6%*	*3.3%*	*0.27%*
Trade	3.0	6.0	75.3	807.5	*50.1%*	*4.0%*	*0.37%*
Transport	0.8	1.5	23.9	451.4	*49.0%*	*3.2%*	*0.17%*
Finance	2.8	5.1	80.9	1,386.9	*54.3%*	*3.4%*	*0.20%*
Community services	7.8	17.5	174.1	1,483.6	*44.7%*	*4.5%*	*0.53%*
Total Industries	16.6	35.1	452.5	5,952.7	*47.3%*	*3.7%*	*0.28%*

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024.

In 2022, the community services sector is the largest within Enoch Mgijima Local Municipality accounting for R 7.83 billion or 47.2% of the total GVA in the local municipality's economy. The sector that contributes the second most to the GVA of the Enoch Mgijima Local Municipality is the trade sector at 18.0%, followed by the finance sector with 16.7%. The sector that contributes the least to the economy of Enoch Mgijima Local Municipality is the mining sector with a contribution of R 20.1 million or 0.12% of the total GVA.

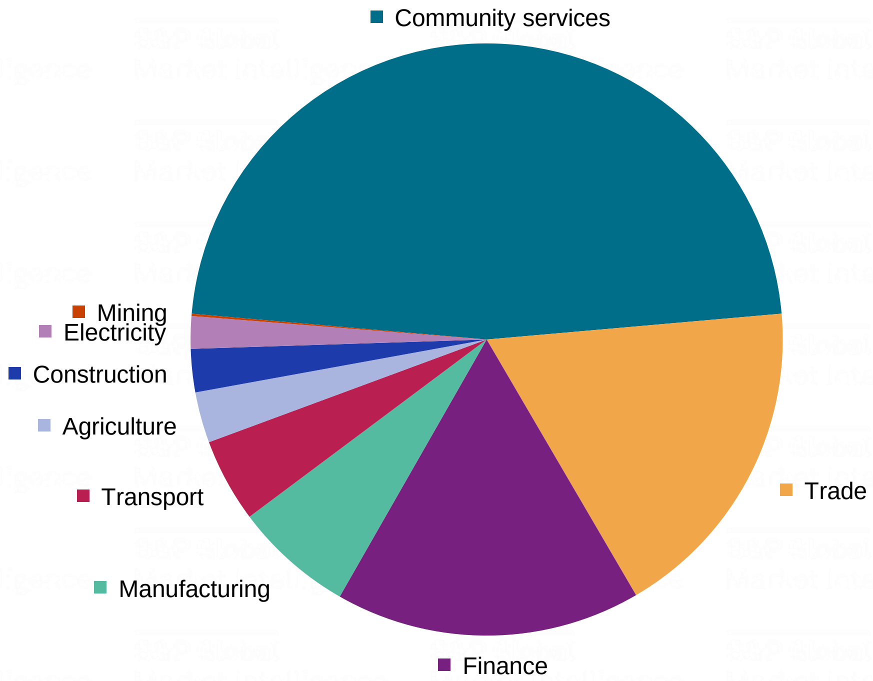

CHART 10. GROSS VALUE ADDED (GVA) BY BROAD ECONOMIC SECTOR - ENOCH MGIJIMA LOCAL MUNICIPALITY, 2022 [PERCENTAGE COMPOSITION]

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

The community sector, which includes the government services, is generally a large contributor towards GVA. When looking at all the regions within the Chris Hani District Municipality, it is clear that the Enoch Mgijima contributes the most community services towards its own GVA, with 44.66%, relative to the other regions within Chris Hani District Municipality. The Enoch Mgijima contributed R 16.6 billion or 47.29% to the GVA of Chris Hani District Municipality.The Enoch Mgijima also contributes the most the overall GVA of Chris Hani District Municipality.

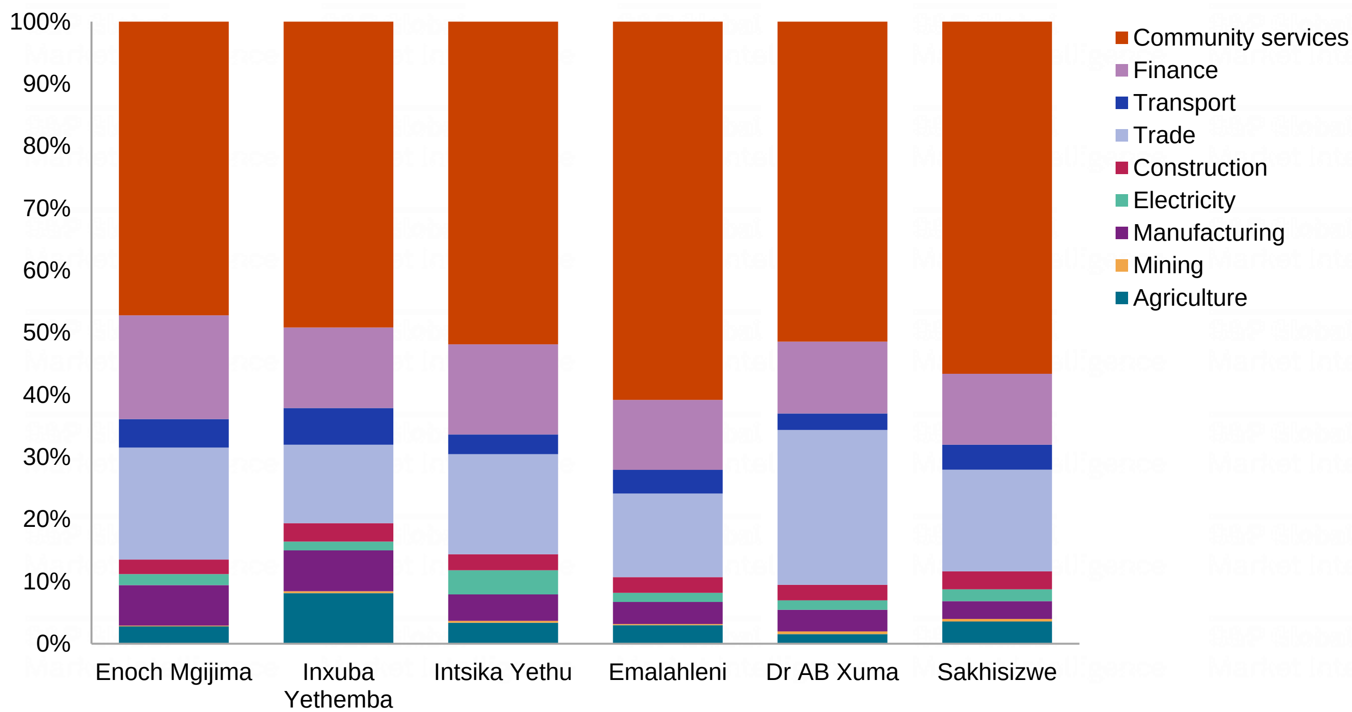

CHART 11. GROSS VALUE ADDED (GVA) BY BROAD ECONOMIC SECTOR - ENOCH MGIJIMA, INXUBA YETHEMBA, INTSIKA YETHU, EMALAHLENI, DR AB XUMA AND SAKHISIZWE, 2022 [PERCENTAGE COMPOSITION]

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

Historical economic growth

For the period 2022 and 2012, the GVA in the finance sector had the highest average annual growth rate in Enoch Mgijima at 2.60%. The industry with the second highest average annual growth rate is the agriculture sector averaging at 2.37% per year. The electricity sector had an average annual growth rate of -2.67%, while the construction sector had the lowest average annual growth of -3.11%. Overall a positive growth existed for all the industries in 2022 with an annual growth rate of 2.04% since 2021.

TABLE 12. GROSS VALUE ADDED (GVA) BY BROAD ECONOMIC SECTOR - ENOCH MGIJIMA LOCAL MUNICIPALITY, 2012, 2017 AND 2022 [R MILLIONS, 2010 CONSTANT PRICES]

	2012	2017	2022	Average Annual growth
Agriculture	228.8	260.6	289.2	***2.37***%

	2012	2017	2022	Average Annual growth
Mining	7.9	10.7	9.0	***1.23***%
Manufacturing	722.3	716.8	688.8	***-0.47***%
Electricity	196.7	165.3	150.1	***-2.67***%
Construction	398.6	395.1	290.7	***-3.11***%
Trade	2,081.1	2,138.8	2,064.5	***-0.08***%
Transport	577.6	633.1	664.0	***1.40***%
Finance	1,676.9	1,906.2	2,168.0	***2.60***%
Community services	5,493.4	5,726.8	5,860.0	***0.65***%
Total Industries	11,383.3	11,953.3	12,184.4	*0.68*%

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024.

The tertiary sector contributes the most to the Gross Value Added within the Enoch Mgijima Local Municipality at 86.5%. This is significantly higher than the national economy (69.4%). The secondary sector contributed a total of 10.7% (ranking second), while the primary sector contributed the least at 2.9%.

CHART 12. GROSS VALUE ADDED (GVA) BY AGGREGATE ECONOMIC SECTOR - ENOCH MGIJIMA LOCAL MUNICIPALITY, 2022 [PERCENTAGE]

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024.

The following is a breakdown of the Gross Value Added (GVA) by aggregated sector:

Primary sector

The primary sector consists of two broad economic sectors namely the mining and the agricultural sector. The following chart represents the average growth rate in the GVA for both of these sectors in Enoch Mgijima Local Municipality from 2012 to 2022.

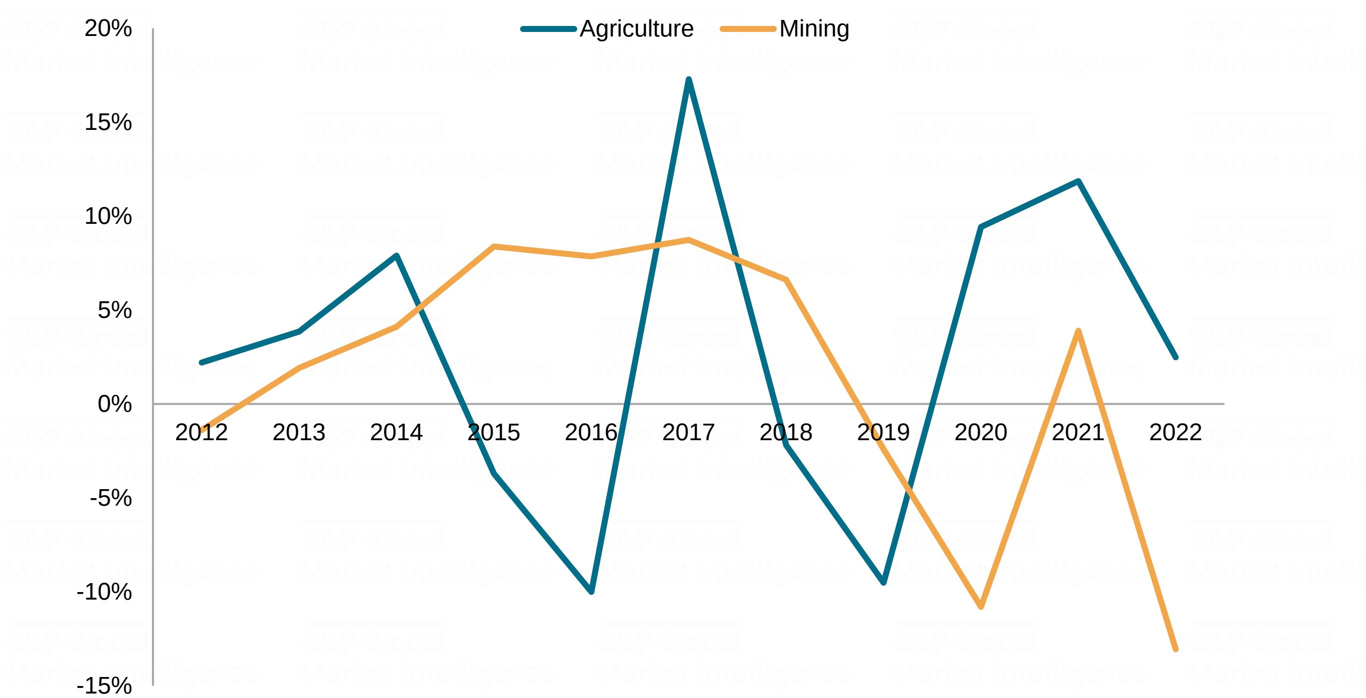

CHART 13. GROSS VALUE ADDED (GVA) BY PRIMARY SECTOR - ENOCH MGIJIMA, 2012-2022 [ANNUAL PERCENTAGE CHANGE]

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024.

Between 2012 and 2022, the agriculture sector experienced the highest positive growth in 2017 with an average growth rate of 17.3%. It is evident for the mining sector that the highest positive growth rate also existed in 2017 and it experienced a growth rate of 8.7% which is lower than that of the agricultural sector. The agricultural sector experienced the lowest growth for the period during 2016 at -10.0%, while the mining sector reaching its lowest point of growth in 2022 at -13.1%. Both the agriculture and mining sectors are generally characterised by volatility in growth over the period.

Secondary sector

The secondary sector consists of three broad economic sectors namely the manufacturing, electricity and the construction sector. The following chart represents the average growth rates in the GVA for these sectors in Enoch Mgijima Local Municipality from 2012 to 2022.

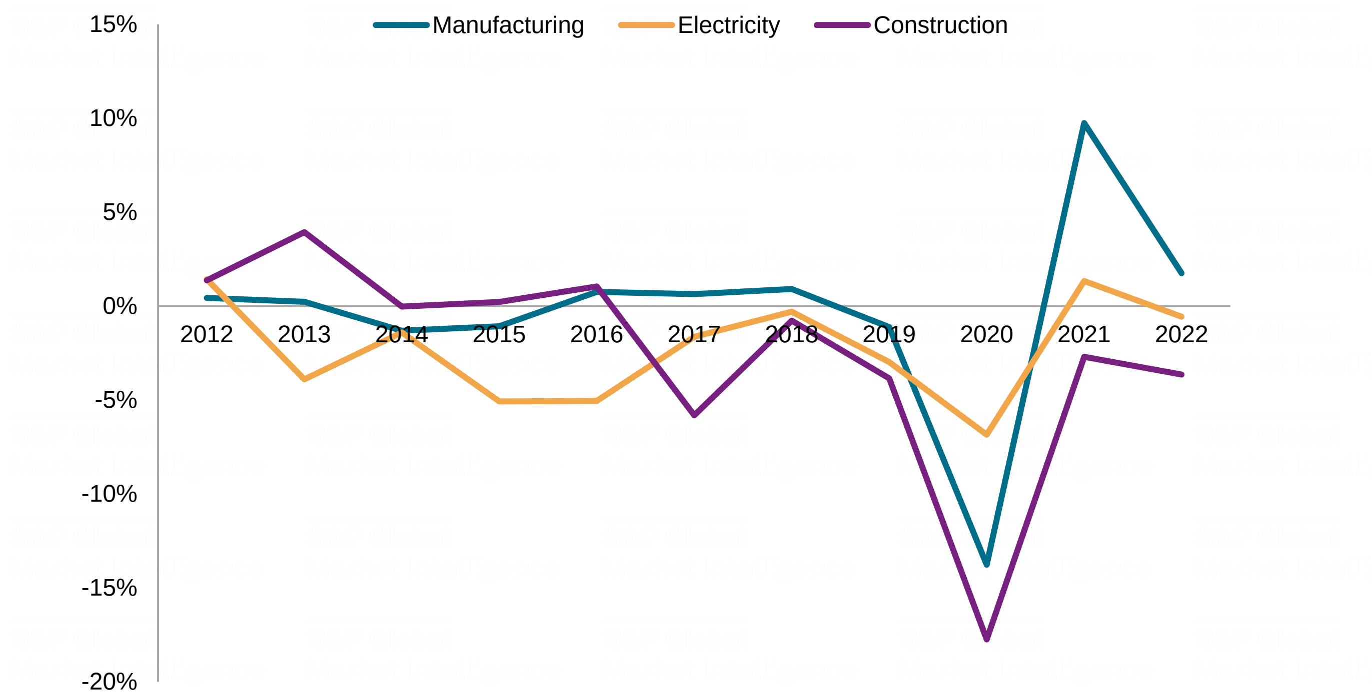

CHART 14. GROSS VALUE ADDED (GVA) BY SECONDARY SECTOR - ENOCH MGIJIMA, 2012-2022 [ANNUAL PERCENTAGE CHANGE]

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

Between 2012 and 2022, the manufacturing sector experienced the highest positive growth in 2021 with a growth rate of 9.7%. The construction sector reached its highest growth in 2013 at 3.9%. The manufacturing sector experienced its lowest growth in 2020 of -13.8%, while construction sector also had the lowest growth rate in 2020 and it experiences a negative growth rate of -17.7% which is higher growth rate than that of the manufacturing sector. The electricity sector experienced the highest growth in 2012 at 1.4%, while it recorded the lowest growth of -6.8% in 2020.

Tertiary sector

The tertiary sector consists of four broad economic sectors namely the trade, transport, finance and the community services sector. The following chart represents the average growth rates in the GVA for these sectors in Enoch Mgijima Local Municipality from 2012 to 2022.

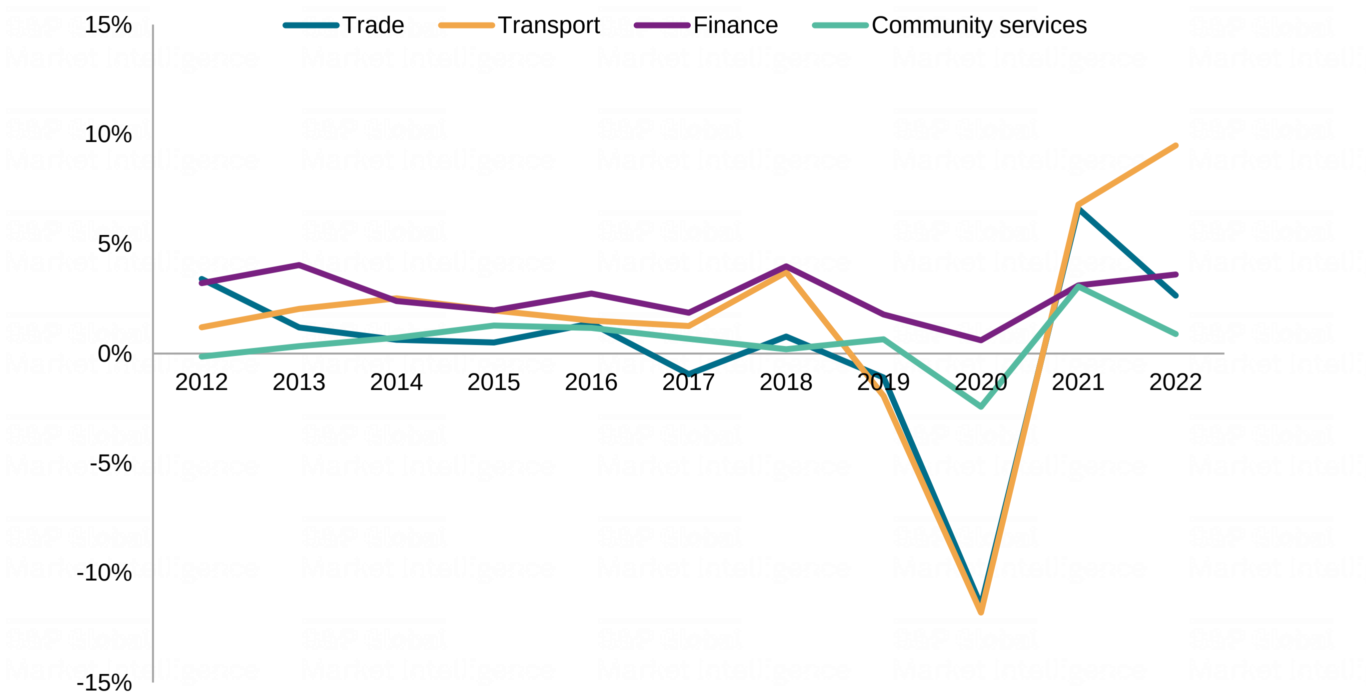

CHART 15. GROSS VALUE ADDED (GVA) BY TERTIARY SECTOR - ENOCH MGIJIMA, 2012-2022 [ANNUAL PERCENTAGE CHANGE]

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

The trade sector experienced the highest positive growth in 2021 with a growth rate of 6.6%. The transport sector reached its highest point of growth in 2022 at 9.5%. The finance sector experienced the highest growth rate in 2013 when it grew by 4.0% and recorded the lowest growth rate in 2020 at 0.6%. The Trade sector also had the lowest growth rate in 2020 at -11.5%. The community services sector, which largely consists of government, experienced its highest positive growth in 2021 with 3.1% and the lowest growth rate in 2020 with -2.4%.

Sector growth forecast

The GVA forecasts are based on forecasted growth rates derived from two sources: historical growth rate estimates and national level industry forecasts. The projections are therefore partly based on the notion that regions that have performed well in the recent past are likely to continue performing well (and vice versa) and partly on the notion that those regions that have prominent sectors that are forecast to grow rapidly in the national economy (e.g. finance and telecommunications) are likely to perform well (and vice versa). As the target year moves further from the base year (2010) so the emphasis moves from historical growth rates to national-level industry growth rates.

TABLE 13. GROSS VALUE ADDED (GVA) BY BROAD ECONOMIC SECTOR - ENOCH MGIJIMA LOCAL MUNICIPALITY, 2022-2027 [R MILLIONS, CONSTANT 2010 PRICES]

	2022	2023	2024	2025	2026	2027	Average Annual growth
Agriculture	289.2	293.2	297.5	302.8	308.4	313.8	***1.64***%
Mining	9.0	8.4	8.4	8.5	8.5	8.6	***-0.85***%
Manufacturing	688.8	681.0	678.3	692.0	695.4	702.0	***0.38***%
Electricity	150.1	145.5	144.4	146.6	149.1	152.0	***0.26***%
Construction	290.7	298.9	310.9	317.9	325.8	334.1	***2.82***%
Trade	2,064.5	2,087.4	2,075.9	2,134.4	2,132.2	2,146.3	***0.78***%
Transport	664.0	674.9	685.6	704.4	723.6	742.2	***2.25***%
Finance	2,168.0	2,178.0	2,208.3	2,269.2	2,333.9	2,399.0	***2.05***%
Community services	5,860.0	5,785.3	5,792.2	5,847.2	5,920.8	6,011.1	***0.51***%
Total Industries	12,184.4	12,152.6	12,201.5	12,423.0	12,597.8	12,809.1	*1.00*%

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

The construction sector is expected to grow fastest at an average of 2.82% annually from R 291 million in Enoch Mgijima Local Municipality to R 334 million in 2027. The community services sector is estimated to be the largest sector within the Enoch Mgijima Local Municipality in 2027, with a total share of 46.9% of the total GVA (as measured in current prices), growing at an average annual rate of 0.5%. The sector that is estimated to grow the slowest is the mining sector with an average annual growth rate of -0.85%.

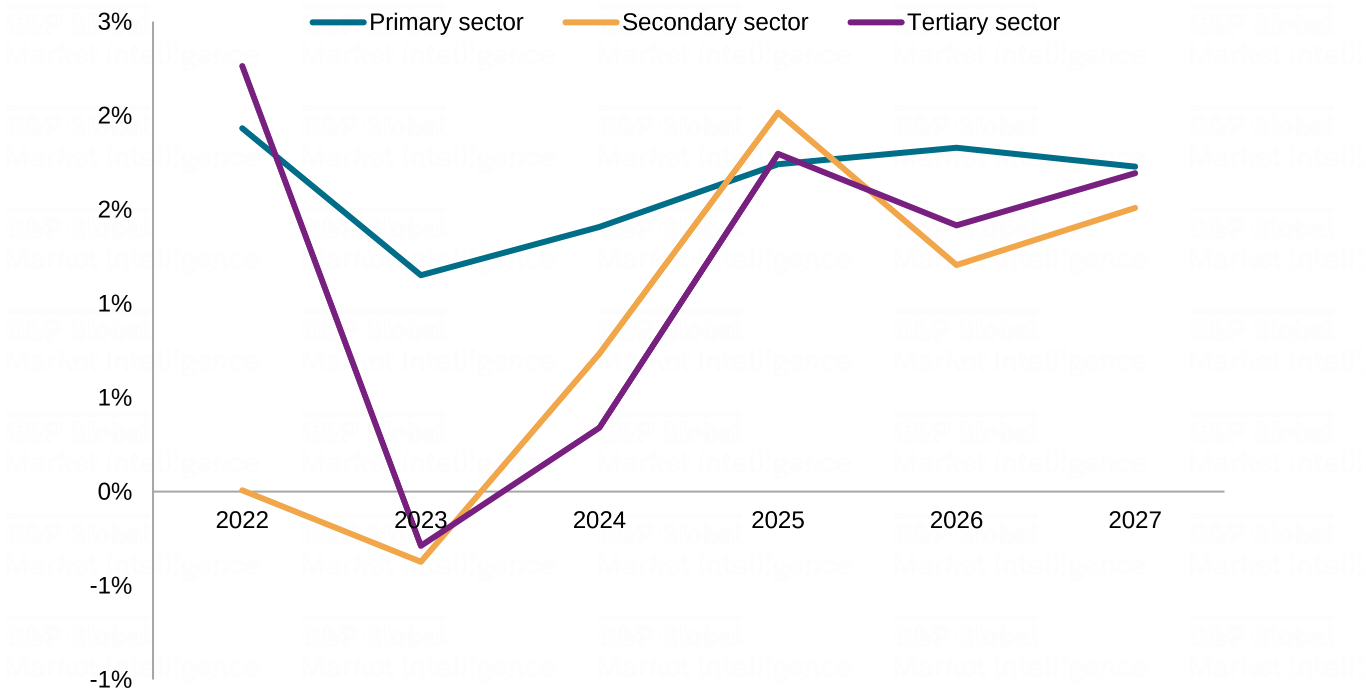

CHART 16. GROSS VALUE ADDED (GVA) BY AGGREGATE ECONOMIC SECTOR - ENOCH MGIJIMA LOCAL MUNICIPALITY, 2022-2027 [ANNUAL GROWTH RATE, CONSTANT 2010 PRICES]

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

The Primary sector is expected to grow at an average annual rate of 1.57% between 2022 and 2027, with the Secondary sector growing at 1.01% on average annually. The Tertiary sector is expected to grow at an average annual rate of 0.99% for the same period.

Based on the typical profile of a developing country, we can expect faster growth in the secondary and tertiary sectors when compared to the primary sector. Also remember that the agricultural sector is prone to very high volatility as a result of uncertain weather conditions, pests and other natural causes - and the forecasts presented here is merely a long-term trend rather than trying to forecast the unpredictable weather conditions.

Tress index

Definition: The Tress index measures the degree of concentration of an area's economy on a sector basis. A Tress index value of 0 means that all economic sectors in the region contribute equally to GVA, whereas a Tress index of 100 means that only one economic sector makes up the whole GVA of the region.

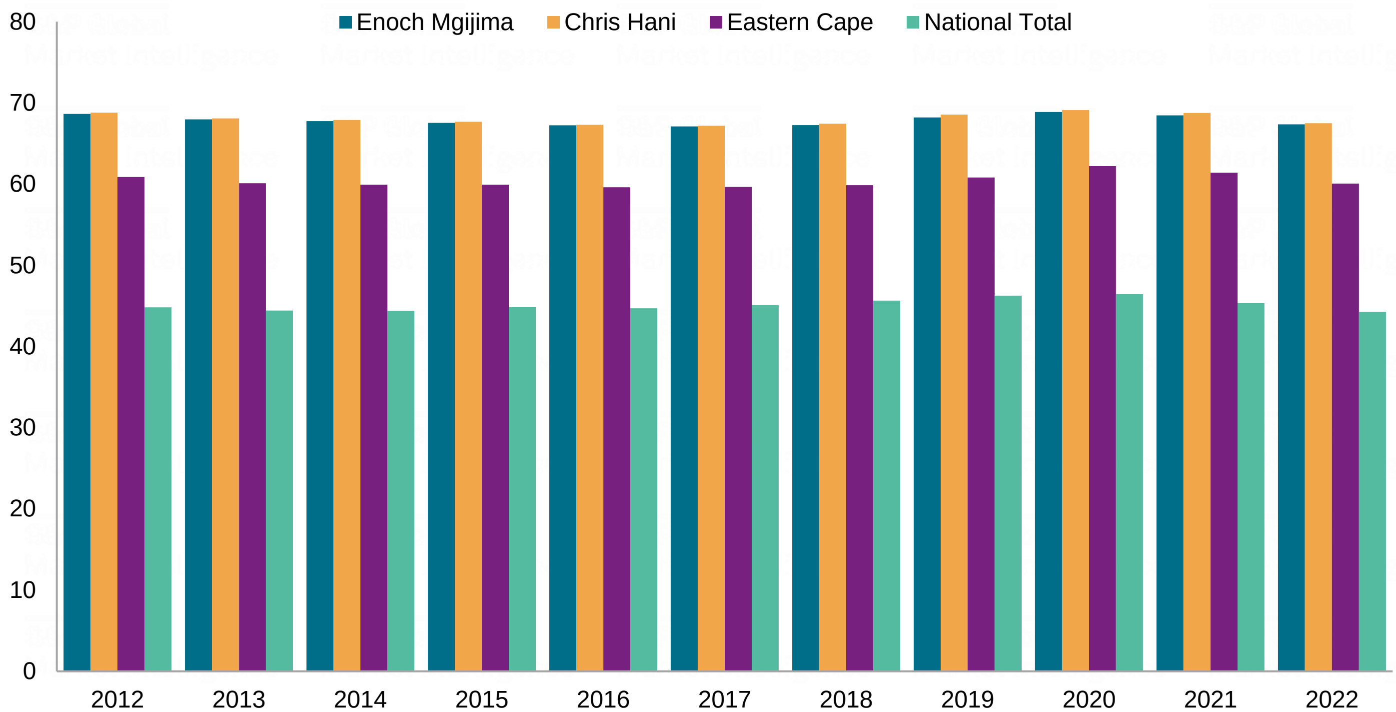

CHART 17. TRESS INDEX - ENOCH MGIJIMA, CHRIS HANI, EASTERN CAPE AND NATIONAL TOTAL, 2012-2022 [NUMBER]

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

In 2022, Enoch Mgijima's Tress Index was estimated at 67.3 which are lower than the 67.5 of the district municipality and higher than the 67.5 of the province. This implies that - on average - Enoch Mgijima Local Municipality is less diversified in terms of its economic activity spread than the province's economy.

The more diverse an economy is, the more likely it is to create employment opportunities across all skills levels (and not only - for instance - employment opportunities that cater for highly skilled labourers), and maintain a healthy balance between labor-intensive and capital-intensive industries. If both economic growth and the alleviation of unemployment are of concern, clearly there need to be industries that are growing fast and creating jobs particularly the lower skilled categories. Unfortunately, in practice many industries that are growing fast are not those that create many employment opportunities for unskilled laborers (and alleviate unemployment).

Location quotient

Definition: A specific regional economy has a comparative advantage over other regional economies if it can more efficiently produce the same good. The location quotient is one way of measuring this comparative advantage.

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

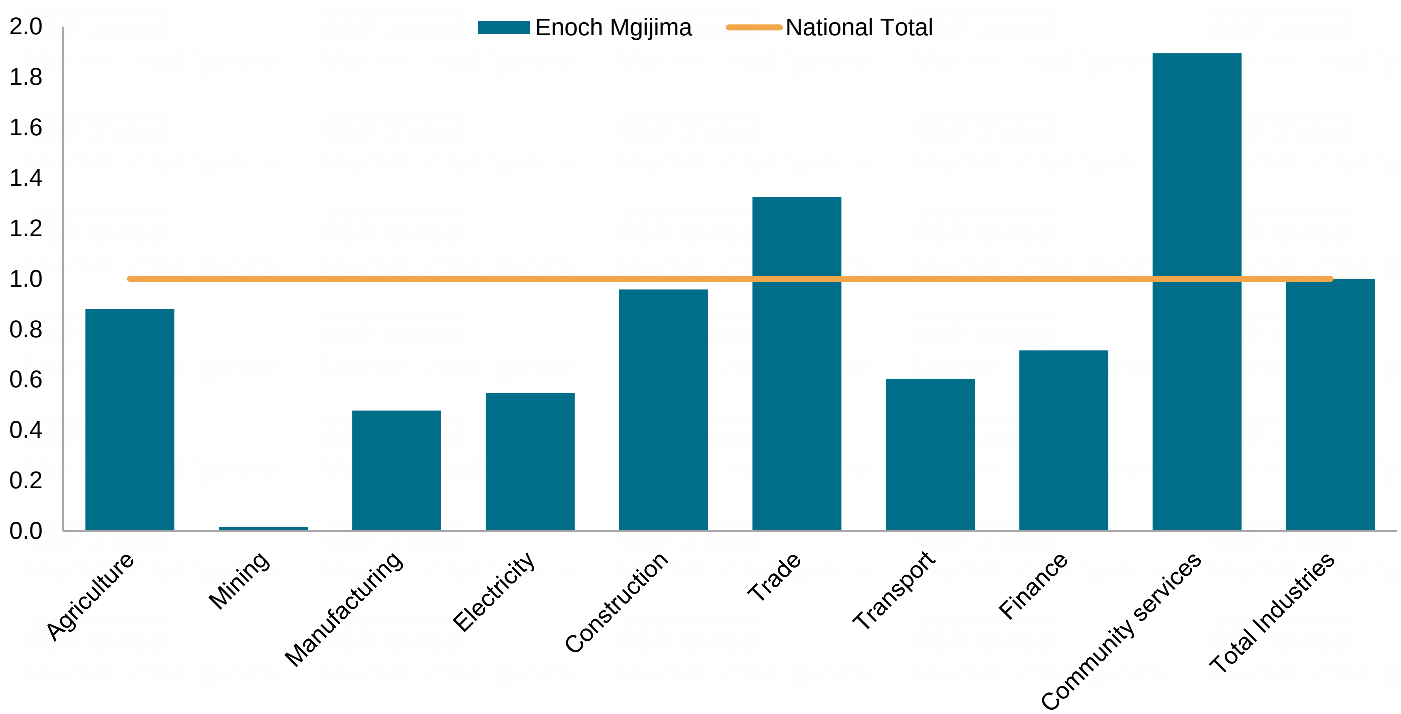

CHART 18. LOCATION QUOTIENT BY BROAD ECONOMIC SECTORS - ENOCH MGIJIMA LOCAL MUNICIPALITY AND SOUTH AFRICA, 2022 [NUMBER]

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

For 2022 Enoch Mgijima Local Municipality has a very large comparative advantage in the community services sector. The trade sector has a comparative advantage. The Enoch Mgijima Local Municipality has a comparative disadvantage when it comes to the mining and manufacturing sector which has a very large comparative disadvantage. In general mining is a very concentrated economic sector. Unfortunately, the Enoch Mgijima Local Municipality area currently does not have a lot of mining activity, with an LQ of only 0.015.

Labour

The labour force of a country consists of everyone of working age (above a certain age and below retirement) that are participating as workers, i.e. people who are actively employed or seeking employment. This is also called the economically active population (EAP). People not included are students, retired people, stay-at-home parents, people in prisons or similar institutions, people employed in jobs or professions with unreported income, as well as discouraged workers who cannot find work.

TABLE 14. WORKING AGE POPULATION IN ENOCH MGIJIMA, CHRIS HANI, EASTERN CAPE AND NATIONAL TOTAL, 2012 AND 2022 [NUMBER]

	Enoch Mgijima		Chris Hani		Eastern Cape		National Total	
	2012	2022	2012	2022	2012	2022	2012	2022
15-19	25,700	22,100	91,800	79,800	744,000	699,000	5,010,000	5,100,000
20-24	29,600	22,500	84,300	64,100	761,000	591,000	5,410,000	4,580,000
25-29	25,500	26,900	68,300	72,900	634,000	672,000	5,220,000	5,210,000
30-34	17,200	27,100	46,000	72,400	441,000	690,000	4,220,000	5,600,000
35-39	12,500	24,000	34,200	65,700	315,000	577,000	3,470,000	5,220,000
40-44	10,800	17,000	30,300	46,000	273,000	404,000	2,950,000	4,060,000
45-49	11,000	12,300	31,600	33,900	268,000	288,000	2,590,000	3,240,000
50-54	11,200	10,400	34,400	31,000	269,000	249,000	2,240,000	2,710,000
55-59	9,920	10,500	31,300	32,000	234,000	242,000	1,850,000	2,340,000
60-64	7,930	9,680	27,200	32,600	195,000	237,000	1,490,000	1,970,000
Total	161,000	182,000	480,000	530,000	4,130,000	4,650,000	34,500,000	40,000,000

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

The working age population in Enoch Mgijima in 2022 was 182 000, increasing at an average annual rate of 1.24% since 2012. For the same period the working age population for Chris Hani District Municipality increased at 1.01% annually, while that of Eastern Cape Province increased at 1.18% annually. South Africa's working age population has increased annually by 1.51% from 34.5 million in 2012 to 40 million in 2022.

The graph below combines all the facets of the labour force in the Enoch Mgijima Local Municipality into one compact view. The chart is divided into "place of residence" on the left, which is measured from the population side, and "place of work" on the right, which is measured from the business side.

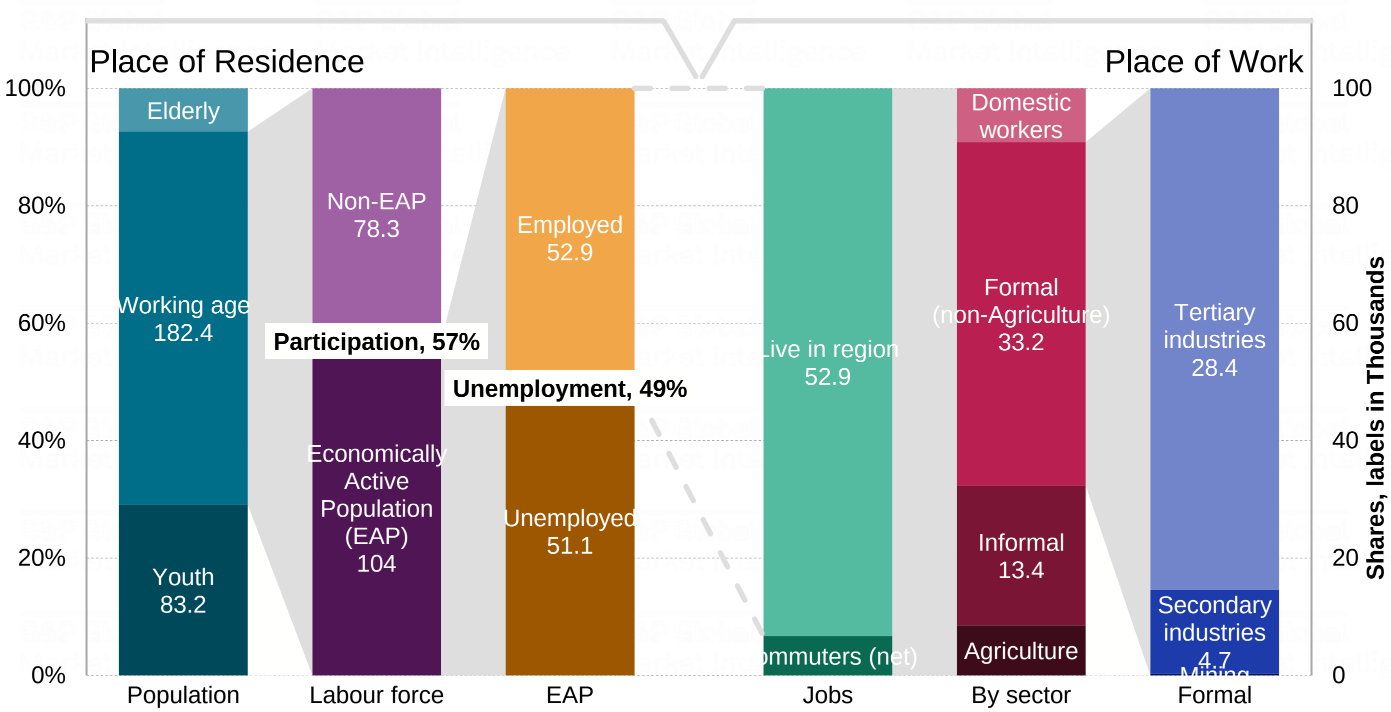

CHART 19. LABOUR GLIMPSE - ENOCH MGIJIMA LOCAL MUNICIPALITY, 2022

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

Reading the chart from the left-most bar, breaking down the total population of the Enoch Mgijima Local Municipality (287 000) into working age and non-working age, the number of people that are of working age is about 182 000. As per definition, those that are of age 0 - 19 (youth) or age 65 and up (pensioners) are part of the non-working age population. Out of the working age group, 57.1% are participating in the labour force, meaning 104 000 residents of the local municipality forms currently part of the economically active population (EAP). Comparing this with the non-economically active population (NEAP) of the local municipality: fulltime students at tertiary institutions, disabled people, and those choosing not to work, sum to 78 400 people. Out of the economically active population, there are 51 100 that are unemployed, or when expressed as a percentage, an unemployment rate of 49.1%. Up to here all the statistics are measured at the place of residence.

On the far right we have the formal non-Agriculture jobs in Enoch Mgijima, broken down by the primary (mining), secondary and tertiary industries. The majority of the formal employment lies in the Tertiary industry, with 28 400 jobs. When including the informal, agricultural and domestic workers, we have a total number of 56 800 jobs in the area. Formal jobs make up 58.6% of all jobs in the Enoch Mgijima Local Municipality. The difference between the employment measured at the place of work, and the people employed living in the area can be explained by the net commuters that commute every day into the local municipality.

In theory, a higher or increasing population dividend is supposed to provide additional stimulus to economic growth. People of working age tend to uphold higher consumption patterns (Final Consumption Expenditure, FCE), and a denser concentration of working age people is supposed to decrease dependency ratios - given that the additional labour which is offered to the market, is absorbed.

Economically active population (EAP)

The economically active population (EAP) is a good indicator of how many of the total working age population are participating in the labour market of a region. If a person is economically active, he or she forms part of the labour force.

Definition: The economically active population (EAP) is defined as the number of people (between the age of 15 and 65) who are able and willing to work, and who are actively looking for work. It includes both employed and unemployed people. People, who recently have not taken any active steps to find employment, are not included in the measure. These people may (or may not) consider themselves unemployed. Regardless, they are counted as discouraged work seekers, and thus form part of the non-economically active population.

TABLE 15. **ECONOMICALLY ACTIVE POPULATION (EAP) - ENOCH MGIJIMA, CHRIS HANI, EASTERN CAPE AND NATIONAL TOTAL, 2012-2022 [NUMBER, PERCENTAGE]**

	Enoch Mgijima	Chris Hani	Eastern Cape	National Total	Enoch Mgijima as % of district municipality	Enoch Mgijima as % of province	Enoch Mgijima as % of national
2012	70,800	170,000	1,760,000	18,700,000	*41.6%*	*4.0%*	*0.38%*
2013	73,900	178,000	1,830,000	19,300,000	*41.4%*	*4.0%*	*0.38%*
2014	78,400	190,000	1,920,000	20,100,000	*41.2%*	*4.1%*	*0.39%*
2015	82,000	200,000	2,000,000	20,800,000	*41.0%*	*4.1%*	*0.39%*
2016	86,200	211,000	2,090,000	21,500,000	*40.8%*	*4.1%*	*0.40%*
2017	90,600	223,000	2,180,000	22,000,000	*40.6%*	*4.2%*	*0.41%*
2018	93,100	230,000	2,240,000	22,300,000	*40.5%*	*4.2%*	*0.42%*
2019	97,400	241,000	2,330,000	22,700,000	*40.3%*	*4.2%*	*0.43%*
2020	97,200	240,000	2,330,000	22,100,000	*40.5%*	*4.2%*	*0.44%*
2021	100,000	248,000	2,390,000	22,200,000	*40.4%*	*4.2%*	*0.45%*
2022	104,000	259,000	2,470,000	23,100,000	*40.2%*	*4.2%*	*0.45%*
Average Annual growth							
2012-2022	***3.93***%	***4.29***%	***3.47***%	***2.16***%			

Source: South Africa Regional eXplorer v2443.
Data compiled on 15 Jan 2024.

Enoch Mgijima Local Municipality's EAP was 104 000 in 2022, which is 36.30% of its total population of 287 000, and roughly 40.24% of the total EAP of the Chris Hani District Municipality. From 2012 to 2022, the average annual increase in the EAP in the Enoch Mgijima Local Municipality was 3.93%, which is 0.357 percentage points lower than the growth in the EAP of Chris Hani's for the same period.

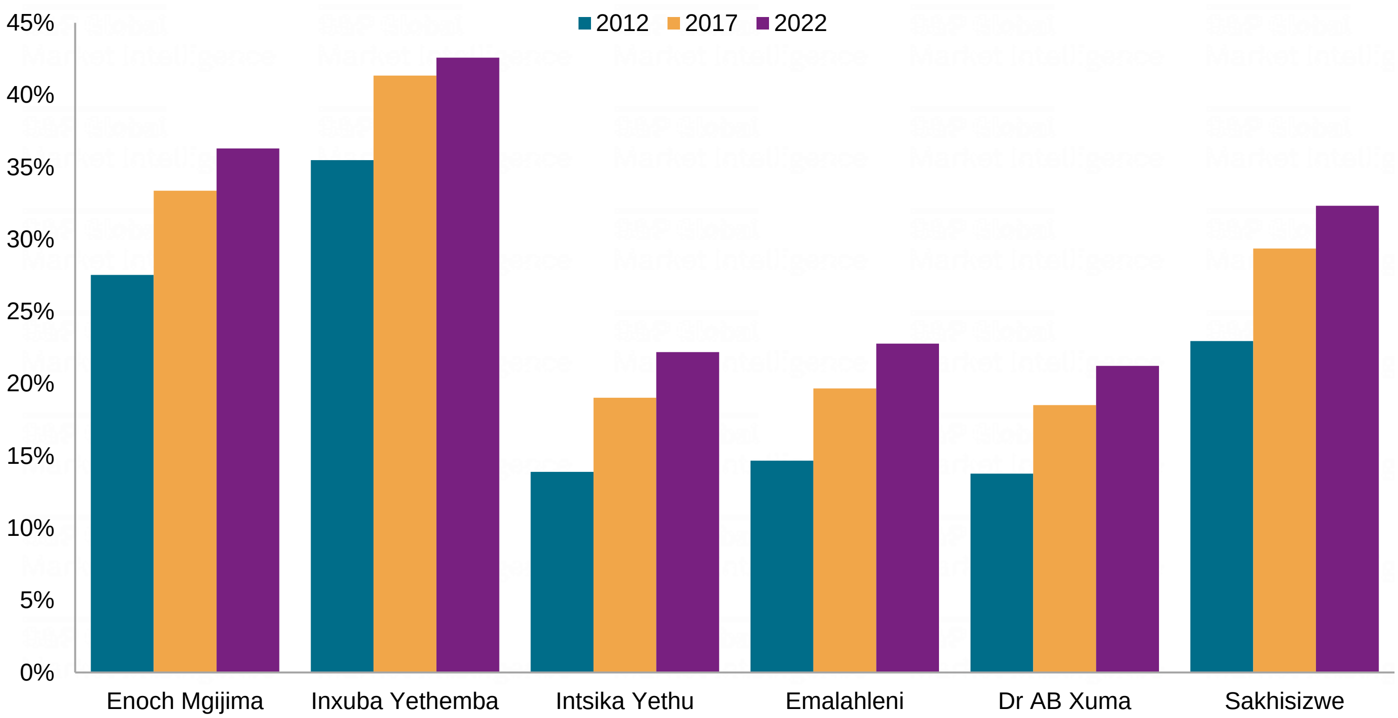

CHART 20. EAP AS % OF TOTAL POPULATION - ENOCH MGIJIMA AND THE REST OF CHRIS HANI, 2012, 2017, 2022 [PERCENTAGE]

Source: South Africa Regional eXplorer v2443.
Data compiled on 15 Jan 2024.

In 2012, 27.5% of the total population in Enoch Mgijima Local Municipality were classified as economically active which increased to 36.3% in 2022. Compared to the other regions in Chris Hani District Municipality, Inxuba Yethemba Local Municipality had the highest EAP as a percentage of the total population within its own region relative to the other regions. On the other hand, Dr AB Xuma Local Municipality had the lowest EAP with 21.2% people classified as economically active population in 2022.

Labour force participation rate

Definition: The labour force participation rate (LFPR) is the Economically Active Population (EAP) expressed as a percentage of the total working age population.

The following is the labour participation rate of the Enoch Mgijima, Chris Hani, Eastern Cape and National Total as a whole.

TABLE 16. THE LABOUR FORCE PARTICIPATION RATE - ENOCH MGIJIMA, CHRIS HANI, EASTERN CAPE AND NATIONAL TOTAL, 2012-2022 [PERCENTAGE]

	Enoch Mgijima	Chris Hani	Eastern Cape	National Total
2012	43.9%	35.4%	42.5%	54.3%
2013	45.4%	37.1%	43.8%	55.2%
2014	47.7%	39.3%	45.6%	56.6%
2015	49.3%	40.9%	47.0%	57.7%
2016	51.3%	42.9%	48.5%	58.8%
2017	53.3%	44.9%	50.2%	59.5%
2018	54.1%	45.7%	50.9%	59.4%
2019	55.8%	47.5%	52.3%	59.4%
2020	54.8%	46.6%	51.5%	57.0%
2021	55.8%	47.5%	52.2%	56.5%
2022	57.1%	48.8%	53.2%	57.8%

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

The Enoch Mgijima Local Municipality's labour force participation rate increased from 43.90% to 57.05% which is an increase of 13 percentage points. The Chris Hani District Municipality increased from 35.45% to 48.76%, Eastern Cape Province increased from 42.54% to 53.22% and South Africa increased from 54.27% to 57.82% from 2012 to 2022.The Enoch Mgijima Local Municipality labour force participation rate exhibited a higher percentage point change compared to the Eastern Cape Province from 2012 to 2022. The Enoch Mgijima Local Municipality had a lower labour force participation rate when compared to South Africa in 2022.

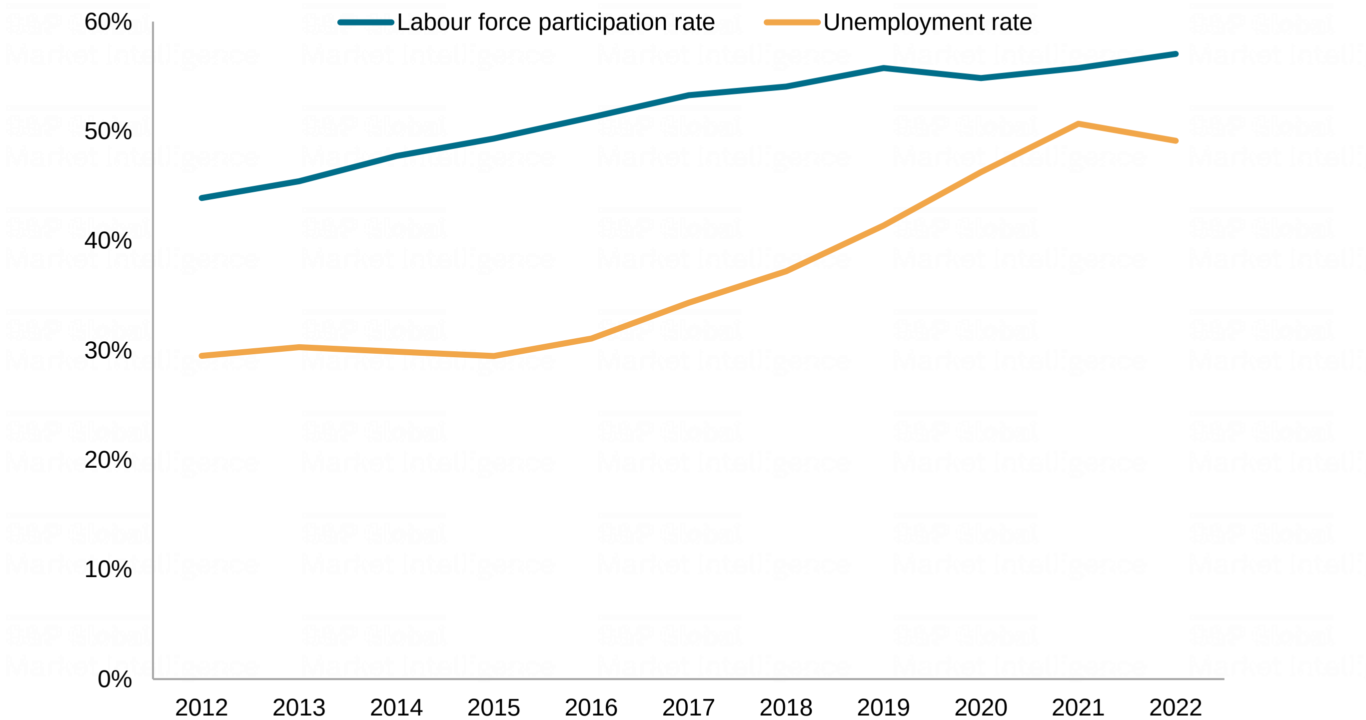

CHART 21. THE LABOUR FORCE PARTICIPATION AND UNEMPLOYMENT RATES - ENOCH MGIJIMA LOCAL MUNICIPALITY, 2012-2022 [PERCENTAGE]

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

In 2022 the labour force participation rate for Enoch Mgijima was at 57.1% which is significantly higher when compared to the 43.9% in 2012. The unemployment rate is an efficient indicator that measures the success rate of the labour force relative to employment. In 2012, the unemployment rate for Enoch Mgijima was 29.5% and increased overtime to 49.1% in 2022. The gap between the labour force participation rate and the unemployment rate decreased which indicates a negative outlook for the employment within Enoch Mgijima Local Municipality.

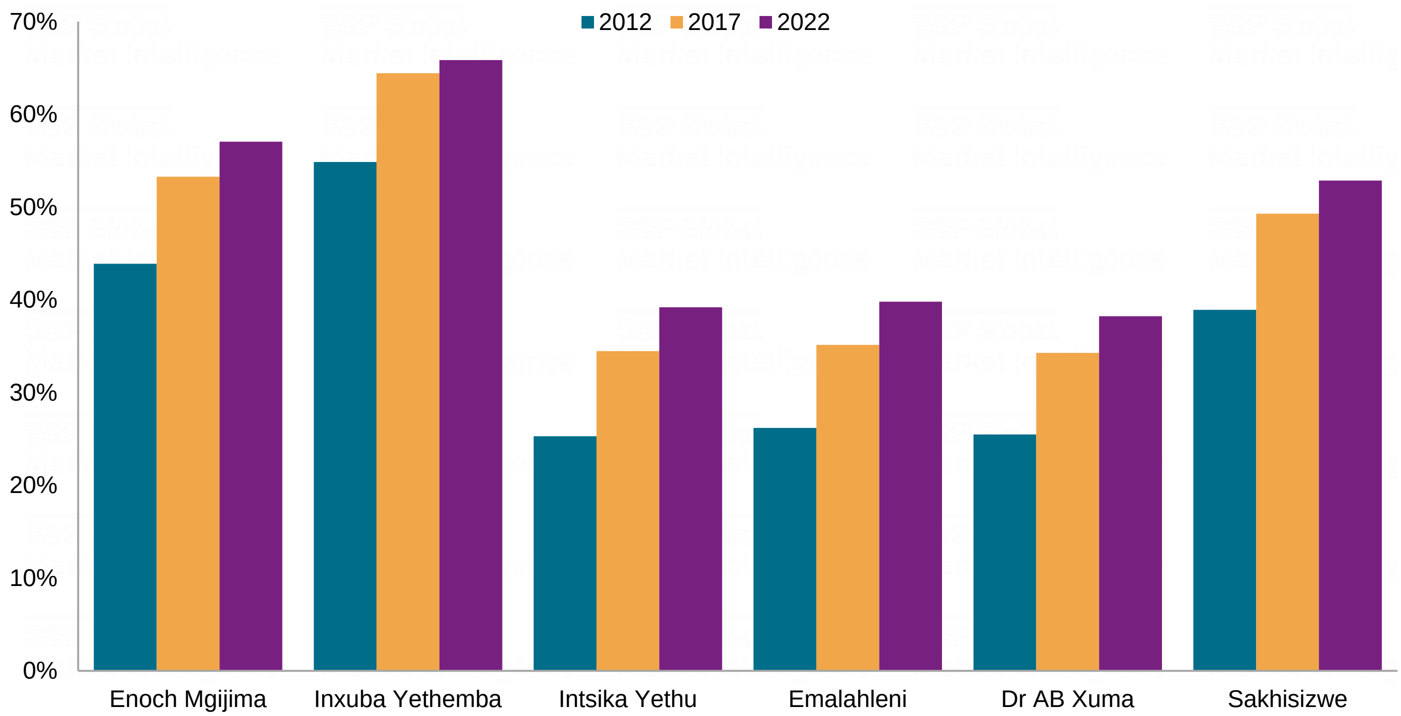

CHART 22. **THE LABOUR FORCE PARTICIPATION RATE - ENOCH MGIJIMA AND THE REST OF CHRIS HANI, 2017 AND 2022 [PERCENTAGE]**

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

Inxuba Yethemba Local Municipality had the highest labour force participation rate with 65.9% in 2022 increasing from 54.9% in 2012. Dr AB Xuma Local Municipality had the lowest labour force participation rate of 38.2% in 2022, this increased from 25.5% in 2012.

Total employment

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

Definition: Total employment consists of two parts: employment in the formal sector, and employment in the informal sector

TABLE 17. TOTAL EMPLOYMENT - ENOCH MGIJIMA, CHRIS HANI, EASTERN CAPE AND NATIONAL TOTAL, 2012-2022 [NUMBERS]

	Enoch Mgijima	Chris Hani	Eastern Cape	National Total
2012	53,200	113,000	1,240,000	14,000,000
2013	55,000	117,000	1,270,000	14,400,000
2014	58,800	126,000	1,340,000	15,000,000
2015	61,800	133,000	1,400,000	15,500,000
2016	63,600	137,000	1,430,000	15,800,000
2017	63,700	138,000	1,440,000	16,000,000
2018	62,600	136,000	1,440,000	16,200,000
2019	61,200	133,000	1,430,000	16,200,000
2020	56,000	122,000	1,350,000	15,400,000
2021	52,900	116,000	1,300,000	14,800,000
2022	56,800	124,000	1,370,000	15,300,000
Average Annual growth				
2012-2022	***0.65***%	***0.98***%	***1.05***%	***0.92***%

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

In 2022, Enoch Mgijima employed 56 800 people which is 45.60% of the total employment in Chris Hani District Municipality (124 000), 4.13% of total employment in Eastern Cape Province (1.37 million), and 0.37% of the total employment of 15.3 million in South Africa. Employment within Enoch Mgijima increased annually at an average rate of 0.65% from 2012 to 2022.

TABLE 18. TOTAL EMPLOYMENT PER BROAD ECONOMIC SECTOR - ENOCH MGIJIMA AND THE REST OF CHRIS HANI, 2022 [NUMBERS]

	Enoch Mgijima	Inxuba Yethemba	Intsika Yethu	Emalahleni	Dr AB Xuma	Sakhisizwe	Total Chris Hani
Agriculture	4,840	3,520	1,040	760	417	1,440	12,013
Mining	86	7	6	8	12	9	129
Manufacturing	2,980	1,110	680	379	599	229	5,984
Electricity	185	51	36	37	34	65	408
Construction	4,890	2,090	1,790	1,140	1,550	1,530	12,983
Trade	11,200	3,150	2,650	1,680	2,810	1,960	23,406
Transport	2,090	1,330	582	289	446	241	4,985
Finance	6,010	2,000	1,180	725	1,230	794	11,927
Community services	19,300	6,640	5,120	3,010	5,370	3,370	42,828
Households	5,200	1,660	937	663	637	712	9,802
Total	56,800	21,600	14,000	8,690	13,100	10,300	124,465

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

Enoch Mgijima Local Municipality employs a total number of 56 800 people within its local municipality. Enoch Mgijima Local Municipality also employs the highest number of people within Chris Hani District Municipality. The local municipality that employs the lowest number of people relative to the other regions within Chris Hani District Municipality is Emalahleni local municipality with a total number of 8 690 employed people.

In Enoch Mgijima Local Municipality the economic sectors that recorded the largest number of employment in 2022 were the community services sector with a total of 19 300 employed people or 34.0% of total employment in the local municipality. The trade sector with a total of 11 200 (19.7%) employs the second highest number of people relative to the rest of the sectors. The mining sector with 85.9 (0.2%) is the sector that employs the least number of people in Enoch Mgijima Local Municipality, followed by the electricity sector with 185 (0.3%) people employed.

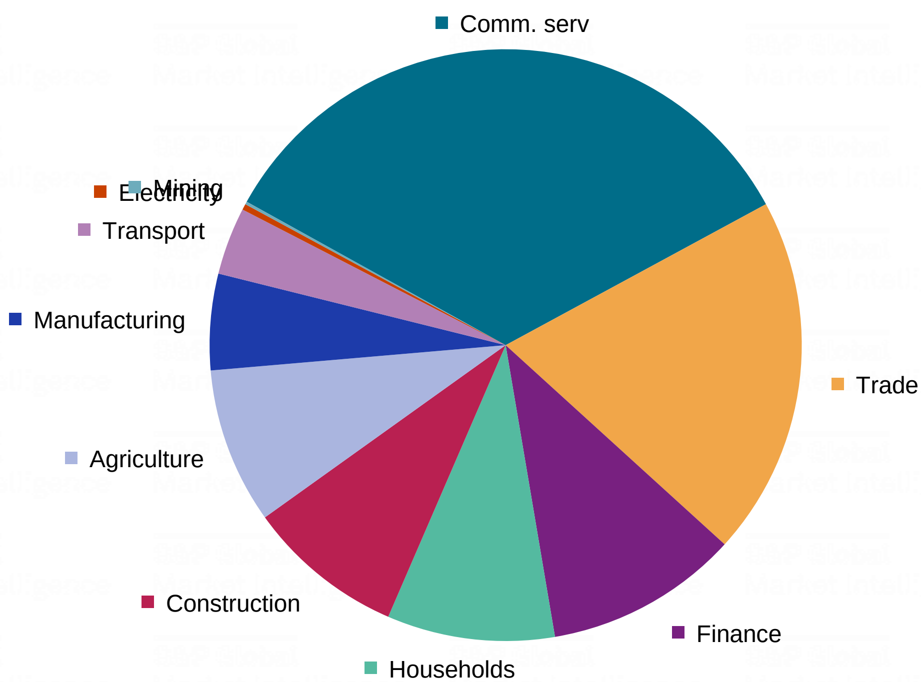

CHART 23. TOTAL EMPLOYMENT PER BROAD ECONOMIC SECTOR - ENOCH MGIJIMA LOCAL MUNICIPALITY, 2022 [PERCENTAGE]

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

Formal and Informal employment

Total employment can be broken down into formal and informal sector employment. Formal sector employment is measured from the formal business side, and the informal employment is measured from the household side where formal businesses have not been established.

Formal employment is much more stable than informal employment. Informal employment is much harder to measure and manage, simply because it cannot be tracked through the formal business side of the economy. Informal employment is however a reality in South Africa and cannot be ignored.

The number of formally employed people in Enoch Mgijima Local Municipality counted 43 300 in 2022, which is about 76.25% of total employment, while the number of people employed in the informal sector counted 13 500 or 23.75% of the total employment. Informal employment in Enoch Mgijima increased from 11 400 in 2012 to an estimated 13 500 in 2022.

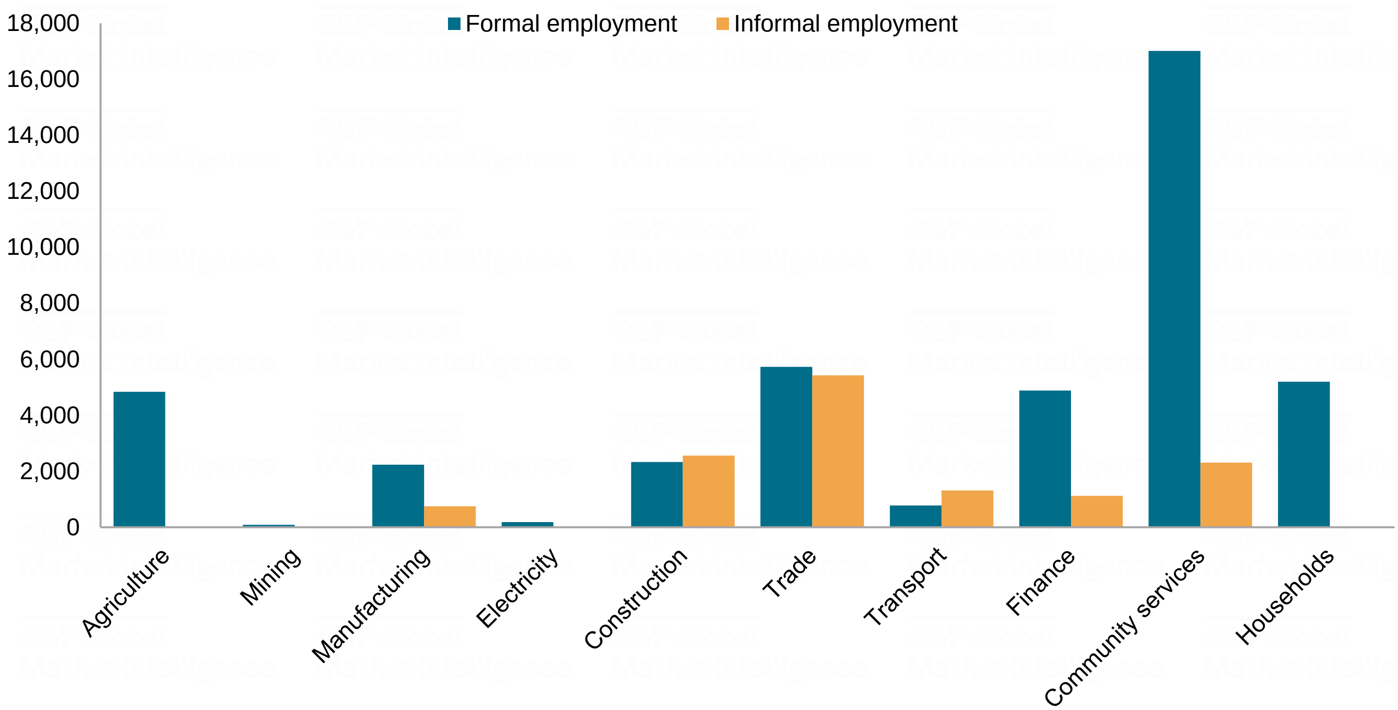

CHART 24. FORMAL AND INFORMAL EMPLOYMENT BY BROAD ECONOMIC SECTOR - ENOCH MGIJIMA LOCAL MUNICIPALITY, 2022 [NUMBERS]

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

Some of the economic sectors have little or no informal employment:

Mining industry, due to well-regulated mining safety policies, and the strict registration of a mine, has little or no informal employment. The Electricity sector is also well regulated, making it difficult to get information on informal employment. Domestic Workers and employment in the Agriculture sector is typically counted under a separate heading.

In 2022 the Trade sector recorded the highest number of informally employed, with a total of 5 430 employees or 40.26% of the total informal employment. This can be expected as the barriers to enter the Trade sector in terms of capital and skills required is less than with most of the other sectors. The Manufacturing sector has the lowest informal employment with 748 and only contributes 5.55% to total informal employment.

TABLE 19. FORMAL AND INFORMAL EMPLOYMENT BY BROAD ECONOMIC SECTOR - ENOCH MGIJIMA LOCAL MUNICIPALITY, 2022 [NUMBERS]

	Formal employment	Informal employment
Agriculture	4,840	N/A
Mining	86	N/A
Manufacturing	2,230	748
Electricity	185	N/A
Construction	2,330	2,560
Trade	5,730	5,430
Transport	778	1,320
Finance	4,880	1,120
Community services	17,000	2,310
Households	5,200	N/A

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

The informal sector is vital for the areas with very high unemployment and very low labour participation rates. Unemployed people see participating in the informal sector as a survival strategy. The most desirable situation would be to get a stable formal job. But because the formal economy is not growing fast enough to generate adequate jobs, the informal sector is used as a survival mechanism.

Unemployment

Definition: The unemployed includes all persons between 15 and 65 who are currently not working, but who are actively looking for work. It therefore excludes people who are not actively seeking work (referred to as discouraged work seekers).

The choice of definition for what constitutes being unemployed has a large impact on the final estimates for all measured labour force variables. The following definition was adopted by the Thirteenth International Conference of Labour Statisticians (Geneva, 1982): The "unemployed" comprise all persons above a specified age who during the reference period were:

- "Without work", i.e. not in paid employment or self-employment.
- "Currently available for work", i.e. were available for paid employment or self-employment during the reference period; and
- "Seeking work", i.e. had taken specific steps in a specified reference period to seek paid employment or self-employment. The specific steps may include registration at a public or private employment exchange; application to employers; checking at worksites, farms, factory gates, market or other assembly places; placing or answering newspaper advertisements; seeking assistance of friends or relatives; looking for land.

TABLE 20. UNEMPLOYMENT (OFFICIAL DEFINITION) - ENOCH MGIJIMA, CHRIS HANI, EASTERN CAPE AND NATIONAL TOTAL, 2012-2022 [NUMBER PERCENTAGE]

	Enoch Mgijima	Chris Hani	Eastern Cape	National Total	Enoch Mgijima as % of district municipality	Enoch Mgijima as % of province	Enoch Mgijima as % of national
2012	20,900	51,100	509,000	4,700,000	*40.9%*	*4.1%*	*0.44%*
2013	22,400	54,900	540,000	4,850,000	*40.8%*	*4.1%*	*0.46%*
2014	23,400	57,800	565,000	5,060,000	*40.6%*	*4.1%*	*0.46%*
2015	24,200	59,800	583,000	5,300,000	*40.4%*	*4.1%*	*0.46%*
2016	26,800	66,400	636,000	5,670,000	*40.3%*	*4.2%*	*0.47%*
2017	31,100	77,400	718,000	5,990,000	*40.2%*	*4.3%*	*0.52%*
2018	34,600	86,000	782,000	6,100,000	*40.3%*	*4.4%*	*0.57%*
2019	40,300	100,000	885,000	6,450,000	*40.2%*	*4.6%*	*0.63%*
2020	45,000	111,000	964,000	6,710,000	*40.4%*	*4.7%*	*0.67%*
2021	50,800	126,000	1,070,000	7,470,000	*40.4%*	*4.7%*	*0.68%*
2022	51,100	127,000	1,080,000	7,810,000	*40.2%*	*4.7%*	*0.65%*
Average Annual growth							
2012-2022	***9.37***%	***9.54***%	***7.85***%	***5.20***%			

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

In 2022, there were a total number of 51 100 people unemployed in Enoch Mgijima, which is an increase of 30 200 from 20 900 in 2012. The total number of unemployed people within Enoch Mgijima constitutes 40.24% of the total number of unemployed people in Chris Hani District Municipality. The Enoch Mgijima Local Municipality experienced an average annual increase of 9.37% in the number of unemployed people, which is better than that of the Chris Hani District Municipality which had an average annual increase in unemployment of 9.54%.

TABLE 21. UNEMPLOYMENT RATE (OFFICIAL DEFINITION) - ENOCH MGIJIMA, CHRIS HANI, EASTERN CAPE AND NATIONAL TOTAL, 2012-2022 [PERCENTAGE]

	Enoch Mgijima	Chris Hani	Eastern Cape	National Total
2012	29.5%	30.1%	28.9%	25.1%
2013	30.3%	30.7%	29.6%	25.2%
2014	29.9%	30.3%	29.4%	25.2%
2015	29.5%	29.9%	29.2%	25.5%
2016	31.1%	31.5%	30.5%	26.4%
2017	34.3%	34.7%	32.9%	27.2%
2018	37.2%	37.5%	35.0%	27.4%
2019	41.4%	41.5%	38.0%	28.4%
2020	46.3%	46.3%	41.5%	30.3%
2021	50.7%	50.7%	44.9%	33.6%
2022	49.1%	49.1%	43.8%	33.7%

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024.

In 2022, the unemployment rate in Enoch Mgijima Local Municipality (based on the official definition of unemployment) was 49.12%, which is an increase of 19.6 percentage points. The unemployment rate in Enoch Mgijima Local Municipality is higher than that of Chris Hani. Comparing to the Eastern Cape Province it can be seen that the unemployment rate for Enoch Mgijima Local Municipality was higher than that of Eastern Cape which was 43.77%. The unemployment rate for South Africa was 33.73% in 2022, which is a increase of -8.58 percentage points from 25.15% in 2012.

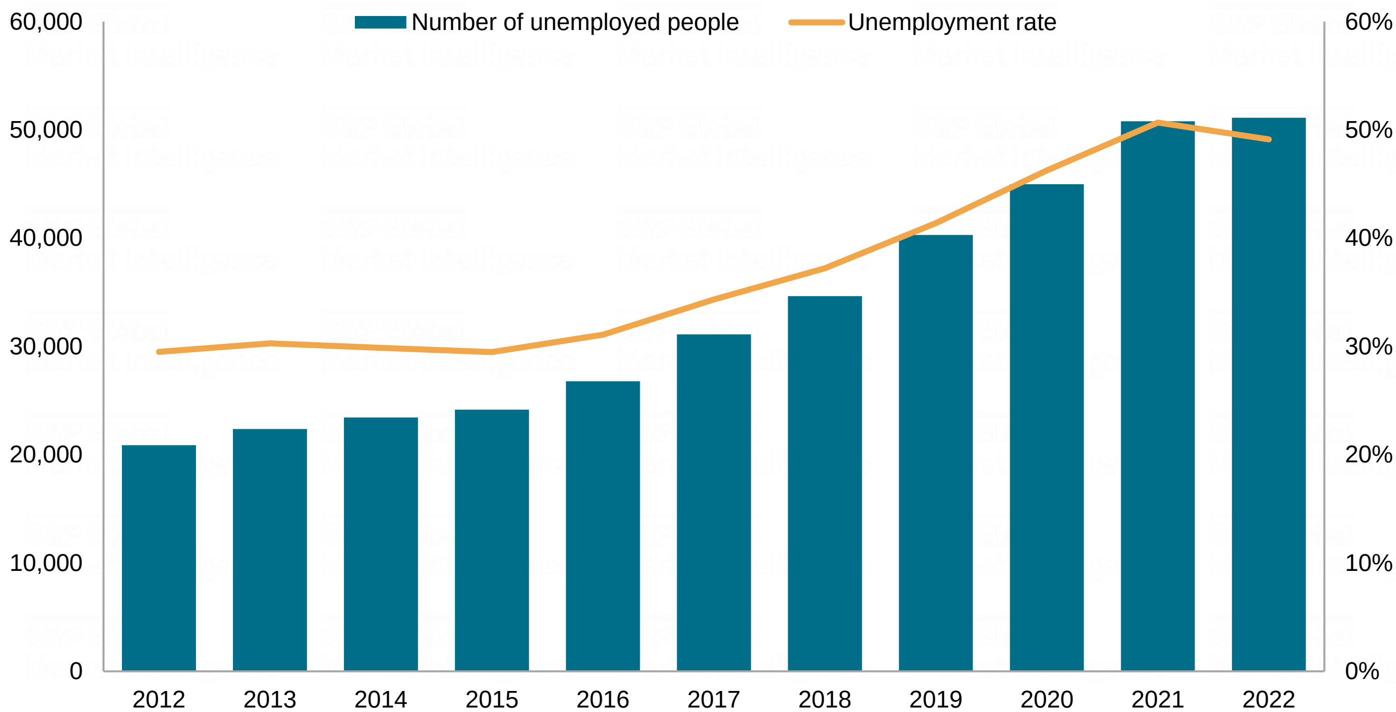

CHART 25. UNEMPLOYMENT AND UNEMPLOYMENT RATE (OFFICIAL DEFINITION) - ENOCH MGIJIMA LOCAL MUNICIPALITY, 2012-2022 [NUMBER PERCENTAGE]

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

When comparing unemployment rates among regions within Chris Hani District Municipality, Emalahleni Local Municipality has indicated the highest unemployment rate of 58.1%, which has increased from 37.2% in 2012. It can be seen that the Inxuba Yethemba Local Municipality had the lowest unemployment rate of 31.0% in 2022, this increased from 17.6% in 2012.

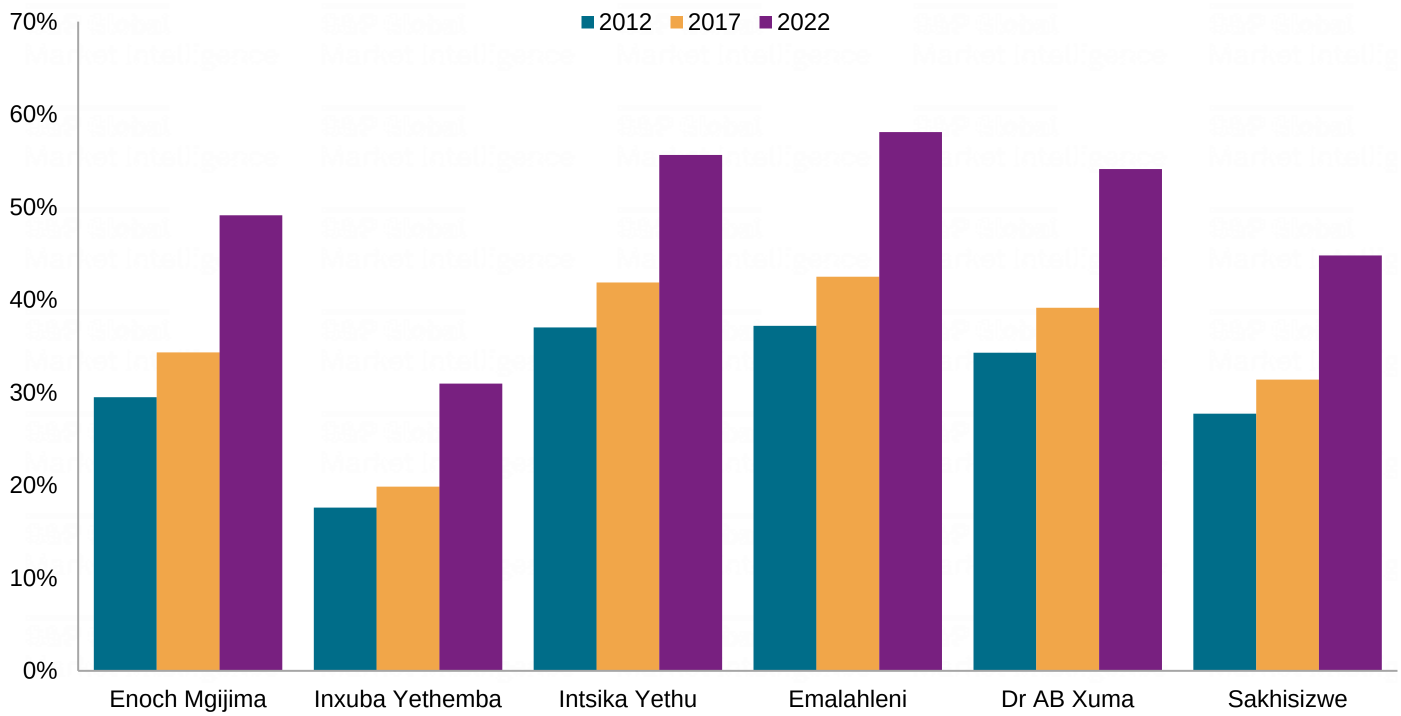

CHART 26. UNEMPLOYMENT RATE - ENOCH MGIJIMA AND THE REST OF CHRIS HANI, 2012, 2017 AND 2022 [PERCENTAGE]

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024.

Income and expenditure

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

Number of households by income category

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

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

TABLE 22. HOUSEHOLDS BY INCOME CATEGORY - ENOCH MGIJIMA, CHRIS HANI, EASTERN CAPE AND NATIONAL TOTAL, 2022 [NUMBER PERCENTAGE]

	Enoch Mgijima	Chris Hani	Eastern Cape	National Total	Enoch Mgijima as % of district municipality	Enoch Mgijima as % of province	Enoch Mgijima as % of national
0-2400	5	17	141	1,260	*33.0%*	*3.9%*	*0.43%*
2400-6000	66	205	1,780	14,500	*32.2%*	*3.7%*	*0.46%*
6000-12000	524	1,640	13,900	107,000	*32.0%*	*3.8%*	*0.49%*
12000-18000	1,230	3,850	32,000	242,000	*31.9%*	*3.8%*	*0.51%*
18000-30000	4,820	15,700	126,000	914,000	*30.7%*	*3.8%*	*0.53%*
30000-42000	7,040	23,200	182,000	1,290,000	*30.3%*	*3.9%*	*0.55%*
42000-54000	7,160	23,800	181,000	1,270,000	*30.1%*	*4.0%*	*0.56%*
54000-72000	10,300	33,800	252,000	1,820,000	*30.6%*	*4.1%*	*0.57%*
72000-96000	9,960	32,000	243,000	1,860,000	*31.1%*	*4.1%*	*0.53%*
96000-132000	9,190	28,500	221,000	1,860,000	*32.3%*	*4.2%*	*0.49%*
132000-192000	9,020	26,600	213,000	1,930,000	*33.9%*	*4.2%*	*0.47%*
192000-360000	9,700	26,500	231,000	2,350,000	*36.7%*	*4.2%*	*0.41%*
360000-600000	5,640	14,400	139,000	1,630,000	*39.1%*	*4.0%*	*0.35%*
600000-1200000	3,380	8,260	93,300	1,240,000	*40.9%*	*3.6%*	*0.27%*
1200000-2400000	1,330	3,160	39,900	565,000	*42.2%*	*3.3%*	*0.24%*
2400000+	193	448	7,260	111,000	*43.1%*	*2.7%*	*0.17%*
Total	79,600	242,000	1,980,000	17,200,000	*32.9%*	*4.0%*	*0.46%*

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024.

It was estimated that in 2022 8.35% of all the households in the Enoch Mgijima Local Municipality, were living on R30,000 or less per annum. In comparison with 2012's 25.08%, the number is more than half. The 54000-72000 income category has the highest number of households with a total number of 10 300, followed by the 72000-96000 income category with 9 960 households. Only 5.5 households fall within the 0-2400 income category.

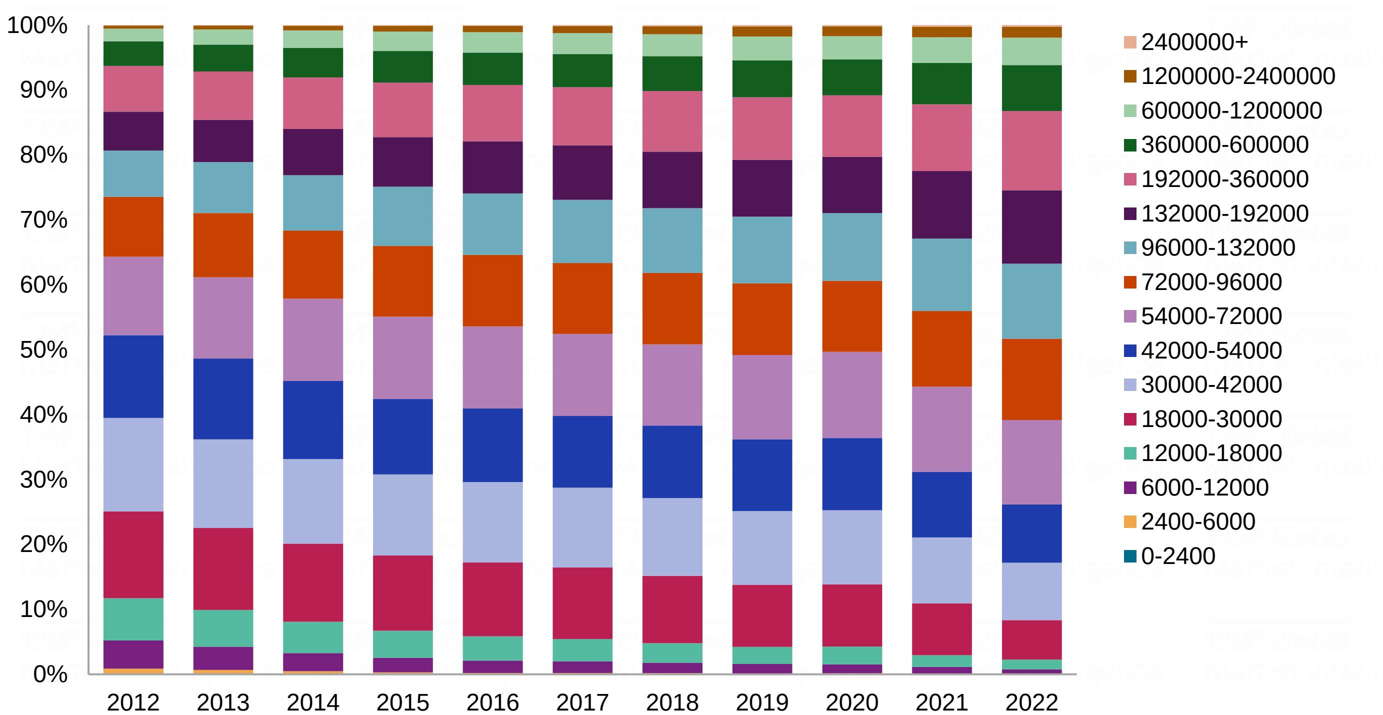

CHART 27. HOUSEHOLDS BY INCOME BRACKET - ENOCH MGIJIMA LOCAL MUNICIPALITY, 2012-2022 [PERCENTAGE]

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

For the period 2012 to 2022 the number of households earning more than R30,000 per annum has increased from 74.92% to 91.65%.

Annual total personal income

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

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

TABLE 23. ANNUAL TOTAL PERSONAL INCOME - ENOCH MGIJIMA, CHRIS HANI, EASTERN CAPE AND NATIONAL TOTAL[CURRENT PRICES, R BILLIONS]

	Enoch Mgijima	Chris Hani	Eastern Cape	National Total
2012	7.9	20.2	210.1	2,525.0
2013	8.7	22.1	229.0	2,729.4
2014	9.4	24.0	248.1	2,938.2
2015	10.2	26.1	268.4	3,180.0
2016	10.9	28.0	287.0	3,413.6
2017	11.8	30.4	310.2	3,662.1
2018	12.6	32.8	332.2	3,913.0
2019	13.2	34.5	349.0	4,111.6
2020	12.8	33.7	340.5	4,009.8
2021	14.3	38.2	379.8	4,425.4
2022	16.0	43.1	420.6	4,812.5
Average Annual growth				
2012-2022	***7.29***%	***7.86***%	***7.19***%	***6.66***%

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

Enoch Mgijima Local Municipality recorded an average annual growth rate of 7.29% (from R 7.92 billion to R 16 billion) from 2012 to 2022, which is less than Chris Hani's (7.86%), but more than Eastern Cape Province's (7.19%) average annual growth rates. South Africa had an average annual growth rate of 6.66% (from R 2.52 trillion to R 4.81 trillion) which is less than the growth rate in Enoch Mgijima Local Municipality.

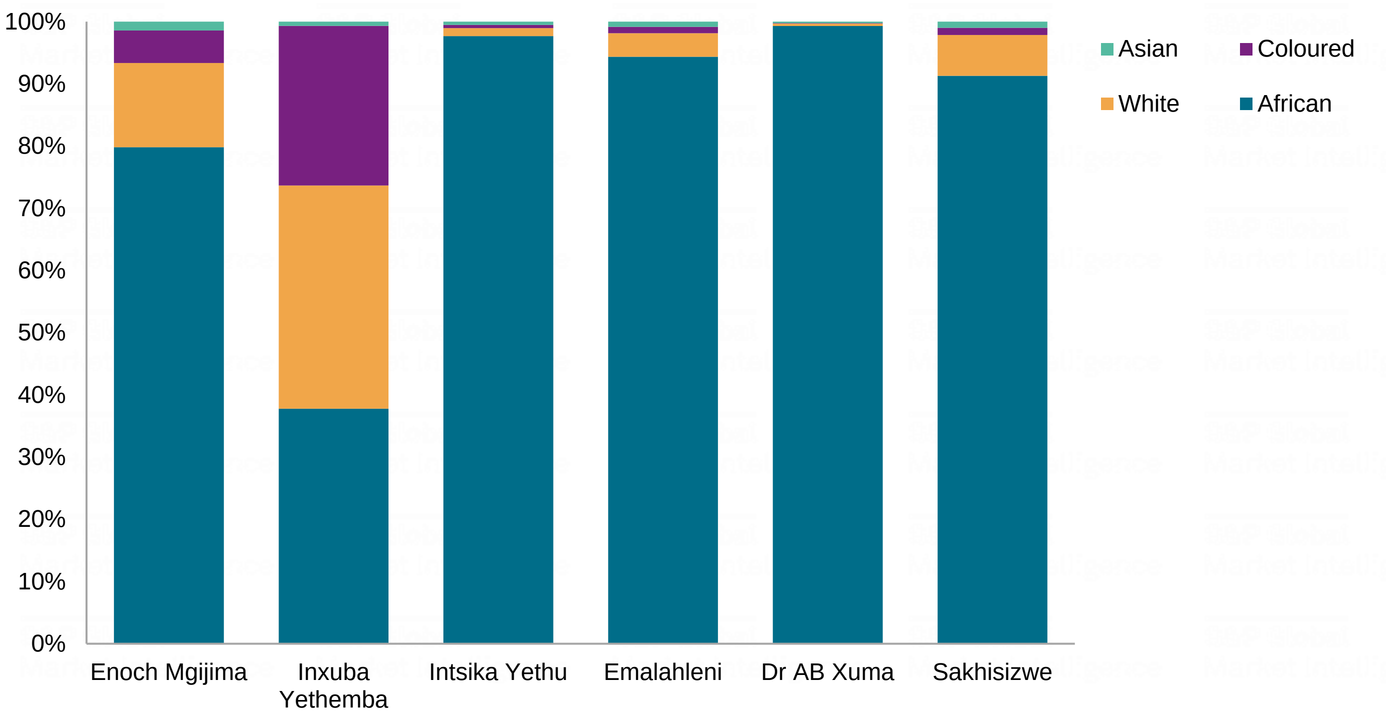

CHART 28. ANNUAL TOTAL PERSONAL INCOME BY POPULATION GROUP - ENOCH MGIJIMA AND THE REST OF CHRIS HANI [CURRENT PRICES, R BILLIONS]

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

The total personal income of Enoch Mgijima Local Municipality amounted to approximately R 16 billion in 2022. The African population group earned R 12.8 billion, or 79.80% of total personal income, while the White population group earned R 2.17 billion, or 13.54% of the total personal income. The Coloured and the Asian population groups only had a share of 5.23% and 1.43% of total personal income respectively.

TABLE 24. ANNUAL TOTAL PERSONAL INCOME - ENOCH MGIJIMA AND THE REST OF CHRIS HANI DISTRICT MUNICIPALITY [CURRENT PRICES, R BILLIONS]

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Enoch Mgijima	7.92	8.65	9.41	10.22	10.94	11.80	12.59	13.17	12.78	14.33	16.00
Inxuba Yethemba	3.00	3.32	3.64	3.98	4.30	4.71	5.12	5.42	5.32	5.89	6.41
Intsika Yethu	2.83	3.07	3.35	3.66	3.95	4.33	4.72	4.99	4.92	5.67	6.55
Emalahleni	2.19	2.40	2.63	2.87	3.10	3.41	3.72	3.94	3.90	4.50	5.20

Dr AB Xuma	2.76	2.99	3.24	3.50	3.73	4.06	4.39	4.62	4.52	5.18	5.96
Sakhisizwe	1.50	1.62	1.74	1.86	1.95	2.10	2.26	2.36	2.30	2.61	2.95

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

When looking at the annual total personal income for the regions within Chris Hani District Municipality it can be seen that the Enoch Mgijima Local Municipality had the highest total personal income with R 16 billion which increased from R 7.92 billion recorded in 2012. It can be seen that Sakhisizwe Local Municipality had the lowest total personal income of R 2.95 billion in 2022, this increased from R 1.5 billion in 2012.

Annual per capita income

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

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

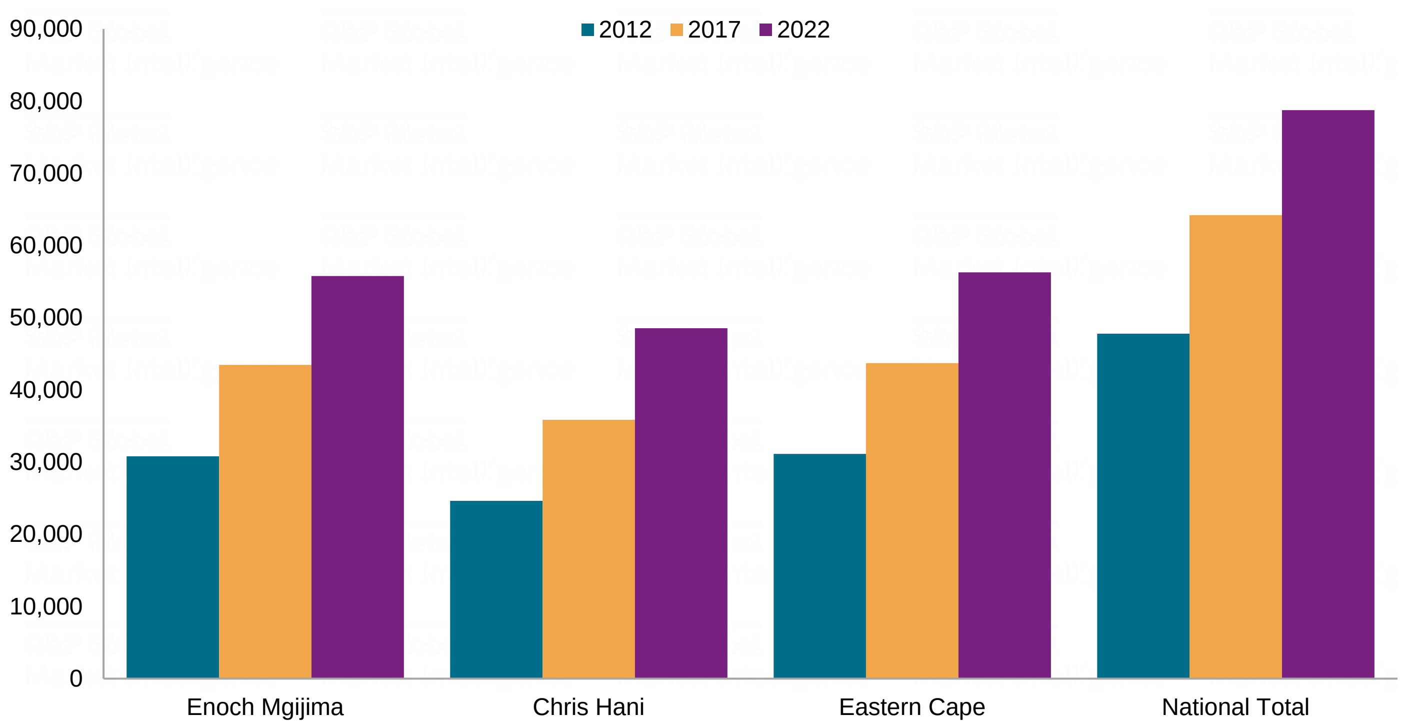

CHART 29. PER CAPITA INCOME - ENOCH MGIJIMA, CHRIS HANI, EASTERN CAPE AND NATIONAL TOTAL, 2022 [RAND, CURRENT PRICES]

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

Although the per capita income in Enoch Mgijima Local Municipality is R 55,800 and is lower than the Eastern Cape (R 56,300), it is more than that of the Chris Hani District Municipality (R 48,500). The per capita income for Enoch Mgijima Local Municipality (R 55,800) is lower than that of the South Africa as a whole which is R 78,800.

TABLE 25. PER CAPITA INCOME BY POPULATION GROUP - ENOCH MGIJIMA AND THE REST OF CHRIS HANI DISTRICT MUNICIPALITY, 2022 [RAND, CURRENT PRICES]

	African	White	Coloured	Asian
Enoch Mgijima	47,900	302,000	72,600	132,000
Inxuba Yethemba	53,800	330,000	72,100	N/A
Intsika Yethu	40,500	N/A	N/A	N/A
Emalahleni	37,900	N/A	N/A	N/A
Dr AB Xuma	35,400	N/A	N/A	N/A
Sakhisizwe	40,700	N/A	N/A	N/A

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

Inxuba Yethemba Local Municipality has the highest per capita income with a total of R 85,300. Enoch Mgijima Local Municipality had the second highest per capita income at R 55,800, whereas Dr AB Xuma Local Municipality had the lowest per capita income at R 35,600. In Enoch Mgijima Local Municipality, the White population group has the highest per capita income, with R 302,000, relative to the other population groups. The population group with the second highest per capita income within Enoch Mgijima Local Municipality is the Asian population group (R 132,000), where the Coloured and the African population groups had a per capita income of R 72,600 and R 47,900 respectively.

Index of buying power

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

TABLE 26. INDEX OF BUYING POWER - ENOCH MGIJIMA, CHRIS HANI, EASTERN CAPE AND NATIONAL TOTAL, 2022 [NUMBER]

	Enoch Mgijima	Chris Hani	Eastern Cape	National Total
Population	286,737	887,214	7,471,281	61,111,836
Population - share of national total	0.5%	1.5%	12.2%	100.0%
Income	15,996	43,061	420,592	4,812,518
Income - share of national total	0.3%	0.9%	8.7%	100.0%
Retail	5,026,511	11,793,853	112,342,927	1,295,054,000
Retail - share of national total	0.4%	0.9%	8.7%	100.0%
Index	0.00	0.01	0.09	1.00

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

Enoch Mgijima Local Municipality has a 0.5% share of the national population, 0.3% share of the total national income and a 0.4% share in the total national retail, this all equates to an IBP index value of 0.0036 relative to South Africa as a whole. Chris Hani has an IBP of 0.0096, were Eastern Cape Province has and IBP index value of 0.091 and South Africa a value of 1 relative to South Africa as a whole. .

The considerable low index of buying power of the Enoch Mgijima Local Municipality suggests that the local municipality has access to only a small percentage of the goods and services available in all of the Chris Hani District Municipality. Its residents are most likely spending some of their income in neighbouring areas.

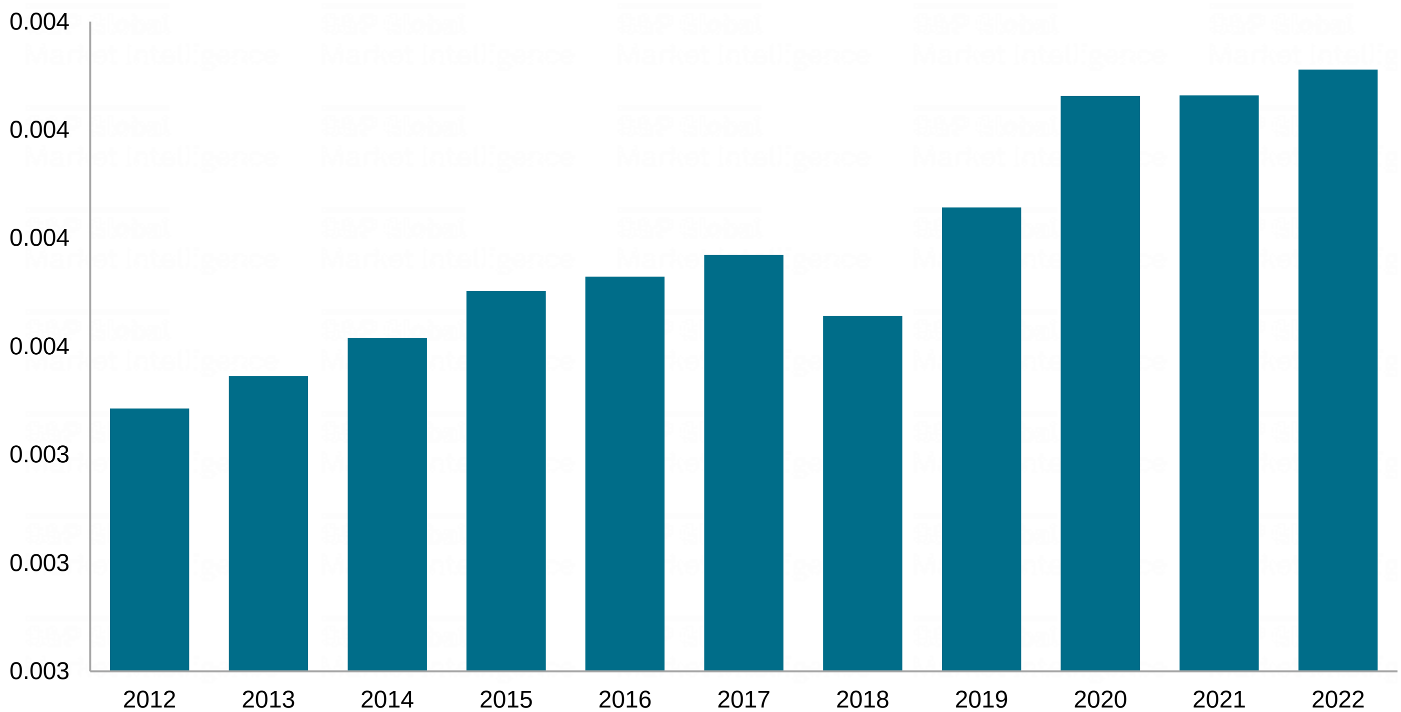

CHART 30. INDEX OF BUYING POWER ENOCH MGIJIMA LOCAL MUNICIPALITY, 2012-2022 [INDEX VALUE]

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024.

Between 2012 and 2022, the index of buying power within Enoch Mgijima Local Municipality increased to its highest level in 2022 (0.003628) from its lowest in 2012 (0.003471).It can be seen that the IBP experienced a positive average annual growth between 2012 and 2022. Although the buying power within Enoch Mgijima Local Municipality is relatively small compared to other regions, the IBP increased at an average annual growth rate of 0.44%.

Development

Indicators of development, like the Human Development Index (HDI), Gini Coefficient (income inequality), poverty and the poverty gap, and education, are used to estimate the level of development of a given region in South Africa relative to the rest of the country.

Another indicator that is widely used is the number (or percentage) of people living in poverty. Poverty is defined as the deprivation of those things that determine the quality of life, including food, clothing, shelter and safe drinking water. More than that, other "intangibles" is also included such as the opportunity to learn, and the privilege to enjoy the respect of fellow citizens. Curbing poverty and alleviating the effects thereof should be a premise in the compilation of all policies that aspire towards a better life for all.

Human development index (HDI)

Definition: The human development index (HDI) is a composite relative index used to compare human development across population groups or regions.

HDI is the combination of three basic dimensions of human development: A long and healthy life, knowledge and a decent standard of living. A long and healthy life is typically measured using life expectancy at birth. Knowledge is normally based on adult literacy and / or the combination of enrolment in primary, secondary and tertiary schools. In order to gauge a decent standard of living, we make use of GDP per capita. On a technical note, the HDI can have a maximum value of 1, indicating a very high level of human development, while the minimum value is 0, indicating no human development.

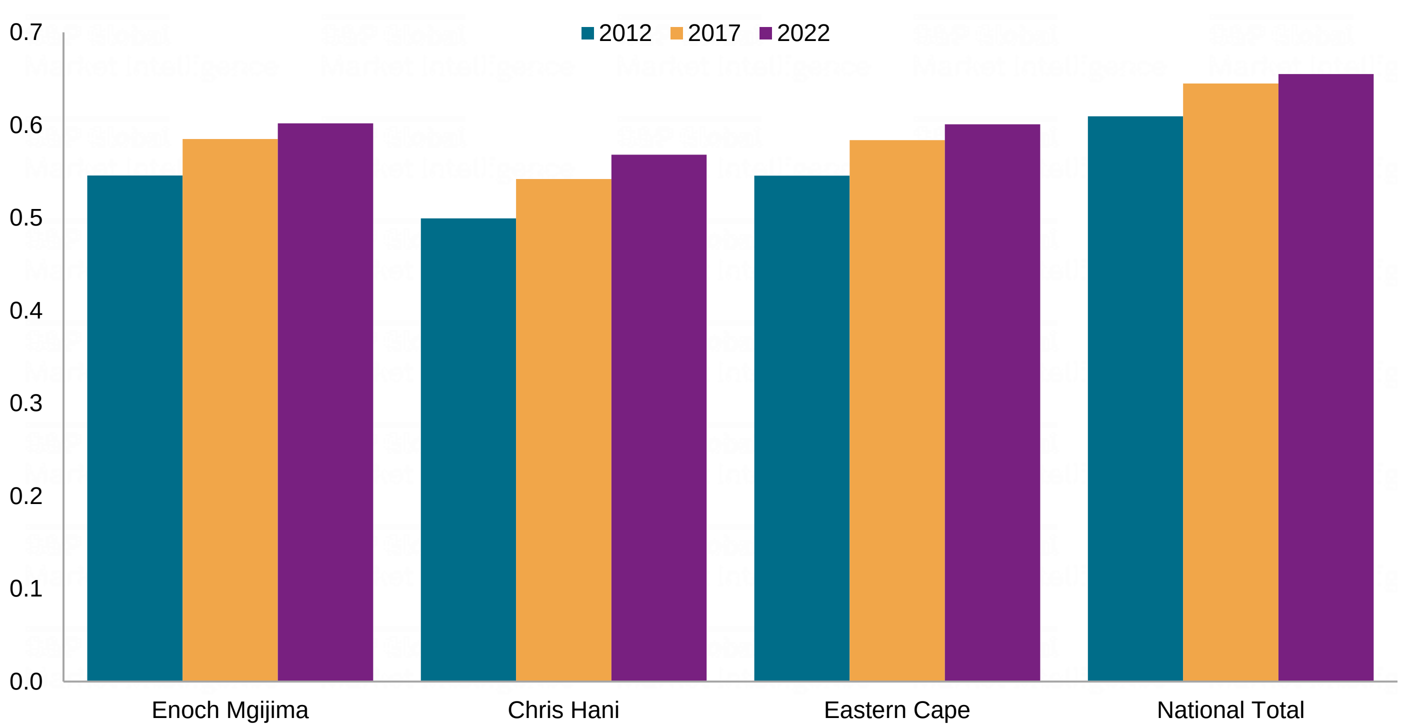

CHART 31. HUMAN DEVELOPMENT INDEX (HDI) - ENOCH MGIJIMA, CHRIS HANI, EASTERN CAPE AND NATIONAL TOTAL, 2012, 2017, 2022 [NUMBER]

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

In 2022 Enoch Mgijima Local Municipality had an HDI of 0.602 compared to the Chris Hani with a HDI of 0.568, 0.601 of Eastern Cape and 0.655 of National Total as a whole. Seeing that South Africa recorded a higher HDI in 2022 when compared to Enoch Mgijima Local Municipality which translates to worse human development for Enoch Mgijima Local Municipality compared to South Africa. South Africa's HDI increased at an average annual growth rate of 0.72% and this increase is lower than that of Enoch Mgijima Local Municipality (0.98%).

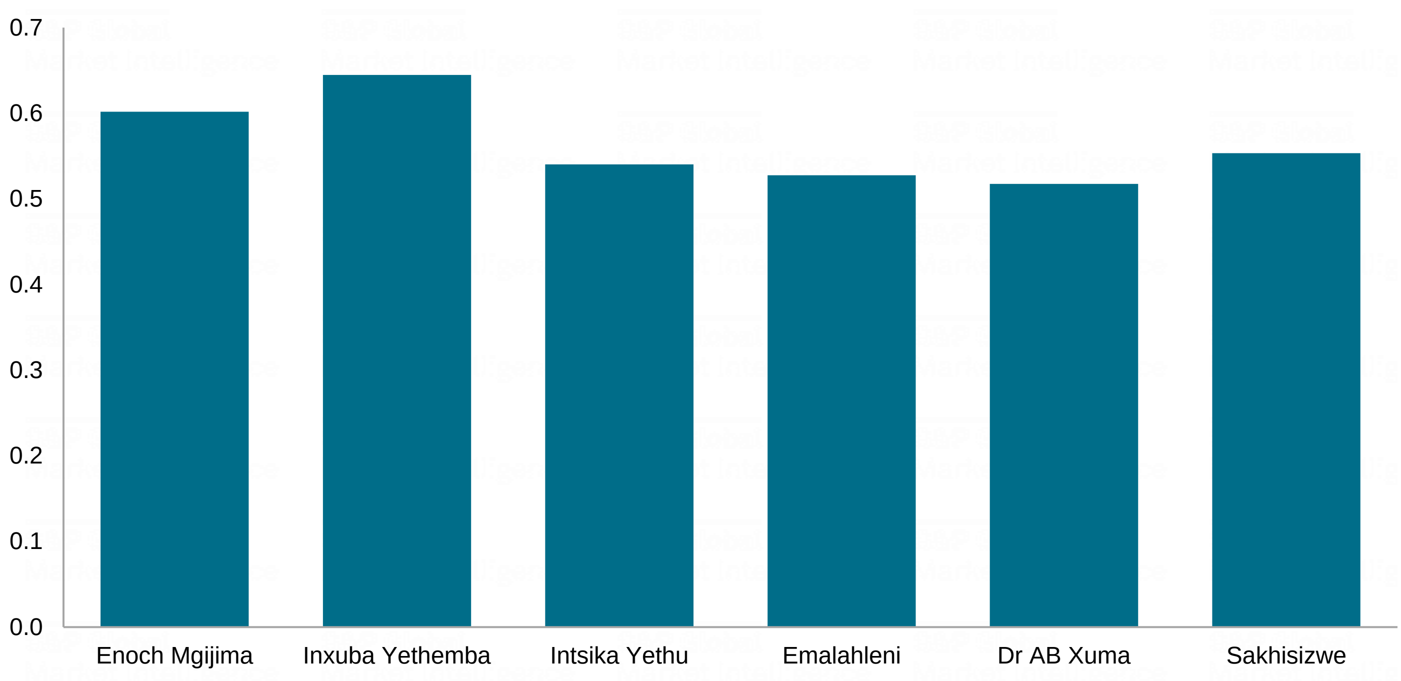

CHART 32. HUMAN DEVELOPMENT INDEX (HDI) - ENOCH MGIJIMA AND THE REST OF CHRIS HANI DISTRICT MUNICIPALITY, 2022 [NUMBER]

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

In terms of the HDI for each the regions within the Chris Hani District Municipality, Inxuba Yethemba Local Municipality has the highest HDI, with an index value of 0.645. The lowest can be observed in the Dr AB Xuma Local Municipality with an index value of 0.517.

Gini coefficient

Definition: The Gini coefficient is a summary statistic of income inequality. It varies from 0 to 1.

If the Gini coefficient is equal to zero, income is distributed in a perfectly equal manner, in other words there is no variance between the high and low income earners within the population. In contrast, if the Gini coefficient equals 1, income is completely inequitable, i.e. one individual in the population is earning all the income and the rest has no income. Generally this coefficient lies in the range between 0.25 and 0.70.

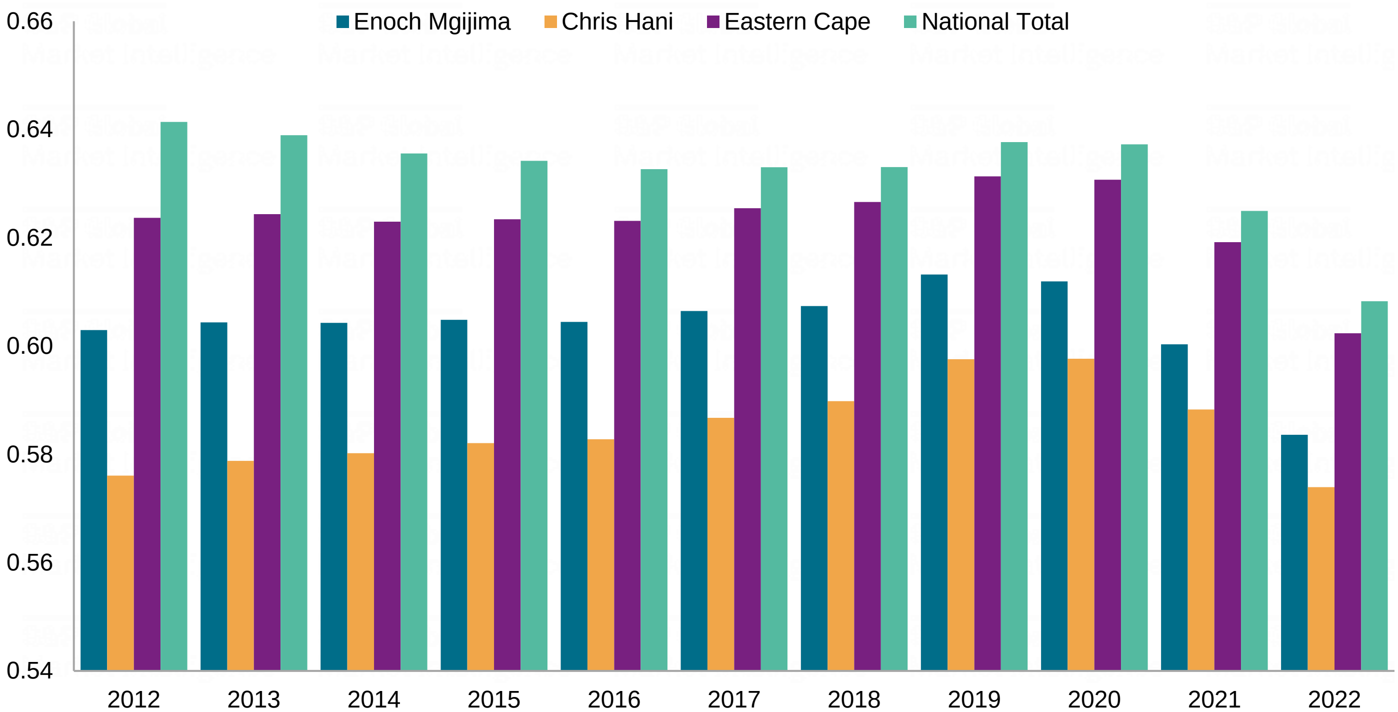

CHART 33. GINI COEFFICIENT - ENOCH MGIJIMA, CHRIS HANI, EASTERN CAPE AND NATIONAL TOTAL, 2012-2022 [NUMBER]

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

In 2022, the Gini coefficient in Enoch Mgijima Local Municipality was at 0.584, which reflects a decrease in the number over the ten-year period from 2012 to 2022. The Chris Hani District Municipality and the Eastern Cape Province had a Gini coefficient of 0.574 and 0.602 respectively. When Enoch Mgijima Local Municipality is contrasted against the entire South Africa, it can be seen that Enoch Mgijima has a more equal income distribution with a lower Gini coefficient compared to the South African coefficient of 0.608 in 2022. This has been the case for the entire 10 year history.

TABLE 27. GINI COEFFICIENT BY POPULATION GROUP - ENOCH MGIJIMA, 2012, 2022 [NUMBER]

	African	White	Coloured
2012	0.57	0.43	0.55
2022	0.56	0.40	0.53
Average Annual growth			
2012-2022	***-0.17***%	***-0.73***%	***-0.31***%

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024.

When segmenting the Enoch Mgijima Local Municipality into population groups, it can be seen that the Gini coefficient for the African population group decreased the least amongst the population groups with an average annual growth rate of -0.17%. The Gini coefficient for the White population group decreased the most with an average annual growth rate of -0.73%. This implies that all the population groups have improved in terms of income equality within its own population group over the period.

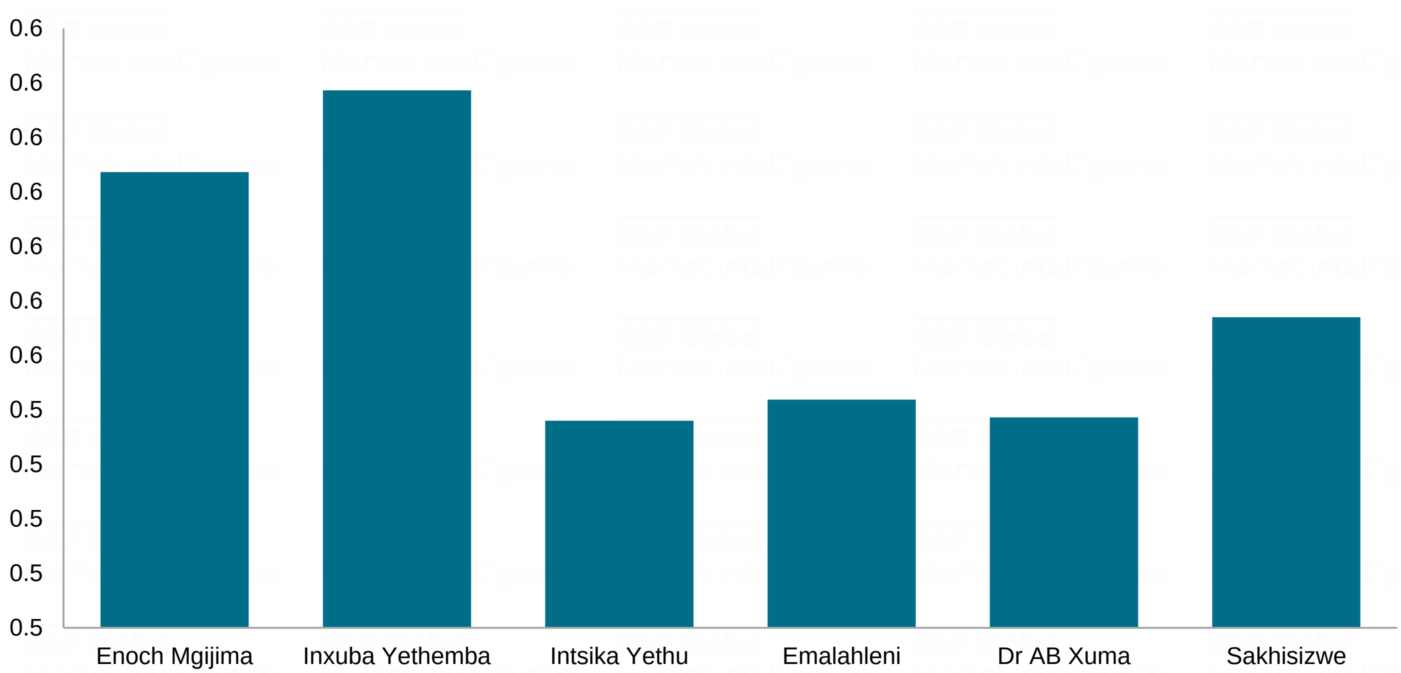

CHART 34. GINI COEFFICIENT - ENOCH MGIJIMA AND THE REST OF CHRIS HANI DISTRICT MUNICIPALITY, 2022 [NUMBER]

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024.

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In terms of the Gini coefficient for each of the regions within the Chris Hani District Municipality, Inxuba Yethemba Local Municipality has the highest Gini coefficient, with an index value of 0.599. The lowest Gini coefficient can be observed in the Intsika Yethu Local Municipality with an index value of 0.538.

Poverty

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

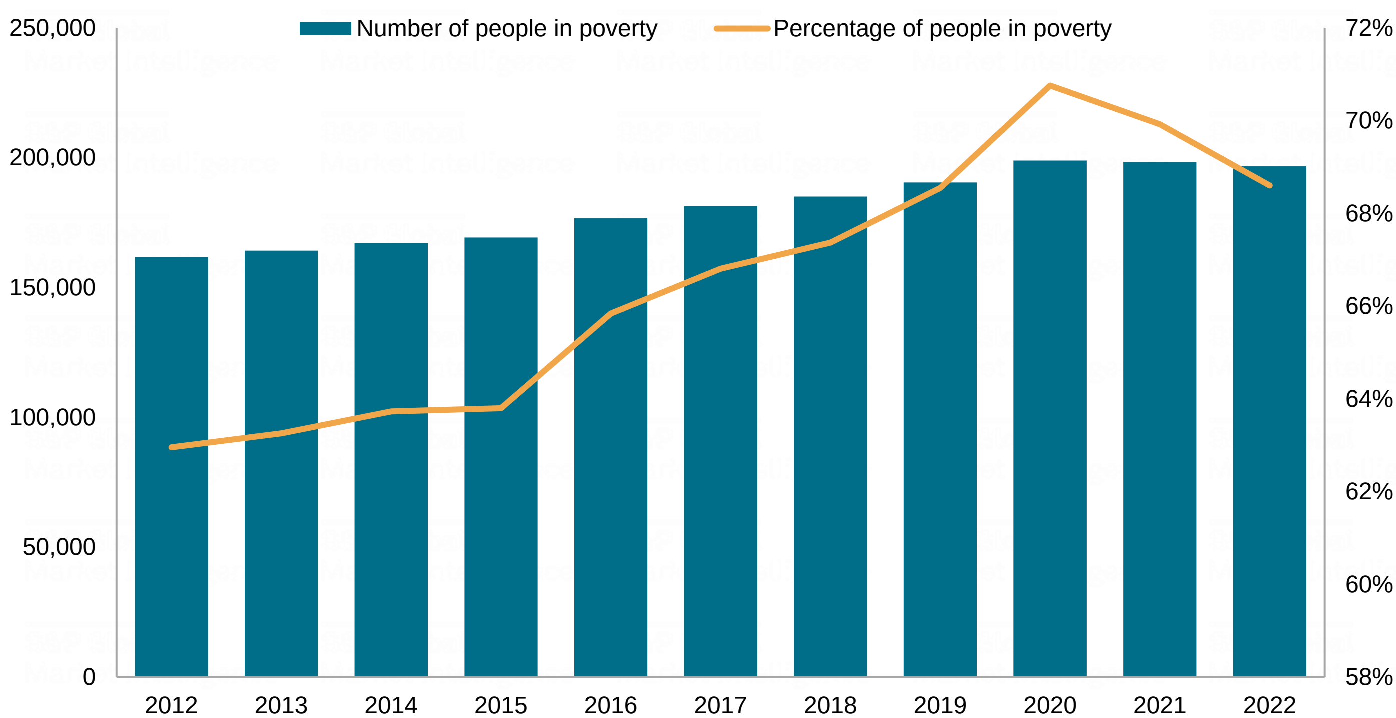

CHART 35. NUMBER AND PERCENTAGE OF PEOPLE LIVING IN POVERTY - ENOCH MGIJIMA LOCAL MUNICIPALITY, 2012-2022 [NUMBER PERCENTAGE]

Source: South Africa Regional eXplorer v2443.
Data compiled on 15 Jan 2024.
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In 2022, there were 197 000 people living in poverty, using the upper poverty line definition, across Enoch Mgijima Local Municipality - this is 21.54% higher than the 162 000 in 2012. The percentage of people living in poverty has increased from 62.96% in 2012 to 68.60% in 2022, which indicates a increase of -5.64 percentage points.

TABLE 28. PERCENTAGE OF PEOPLE LIVING IN POVERTY BY POPULATION GROUP - ENOCH MGIJIMA, 2012-2022 [PERCENTAGE]

	African	White	Coloured	Asian
2012	66.1%	0.9%	44.3%	7.7%
2013	66.3%	1.0%	45.1%	7.9%
2014	66.8%	1.0%	46.2%	7.7%
2015	66.8%	1.1%	46.5%	7.5%
2016	68.9%	1.4%	47.9%	9.6%
2017	69.9%	1.5%	48.5%	11.4%
2018	70.4%	1.8%	48.0%	14.3%
2019	71.6%	2.3%	48.1%	17.9%
2020	73.8%	3.1%	50.1%	24.1%
2021	73.0%	3.2%	47.8%	24.6%
2022	71.6%	3.0%	45.8%	24.8%

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

In 2022, the population group with the highest percentage of people living in poverty was the African population group with a total of 71.6% people living in poverty, using the upper poverty line definition. The proportion of the Asian population group, living in poverty, decreased by -2.13 percentage points, as can be seen by the change from 7.69% in 2012 to 24.79% in 2022. In 2022 45.83% of the Coloured population group lived in poverty, as compared to the 44.29% in 2012. The African and the White population group saw a decrease in the percentage of people living in poverty, with a decrease of -5.58 and -1.54 percentage points respectively.

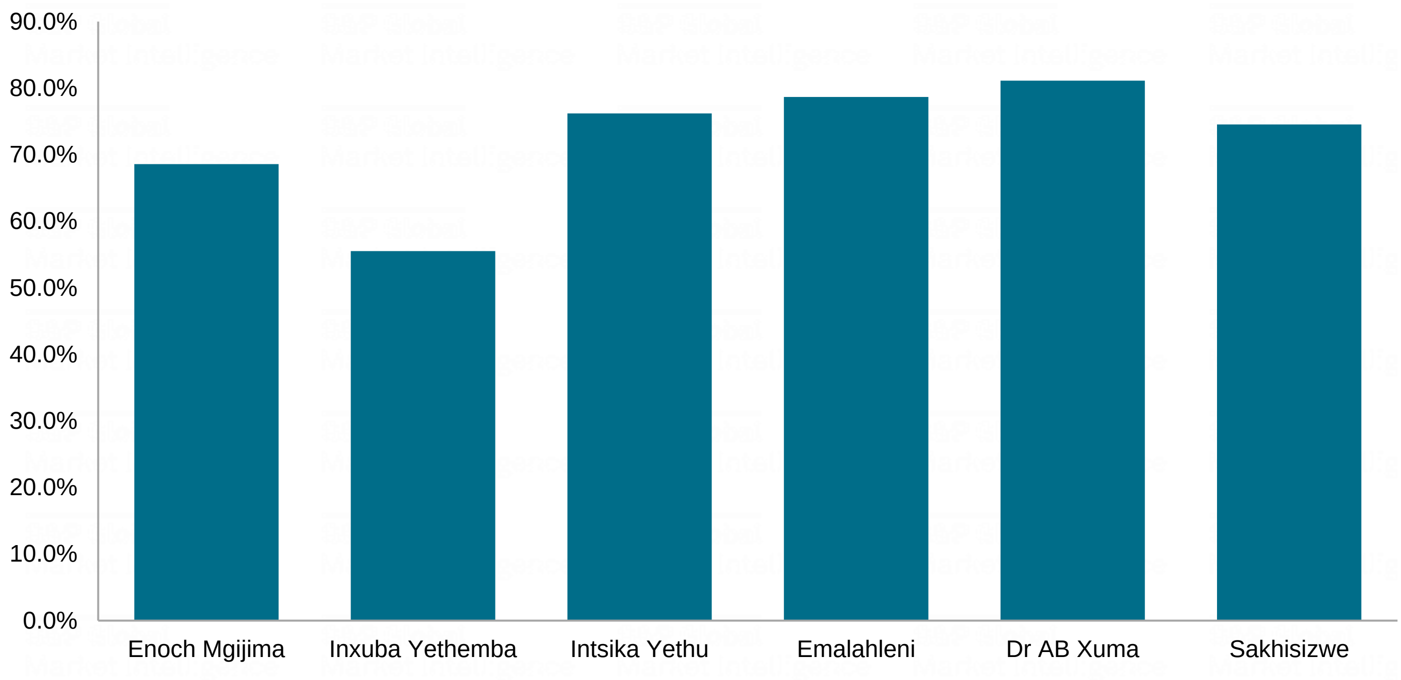


CHART 36. PERCENTAGE OF PEOPLE LIVING IN POVERTY - ENOCH MGIJIMA AND THE REST OF CHRIS HANI DISTRICT MUNICIPALITY,2022 [PERCENTAGE]

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

In terms of the percentage of people living in poverty for each of the regions within the Chris Hani District Municipality, Dr AB Xuma Local Municipality has the highest percentage of people living in poverty, with a total of 81.1%. The lowest percentage of people living in poverty can be observed in the Inxuba Yethemba Local Municipality with a total of 55.5% living in poverty, using the upper poverty line definition.

Poverty gap rate

Definition: The poverty gap is used as an indicator to measure the depth of poverty. The gap measures the average distance of the population from the poverty line and is expressed as a percentage of the upper bound poverty line, as defined by StatsSA. The Poverty Gap deals with a major shortcoming of the poverty rate, which does not give any indication of the depth, of poverty. The upper poverty line is defined by StatsSA as the level of consumption at which individuals are able to purchase both sufficient food and non-food items without sacrificing one for the other.

It is estimated that the poverty gap rate in Enoch Mgijima Local Municipality amounted to 31.3% in 2022 - the rate needed to bring all poor households up to the poverty line and out of poverty.

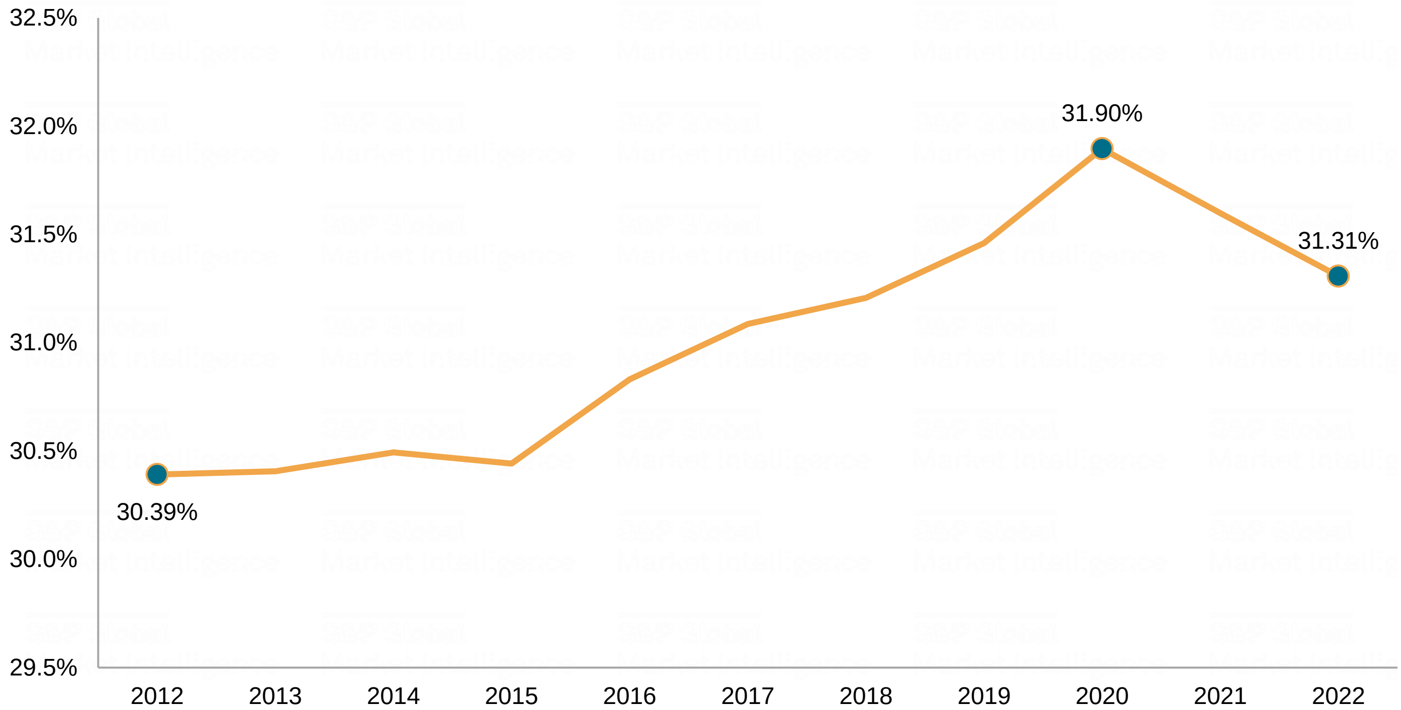


CHART 37. POVERTY GAP RATE BY POPULATION GROUP - ENOCH MGIJIMA LOCAL MUNICIPALITY, 2012-2022 [PERCENTAGE]

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

In 2022, the poverty gap rate was 31.3% and in 2012 the poverty gap rate was 30.4%,it can be seen that the poverty gap rate increased from 2012 to 2022, which means that there were no improvements in terms of the depth of the poverty within Enoch Mgijima Local Municipality.

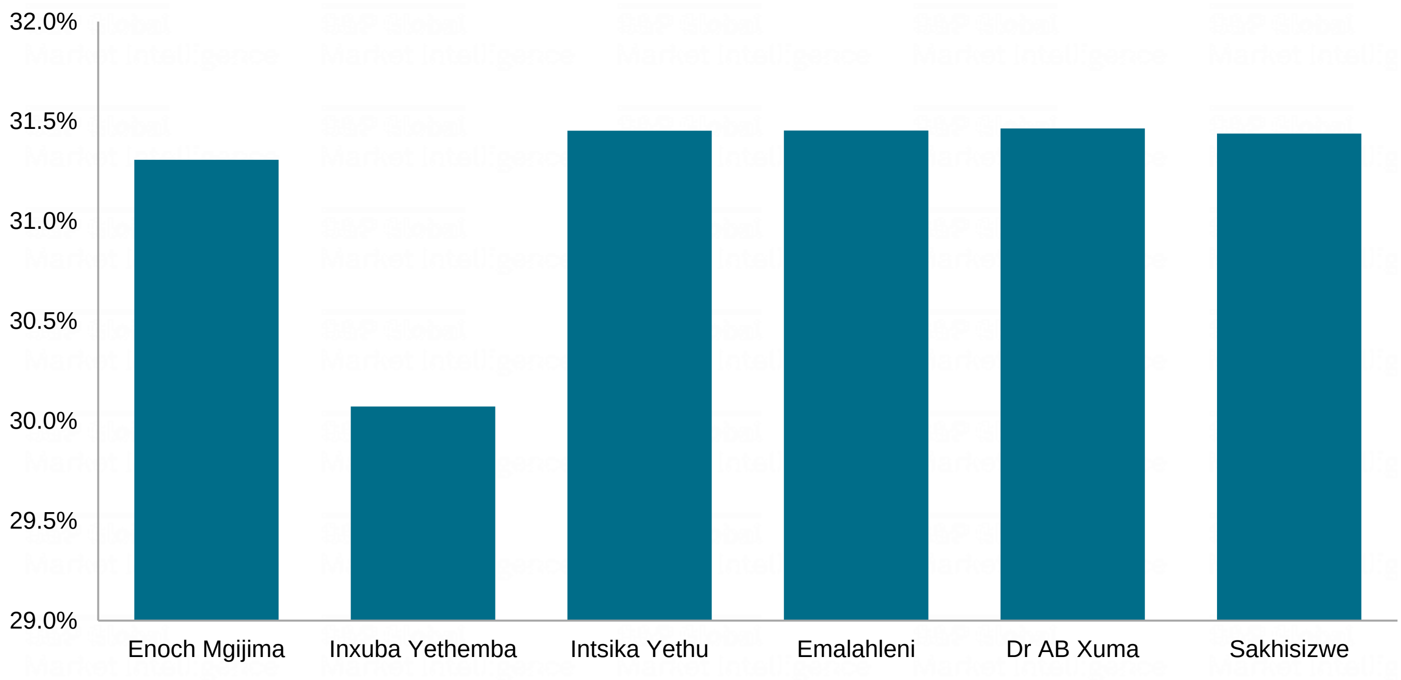


CHART 38. POVERTY GAP RATE - ENOCH MGIJIMA LOCAL MUNICIPALITY AND THE REST OF CHRIS HANI, 2022 [PERCENTAGE]

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024.

In terms of the poverty gap rate for each of the regions within the Chris Hani District Municipality, Dr AB Xuma Local Municipality had the highest poverty gap rate, with a rand value of 31.5%. The lowest poverty gap rate can be observed in the Inxuba Yethemba Local Municipality with a total of 30.1%.

Education

Educating is important to the economic growth in a country and the development of its industries, providing a trained workforce and skilled professionals required.

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

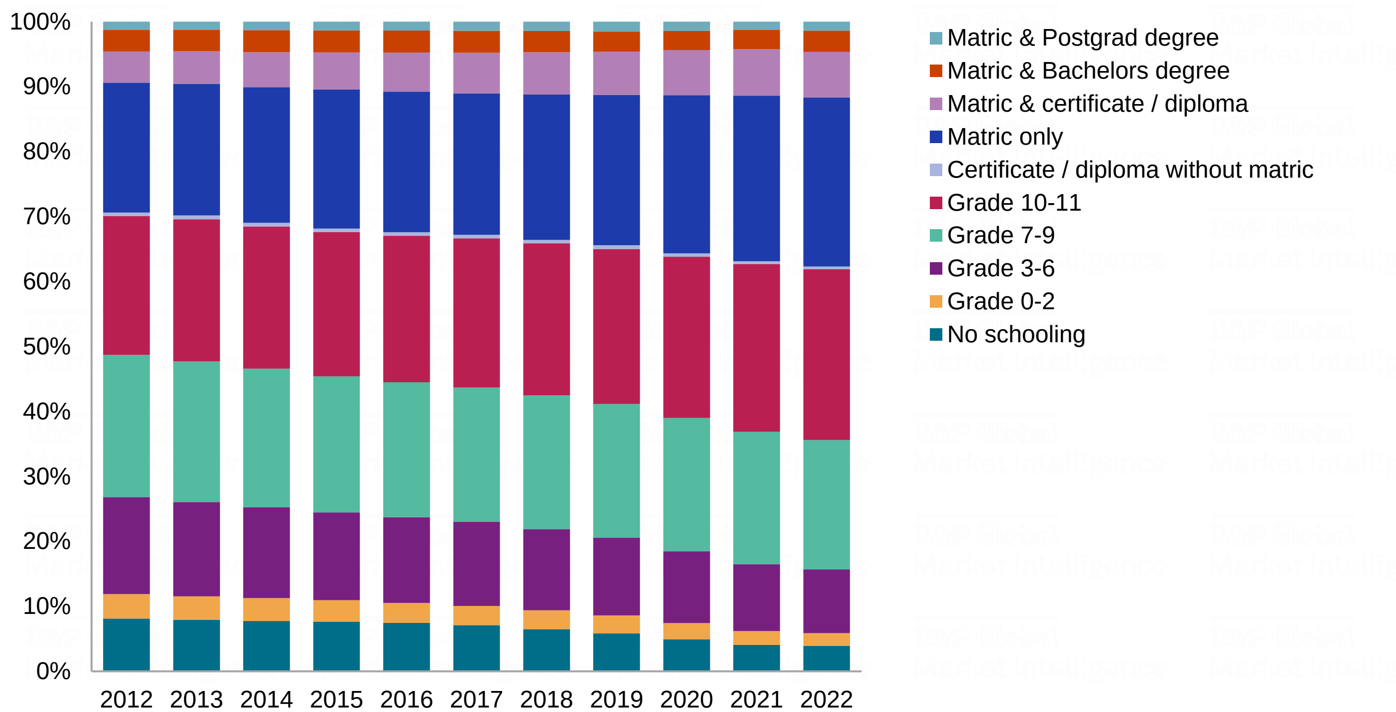


CHART 39. HIGHEST LEVEL OF EDUCATION: AGE 15+ - ENOCH MGIJIMA LOCAL MUNICIPALITY, 2012-2022 [PERCENTAGE]

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

Within Enoch Mgijima Local Municipality, the number of people without any schooling decreased from 2012 to 2022 with an average annual rate of -5.52%, while the number of people within the 'matric only' category, increased from 30,800 to 47,200. The number of people with 'matric and a certificate/diploma' increased with an average annual rate of 5.63%, with the number of people with a 'matric and a Bachelor's' degree increasing with an average annual rate of 1.40%. Overall improvement in the level of education is visible with an increase in the number of people with 'matric' or higher education.

TABLE 29. HIGHEST LEVEL OF EDUCATION: AGE 15+ - ENOCH MGIJIMA, CHRIS HANI, EASTERN CAPE AND NATIONAL TOTAL, 2022 [NUMBERS]

	Enoch Mgijima	Chris Hani	Eastern Cape	National Total	Enoch Mgijima as % of district municipality	Enoch Mgijima as % of province	Enoch Mgijima as % of national
No schooling	7,080	31,400	183,000	1,400,000	*22.6%*	*3.9%*	*0.51%*
Grade 0-2	3,610	13,400	84,800	420,000	*27.0%*	*4.3%*	*0.86%*
Grade 3-6	17,800	69,100	451,000	2,480,000	*25.8%*	*3.9%*	*0.72%*

Grade 7-9	36,100	125,000	968,000	5,760,000	*29.0%*	*3.7%*	*0.63%*
Grade 10-11	47,700	133,000	1,220,000	9,810,000	*35.9%*	*3.9%*	*0.49%*
Certificate / diploma without matric	786	1,740	13,200	140,000	*45.2%*	*6.0%*	*0.56%*
Matric only	47,200	108,000	1,110,000	13,400,000	*43.7%*	*4.3%*	*0.35%*
Matric certificate / diploma	12,800	27,700	258,000	2,740,000	*46.0%*	*4.9%*	*0.47%*
Matric Bachelors degree	5,910	11,800	131,000	1,710,000	*50.0%*	*4.5%*	*0.35%*
Matric Postgrad degree	2,540	5,750	63,000	1,060,000	*44.2%*	*4.0%*	*0.24%*

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

The number of people without any schooling in Enoch Mgijima Local Municipality accounts for 22.55% of the number of people without schooling in the district municipality, 3.86% of the province and 0.51% of the national. In 2022, the number of people in Enoch Mgijima Local Municipality with a matric only was 47,200 which is a share of 43.73% of the district municipality's total number of people that has obtained a matric. The number of people with a matric and a Postgrad degree constitutes 50.00% of the district municipality, 4.50% of the province and 0.35% of the national.

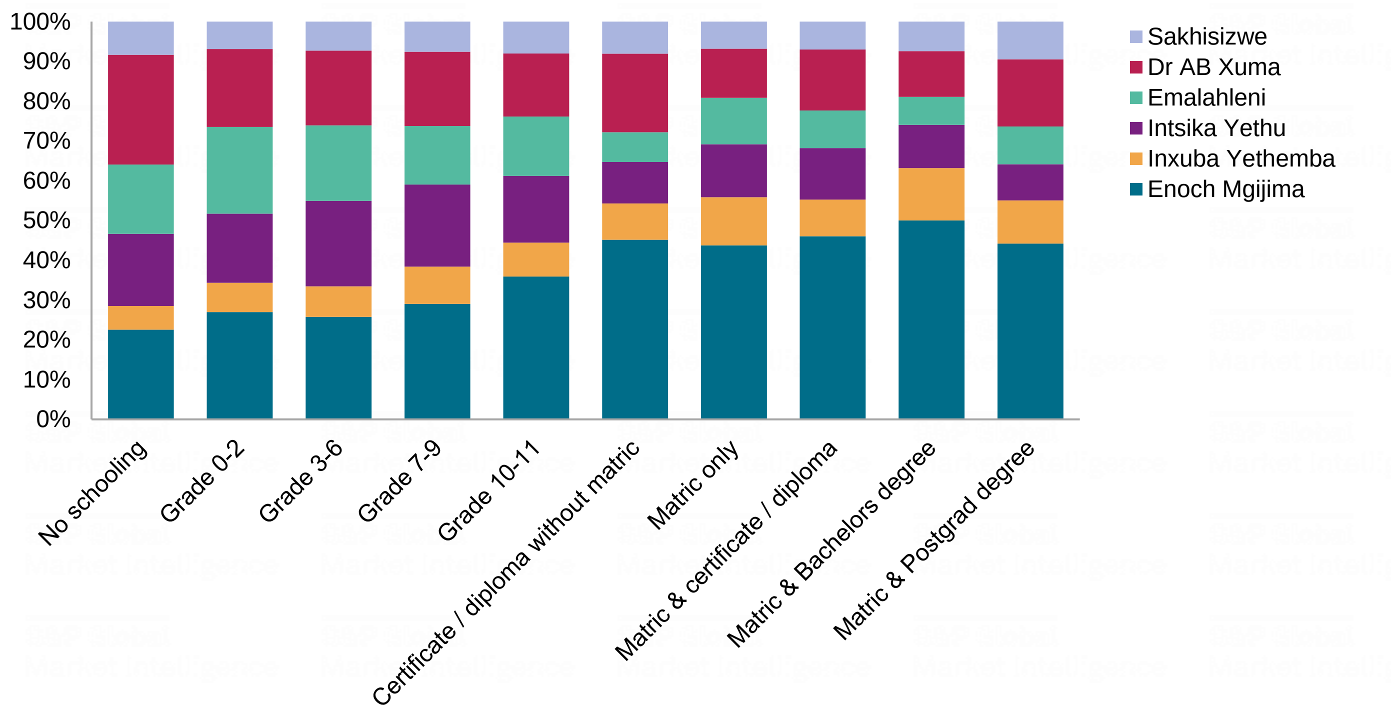


CHART 40. HIGHEST LEVEL OF EDUCATION: AGE 15+, ENOCH MGIJIMA, INXUBA YETHEMBA, INTSIKA YETHU, EMALAHLENI, DR AB XUMA AND SAKHISIZWE 2022 [PERCENTAGE]

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

Functional literacy

Definition: For the purpose of this report, S&P Global defines functional literacy as the number of people in a region that are 20 years and older and have completed at least their primary education (i.e. grade 7).

Functional literacy describes the reading and writing skills that are adequate for an individual to cope with the demands of everyday life - including the demands posed in the workplace. This is contrasted with illiteracy in the strictest sense, meaning the inability to read or write. Functional literacy enables individuals to enter the labour market and contribute towards economic growth thereby reducing poverty.

TABLE 30. FUNCTIONAL LITERACY: AGE 20+, COMPLETED GRADE 7 OR HIGHER - ENOCH MGIJIMA LOCAL MUNICIPALITY, 2012-2022 [NUMBER PERCENTAGE]

	Illiterate	Literate	%
2012	43,239	136,492	75.9%
2013	42,664	138,701	76.5%
2014	42,098	141,226	77.0%
2015	41,532	143,915	77.6%
2016	40,964	146,582	78.2%
2017	40,388	149,371	78.7%
2018	38,954	153,263	79.7%
2019	37,188	157,831	80.9%
2020	34,088	164,004	82.8%
2021	30,757	170,025	84.7%
2022	29,506	174,300	85.5%
Average Annual growth			
2012-2022	***-3.75***%	***2.48***%	***1.20***%

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

A total of 174 000 individuals in Enoch Mgijima Local Municipality were considered functionally literate in 2022, while 29 500 people were considered to be illiterate. Expressed as a rate, this amounts to 85.52% of the population, which is an increase of 0.096 percentage points since 2012 (75.94%). The number of illiterate individuals decreased on average by -3.75% annually from 2012 to 2022, with the number of functional literate people increasing at 2.48% annually.

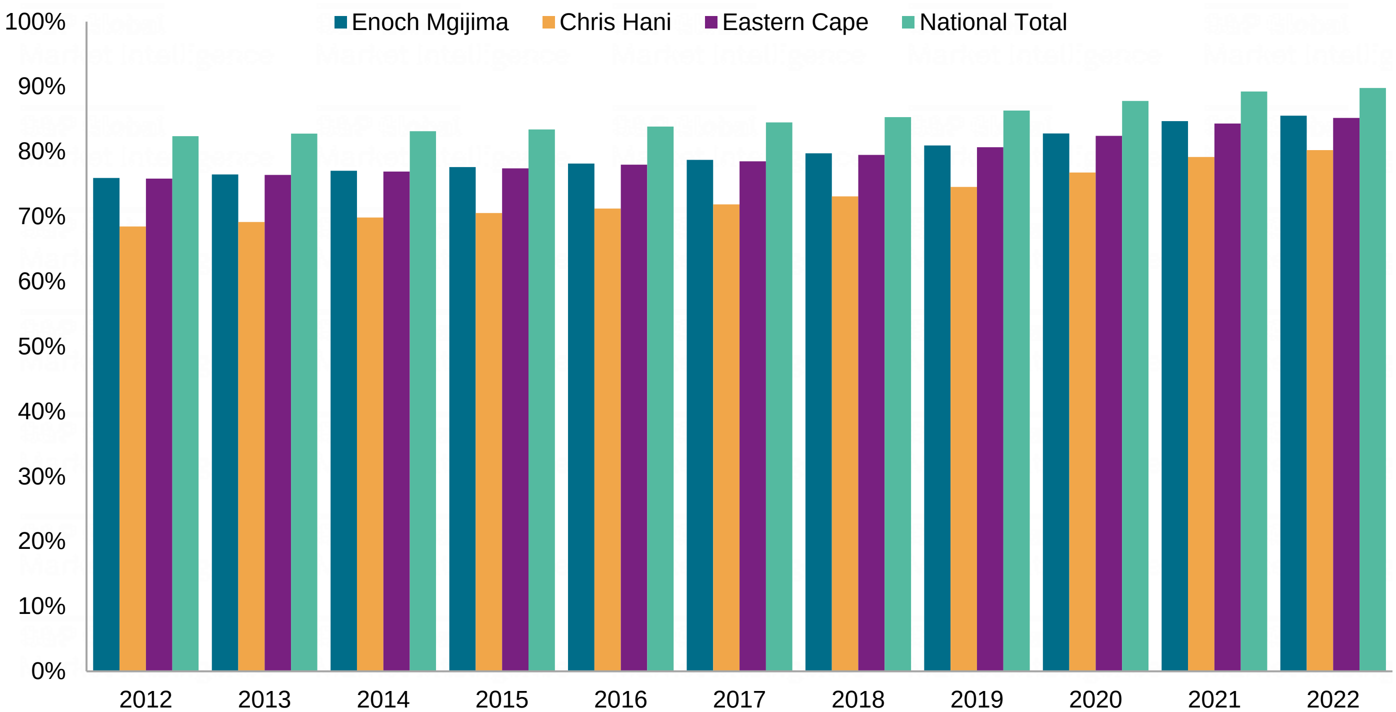


CHART 41. FUNCTIONAL LITERACY: AGE 20+, COMPLETED GRADE 7 OR HIGHER - ENOCH MGIJIMA, CHRIS HANI, EASTERN CAPE AND NATIONAL TOTAL, 2012-2022 [PERCENTAGE]

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

Enoch Mgijima Local Municipality's functional literacy rate of 85.52% in 2022 is higher than that of Chris Hani at 80.22%, and is higher than the province rate of 85.18%. When comparing to National Total as whole, which has a functional literacy rate of 89.78%, it can be seen that the functional literacy rate is higher than that of the Enoch Mgijima Local Municipality.

A higher literacy rate is often associated with higher levels of urbanization, for instance where access to schools is less of a problem, and where there are economies of scale. From a spatial breakdown of the literacy rates in South Africa, it is perceived that the districts with larger cities normally have higher literacy rates.

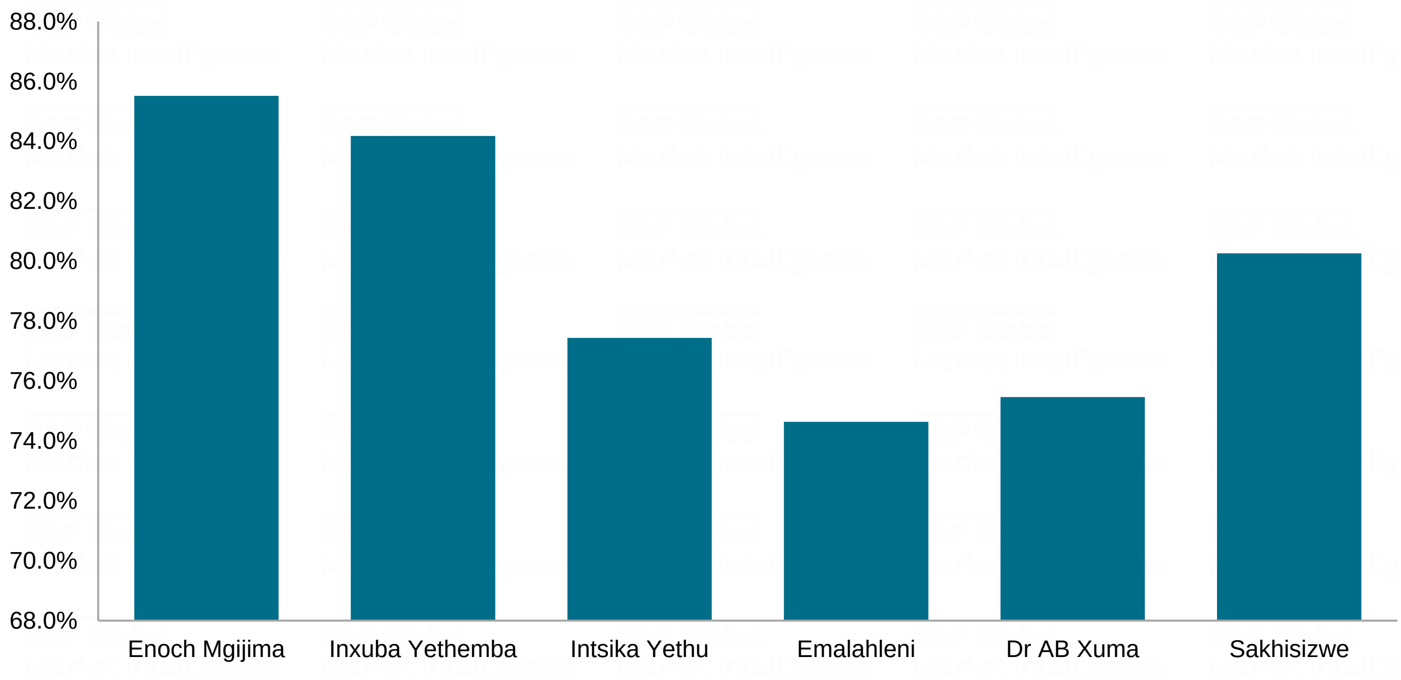


CHART 42. LITERACY RATE - ENOCH MGIJIMA LOCAL MUNICIPALITY AND THE REST OF CHRIS HANI DISTRICT MUNICIPALITY,2022 [PERCENTAGE]

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024.

In terms of the literacy rate for each of the regions within the Chris Hani District Municipality, Enoch Mgijima Local Municipality had the highest literacy rate, with a total of 85.5%. The lowest literacy rate can be observed in the Emalahleni Local Municipality with a total of 74.6%.

Population density

Definition: Population density measures the concentration of people in a region. To calculate this, the population of a region is divided by the area size of that region. The output is presented as the number of people per square kilometre.

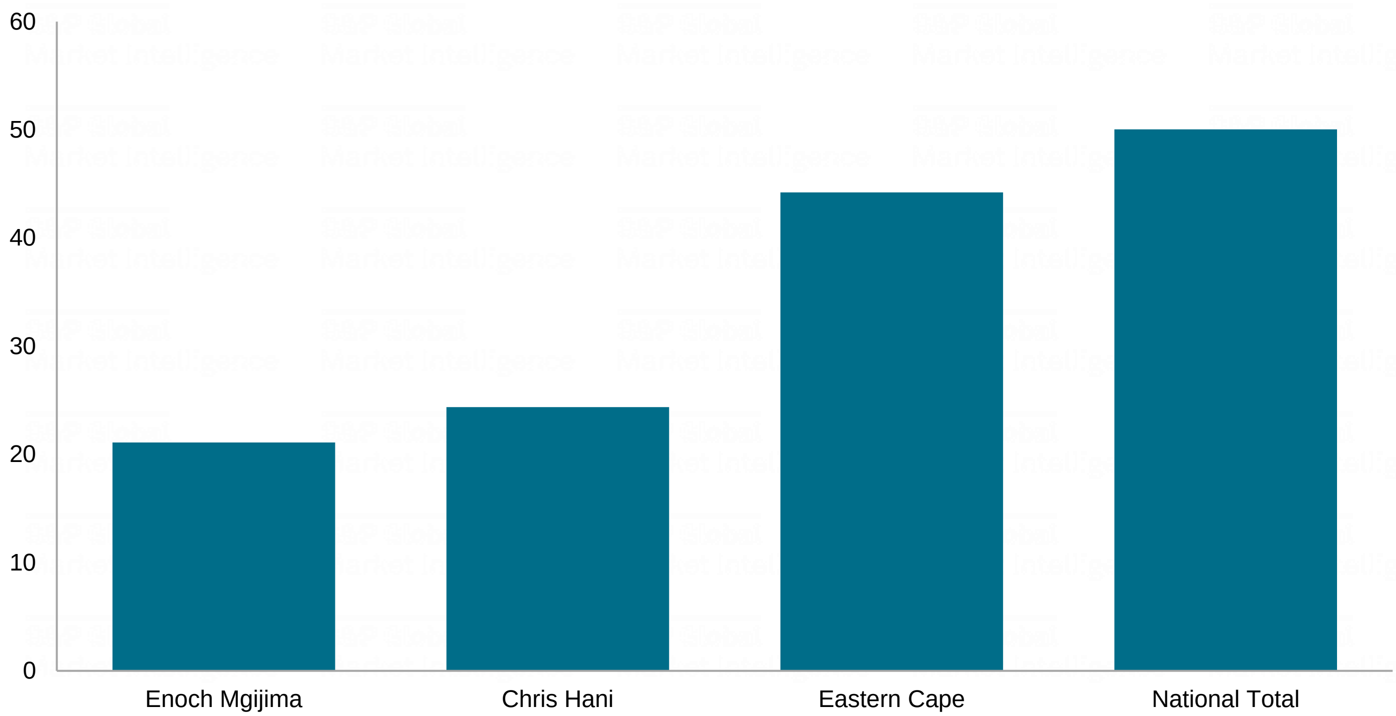


CHART 43. POPULATION DENSITY - ENOCH MGIJIMA, CHRIS HANI, EASTERN CAPE AND NATIONAL TOTAL, 2022 [NUMBER OF PEOPLE PER KM²]

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024.

In 2022, with an average of 21.1 people per square kilometre, Enoch Mgijima Local Municipality had a lower population density than Chris Hani (24.4 people per square kilometre). Compared to Eastern Cape Province (44.2 per square kilometre) it can be seen that there are less people living per square kilometre in Enoch Mgijima Local Municipality than in Eastern Cape Province.

TABLE 31. POPULATION DENSITY - ENOCH MGIJIMA AND THE REST OF CHRIS HANI, 2012-2022 [NUMBER OF PEOPLE PER KM²]

	Enoch Mgijima	Inxuba Yethemba	Intsika Yethu	Emalahleni	Dr AB Xuma	Sakhisizwe
2012	18.92	5.74	53.11	35.15	63.46	27.34
2013	19.11	5.81	53.03	35.26	63.52	27.41
2014	19.32	5.88	53.06	35.42	63.69	27.53
2015	19.53	5.95	53.17	35.62	63.97	27.68
2016	19.75	6.02	53.34	35.84	64.32	27.85
2017	19.98	6.10	53.60	36.10	64.76	28.06
2018	20.22	6.17	53.92	36.40	65.29	28.29
2019	20.45	6.24	54.28	36.71	65.83	28.52

2020	20.69	6.32	54.66	37.03	66.40	28.77
2021	20.89	6.38	54.94	37.30	66.86	28.97
2022	21.11	6.44	55.33	37.64	67.44	29.21
Average Annual growth						
2012-2022	***1.10***%	***1.15***%	***0.41***%	***0.69***%	***0.61***%	***0.66***%

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024.

In 2022, Enoch Mgijima Local Municipality had a population density of 21.1 per square kilometre and it ranked highest amongst its piers. The region with the highest population density per square kilometre was the Dr AB Xuma with a total population density of 67.4 per square kilometre per annum. In terms of growth, Enoch Mgijima Local Municipality had an average annual growth in its population density of 1.10% per square kilometre per annum. The region with the highest growth rate in the population density per square kilometre was Inxuba Yethemba with an average annual growth rate of 1.15% per square kilometre. In 2022, the region with the lowest population density within Chris Hani District Municipality was Inxuba Yethemba with 6.44 people per square kilometre. The region with the lowest average annual growth rate was the Intsika Yethu with an average annual growth rate of 0.41% people per square kilometre over the period under discussion.

Using population density instead of the total number of people creates a better basis for comparing different regions or economies. A higher population density influences the provision of household infrastructure, quality of services, and access to resources like medical care, schools, sewage treatment, community centres, etc.

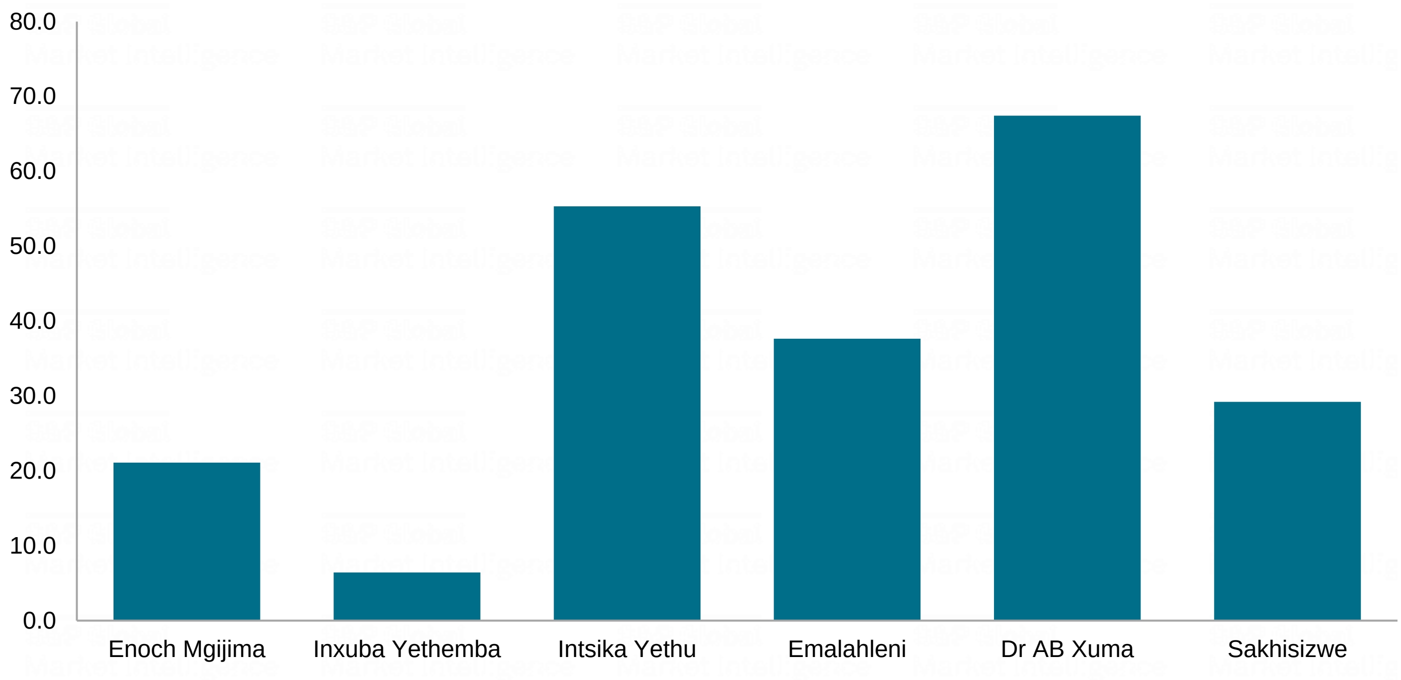


CHART 44. POPULATION DENSITY - ENOCH MGIJIMA AND THE REST OF CHRIS HANI DISTRICT MUNICIPALITY, 2022 [NUMBER OF PEOPLE PER KM]

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

In terms of the population density for each of the regions within the Chris Hani District Municipality, Dr AB Xuma Local Municipality had the highest density, with 67.4 people per square kilometre. The lowest population density can be observed in the Inxuba Yethemba Local Municipality with a total of 6.44 people per square kilometre.

Crime

The state of crime in South Africa has been the topic of many media articles and papers in the past years, and although many would acknowledge that the country has a crime problem, very little research has been done on the relative level of crime. The media often tend to focus on more negative or sensational information, while the progress made in combating crime is neglected.

Composite crime index

The composite crime index makes use of the official SAPS data, which is reported in 27 crime categories (ranging from murder to crime injuries). These 27 categories are divided into two groups according to the nature of the crime: i.e. violent crimes and property crimes. S&P Global uses the (a) Length-of-sentence and the (b) Cost-of-crime in order to apply a weight to each category.

Overall crime index

Definition: The crime index is a composite, weighted index which measures crime. The higher the index number, the higher the level of crime for that specific year in a particular region. The index is best used by looking at the change over time, or comparing the crime levels across regions.

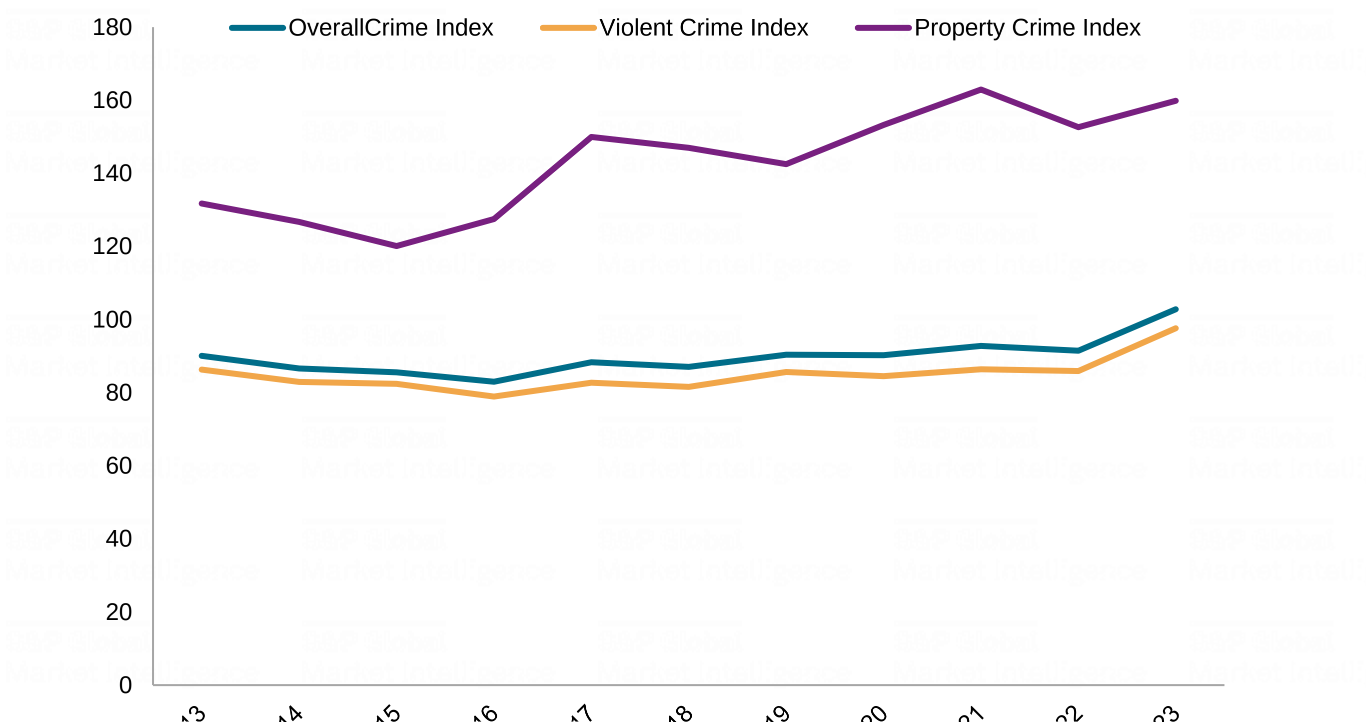


CHART 45. CRIME INDEX - CALENDER YEARS (WEIGHTED AVG / 100,000 PEOPLE) - ENOCH MGIJIMA LOCAL MUNICIPALITY, 2012/2013-2022/2023 [INDEX VALUE]

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

For the period 2012/2013 to 2022/2023 overall crime has increase at an average annual rate of 1.33% within the Enoch Mgijima Local Municipality. Violent crime increased by 1.24% since 2012/2013, while property crimes increased by 1.95% between the 2012/2013 and 2022/2023 financial years.

TABLE 32. OVERALL CRIME INDEX - ENOCH MGIJIMA LOCAL MUNICIPALITY AND THE REST OF CHRIS HANI, 2012/2013-2022/2023 [INDEX VALUE]

	Enoch Mgijima	Inxuba Yethemba	Intsika Yethu	Emalahleni	Dr AB Xuma	Sakhisizwe
2012/2013	90.09	155.09	73.58	76.63	67.56	87.76
2013/2014	86.61	140.95	66.79	74.49	42.77	100.53
2014/2015	85.56	142.57	66.53	71.89	55.24	99.18
2015/2016	82.99	141.94	59.20	73.37	50.41	96.60
2016/2017	88.34	152.02	56.87	70.59	56.43	83.25
2017/2018	87.05	131.09	62.15	76.55	57.60	90.21
2018/2019	90.41	110.70	64.66	81.62	60.86	80.87
2019/2020	90.23	114.44	67.59	79.19	60.54	83.42
2020/2021	92.78	111.14	61.36	69.01	52.01	80.03
2021/2022	91.47	126.13	64.77	76.70	62.36	93.10
2022/2023	102.81	134.72	70.95	78.67	61.31	94.54
Average Annual growth						
2012/2013-2022/2023	***1.33***%	***-1.40***%	***-0.36***%	***0.26***%	***-0.97***%	***0.75***%

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

In 2022/2023, the Inxuba Yethemba Local Municipality has the highest overall crime rate of the sub-regions within the overall Chris Hani District Municipality with an index value of 135. Enoch Mgijima Local Municipality has the second highest overall crime index at 103, with Sakhisizwe Local Municipality having the third highest overall crime index of 94.5. Intsika Yethu Local Municipality has the second lowest overall crime index of 70.9 and the Dr AB Xuma Local Municipality has the lowest overall crime rate of 61.3. The region that decreased the most in overall crime since 2012/2013 was Inxuba Yethemba Local Municipality with an average annual decrease of 1.4% followed by Dr AB Xuma Local Municipality with an average annual decrease of 1.0%.

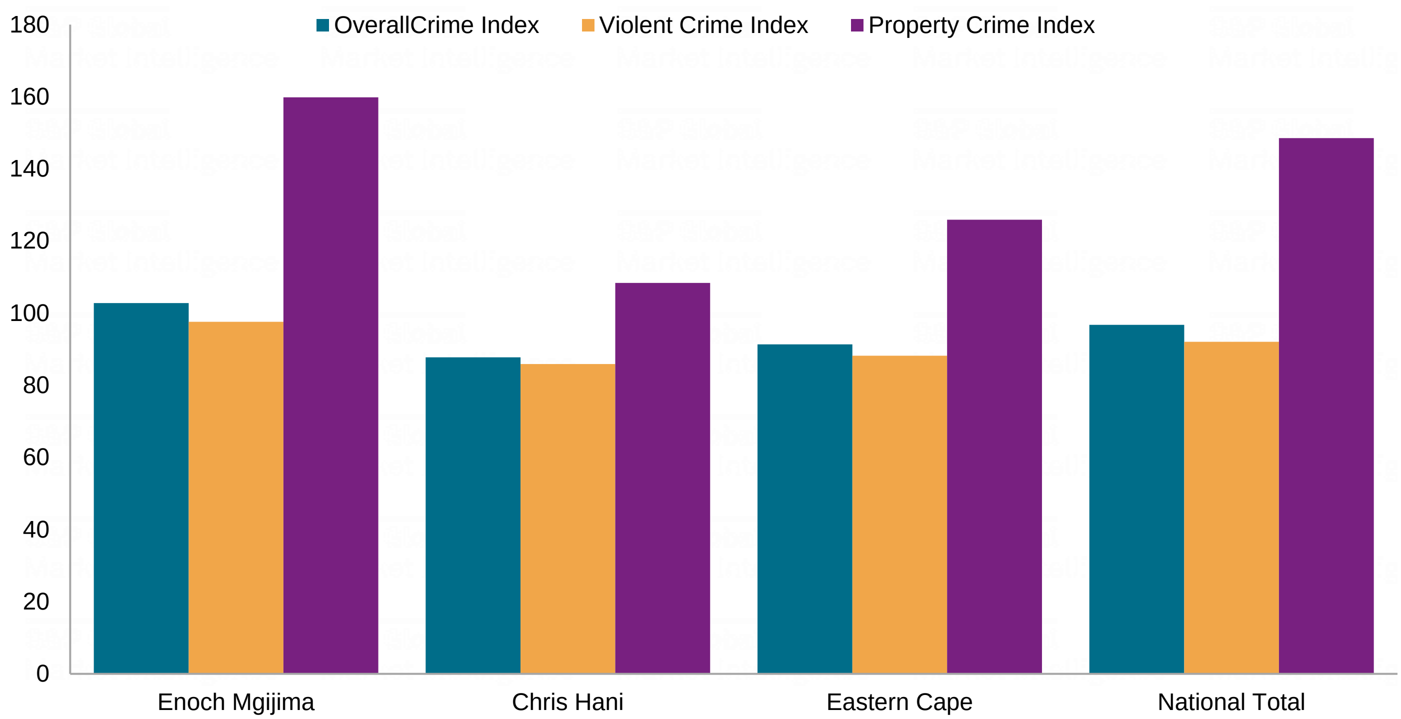


CHART 46. CRIME INDEX - CALENDER YEARS (WEIGHTED AVG / 100,000 PEOPLE) - ENOCH MGIJIMA, CHRIS HANI, EASTERN CAPE AND NATIONAL TOTAL, 2022/2023 [INDEX VALUE]

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

From the chart above it is evident that property crime is a major problem for all the regions relative to violent crime.

Household infrastructure

Drawing on the household infrastructure data of a region is of essential value in economic planning and social development. Assessing household infrastructure involves the measurement of four indicators:

- Access to dwelling units
- Access to proper sanitation
- Access to running water
- Access to refuse removal
- Access to electricity

A household is considered "serviced" if it has access to all four of these basic services. If not, the household is part of the backlog. The way access to a given service is defined (and how to accurately measure that specific Definition over time) gives rise to some distinct problems. S&P Global has therefore developed a unique model to capture the number of households and their level of access to the four basic services.

A household is defined as a group of persons who live together and provide themselves jointly with food and/or other essentials for living, or a single person who lives alone.

The next few sections offer an overview of the household infrastructure of the Enoch Mgijima Local Municipality between 2022 and 2012.

Households by dwelling type

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

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

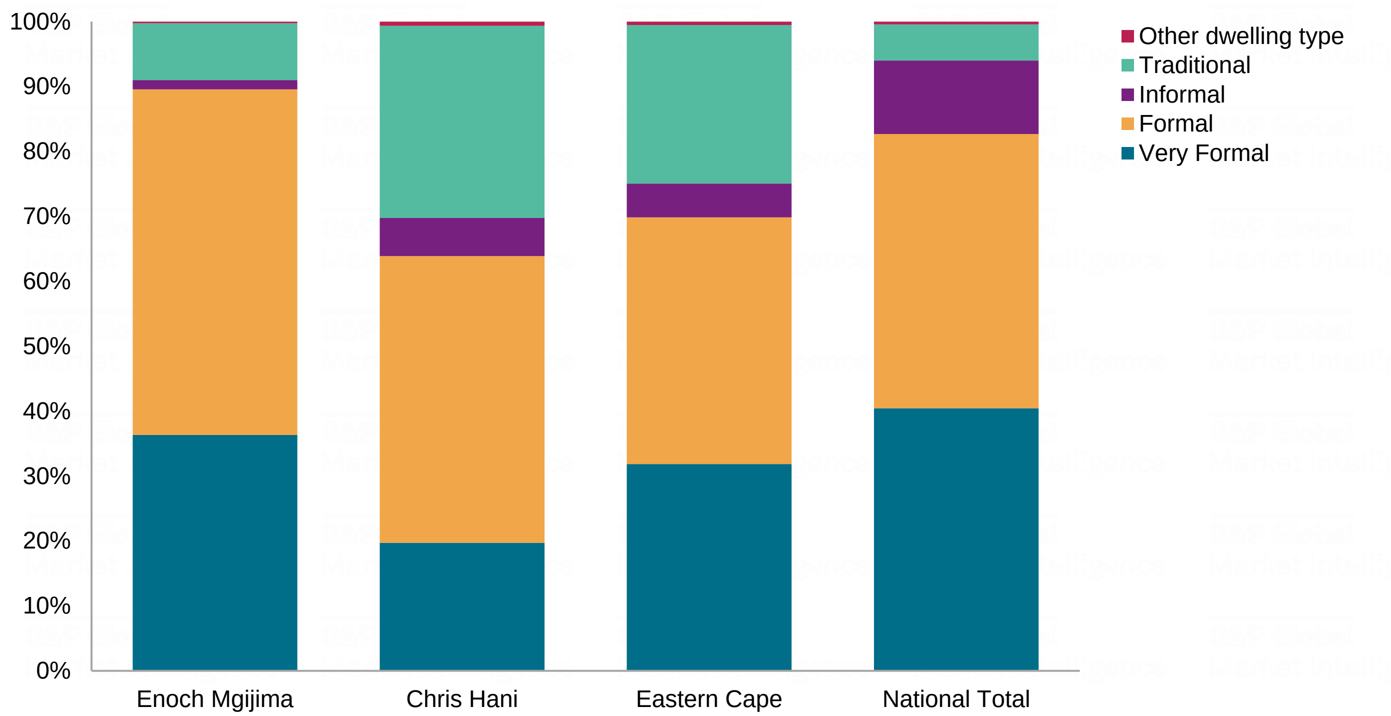


CHART 47. HOUSEHOLDS BY DWELLING UNIT TYPE - ENOCH MGIJIMA, CHRIS HANI, EASTERN CAPE AND NATIONAL TOTAL, 2022 [PERCENTAGE]

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

Enoch Mgijima Local Municipality had a total number of 28 800 (36.33% of total households) very formal dwelling units, a total of 42 200 (53.25% of total households) formal dwelling units and a total number of 1 120 (1.41% of total households) informal dwelling units.

TABLE 33. HOUSEHOLDS BY DWELLING UNIT TYPE - ENOCH MGIJIMA AND THE REST OF CHRIS HANI, 2022 [NUMBER]

	Very Formal	Formal	Informal	Traditional	Other dwelling type	Total
Enoch Mgijima	28,800	42,218	1,119	6,947	197	79,280
Inxuba Yethemba	13,866	8,061	66	120	90	22,203
Intsika Yethu	562	15,076	4,432	24,637	286	44,992
Emalahleni	1,756	17,502	2,776	13,299	427	35,760
Dr AB Xuma	384	13,278	4,931	22,747	500	41,839
Sakhisizwe	2,391	10,746	911	3,874	79	18,000

Total Chris Hani	47,759	106,880	14,234	71,623	1,579	242,075

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

The region within the Chris Hani District Municipality with the highest number of very formal dwelling units is Enoch Mgijima Local Municipality with 28 800 or a share of 60.30% of the total very formal dwelling units within Chris Hani. The region with the lowest number of very formal dwelling units is Dr AB Xuma Local Municipality with a total of 384 or a share of 0.80% of the total very formal dwelling units within Chris Hani.

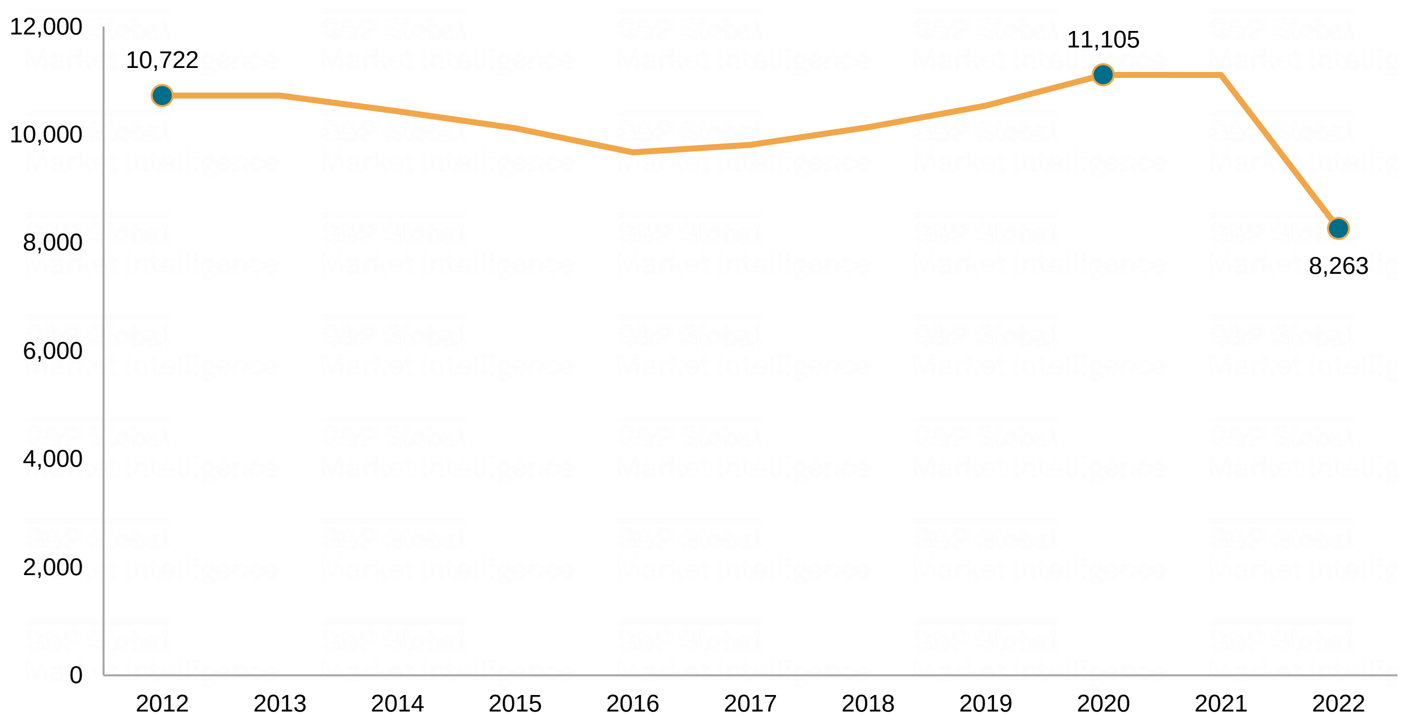


CHART 48. FORMAL DWELLING BACKLOG - NUMBER OF HOUSEHOLDS NOT LIVING IN A FORMAL DWELLING - ENOCH MGIJIMA LOCAL MUNICIPALITY, 2012-2022 [NUMBER OF HOUSEHOLDS]

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

When looking at the formal dwelling unit backlog (number of households not living in a formal dwelling) over time, it can be seen that in 2012 the number of households not living in a formal dwelling were 10 700 within Enoch Mgijima Local Municipality. From 2012 this number decreased annually at -2.57% to 8 260 in 2022.

Households by type of sanitation

Sanitation can be divided into specific types of sanitation to which a household has access. We use the following categories:

- **No toilet** - No access to any of the toilet systems explained below.
- **Bucket system** - A top structure with a seat over a bucket. The bucket is periodically removed and the contents disposed of. (Note: this system is widely used but poses health risks to the collectors. Most authorities are actively attempting to discontinue the use of these buckets in their local regions).
- **Pit toilet** - A top structure over a pit.
- **Ventilation improved pit** - A pit toilet but with a fly screen and vented by a pipe. Depending on soil conditions, the pit may be lined.
- **Flush toilet** - Waste is flushed into an enclosed tank, thus preventing the waste to flow into the surrounding environment. The tanks need to be emptied or the contents pumped elsewhere.

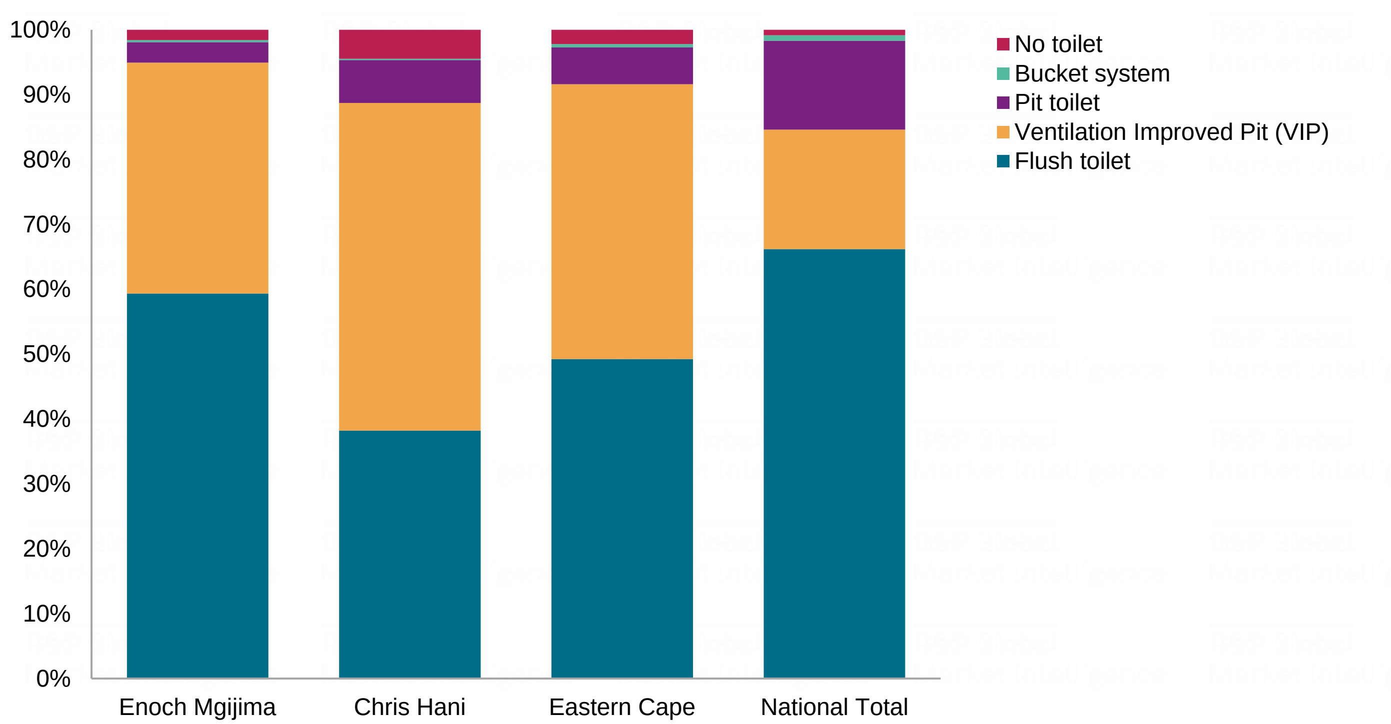


CHART 49. HOUSEHOLDS BY TYPE OF SANITATION - ENOCH MGIJIMA, CHRIS HANI, EASTERN CAPE AND NATIONAL TOTAL, 2022 [PERCENTAGE]

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

Enoch Mgijima Local Municipality had a total number of 47 000 flush toilets (59.34% of total households), 28 200 Ventilation Improved Pit (VIP) (35.58% of total households) and 2 500 (3.16%) of total households pit toilets.

TABLE 34. HOUSEHOLDS BY TYPE OF SANITATION - ENOCH MGIJIMA LOCAL MUNICIPALITY AND THE REST OF CHRIS HANI, 2022 [NUMBER]

	Flush toilet	Ventilation Improved Pit (VIP)	Pit toilet	Bucket system	No toilet	Total
Enoch Mgijima	47,044	28,211	2,502	260	1,262	79,280
Inxuba Yethemba	21,069	392	167	40	536	22,203
Intsika Yethu	3,941	31,683	5,683	23	3,662	44,992
Emalahleni	9,738	21,402	2,795	69	1,756	35,760
Dr AB Xuma	5,048	30,671	3,256	23	2,843	41,839
Sakhisizwe	5,686	9,905	1,589	51	769	18,000
Total Chris Hani	92,525	122,264	15,992	466	10,827	242,075

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

The region within Chris Hani with the highest number of flush toilets is Enoch Mgijima Local Municipality with 47 000 or a share of 50.84% of the flush toilets within Chris Hani. The region with the lowest number of flush toilets is Intsika Yethu Local Municipality with a total of 3 940 or a share of 4.26% of the total flush toilets within Chris Hani District Municipality.

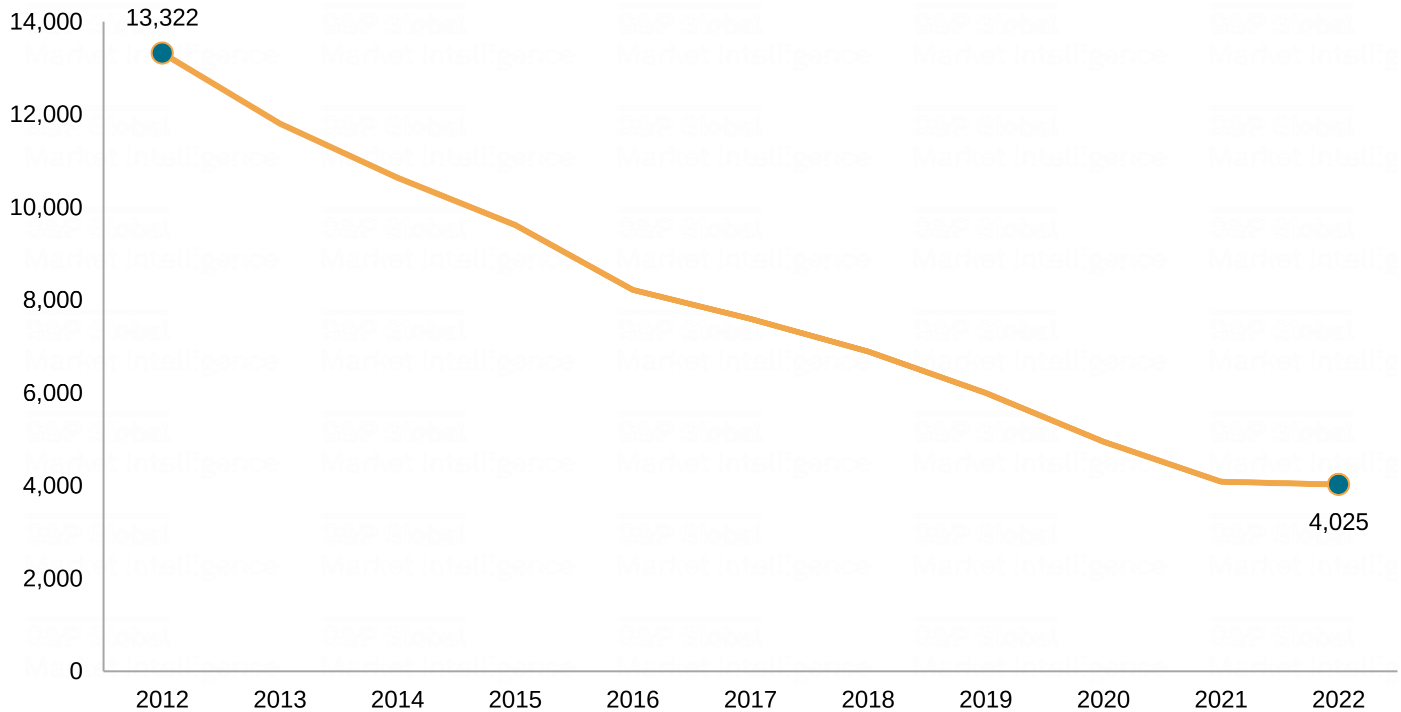


CHART 50. SANITATION BACKLOG - ENOCH MGIJIMA LOCAL MUNICIPALITY, 2012-2022 [NUMBER OF HOUSEHOLDS WITHOUT HYGIENIC TOILETS]

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024.

When looking at the sanitation backlog (number of households without hygienic toilets) over time, it can be seen that in 2012 the number of Households without any hygienic toilets in Enoch Mgijima Local Municipality was 13 300, this decreased annually at a rate of -11.28% to 4 020 in 2022.

Households by access to water

A household is categorized according to its main access to water, as follows: Regional/local water scheme, Borehole and spring, Water tank, Dam/pool/stagnant water, River/stream and other main access to water methods. No formal piped water includes households that obtain water via water carriers and tankers, rain water, boreholes, dams, rivers and springs.

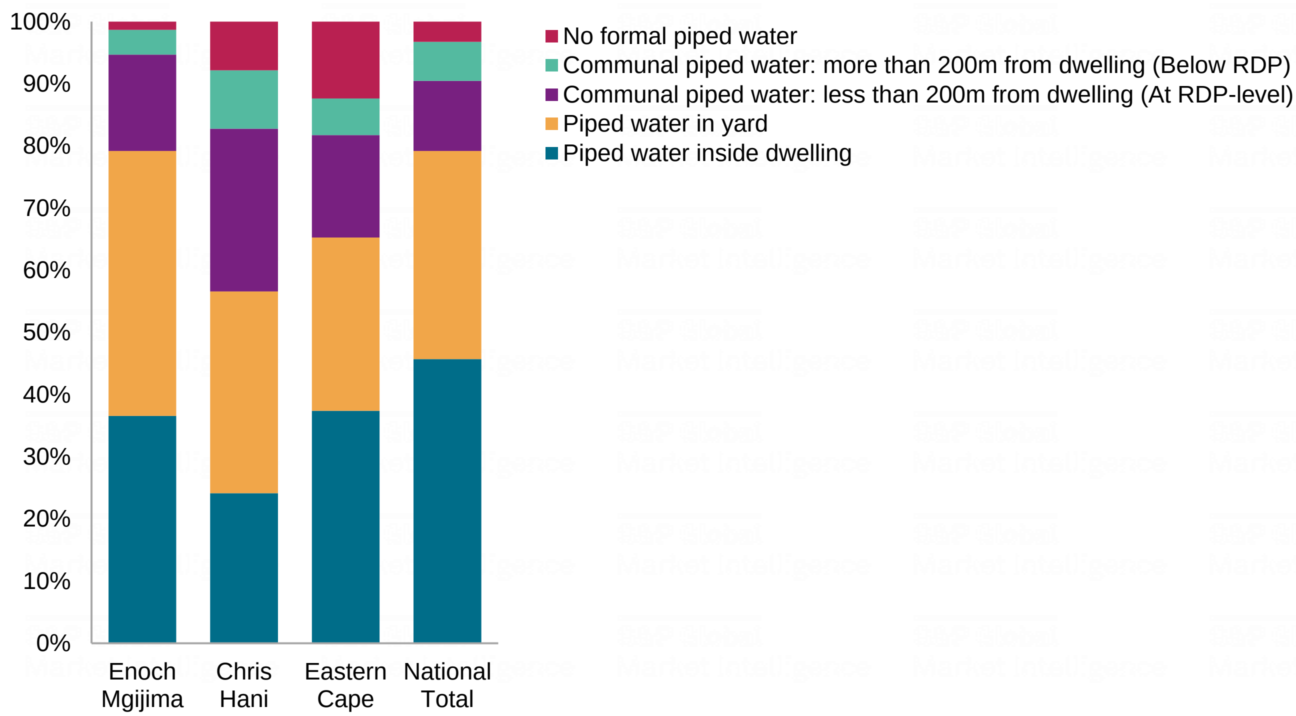


CHART 51. HOUSEHOLDS BY TYPE OF WATER ACCESS - ENOCH MGIJIMA, CHRIS HANI, EASTERN CAPE AND NATIONAL TOTAL, 2022 [PERCENTAGE]

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

Enoch Mgijima Local Municipality had a total number of 29 000 (or 36.57%) households with piped water inside the dwelling, a total of 33 800 (42.64%) households had piped water inside the yard and a total number of 1 040 (1.31%) households had no formal piped water.

TABLE 35. HOUSEHOLDS BY TYPE OF WATER ACCESS - ENOCH MGIJIMA AND THE REST OF CHRIS HANI, 2022 [NUMBER]

	Piped water inside dwelling	Piped water in yard	Communal piped water: less than 200m from dwelling (At RDP-level)	Communal piped water: more than 200m from dwelling (Below RDP)	No formal piped water	Total
Enoch Mgijima	28,993	33,802	12,281	3,166	1,038	79,280
Inxuba Yethemba	12,804	9,026	219	24	131	22,203
Intsika Yethu	4,341	7,388	19,773	7,817	5,674	44,992
Emalahleni	2,784	14,531	12,978	3,953	1,514	35,760
Dr AB Xuma	5,928	5,364	14,138	6,452	9,956	41,839

Sakhisizwe	3,576	8,474	3,995	1,327	628	18,000
Total Chris Hani	58,426	78,585	63,385	22,739	18,940	242,075

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

The region within the Chris Hani District Municipality with the highest number of households that have piped water inside the dwelling is the Enoch Mgijima Local Municipality with 29 000 or 49.62% of the households. The region with the lowest number of households that have piped water inside the dwelling is the Emalahleni Local Municipality with a total of 2 780 or 4.76% of the households.

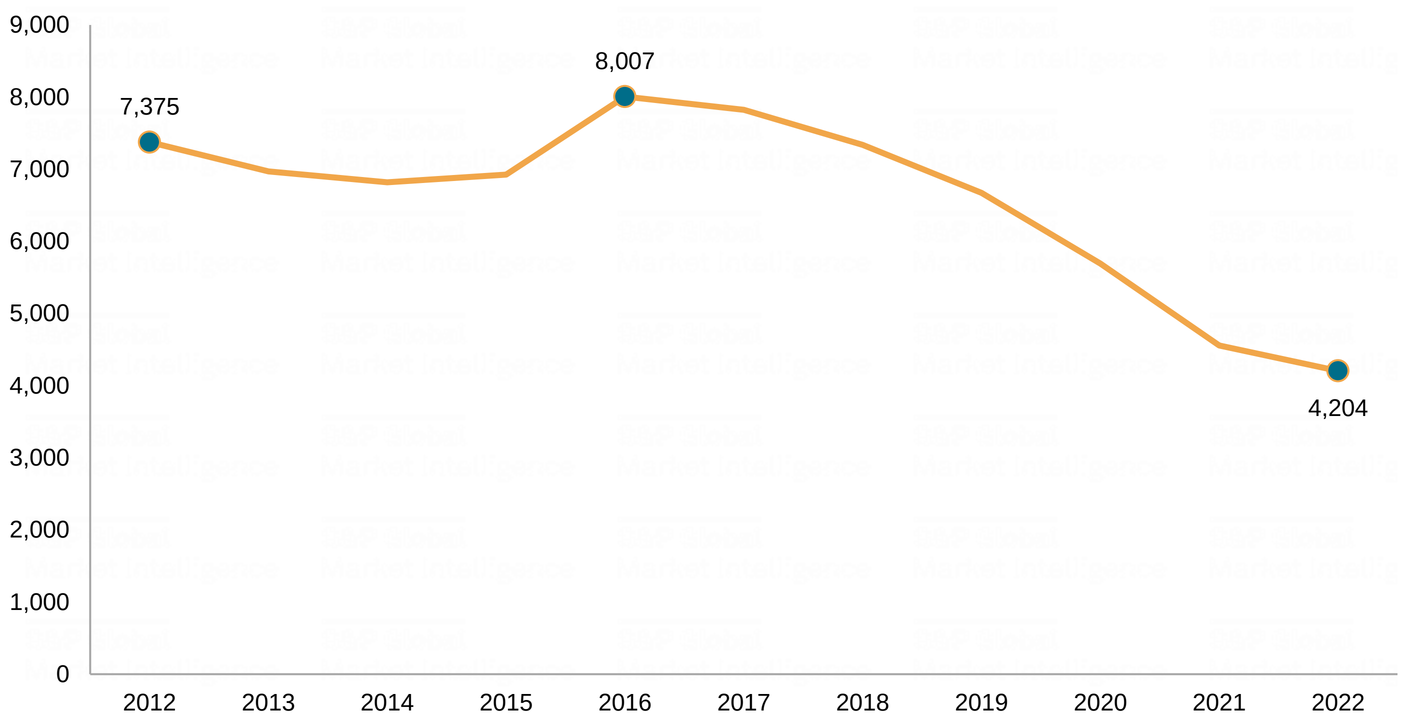


CHART 52. WATER BACKLOG - ENOCH MGIJIMA LOCAL MUNICIPALITY, 2012-2022 [NUMBER OF HOUSEHOLDS BELOW RDP-LEVEL]

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

When looking at the water backlog (number of households below RDP-level) over time, it can be seen that in 2012 the number of households below the RDP-level were 7 380 within Enoch Mgijima Local Municipality, this decreased annually at -5.46% per annum to 4 200 in 2022.

Households by type of electricity

Households are distributed into 3 electricity usage categories: Households using electricity for cooking, Households using electricity for heating, households using electricity for lighting. Household using solar power are included as part of households with an electrical connection. This time series categorises households in a region according to their access to electricity (electrical connection).

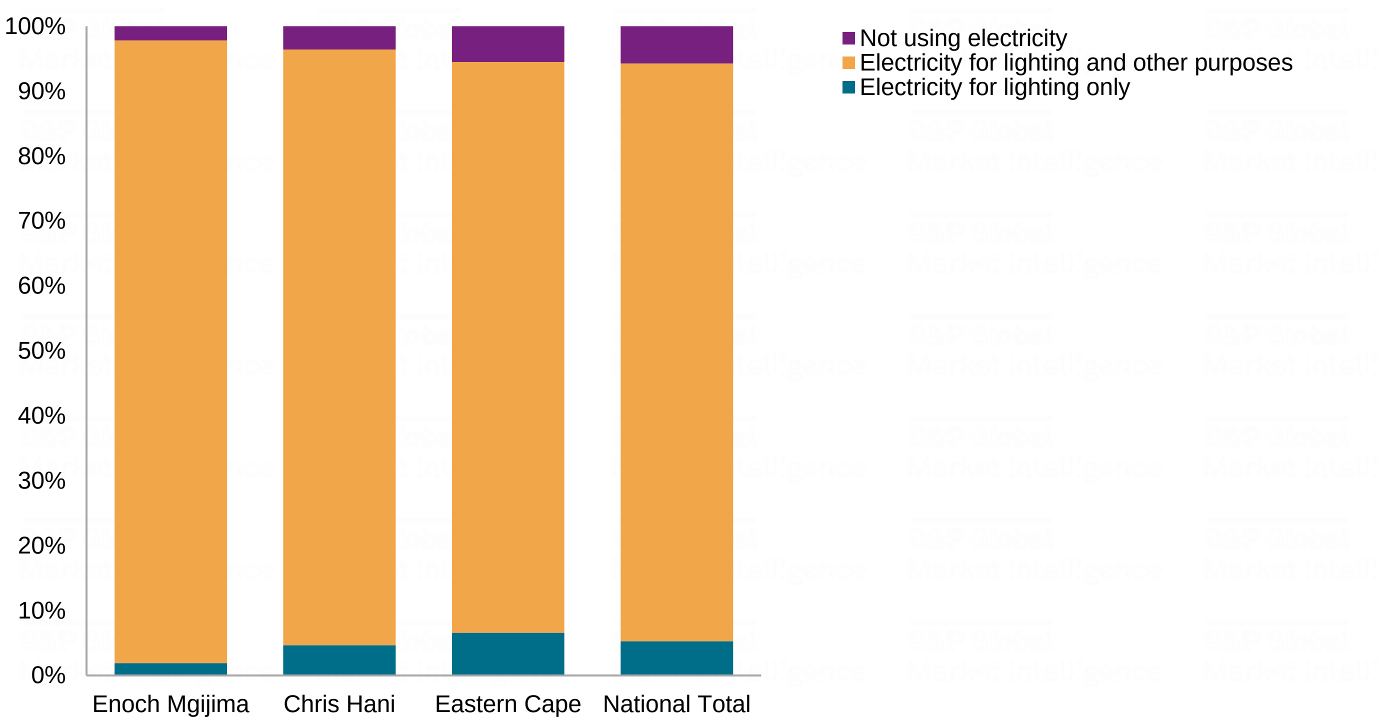


CHART 53. HOUSEHOLDS BY TYPE OF ELECTRICAL CONNECTION - ENOCH MGIJIMA, CHRIS HANI, EASTERN CAPE AND NATIONAL TOTAL, 2022 [PERCENTAGE]

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

Enoch Mgijima Local Municipality had a total number of 1 520 (1.91%) households with electricity for lighting only, a total of 76 000 (95.92%) households had electricity for lighting and other purposes and a total number of 1 720 (2.17%) households did not use electricity.

TABLE 36. HOUSEHOLDS BY TYPE OF ELECTRICAL CONNECTION - ENOCH MGIJIMA AND THE REST OF CHRIS HANI, 2022 [NUMBER]

	Electricity for lighting only	Electricity for lighting and other purposes	Not using electricity	Total
Enoch Mgijima	1,515	76,042	1,723	79,280
Inxuba Yethemba	224	21,767	213	22,203
Intsika Yethu	3,094	39,470	2,428	44,992
Emalahleni	1,242	33,495	1,023	35,760
Dr AB Xuma	4,492	34,538	2,809	41,839
Sakhisizwe	721	16,771	508	18,000
Total Chris Hani	11,288	222,083	8,704	242,075

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024.

The region within Chris Hani with the highest number of households with electricity for lighting and other purposes is Enoch Mgijima Local Municipality with 76 000 or a share of 34.24% of the households with electricity for lighting and other purposes within Chris Hani District Municipality. The region with the lowest number of households with electricity for lighting and other purposes is Sakhisizwe Local Municipality with a total of 16 800 or a share of 7.55% of the total households with electricity for lighting and other purposes within Chris Hani District Municipality.

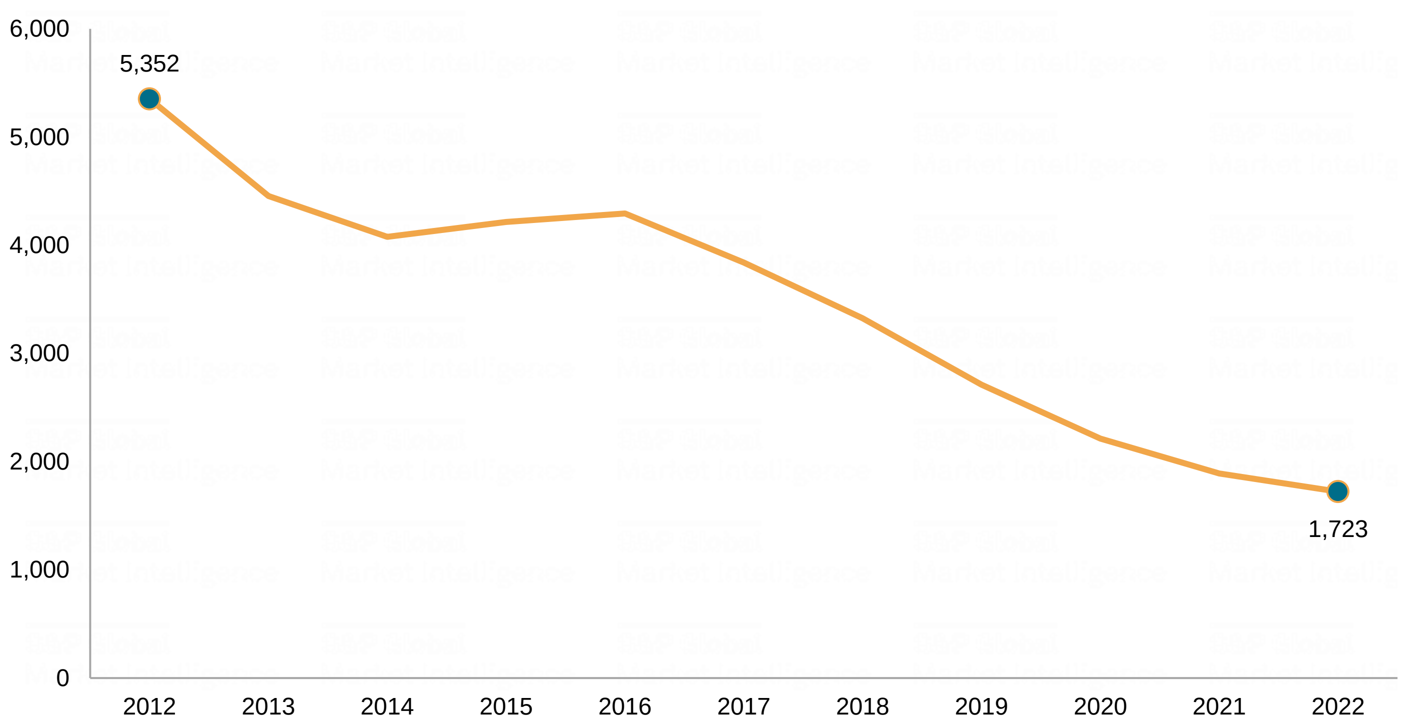


CHART 54. ELECTRICITY CONNECTION - ENOCH MGIJIMA LOCAL MUNICIPALITY, 2012-2022 [NUMBER OF HOUSEHOLDS WITH NO ELECTRICAL CONNECTION]

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024.

When looking at the number of households with no electrical connection over time, it can be seen that in 2012 the households without an electrical connection in Enoch Mgijima Local Municipality was 5 350, this decreased annually at -10.72% per annum to 1 720 in 2022.

Households by refuse disposal

A distinction is made between formal and informal refuse removal. When refuse is removed by the local authorities, it is referred to as “formal refuse removal”. Informal refuse removal is where either the household or the community disposes of the waste, or where there is no refuse removal at all. A further breakdown is used in terms of the frequency by which the refuge is taken away, thus leading to the following categories:

- Removed weekly by authority
- Removed less often than weekly by authority
- Removed by community members
- Personal removal / (own dump)
- No refuse removal

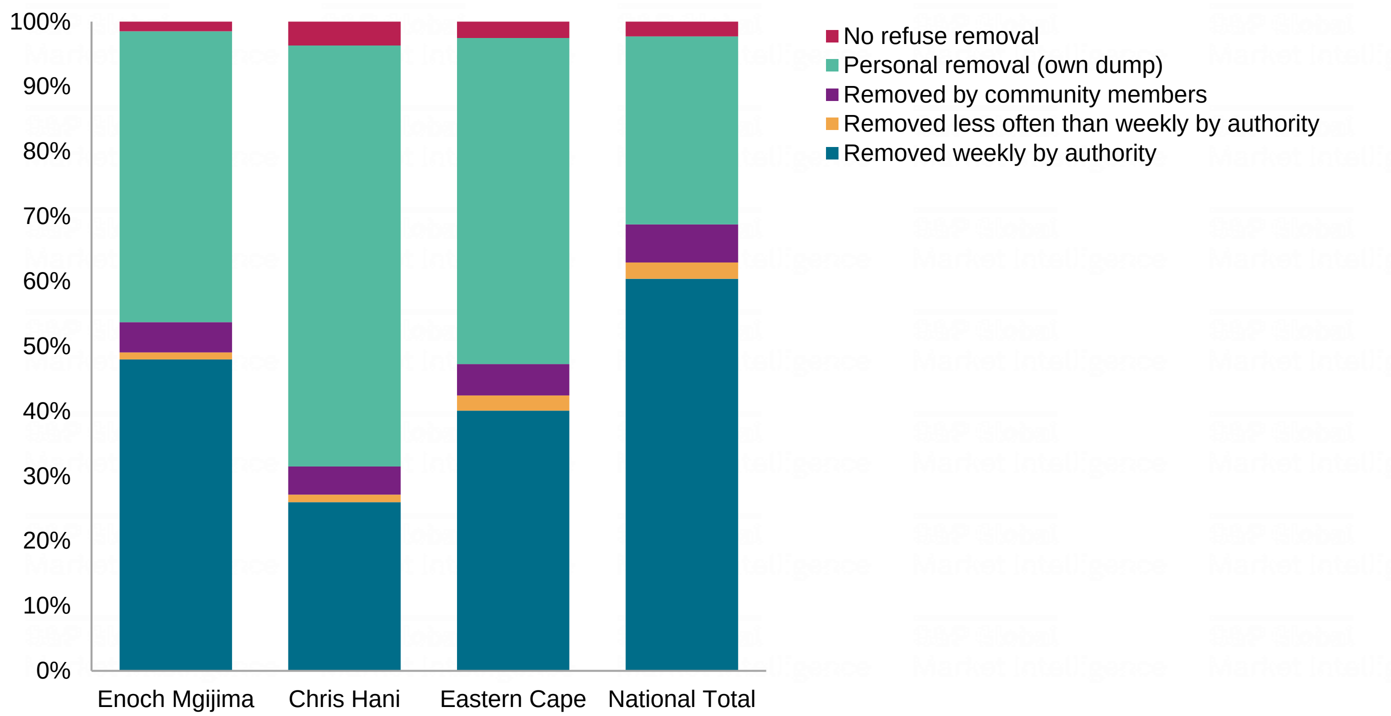


CHART 55. HOUSEHOLDS BY REFUSE DISPOSAL - ENOCH MGIJIMA, CHRIS HANI, EASTERN CAPE AND NATIONAL TOTAL, 2022 [PERCENTAGE]

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024.

Enoch Mgijima Local Municipality had a total number of 38 000 (47.96%) households which had their refuse removed weekly by the authority, a total of 876 (1.10%) households had their refuse removed less often than weekly by the authority and a total number of 35 500 (44.82%) households which had to remove their refuse personally (own dump).

TABLE 37. HOUSEHOLDS BY REFUSE DISPOSAL - ENOCH MGIJIMA AND THE REST OF CHRIS HANI, 2022 [NUMBER]

	Removed weekly by authority	Removed less often than weekly by authority	Removed by community members	Personal removal (own dump)	No refuse removal	Total
Enoch Mgijima	38,021	876	3,675	35,530	1,178	79,280
Inxuba Yethemba	17,254	1,095	771	2,972	111	22,203
Intsika Yethu	1,184	181	1,891	39,390	2,346	44,992
Emalahleni	3,973	129	1,508	28,752	1,398	35,760
Dr AB Xuma	827	407	1,321	36,563	2,722	41,839
Sakhisizwe	1,611	164	1,286	13,800	1,139	18,000

Total Chris Hani	62,870	2,852	10,453	157,007	8,892	242,075

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

The region within Chris Hani with the highest number of households where the refuse is removed weekly by the authority is Enoch Mgijima Local Municipality with 38 000 or a share of 60.48% of the households where the refuse is removed weekly by the authority within Chris Hani. The region with the lowest number of households where the refuse is removed weekly by the authority is Dr AB Xuma Local Municipality with a total of 827 or a share of 1.31% of the total households where the refuse is removed weekly by the authority within the district municipality.

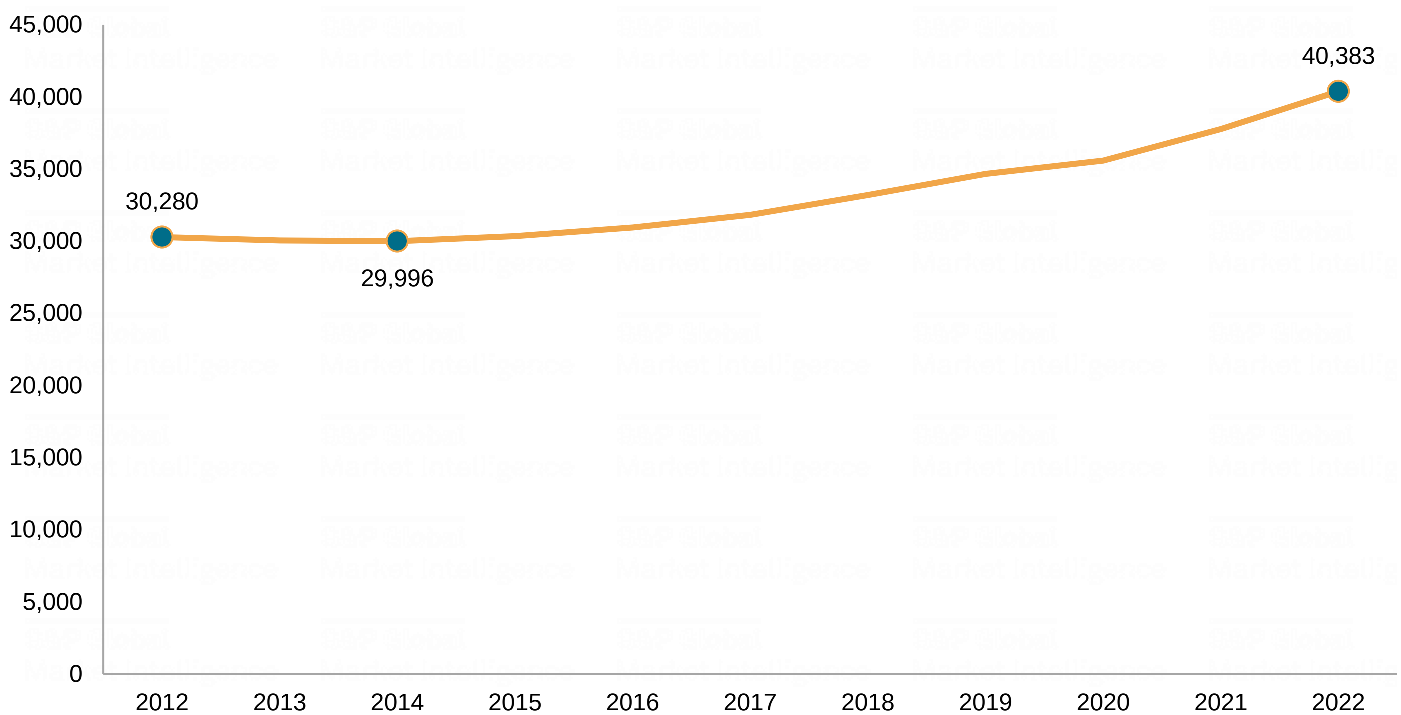


CHART 56. REFUSE REMOVAL - ENOCH MGIJIMA LOCAL MUNICIPALITY, 2012-2022 [NUMBER OF HOUSEHOLDS WITH NO FORMAL REFUSE REMOVAL]

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

When looking at the number of households with no formal refuse removal, it can be seen that in 2012 the households with no formal refuse removal in Enoch Mgijima Local Municipality was 30 300, this increased annually at 2.92% per annum to 40 400 in 2022.

The total number of households within Enoch Mgijima Local Municipality increased at an average annual rate of 1.41% from 2012 to 2022, which is higher than the annual increase of 1.62% in the number of households in South Africa.

Tourism

Tourism can be defined as the non-commercial organisation plus operation of vacations and visits to a place of interest. Whether you visit a relative or friend, travel for business purposes, go on holiday or on medical and religious trips - these are all included in tourism.

Trips by purpose of trips

Definition: As defined by the United Nations World Tourism Organisation (UN WTO), a trip refers to travel, by a person, from the time they leave their usual residence until they return to that residence. This is usually referred to as a round trip. S&P Global likes to narrow this definition down to overnight trips only, and only those made by adult visitors (over 18 years). Also note that the number of "person" trips are measured, not household or "party trips".

The main purpose for an overnight trip is grouped into these categories:

- Leisure / Holiday
- Business
- Visits to friends and relatives
- Other (Medical, Religious, etc.)

TABLE 38. NUMBER OF TRIPS BY PURPOSE OF TRIPS - ENOCH MGIJIMA LOCAL MUNICIPALITY, 2012-2022 [NUMBER PERCENTAGE]

	Leisure / Holiday	Business	Visits to friends and relatives	Other (Medical, Religious, etc)	Total
2012	23,500	12,900	74,200	20,200	131,000
2013	21,100	11,800	67,100	20,000	120,000
2014	19,600	11,200	64,800	20,600	116,000
2015	17,900	10,800	63,100	20,200	112,000
2016	17,900	10,900	65,700	21,500	116,000
2017	19,100	10,900	70,700	23,300	124,000
2018	21,400	11,200	76,600	24,200	133,000
2019	22,300	10,900	75,800	23,200	132,000
2020	19,500	9,830	67,000	20,400	117,000
2021	20,800	12,200	60,000	19,600	113,000
2022	31,000	18,000	63,800	23,100	136,000
Average Annual growth					
2012-2022	***2.79***%	***3.42***%	***-1.51***%	***1.35***%	***0.38***%

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

In Enoch Mgijima Local Municipality, the Business, relative to the other tourism, recorded the highest average annual growth rate from 2012 (12 900) to 2022 (18 000) at 3.42%. Visits to friends and relatives recorded the highest number of visits in 2022 at 63 800, with an average annual growth rate of -1.51%. The tourism type that recorded the lowest growth was Visits to friends and relatives tourism with an average annual growth rate of -1.51% from 2012 (74 200) to 2022 (63 800).

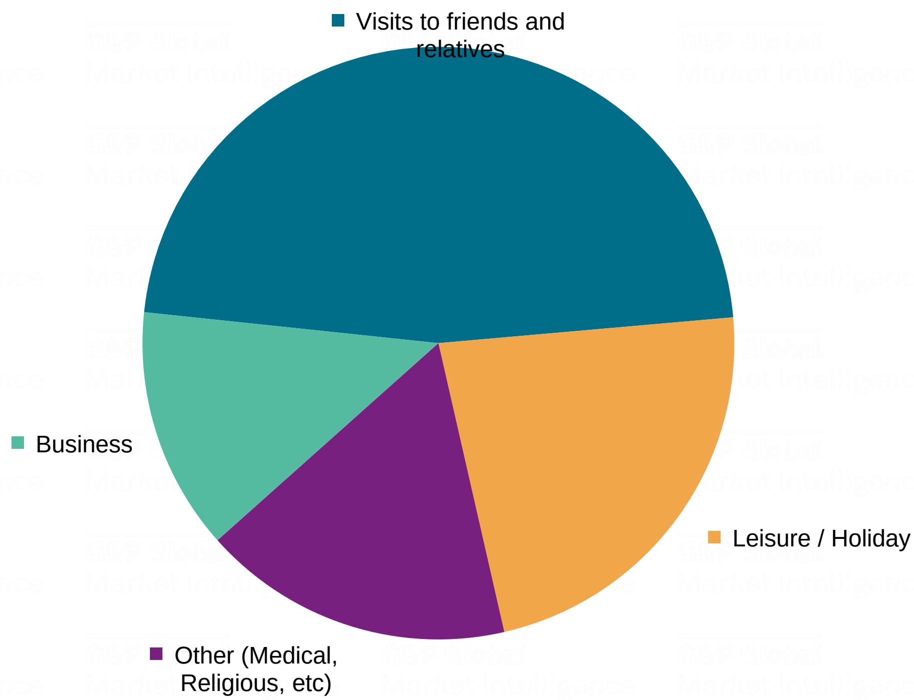


CHART 57. TRIPS BY PURPOSE OF TRIP - ENOCH MGIJIMA LOCAL MUNICIPALITY, 2022 [PERCENTAGE]

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

The Visits to friends and relatives at 46.94% has largest share the total tourism within Enoch Mgijima Local Municipality. Leisure / Holiday tourism had the second highest share at 22.82%, followed by Other (Medical, Religious, etc) tourism at 16.99% and the Business tourism with the smallest share of 13.25% of the total tourism within Enoch Mgijima Local Municipality.

Origin of tourists

In the following table, the number of tourists that visited Enoch Mgijima Local Municipality from both domestic origins, as well as those coming from international places, are listed.

TABLE 39. TOTAL NUMBER OF TRIPS BY ORIGIN TOURISTS - ENOCH MGIJIMA LOCAL MUNICIPALITY, 2012-2022 [NUMBER]

	Domestic tourists	International tourists	Total tourists
2012	120,000	10,900	131,000
2013	108,000	11,600	120,000
2014	104,000	12,200	116,000
2015	101,000	11,200	112,000
2016	103,000	12,800	116,000
2017	111,000	13,100	124,000
2018	120,000	13,400	133,000
2019	119,000	13,100	132,000
2020	112,000	4,570	117,000
2021	109,000	3,350	113,000
2022	128,000	7,920	136,000
Average Annual growth			
2012-2022	***0.65***%	***-3.16***%	***0.38***%

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024.

The number of trips by tourists visiting Enoch Mgijima Local Municipality from other regions in South Africa has increased at an average annual rate of 0.65% from 2012 (120 000) to 2022 (128 000). The tourists visiting from other countries increased at an average annual growth rate of -3.16% (from 10 900 in 2012 to 7 920). International tourists constitute 5.83% of the total number of trips, with domestic tourism representing the balance of 94.17%.

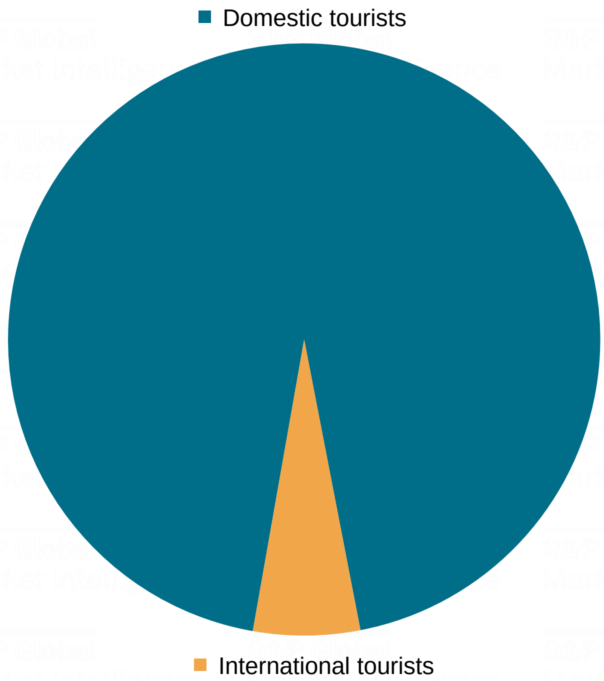


CHART 58. TOURISTS BY ORIGIN - ENOCH MGIJIMA LOCAL MUNICIPALITY, 2022 [PERCENTAGE]

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

Bednights by origin of tourist

Definition: A bed night is the tourism industry measurement of one night away from home on a single person trip.

The following is a summary of the number of bed nights spent by domestic and international tourist within Enoch Mgijima Local Municipality between 2012 and 2022.

TABLE 40. BEDNIGHTS BY ORIGIN OF TOURIST - ENOCH MGIJIMA LOCAL MUNICIPALITY, 2012-2022 [NUMBER]

	Domestic tourists	International tourists	Total tourists
2012	430,000	121,000	551,000
2013	379,000	127,000	505,000
2014	354,000	133,000	487,000
2015	342,000	128,000	470,000
2016	322,000	153,000	476,000

	Domestic tourists	International tourists	Total tourists
2017	309,000	171,000	480,000
2018	289,000	407,000	696,000
2019	245,000	553,000	798,000
2020	176,000	244,000	420,000
2021	151,000	245,000	396,000
2022	173,000	606,000	779,000
Average Annual growth			
2012-2022	***-8.69***%	***17.46***%	***3.53***%

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024.

From 2012 to 2022, the number of bed nights spent by domestic tourists has decreased at an average annual rate of -8.69%, while in the same period the international tourists had an average annual increase of 17.46%. The total number of bed nights spent by tourists increased at an average annual growth rate of 3.53% from 551 000 in 2012 to 779 000 in 2022.

CHART 59. GROWTH IN TOURISM (USING BEDNIGHTS) BY ORIGIN - ENOCH MGIJIMA LOCAL MUNICIPALITY, 2012-2022 [NUMBER]

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024.

From 2012 to 2022 the number of bed nights spent by international tourists overtook the number of bed nights spent by domestic tourists. This is as a result of negative growth in the domestic tourists compared to the positive growth seen in the number of bed nights spent by international tourists in Enoch Mgijima Local Municipality.

Tourism spending

Definition: In their Tourism Satellite Account, StatsSA defines tourism spending as all expenditure by visitors for their trip to the particular region. This excludes capital expenditure as well as the shopping expenditure of traders (called shuttle trade). The amounts are presented in current prices, meaning that inflation has not been taken into account.

It is important to note that this type of spending differs from the concept of contribution to GDP. Tourism spending merely represents a nominal spend of trips made to each region.

TABLE 41. TOTAL TOURISM SPENDING - ENOCH MGIJIMA, CHRIS HANI, EASTERN CAPE AND NATIONAL TOTAL, 2012-2022 [R BILLIONS, CURRENT PRICES]

	Enoch Mgijima	Chris Hani	Eastern Cape	National Total
2012	0.4	1.1	16.4	229.8
2013	0.5	1.2	17.8	253.3
2014	0.5	1.3	19.4	275.4
2015	0.4	1.1	17.5	253.9
2016	0.5	1.3	19.3	277.6
2017	0.4	1.1	18.2	264.0
2018	0.5	1.4	20.8	293.2
2019	0.8	2.4	32.1	411.3
2020	0.5	1.5	20.0	241.5
2021	0.6	2.0	25.8	290.8
2022	0.7	2.4	29.9	333.1
Average Annual growth				
2012-2022	***4.97***%	***7.83***%	***6.22***%	***3.78***%

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

Enoch Mgijima Local Municipality had a total tourism spending of R 707 million in 2022 with an average annual growth rate of 5.0% since 2012 (R 436 million). Chris Hani District Municipality had a total tourism spending of R 2.36 billion in 2022 and an average annual growth rate of 7.8% over the period. Total spending in Eastern Cape Province increased from R 16.4 billion in 2012 to R 29.9 billion in 2022 at an average annual rate of 6.2%. South Africa as whole had an average annual rate of 3.8% and increased from R 230 billion in 2012 to R 333 billion in 2022.

Tourism spend per resident capita

Another interesting topic to look at is tourism spending per resident capita. To calculate this, the total amount of tourism spending in the region is divided by the number of residents living within that region. This gives a relative indication of how important tourism is for a particular area.

TABLE 42. TOURISM SPEND PER RESIDENT CAPITA - ENOCH MGIJIMA LOCAL MUNICIPALITY AND THE REST OF CHRIS HANI, 2012,2017 AND 2022 [R THOUSANDS]

	2012	2017	2022
Enoch Mgijima	R 1,694	R 1,629	R 2,466
Inxuba Yethemba	R 5,063	R 5,099	R 11,400
Intsika Yethu	R 583	R 614	R 906
Emalahleni	R 412	R 402	R 1,261
Dr AB Xuma	R 897	R 862	R 2,015
Sakhisizwe	R 836	R 851	R 2,156

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

In 2022, Enoch Mgijima Local Municipality had a tourism spend per capita of R 2,470 and an average annual growth rate of 3.83%, Enoch Mgijima Local Municipality ranked second amongst all the regions within Chris Hani in terms of tourism spend per capita. The region within Chris Hani District Municipality that ranked first in terms of tourism spend per capita is Inxuba Yethemba Local Municipality with a total per capita spending of R 11,400 which reflects an average annual increase of 8.46% from 2012. The local municipality that ranked lowest in terms of tourism spend per capita is Intsika Yethu with a total of R 906 which reflects an increase at an average annual rate of 4.51% from 2012.

Tourism spend as a share of GDP

Definition: This measure presents tourism spending as a percentage of the GDP of a region. It provides a gauge of how important tourism is to the local economy. An important note about this variable is that it does not reflect what is spent in the tourism industry of that region, but only what is spent by tourists visiting that region as their main destination.

TABLE 43. TOTAL SPENDING AS % SHARE OF GDP - ENOCH MGIJIMA, CHRIS HANI, EASTERN CAPE AND NATIONAL TOTAL, 2012-2022 [PERCENTAGE]

	Enoch Mgijima	Chris Hani	Eastern Cape	National Total
2012	4.2%	5.1%	5.7%	6.4%
2013	4.3%	5.3%	5.8%	6.5%
2014	4.3%	5.4%	5.9%	6.7%
2015	3.5%	4.3%	4.9%	5.7%
2016	3.6%	4.4%	5.1%	5.8%
2017	3.1%	3.7%	4.5%	5.2%
2018	3.4%	4.3%	4.9%	5.5%
2019	5.2%	7.1%	7.3%	7.3%
2020	3.1%	4.6%	4.7%	4.3%
2021	3.6%	5.6%	5.5%	4.7%
2022	4.0%	6.2%	6.0%	5.0%

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024.

In Enoch Mgijima Local Municipality the tourism spending as a percentage of GDP in 2022 was 3.96%. Tourism spending as a percentage of GDP for 2022 was 6.21% in Chris Hani District Municipality, 5.97% in Eastern Cape Province. Looking at South Africa as a whole, it can be seen that total tourism spending had a total percentage share of GDP of 5.02%.

International trade

Trade is defined as the act of buying and selling, with international trade referring to buying and selling across international border, more generally called importing and exporting. The Trade Balance is calculated by subtracting imports from exports.

Relative importance of international trade

In the table below, the Enoch Mgijima Local Municipality is compared to Chris Hani, Eastern Cape Province and South Africa, in terms of actual imports and exports, the Trade Balance, as well the contribution to GDP and the region's contribution to total national exports and imports.

TABLE 44. MERCHANDISE EXPORTS AND IMPORTS - ENOCH MGIJIMA, CHRIS HANI, EASTERN CAPE AND NATIONAL TOTAL, 2022 [R 1000, CURRENT PRICES]

	Enoch Mgijima	Chris Hani	Eastern Cape	National Total
Exports (R 1000)	141,744	184,082	73,461,195	2,013,485,000
Imports (R 1000)	31,638	90,940	74,201,008	1,791,905,000
Total Trade (R 1000)	173,382	275,022	147,662,203	3,805,390,000
Trade Balance (R 1000)	110,107	93,143	-739,813	221,580,000
Exports as % of GDP	0.8%	0.5%	14.7%	30.4%
Total trade as % of GDP	1.0%	0.7%	29.5%	57.4%
Regional share - Exports	0.0%	0.0%	3.6%	100.0%
Regional share - Imports	0.0%	0.0%	4.1%	100.0%
Regional share - Total Trade	0.0%	0.0%	3.9%	100.0%

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

The merchandise export from Enoch Mgijima Local Municipality amounts to R 142 million and as a percentage of total national exports constitutes about 0.01%. The exports from Enoch Mgijima Local Municipality constitute 0.79% of total Enoch Mgijima Local Municipality's GDP. Merchandise imports of R 31.6 million constitute about 0.00% of the national imports. Total trade within Enoch Mgijima is about 0.00% of total national trade. Enoch Mgijima Local Municipality had a positive trade balance in 2022 to the value of R 110 million.

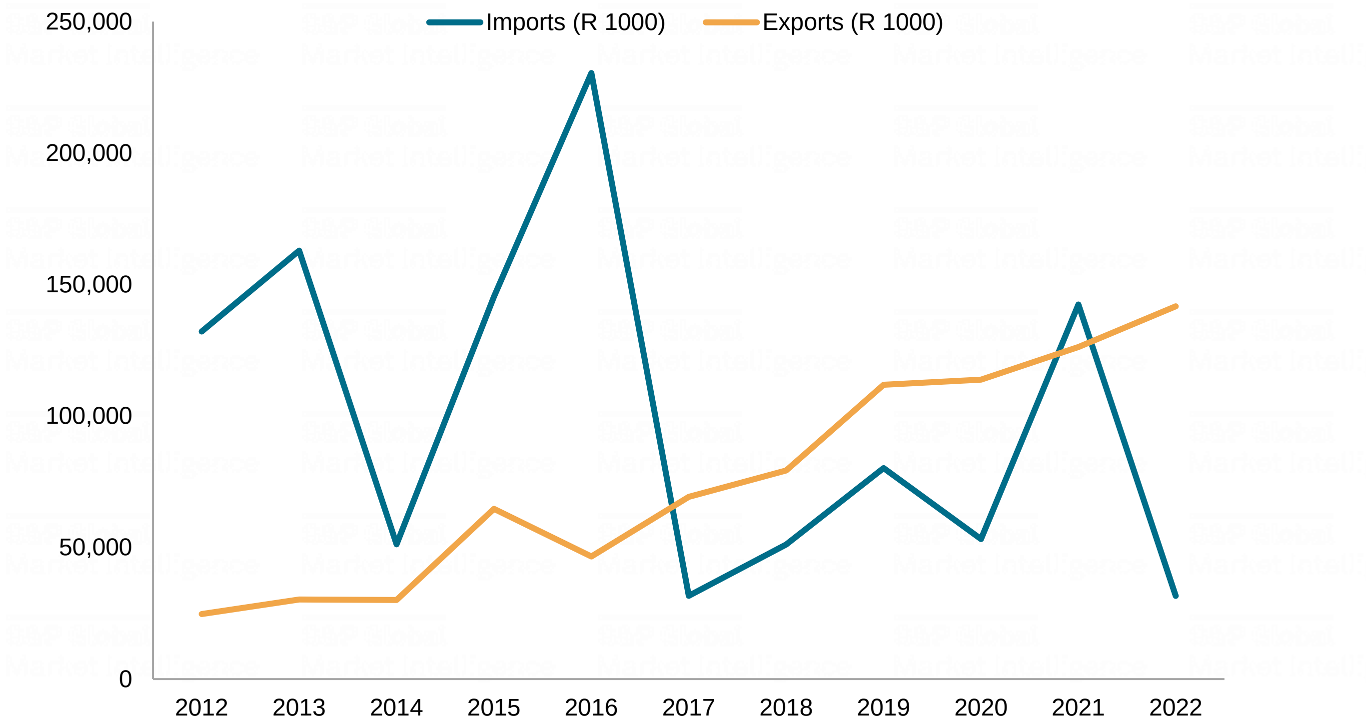


CHART 60. IMPORT AND EXPORTS IN ENOCH MGIJIMA LOCAL MUNICIPALITY, 2012-2022 [R 1000]

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

Analysing the trade movements over time, total trade increased from 2012 to 2022 at an average annual growth rate of 1.00%. Merchandise exports increased at an average annual rate of 19.07%, with the highest level of exports of R 142 million experienced in 2022. Merchandise imports decreased at an average annual growth rate of -13.32% between 2012 and 2022, with the lowest level of imports experienced in 2022.

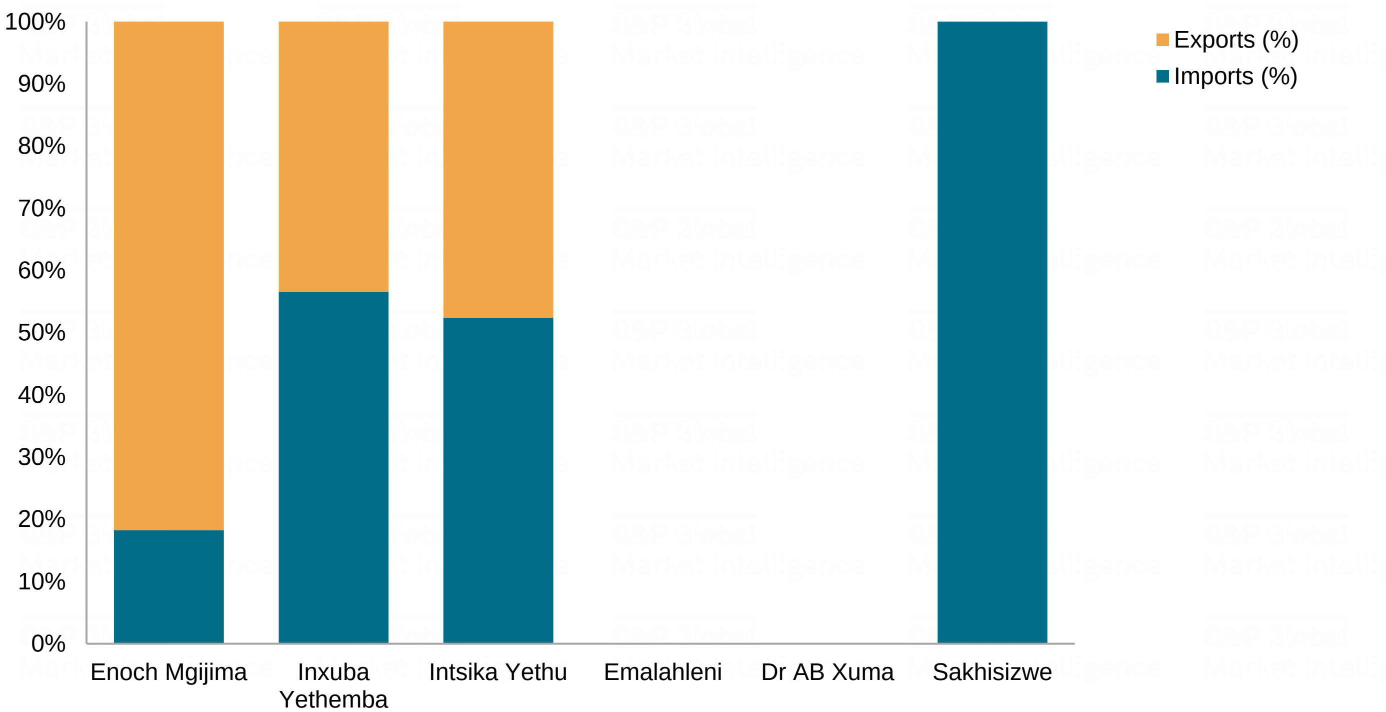


CHART 61. MERCHANDISE EXPORTS AND IMPORTS - ENOCH MGIJIMA AND THE REST OF CHRIS HANI, 2022 [PERCENTAGE]

Source: South Africa Regional eXplorer v2443. Data compiled on 15 Jan 2024. © 2024 S&P Global.

When comparing the Enoch Mgijima Local Municipality with the other regions in the Chris Hani District Municipality, Enoch Mgijima has the biggest amount of international trade (when aggregating imports and exports, in absolute terms) with a total of R 173 million. This is also true for exports - with a total of R 142 million in 2022. Emalahleni had the lowest total trade figure at R 0. The Emalahleni also had the lowest exports in terms of currency value with a total of R 0 exports.

KPA 1 –SPATIAL PLANNING LAND AND HUMAN SETTLEMENT

Human Settlement and Land Development

The section for Human Settlements and Land Development is divided into two (3) sections, Housing, Human Settlements and Spatial Planning section. The sections perform the following functions land use management/ SPLUMA, Spatial/Settlement planning, upgrading of informal settlement, housing management, policy, and planning.

Land Use Management /SPLUMA:

This unit provides technical guidance and advice on land use management, town planning report for MPT, development facilitation, and land identification for development, illegal land uses and inspection, public enquiries. The municipality has experienced a problem of Land invasion and there is a need to develop. Land use management, zonings, and subdivisions, issuing of zoning certificates, management of encroachment are ongoing. The Town Planning Bylaws have been adopted by Council in 2019-20 financial year. The municipality has also adopted a Land Invasion Policy in 2022/23 financial year to address problems of land invasion across the municipality.

The municipality has to implement the Spatial Planning and Land Use Management Act, Act 16 of 2013 (SPLUMA. The proposed organizational structure will assist the municipality with the successful implementation of SPLUMA. The challenge is the funding of the positions for the implementation of SPLUMA. The municipality has a Land Development Officer, and a Manager for Town Planning has been appointed by the municipality. The municipality has taken a council resolution to have a stand-alone Municipal Planning Tribunal. *A* professional Town Planner has been appointed by the municipality to deal with town planning requirements in terms of SPLUMA The position of Manager Town Planning is delegated to perform the legislated functions of the Authorized Official.

Due to unavailability of funding the municipality has conducted the land audit start commenced in December 2022. It has been phased into two phases:

Phase 1 - Urban land, Desktop study has been completed and the site verification completed in July 2023.

Phase 2 – Farms and others, completed in December 2023

The following are the findings of land audit conducted internally:

URBAN LAND

FORMER LUKHANJI			
	Registered sites	**Unregister sites**	**Comment**
Queenstown	8787	2616	The issue of the delay in land transfer should be addressed to have a creditable land audit as most the residential units are registered under the municipality. At Whittlesea the process to acquire Erf 178 from the department should be address
Mlungisi	7380	587	
Ezibeleni (Cacadu)	7489	1421	
Ilinge	3174	597	
Whittlesea	1007	None	
Sada Unit 1	967	280	
Sada Unit 2	966	509	
Sada Unit 3	None	2	

FORMER INKWANCA			
Registered sites		**Unregister sites**	**Comment**
Molteno	2110	353	Most are RDP houses and under transfer by the Department of Human Settlements.
Nomonde	2311	19	
Sterkstroom	1404	94	
Masakhe	None	732	

FORMER TSHOLWANA			
Registered sites		**Unregister sites**	**Comment**
Hofmeyr	2110	170	Most are RDP houses and under transfer by the Department of Human Settlements
Tarkastad	2311	97	
Sterkstroom	1404	94	
Siyabusa	1893	1	
Zola (C074)	2375	47	

FARMS

MUNICIPAL OWNED FARMS		
AREA	**FORMER MUNICIPALITY**	**TOTAL**
WARD 4 (Ezibeleni): 18		TOTAL: 62
WARD 9 (Ezibeleni): 1		
WARD 18 (Lesseyton): 5		
WARD 15 (Whittlesea): 24		
WARD 19 (Whittlesea): 6		
WARD 27 (Sterkstroom): 7	Inkwanca: 8	
WARD 28 (Molteno): 1		

Spatial Planning

Spatial planning considers the forward planning of the whole municipal area in terms of the built, natural, social and economic environments and any impact that may occur in changes within these environments.

This section deals with municipal precinct plans, routinization of applications, management of road closures and the Spatial Development Framework.). The municipality has developed and tabled a SPLUMA compliant Spatial Development Framework (SDF) to council for adoption in 2019/20 financial year. The municipality is planning to review the SDF and consider other issues such as latest data to be released by Statistics South Africa (**2022 Census).**

SDF to reflect the requirements as set out in Section 21 of the SPLUMA legislation. The SDF gives spatial development guidance for the next 5 years but extends beyond as required by the act. The SDF has been developed with greater consideration of the NSDP and PSDP to ensure sustainable planning e.g. densification, mixed-use as well as mitigation and adaption strategies related to climate change. The SDF further assists in implementing Chapter 8 of the National Development Plan. The SDF document already includes participation from various social and government sectors by inviting parties for focus groups from the agricultural/natural, economic, social and built environments.

Challenges in Spatial Planning

Planning experiences a variety of challenges that originate from the section and influences all the spheres of the municipality. These challenges have been raised by various governmental organisations (CoGTA & MISA). The section requires a staff complement to manage the approximately 60,000 properties within the municipal borders. The Section therefore requires suitably skilled and qualified staff. Currently there are only two permanent staff for the section that needs to cover all the requirements of an Urban and Regional Planning Section. The section requires GIS Technicians and Land Use Inspectors. The section also requires working tools as there is a severe lack and staff are making use of their own personal tools. Further, the section requires a number of policies and by-laws to be developed and adopted as listed below:

Policies required in the land section:

a) Land Use Management Scheme (LUMS) – wall to wall Zoning Scheme (as required by SPLUMA legislation)
b) Immovable Property Asset Management Policy
c) Keeping of animals and poultry policy
d) Outdoor Advertising policy
e) Land Restitution policy

By-laws required in the land section:

a) Immovable Property By-Law
b) Encroachment By-Law
c) Land Use Enforcement By-Law
d) Problem Building By-Law
e) Outdoor Advertising By-Law
f) Keeping of animals and poultry By-Law

In addition to the above documents there is a need for Sector plans for specific areas.

Housing Management and Housing Administration

CHDM has assisted the municipality to develop a Housing Sector Plan that is going to address the housing needs of Enoch Mgijima community. The said sector plan was adopted by Council in 2020/21 financial year. The Provincial department of Human Settlements allocate funds for housing development. The municipality facilitate the approval of funding to undertake housing development applications. The municipality is dealing with the registration of applications, housing allocations, inspections, entry and exit point for all applications, data capturing Currently, there is a process of fast-tracking registration of housing needs register through the contracting of field workers to collect required data and the process is ongoing.

The municipality is running out of the serviced land, in this scenario there is a need to secure funds for the servicing of earmarked land for the implementation of housing projects. This includes land for middle- and high-income houses. Currently the municipality is acting as a facilitator in housing development.

The developer function is performed by the provincial department of Human Settlements. Due to the massive development that is currently taking place in the municipality and the envisaged integration of former homelands into the mainstream, the municipality intends to apply for a housing developer status. Housing rental administration and estate administration is done in this unit.

Challenges for Housing Development

- Unresolved land issues
- High demand of housing for Middle income group

The unit manages the national housing register, data collection, data verification, submissions and follow ups, issuing of occupation certificates, transfer of pre/post 1994 houses.

Informal Settlements

Informal Settlement site	Status
Nomzamo/Marikana Informal Settlement, this settlement is divided into to (2) portions, one portion is on General Plan 791/1998 and the second portion is west of General Plan No. 7707/2005 on remaining extent of Farm Rathwick 165. These settlements are extension of the Mlungisi Township	The current development was blocked due to various challenges on site, the department of human settlements is working on unblocking the project to complete the outstanding 59 units

Phola Park Informal Settlement, this settlement is also infill of Mlungisi Township. The settlement is located on Erf 1 of Queenstown Allotment Township (C0620001) and erf 5004 of Mlungisi Allotment Township (C0620005), in between the General Plan No. 11693/2001 and 12074/1992. This settlement consists of approximately 143 households	An application for housing Development was approved for 143 units. The municipality completed beneficiary administration. The project is included in the business plan
Aloe-T Informal Settlement is located south of Lukhanji Primary School. The settlement is located on Erf 1 of Queenstown Allotment Township (C0620001) and consists of approximately 205 households. The main access to the settlement is through various graves and/or tracks of Victoria Street and Klipplaat Street and Mlungisi and Queenstown Formal Township Settlement. Site Zonation: Public Open Space and educational purposes: Rezoning to be done temporal shelters.	EMLM plan is to include these beneficiaries in the New Rathwick project consisting of 3000 units that is still under planning stage.
Inkwanca Informal Settlement is located between Yekani Street and Victoria Road next to Luvuyo Lerumo High School. This settlement consists of approximately 120 households. The main access to the settlement is through various track roads of Victoria Road.	Upgrading to be done
Silver Town:The settlement is located on Erf 1 of Queenstown Allotment Township (C0620001) and erf 1283 of Mlungisi Allotment Township (C0620005), north-west of General Plan No L123/1986. – New Rathwick Gauteng Informal Settlement – 250 households are located north of Silvertown Informal Settlement, few meters from Queenstown. Moreover, it is bordered Komani River of Western Side and Pelem Street on the eastern side. The settlement is located on Erf 1 of Queenstown Allotment Township (C0620001). - New Rathwick	Gauteng Informal Settlement is situated in a dangerous, flood plain area near the river. No structures can be constructed in the said area. In addition to the above, Blocking the current Intermodal project –Occupants constructed their informal structures underneath electricity high voltage line which imposes a high risk
Joe Slovo Informal Settlement – 110 households are located along Dahlia Street on Erf 9704 of Queenstown Allotment Township (C0620001) and consists of approximately 100 households. Site Zonation: Educational purposes	EMLM plan is to include these beneficiaries in the New Rathwick project consisting of 3000 units that is still under planning stage.
Mlungisi Cemetery Informal Settlement - 100 households is located south of the Mlungisi Cemetery and Pambo road form the southern boundary of the settlement. The settlement is located on portion of erf 1 of Mlungisi Allotment Township (C0620005). This informal settlement consists of approximately 100 households. The main access to the settlement is through Pambo street. Site Zonation Public open space	EMLM plan is to include these beneficiaries in the New Rathwick project consisting of 3000 units, that is still under planning stage
T Section Informal Settlement is located east of Inkwanca School at corner Pambo road and Sixaba Street. This area has registered	

erven. Currently there are 20 households and the registered erven (layout) shows that the site has 28 registered erven, therefore can accommodated 28 households. Site Zonation: Residential purpose	
CHRIS HANI INFORMAL SETTLEMENTS: Settlement is situated in flood plain area. Occupants will be relocated to zone 3. Ward councilors will be engaged in the process. NHNR to be updated	Upgrading may be done soon.

Law Enforcement

The municipality is currently experiencing problems regarding illegal occupation of land in Komani and surrounding areas of Ezibeleni. The municipality responds to illegal land uses as they become aware of such instances. The majority of illegal land uses stems from people operating businesses from their residential properties. Owners found to not be complying are issued warning notices.

The OVIO System

The municipality makes use of a GIS system named OVVIO and is planning to upgrade the system. The programme is web based and therefore accessed by all officials and elected outside entities. The programme houses property information including ownership; cadastre details; financial information. The programme is interactive allowing for the attachment of documents and comments. An audit trail in terms of changes forms part of the programme. The programme is updated every evening. The license agreement for the programme allows for unlimited number of participants.

Property Rentals

All municipal properties are managed by this section, hiring of community halls, leasing of land and municipal buildings. Review of lease agreements is in progress in an endeavour to effectively manage municipal properties and generate revenue.

General Challenges Identified by MISA

1. Electrical: Network over capacity. No maintenance. R26mil needed to upgrade Komani/Queenstown network to get to normality.
2. SPLUMA – non-implementation for over 3 years

3. The merger entails massive challenges that require specialised and technical support with the following evident:
    - There is instability whilst morale is low with low production and lack of leadership.
    - Policies, by-laws, and tools that are required are not in place.
    - Limited staffing and lack of skills and expertise as well as suitably experienced staff and management
    - There is no retention nor scarce skilled staff attraction policy.
4. No focus on Red Tape Reduction nor prioritising development & service delivery
5. A stable and conducive environment for the public and investors to invest and promote business is not being created.
6. Promotion of Economic Growth and Land Development is not a priority therefore resulting in low job creation, job losses, negative economic growth, social decline & low public confidence.
7. Existing staff are administrative/support staff and lack the necessary skills and expertise.

Capacity Building Initiatives proposed by MISA.

Governance and Administration

The municipality is required to resolve amalgamation challenges that have caused political instability and review organizational structure based on required functions and best practices. Procedure and Controls to enhance accountability is essential. The municipality must also develop and Institutional Strategy through the assistance of SALGA, MISA and COGTA.

Service delivery and infrastructure management:

A number of infrastructure sector plans sector need to be developed, they are Roads and storm water master plan, Pavement Management System, Energy/ Electricity Master Plan, develop Energy Billing Efficiency by linking it to a financial management system to enhance revenue. Implementation of IWMP is essential.

Town / Development Planning:

The municipality must develop and approve SPLUMA By Laws, SPLUMA compliant By Laws, Land use development system, land audit, Land development conditions handbook, Human Settlement feasibility study for Komani Sustainable Development Plan for Komani / Queenstown (Including Precinct Plans and urban renewal), Human Settlement Sector Plan (HSSP). The municipality must consider the implementation of the proposed solution to dispose vacant non-strategic land parcels to developers and public estimated to generate 42 million revenue to settle ESKOM Debt.

KPA 2 : BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Engeneering Services Directorate.

Introduction.

The South African Constitution assigns municipalities the duty of ensuring the provision of municipal infrastructure services. This chapter outlines EMLM's municipal infrastructure and Services. The directorate renders the following services to the broader EMLM community: -

Roads and Storm Water Management Services.

Legislative Requirements.

a) National Land Transport Act no 5 of 2009
b) Occupational Health and Safety Act 1993
c) National Road Traffic Act 1996
d) National Environmental Management Act no 107 of 1998

Roads Infrastructure.

The transportation infrastructure data is an indication of the Enoch Mgijima Municipality's connection to other local economic centres and rural nodes. It also indicates how connected the efficiency of transportation of goods and people to and from various economies surrounding Enoch Mgijima Municipality. The municipality does not have Road Infrastructure Master Plan

The road network has been summarized on the following table, which summarizes all district roads from Queenstown to each local municipality.

Enoch Mgijima Municipality's Road Transport Network.				
#	**Section**	**Length of the road**	**Road Condition**	**Description**
R392	Queenstown-Dordrecht	72 KM	Fair	N/A
R392	Queenstown-Elliot	131Km	Fair	N/A
R394	Queenstown-Lady Frere	47KM	Poor	
R359	Lady Frere – Cala	57KM	Very Good	
R61	Queenstown-Cradock	141KM	Fair	
R61	Queenstown-Cofimvaba	80KM	Very Good	

R61	Queenstown-Engcobo	131KM	Fair	
R397	Queenstown-Molteno	85KM	Fair	
R61	Queenstown-Tarkastad	68KM	Good	
Source: RRAMS Visual Condition Index, 2011				

A municipal road condition assessment has been conducted using RRAMS, it is crucial therefore for the municipality to develop a Comprehensive Infrastructure Master Plan. The major barrier towards the development of the said plan is funding. The Roads & Storm water section is responsible for the maintenance of all municipal roads. Most urban and township roads are tarred and paved, with gravel roads, mainly in the rural areas requiring attention.

A vigorous process of re-surfacing all municipal roads in Queenstown are currently underway and some of the roads have been completed. More roads have been prioritised for re-surfacing in Queenstown and have been registered and funded by MIG.The capital projects implemented by the municipality are inclusive of planning. The huge increase in the price of bitumen products is however a challenge which means that lesser roads will be tarred with the funds that will be available in future budgets.

The municipality plans to assess the existing Road network and bridges every five years to properly plan and implement preventative maintenance, safer roads, and bridge structures. Roads in the rural areas will be graded and maintained on a regular basis. Regular planned maintenance is crucial to ensure that roads are serviceable and can address rising demand, which in turn makes the cost of maintenance to escalate.
Increasing heavy traffic volumes using municipal roads, high cost of bitumen is a real threat to the sustainability of the road network. The municipality is committed in sourcing funding for the development of A Roads Master Plan to address some of the identified future needs and challenges.

The Municipality has identified the need to pave each year as many sidewalks now that there is high number of pedestrians that need to be provided with non-motorized form of transport. All municipal roads projects current and planned are inclusive of sidewalks. The municipality is working with Sanral on a project to repair existing walkways and construct new ones at Braakloof to McBride. There is a need to develop a Storm water Master Plan to assist with addressing issues pertaining to the Storm water, drainage within the municipality however budgetary constraints are a huge barrier. The Storm water Master Plan will be used to prioritize project proposals for solving the storm water problems in each area.

The municipality is responsible for, the repairing of potholes on the existing surfaced road, cleaning of Storm water drainage system to maintain free flow Storm water, upgrading of gravel roads to surfaced roads, installation of new storm water drainage systems, rehabilitation of existing roads, and re-gravelling and blading of gravel roads in rural and urban areas an on regular basis.

Transport

Enoch Mgijima Municipality considers the issue of transport as a serious matter for consideration during planning. It is not only important for the development of the areas but for the entire Eastern Cape province and the country as a whole. There are two national roads and two railway lines linking Port Elizabeth and East London to the area around Komani are important. CHDM has developed a Transport Master Plan to cater for the transport needs (services, infrastructure) of different local municipalities in the area. The CHDM master plan is going to be implemented at Enoch Mgijima through a combined effort between the district municipality and the local municipality as well as all key and relevant stakeholders in the sector. The municipality has established a Transport forum to discuss transport needs as well as issues of transport infrastructure.

Critical Infrastructure.

Below is a list of important and critical transport infrastructure close by the economic hub of the area within Enoch Mgijima Municipality, Komani

Access to Railroad Infrastructure.

The railroad infrastructure connection runs parallel to the N6 from Johannesburg via Bloemfontein, Aliwal North, Komani, Cathcart, Stutterheim (**Amabele Station**) to East London. The Eastern Cape Department of Roads and Transport launched a Kei Rail Project to enable the movement of people and goods from Amabele Station, the surrounding sidings to East London.

Access to Commercial Airports.

The towns of Komani is located less than 250km from **East London Airport**. There is a possibility of establishing an aerodrome in future from the Komani Military Airstrip.

Access to Ports.

Two fully developed ports close to Komani area within Enoch Mgijima Municipality based in Port Elizabeth (Port of Ngqurha) and the other one in East London. The two ports are vertically and horizontally integrated with fully developed industrial development zones (“**IDZ**”) in the form of **Coega IDZ** in Port Elizabeth and **East London IDZ** in East London.

Public Transport Facilities

The Department of Transport (DOT) funded an Intermodal Transport facility based in Komani. The project has been completed to accommodate public modes of transport such as taxis and busses, integrate informal trade sector (hawkers), Buildings that address public needs, Rank offices, Security office, Cooking stalls, General stalls, Vehicle repair stalls and Waiting Areas. Phase two plan for the bus terminal was approved but the major barrier to construction is land availability. Existence and mushrooming of informal settlements in the identified land is also a contributing factor.

Some of the towns within Enoch Mgijima Municipality do not have bus/taxi ranks, those in the transport sector operate their businesses in informal ranks. Planning should take cognizance of the transport needs of different communities within the municipality. It is crucial for the municipality to establish a Transport Forum to discuss issues pertaining to transport around the municipality such as transport infrastructure, bus/taxi services, rail, and scholar transport. The establishment and functionality of the forum will depend on concerted effort with relevant key stakeholders in the sector.

Electrical Engineering Services.

Legislative Requirements.

a) Electricity Act 41/1987
b) NERSA regulations
c) Occupational Health and Safety Act

The Sustainable Development Goal (SDG’s) 07, target 7.1 is to ensure that by 2030 there is universal access to affordable, reliable, and modern energy services. Access to electricity will alleviate poverty as the use of electricity supports lighting and cooking facilities.

The municipality supplies, upgrades, and maintains electricity to formal townships in terms of the license agreement from NERSA reviewed where it is necessary. The municipality currently distributes electricity through an agreement between NERSA. Both EMLM and ESKOM are License holders with areas dermacated to each distributor. The Municipality has Nersa licence number NER/D/EC139. The municipality has allocated an operation and maintenance budget for the maintenance of facilities. Due to low revenue collection, the O&M budget is less than the legislated norm of 10%. It is currently allocated 2.5% of the total operating revenue is allocated for maintenance of the facility. The municipality has dilapidated infrastructure reticulation and bulk infrastructure. A business plan has been prepared and tabled to council for approval.

The municipality is using the approved BP to apply for funding from all departments national and provincial, as the municipality is unable to secure a minimum of R600 million for upgrades from its current grants (MIG & INEP). DEDEAT has provided the municipality with R31 million to upgrade one of the four major substations within the municipality. The Municipality has also allocated R11.6m from MIG as a Covid project for refurbishment of Ebden Substation. The municipality doesn't have an Electricity Master Plan and it plans to develop to source funding through the assistance of consultants for the development of the said plan.

Electricity Backlog within EMLM:

Electricity planning for the municipality consists of electrification projects within the municipality (municipality through INEP and ESKOM area of supply) , bulk infrastructure. The plan is inclusive infrastructure reticulation or bulk infrastructure for electricity. The municipality has electricity backlogs. Reflect on infills

The State of Electricity Distribution

The municipality encounters several electricity problems, particularly in Komani. These problems are characterised by old electricity infrastructure, regular electricity outages which affect businesses and households alike. The municipality is losing a lot of revenue on electricity due to theft, tempering and state of the infrastructure. Council adopted business plan for funding needs to be considered and implemented in order to source funding.

The municipality has a project on the installation of smart meters to reduce theft/tempering/illegal connections, whilst improving revenue collection.

The current infrastructure, which incorporates substations, overhead lines and underground cables (bulk and reticulation infrastructure) in the entire Enoch Mgijima LM has reached its life cycle period and needs urgent upgrade. An oil sample was taken from the main tanks and tap changers of various transformers in all four major substations in Queenstown and sent for analysis. Mlungisi substation’s transformer is the only one that failed and needs urgent attention.

The state of the electricity infrastructure has been summarised as follows: -

Queendustria Substation.

Prior to 2012, the Queendustria substation was fed via a 10MVA 66/11kVA transformer. Further developments in the Ezibeleni residential area coupled with the industrial developments in Queendustria resulted in the total demand of the Queendustria substation exceeding 10MVA. The 10MVA transformer eventually failed in 2014. One of the 15MVA transformers from Ebden Substation to Queendustria substation was moved to Queendustria substation to replace the damaged 10MVA transformer as an emergency solution, leaving only one transformer in Ebden substation.

There is a project in pipeline to be done by CHDA (with DTI as funder) to install another 15MVA transformer and other associated electrical services. The estimated value for the project amounts approximately to R 31million.It is currently energized by ESKOM at 66 kV, but it only distributes a restricted 11MVA due to its cable size. Scheduled maintenance was carried out in October 2016. The substation supplies Queendustria and Ezibeleni and is considered a high risk.

Queendustria substation has been refurbished through ECDC as implementing agent, new 66KV line and 66KV Breakers were replaced from oil to SF6 Gas. The new 15MVA Transformer was connected in parallel with the existing one to share the load.The 11kv breakers were all replaced from oil breakers to SF6 breakers and the battery chargers were replaced as well. The fencing has been replaced and electric fence installed.

(ii) **Ebden Substation.**

Prior to 2012, the Ebden substation was fed by two 15MVA transformers- one supplied from Queendustria and another supplied from Eskom Coldstream Substation. One of the transformers was moved to Queendustria Substation in 2014. In 2015, a new 20MVA transformer was procured directly from Powertech transformer manufacturer to replace the missing transformer. The transformer was connected when the 15MVA transformer failed on 12 June 2018.

Scheduled maintenance was last carried out in 2003. The substation supplies the town of Queenstown and its surrounding suburbs and is considered a high risk.
The Municipality has appointed ECDC as its implementing agent for refurbishment of Ebden Substation as a Covid project through MIG and now the project is in progress.

(iii) **Westbourne Substation.**

This substation operates on a single transformer with a capacity of 15MVA. It is currently supplied from Ebden Substation at 66 kV, but it only distributes a restricted 10MVA due to its cable size. On 25 September 2018 the 15 MVA transformer failed after it was affected by a lightning and a windstorm. Electricity interruption in the area was restored after 14 days. The municipality purchased and installed a 20 MVA transformer from ELIDZ.

Crucial components of electricity infrastructure is prone to vandalism and theft of items such as cooper pipe for oil circulation, protection batteries and copper earth straps. Scheduled maintenance was last carried out in 2003. The substation supplies the parts of Queenstown, Madeira, Amberdale and surrounding farms and is considered a high risk. The 20MVA transformer caught fire in May 2022 also the 66KV current transformers, 66KV breaker, protection cables damaged. Municipality has sourced a new transformer from Eskom that are busy installing and changing the all the damaged equipment.

(iv) Mlungisi Substation.

This substation operates on a single transformer with a capacity of 15MVA. It is currently supplied from Ebden Substation at 66 kV, but it only distributes a restricted 15MVA due to its cable size. Scheduled maintenance was last carried out in 2003. The substation supplies the parts of Queenstown, Mlungisi, Newvale,Victoria Park and surrounding farms and is considered a high risk.

(v**)** **Molteno Area**

There is a new substation which is less than 10 years old with one 2,5MVA and 11KV breakers controlling the Transformer, the substation is still in good condition but the only issues we have got is the lack of maintenance, there are some oil leaks on the transformer, and the risk the municipality needs the second transformer to run in parallel with the existing transformer so that when one fails the other one carry the load. The 11KV lines and LV lines need some refurbishment as they are old.

(vi) **Sterkstroom Area**

The infrastructure is ageing the substation is very old and outdated and unsafe because wooden poles were used to build it, and that put a risk in case of fire, that needs an urgent attention, the substation needs to be renewed. The lines both medium voltage and Low voltage need to be refurbished as they are very old. There is a refurbishment project has been approved the consultant has started with designs for the substation.

(vii) **Tarkastad Area**

In Tarkastad the municipality is taking supply from Eskom substation and the point of control is a 11kv section breaker and then the line to the transformers, there was lack maintenance and the whole network need to be maintained and some parts need refurbishment on both Medium voltage and low voltage.

(viii) Hofmeyer Area

The substation feeding the municipality belongs to Eskom, the municipality has on 11KV line links and the 11kv line and low voltage lines and transformers that needs to be maintained because there was lack of maintenance before.

(ix) 11KV Reticulation Substations.

The Queenstown area also has the following substations: -

1) Ezibeleni S/S
2) Komani S/S
3) Connaught S/S
4) Library S/S
5) Victoria Road S/S
6) Central S/S
7) Spargs S/S
8) Alexandria S/S
9) Madeira Park S/S
10) Bridge Street S/S
11) Nonesi Mall S/S
12) Amatola S/S
13) Bachelor S/S
14) Balmoral S/S
15) Pambo Central S/S

The Ezibeleni Substation and Alexandria Substation are considered High Risk due to defective equipment.

(x) Small Towns and the 22KV Substations.

The following is the status of the substations in the surrounding towns: -

1) Tarkastad 22 kV
2) Hofmeyer 22 kV
3) Molteno 22 kV to 11 kV Sub- Station
4) Sterkstroom 22kV TO 11 kV Sub- station

General Electricity Challenges

Network not been maintained for more than 12 years and is very old. The available resources allow staff to only do fault repairs instead of maintenance. The municipality currently is at a very high risk as the electricity infrastructure is deteriorating very fast. The municipality is required to allocate 6% from the generated revenue. There is a tender advertised for the panel of contractors to assist on the maintenance as well as other electricity infrastructure challenges

Electricity Supply Capacity in MVA's calculated as follows: -

Electricity Supply Capacity in MVA's	
Queenstown and surrounding areas	48
Tarkastad/Hofmeyr and surrounding areas	5
Molteno/Sterkstroom and surrounding areas	3
Source: EMLM, Technical Services	

Human Risks Relating to Electricity

a) The is a high risk of human being including municipal staff being electrocuted as a result of many open pillar boxes and faulty substations.
b) There is a high prevalence of illegal connections and low rate of arrests and convictions.

Financial Risks Relating to Electricity

a) Financial losses due to electricity theft and tempering estimated at 40% of billable electricity revenue.

b) Municipality pays about R48 Million per month to ESKOM for bulk supply and generates less in the form of own revenue.
c) Risk of losing a NERSA License due to uncontrolled losses.

Technical Risks Relating to Electricity

a) Network is at the state of collapse as evidenced by the high number of electricity outages and faults.
b) Proper maintenance has not been carried out for more than 10 years.
c) There is no technical capacity to undertake maintenance.
d) There are no electricity spare parts as a result even minor faults take longer to be fixed.
e) The operating procedures are difficult and time consuming.
f) There are regular and longer electricity outages which affect both the businesses and civilians.
g) (g) The municipality does not have the Electricity Master Plan .

Alternative Sources of Energy

The area of Molteno Sterkstroom within the municipality has “Good” opportunities for Wind and Solar Energy Generation. It can therefore be expected that the Municipality will be subject to new applications for such facilities. Wind Energy (Dorper Wind Farm) Mean wind speeds in the vicinity of 6 – 7.5 metres per second at the 60m above ground level.

Tarkastad is one of the first areas in the Eastern Cape to provide the communities with the system of solar geysers, several households in the area of Tarkastad were provided with the Solar Geysers. The initiative of Solar Geysers is also assisting in terms of reducing the pressure on the current demand of electricity. Stats South Africa 2022 shows that a large percentage of electricity is used for lighting. There is a project for the provision of free basic services. The indigent households are provided with an alternative form of energy where each household is provided with gel and gel stoves.

Municipality officials went to SSEG workshop for solar PV installation and the policy was presented that needs to be approved by Council and about 4 municipal building solar has been installed.

The municipality is currently looking at energy saving technology. The municipality budgets annually for the project for the provision of gel and gel stoves for indigent households as an alternative form of energy which is currently being implemented.

Municipal Buildings.
Legislative Requirements.

a) National Building Regulations and Standards Act No. 103 of 1977
b) Construction Industry Development Board Act
c) Occupational Health and Safety Act
d) Architectural Professions Act
e) Green Buildings Policy

Municipal Buildings include amongst others, the provision of new municipal buildings and structures and their maintenance, throughout the area. The municipality’s success is dependent on interaction with other internal and external departments to ensure accurate needs assessment and planning for new developments and the necessary maintenance of existing structures. The Health and Safety Act requires that all buildings be annually audited for Health and Safety compliance in order to guarantee the safety of all users including visitors.

The municipality strives to comply with all aspects of the said piece of legislation within all its buildings and facilities for the benefit of the public and employees. Recommendations of the annual audits must be included in budgets and implemented. The unit does not have enough staff to do the work, there is only one official. The municipality must audit a number of buildings owned by the municipality that can be renovated in order to enhance revenue or accommodate some directorates with challenges of office space.

Project Management Unit (PMU)

Project Management Unit is responsible for infrastructure projects or development mainly Municipal Infrastructure Grant (MIG) projects, own funds and other funding resources of infrastructure. Its main functions are contract administration, project management, contract administration and assists SCMU on contract management of all capital projects. The unit is responsible for the registration of capital projects. It deals with the development and the rehabilitation of the existing roads, storm water and electricity infrastructure.

The unit is funded by the MIG for both capital project and the operational costs of the unit. It further provides technical support to other municipal directorates that have infrastructure projects. For the unit to be fully functional it needs a design and drawing unit that consists of personnel and software. This will enable the municipality to minimise the use of consultants. The personnel must also be professionally registered so that they can be able to approve and sign off the designs. Mentoring and coaching support will be sourced as the future endeavour to ensure that technical personnel are professionally qualified.

	Title	Number
1.	Manager PMU	01
2.	Project Coordinators	02
3.	Financial Administrator	01
4.	ISD Clerk	01
5.	OHS Practitioner	01
6.	ISD Officer	01
7.	Admin Clerk	03

Table: Project Management Unit Staff Component

Challenges: PMU encounters a few challenges in its endeavours to properly manage project. These range from poor planning by the institution, absence of interdepartmental relations, contract management, Communication and Public participation strategy implementation.

KPA2: BASIC SERVICES AND INFRASRUCTURE DEVELOPMENT

Directorate: Community Services

The South African Constitution (Act 108 of 1996) states that the people of South Africa have the right to an environment that is not detrimental to human health and imposes a duty on the state to promulgate and to implement policies to ensure that this right is upheld. All departments of state or administration in national, provincial, or local levels of government have similar obligations.

Waste Management

The Municipality is legally responsible for rendering refuse removal service within its area of jurisdiction, and this includes residential areas; industrial areas; business areas and streets within the CBD. The municipality collects waste according to varying waste collection schedules. Waste is then deposited in the respective waste collection centers located just outside the urban nodes of Komani, Tarkastad, Molteno, Hofmeyr, Whittlesea, Ezibeleni and Sterkstroom. The municipality is not providing formal refuse removal in rural nodes. As part of the green economy, waste management and recycling are very important.

Landfill sites and Transfer stations.

Enoch Mgijima LM has six landfill sites: Ezibeleni; Tarkastard; Hofmeyr, Whittlesea, Molteno & Sterkstroom. Hofmeyer and Whittlesea are licences for closure. Enoch Mgijima municipality has two Transfer Stations in Ilinge and Lessyton and they are all registered and one Buy-Back Centre in Ezibeleni licenced and registered.

Integrated Waste Management Plan (IWMP)

The development of an Integrated Waste Management Plan (IWMP) is a requirement for all government spheres responsible for waste management in terms of the National Environmental Management: Waste Act, 2008 (Act No. 59 of 2008). Chapter 3, section 11 of the Waste Act requires that all government spheres must develop Integrated Waste Management Plans (IWMPs). Section 12 of the Waste Act outlines what the contents of integrated waste management plans should be, whilst section 13 stipulates the reporting mechanisms on the implementation of IWMP's.

In terms of section 11 (4) (a) (ii) of the Waste Act, municipalities must incorporate the approved IWMP in their IDP's as prescribed by chapter 5 of Municipal Systems Act, 2000 (Act 32 of 2000) MSA.

The Enoch Mgijima local Municipality is currently in the process of reviewing IWMP as per the requirements of waste management Act 59 of 2008. The document after adoption by Enoch Mgijima Council will be sent to the MEC responsible for Environment for endorsement.

The waste management section is currently rendering the following services that form part of IWMP:

- Refuse removal-once a week to all households in the urban nodes.
- Businesses on per agreed schedule.
- Street cleaning seven (7) days a week including a night shift service.
- Open areas, pavements cleaning and rehabilitation of illegal dumping sites, including awareness campaigns for communities on clean environment and waste management.
- Landfill site-management through collection of waste dumped on the landfill site.

Medical waste

Enoch Mgijima LM has several medical facilities that generate medical waste within their municipal area. There are also several doctors working within the municipal area that generate small amounts of medical waste. The Municipality is presently not experiencing any significant problems with medical waste being disposed of at any of the Municipal landfill sites. The Provincial Department of Health has contracted Compass Waste Company for the medical waste management in hospitals and the local clinics. The municipality is responsible for monitoring waste removal.

Waste Management Challenges:

- Budget is not enough.
- Fleet not enough to cover all areas.
- Staff shortage and vacancies in critical and compliance positions are vacant.

Health and safety trainings are needed for workers

SERVICE DELIVERY PLATFORM

Chris Hani District Health infrastructure projects are placed under programme 8 of Eastern Cape Department of Health, Health Facility Management (HFM). The basic aim of the programme is to provide access to health care services through provision of health facilities, upgrading and revitalization and maintenance of existing facilities as well as provision of health care equipment .They include clinics, Community Health Centers,District Hospitals, EMS Stations,Forensic Pathology Stations, Mobile services, Regional Hospital Frontier, Specialized Hospital Komani.

Services provided by Department of Health

- HIV/AIDS, TB and Sexually transmitted Diseases -95/95/95
- Quality assurance – Ideal Clinic Realization Model
- Mother, Child, Women's Health & Nutrition –Maternal and Child Fatalities
- Non- communicable Deaseases- Chronic health related lifestyle
- Mental Health- Psychiatric being
- Health Promotion –Education and awareness
- Emergency Medical Services – Emergencies, Ambulances
- Forensic Pathology Services- Collection of bodies, post mortems

Campaigns:

The DOH is conducting campaigns on measles, Vitamin A, Human Papilloma Virus, HIV Testing, Traditional male circumcision (TMC) and flu vaccination. The campaigns are communicated in Health and Community Services standing committee meetings, IGR sessions, IDP/Budget/PMS Representative forums and War Rooms.

The Medical facilities are listed below.

	Name of the Health Facility	Location/ Ward
1.	Cimezile	Cimezile Village, Hewu
2.	Hackney	Hackney Village,Hewu
3.	Oxton	Oxton Village,Hewu
4.	Yonda	Yonda Village,Hewu
5.	Zweledinga	Zweledinga Village,Hewu
6.	Ekuphumleni	Whittlesea
7.	Engojini	Engojini Village,Hewu
8.	Haytor	Haytor Village,Hewu
9.	Pricesdale	Pricesdale village,Hewu
10.	Shiloh	Shiloh village,Hewu
11.	SADA Community Health Center	SADA Wards 25. 25
12.	Hewu Hospital	Ward 26
13.	Fransbury	Machibini village, Ward 3
14.	Gwatyu	Gwatyu Village, Ward 1
15.	Ilinge	Ilinge township, Ward 2

	Name of the Health Facility	Location/Ward
16.	Machibini	Machini Village, Ward 3
17.	Tylden	Tylden Farm, Ward 1
18.	Bolotwa	Bolotwa Village, Ward 1
19.	Ezibeleni	Ezibeleni location
20.	Zingquthu	Zingquthu Village, Ward 18
21.	Masakhe	Sterkstoom town, Ward 27
22.	Molteno	Molteno town
23.	Nceduluntu	Molteno town
24.	Nomonde Clinic	Molteno Ward 28
25.	Sterkstroom Clinic	Sterkstroom town, Ward 27
26.	Didimana	Didimana Village,Hewu
27.	Hukuwa	Hukuwa Village,Hewu
28.	Lahlangubo	Lahlangubo Village,Hewu
29.	Tsitsikamma	Tsitsikama Village,Hewu
30.	KB Siswana	Who can tell village
31.	Lessyton	Ndlovukazi Village, Ward 18
32.	Frontier Hospital	Komani Ward 10
33.	Gardens Clinic	Komani Town, Ward 10
34.	Lizo Ngcana	Mlungisi location Ward 14
35.	New Rest	Mlungisi location Ward 11
36.	Parkvale	New vale Ward 12
37.	Philani	Mlungisi location Ward 17
38.	Enoch mgijima CHC	Whittlesea town
39.	Braakloof	Who can tell village
40.	Nomzamo CHC	Ezibeleni location

	Name of Health Facility	Ward Location
41.	Thornhill CHC	Thornhill village Ward 30
42.	Martje Venter Hospital	Ward 33
43.	Zola Clinic	Tarkastad Ward 33
44.	Mitford	Ntabethemba Ward 32
45.	Rocklands	Ntabethemba Ward 31
46.	Bacclesfarm	Ntabethemba Ward 32
47.	Tendergate	Ntabethemba Ward 32
48.	Springgroove	Ntabethemba Ward 32
49	Eluxolweni	Hofmeyer Ward 34

50.	Hofmeyer Town	Hofmeyer ward 34
51.	Kleinbulhoek	Tsolwana Town
52.	Kamastone	Kamasotne Village,Hewu
53	**Komani Renal Center**	**Komani Ward 10**
54	Komani care cure	**Ward 16**
55.	Komani Psychiatric Hospital	

Cemeteries

Community services department in the municipality is responsible for the provision of grave sites; furthermore, the municipality is responsible for the digging of graves and maintenance of the cemeteries. The Municipality only deals with the funeral undertakers regarding funerals. Gravediggers dig and close the graves and the caretaker ensures that everything is for the funeral at the cemetery. Support is also given to those community members who cannot afford a costly funeral, through providing a pauper burial. .

Below is a list of cemeteries at Enoch Mgijima Municipality by area: -

#	Cemetery	Condition/Status
1	Queenstown cemetery	Almost full
2	Lukhanji cemetery	Almost full
3	Ezibeleni cemetery (old and new),	Almost full
4	Mlungisi cemetery	Almost full
5	Sada cemetery	Totally Full
6	Ekupumleni cemetery	Almost full

7	Whittlesea old cemetery	Almost full
8	Ilinge cemetery	New
9	Lesseyton cemetery	New
10	Masakhane Cemeteries	Almost full
11	Malambile Cemeteries	Almost full
12	Dennekruin Cemeteries	Almost full
13	Tarkastad	Almost full
14	Zola Township	Full
15	Hofmeyr/ Eluxolweni	Full
16	Molteno x 4	2 are full, 2 are almost full
17	Sterkstroom x2	1 is full, 2 are almost full

Most cemeteries at Enoch Mgijima are almost full. The new council adopted Spatial Development Framework developed in accordance with SPLUMA Regulations has taken cognizance of the need for land for extension of cemeteries.

Rural nodes across and surrounding areas the municipality have several informal cemeteries in different villages. Currently graves in the Mlungisi, Ezibeleni, Sada, Ekupumleni, Ilinge and Lesseyton, Ntabethemba Area and Zola Township in Tarkastad cemeteries are not marked and indexed. There is no record of the graves. The process of conducting EIA for nine cemeteries has been completed.

Community Halls

The section deals with the maintenance and hiring of community halls. The municipality resolved that for each new settlement, a site must be identified for the construction of a community hall.

Ward	**Community Halls**	**Status/Condition**	**Intervention Required**
1	Thembani Community Hall	New & Awaiting handover and furniture.	
2	Ilinge support centre	Condition not satisfactory	Renovation

3	1]Tele-Centre Hall 2]Mtebhele Hall	Both not in good condition for use by the community	Both community halls need renovations
4	1]Ilinge Community Hall 2] Unathi Mkhefa Hall	1]Ilinge Community Hall condition is not satisfactory 2]New and still in good condition	Ilinge Community Hall needs renovations
5	Zone 3 Community Hall	Outside lights and toilets faulty	Renovation of toilets and maintenance of lights
6	Unathi Mkhefa Community Hall	In good condition	
7	Zone 1 Community Hall	The yard is not satisfactory	Need resurfacing in the yard
8	None	None	N/A
Ward	**Community Halls**	**Status/Condition**	**Intervention Required**
9	Komani Town Hall	Komani Townhall was burnt in 2021/22 financial year ,	the municipality is required budget to reconstruct a new townhall in Komani
10	Non	None	N/A
11	Indoor Sport Center	In good condition	
12	Ashley Wyngaardt & Sikweyiya Community Hall	Skweyiya community hall is vandalized, Ashley Wyngaardt is not maintained	Skweyiya community hall needs major rennovations. Ashley Wyngaardt needs rennovations
13	Ashely Wyngaardt	Ashley Wyngaardt is not maintained	Needs renovation.
14	Sintu Pika Support Center	Capacity is not satisfactory	Need to be extended to increase its capacity
15	Non	Non	
16	1]Enkululekweni Support Center 2] Sikweyiya Hall	1]Too small, capacity is not enough 2]Vandalized the municipality needs to budget for renovations.	the facility must be extended. Skweyiya needs major rennovations
Ward	**Community Halls**	**Status/Condition**	**Intervention Required**
17	1]Sikweyiya Hall 2] Komani Townhall	Skweyiya Community Hall is vandalized	it requires renovation.
18	Ndlovukazi Community Hall	In good condition	
19	1]Tambo Hall & Support Centres in MC Bride; Who Can Tell ,7Poplar Groove	1]In good condition 2]All support centers need is very small	They need to be extended
20	Lower Hukuwa	Recently built & In good condition	
21	SHILOH HALL	In good condition	
22	Lower Hukuwa Hall	Recently built in good condition	
23	Ekuphumleni Hall	In good condition	

24	SADA Community Hall	Good condition	needs renovation
25	SADA Community Hall	Good Condition	needs renovation
26	1]Ekuphumleni Hall	Good Condition	
27	Sterkstroom Townhall	Condition not satisfactory	Needs major rennovations
28	Molteno community hall	Condition not satisfactory	Needs major renovations
Ward	**Community Halls**	**Status/Condition**	**Intervention Required**
29	1. Molteno Town Hall	Condition not satisfactory	Needs major renovations
30	02-Thornihill Community Hall, Zola Village Community Hall	Both condition is not satisfary	Both need maintenances
31	04 Community Halls (Khayalethu; Rocklands; Mitford; Phakamisa Community Halls)	**Mitford**- Condition not satisfactory, no toilets, no furnirtute, **Phakamisa**- (Construction incomplete with no toilets) **Rock lands** – Needs renovation and furniture. **Khayalethu**- New and no electricity	**Khayalethu**- Electrification is needed. **Rocklands and Mitford** - (Renovation, toilets and furniture **Phakamisa**- Complete construction and provide toilets.
32	Tendergate Community Hall,	Condition of the community hall is not satisfactory needs renovation	Community hall needs renovation
33	03 Community Halls - Tarkastad Townhall, Ivanlew Township Community Hall, Zola Township Community Hall- They all need renovation	Condition of All community halls is not satisfactory	All community halls need renovation
Ward	**Community Halls**	**Status/Condition**	**Intervention Required**
34	02 Community Halls - Hofmeyr Town Hall, Luxolweni and Twinsville Community Hall – Needs renovation	Town Hall condition is satisfactory. Luxolweni and Twinsville Community Hall condition not satisfactory	Luxolweni and Twinsville Community Halls need major rennovations

Parks and Recreational Facilities

Hexagon Cycle

The project of rehabilitation of hexagon cycle was completed by CHDM to beautify Komani CBD.

Public Gardens

The municipality is maintaining the gardens using the municipal parks, but the municipality does not have budget to fund the rehabilitation of the public gardens. The fence and the nursery infrastructure are old.

The municipality developed a business plan and submitt to Chris Hani District Municipality for support in the fencing of Public Gardens.

Community parks are in the following areas:

- Sada
- Ilinge
- Lesseyton (3)
- Ezibeleni: (Vandalized)
- Mlungisi;
- Tarkastad
- Hofmeyer
- Molteno, one in town and in Nomonde township
- Sterkstroom is in town

Areas of Intervention

Public gardens need boreholes and rain harvest for the irrigation of plants because the municipal water is not efficient for the irrigation which results in dying of plants. The municipality has a responsibility to maintain parks.

Game Reserves

The Lawrence de Lange Game Reserve:

Lawrence de Lange game reserve attracts tourism, schools are taken out on guided tours through the Game Reserve to view the nature in the reserve as well as birds and animals. Hunting and selling of animals generate income for the game reserve. The Birding Club and the Environmental Clubs for the schools do important work on the Game Reserve. Honorary Game Rangers help to patrol the Game Reserve and other tasks that are necessary. There are Rhinos, Giraffe and a variety of buck species in the reserve. There is tight security to avoid rhino poaching. Building of chalets in the Game Reserve can enhance revenue as the get a lot of tourists visiting the Game Reserve. A new 4x4 vehicle is needed for the game reserve. Another tourist attraction to be found in the game reserve is the presence of a fossil site. The Municipality has a unique plant, the Tamboekie that grows on the mountains surrounding Komani. It is the only place in the world where it is found. It is called the *Erythrina Acanthocarpa* or Tamboekie thorn. Investigation is required on how Enoch Mgijima area can derive benefit from this unique occurrence.

Tsolwana Game Reserve

Tsolwana Game Reserve falls within Enoch Mgijima Municipality under **SANPARKS**. The area has been declared **a conservation area** and has a potential to contribute on tourism growth as well as the economy within the jurisdiction of the municipality.

Bonkolo Dam

The Bonkolo dam picnic area has been upgraded to a Day Visitor Facility by the Department of Tourism. There is a need to upgrade the facility further in order to generate revenue. This facility is extensively used by the public for braais, fishing and other events. The challenge at Bonkolo Dam is the vandalism of the structures inside the dam, the municipality there needs to strengthen security.

The Berry Dam

This is another picnic area that is used by the public for fishing, braai's and picnics. This dam area is also used for public jogging and taking their dogs for walks. The braai places need to be upgraded and shade trees planted along the water edge where a lot of trees have decayed due to the draught. The municipality has budgeted for the maintenance of these natural assists (Lawrence De Lange, Berry Dam, Bonkolo dam) to keep them in satisfactory standard.

Sports and Recreation

Sports arts and cultural heritage services are a primary competence of the Department of Sports, Arts and Culture. Enoch Mgijima municipality plays a facilitative role in the identification of needs and cooperates with the Department of sports arts and culture in the implementation of such services. Most of the existing community sports facilities need repair and many wards do not have well planned sporting facilities.

Sport Stadiums

The municipality has the following sports and recreational facilities:

- **Tobi Khula Sport Centre** – Maintenance of the grounds, fields and the halls and ablution facility.
- **Mlungisi Sport Stadium** – Maintenance of the grounds, fields, and the ablution facility. The tennis court at Mlungisi needs upgrading – nets to be constructed around the courts and to be resurfaced. The palisade fence surrounding the stadium needs to be extended to cover the whole area. There is athletics track but it needs to be upgraded.
- **Dumpy Adams Stadium** – Maintenance of the grounds, fields, and the ablution facilities. An artificial soccer field was built by SAFA at Dumpy Adams. The construction of the cricket pitch

was completed. The curbing around the soccer field was completed. We now need curbing on the outside of the athletic track so to clearly demarcate the athletic track. The netball courts need resurfacing. There are no spectator stands around the Soccer field. We need to have it constructed.

    - Three tennis courts need to be upgraded with nets and a new surface.

- **Ezibeleni Sport Stadium**: the ablution facility was upgraded by the municipality. This soccer field needs a good topdressing and drainage of the field to be rectified. Proper netball courts at this stadium still need to be constructed.
- **Sada Sport stadium:** The ablution facility was upgraded by the municipality. The challenge is that the concrete fence around the facility is vandalized and needs repairs.
- **Komani Public Swimming Pool:** The pool needs major repair work to be done to it. The pool building is being vandalized during the winter months when it is not in use.
- **Ilinge Sport Stadium –** Needs completion.
- **Mc Bride Sport Stadium –** New awaiting handover
- **Mitford –** Needs to be maintained it is vandalized.
- **Phakamisa Sport field** – New needs to be handed officially to the community.
- Zola Sport facility in Tarkastad: New and vandalized. There is a need to maintain the facility.
- Molteno 2 stadiums – the new one has been vandalized and the second one needs upgrading.
- Sterkstroom x2 – 1 sport facility incomplete, the one in town is vandalized.
- Thornhill area- Needs maintenance, prioritize fencing.

Playgrounds

There are various playgrounds in the Komani suburbs, Ezibeleni and Mlungisi which are in a desperate need of upgrading and repair. They are used by the small children who live in the nearby suburb or vicinity. In Ntabethemba area, ward 31 all the playgrounds in Khayalethu, Rocklands, Mitford and Phakamisa need to be prioritized and upgraded. There is one playground in Molteno.

Library Services

Public libraries are identified by the Constitution as a Schedule 5 function, which means that library services fall within the competency of the Provincial Government. The legal framework for local government to provide public library services is determined by the Eastern Cape Library and Information Services Act 6 of 2003.

The primary purpose of the public libraries is to provide resources in a variety of media to meet the needs of individuals and groups for education, information and personal development including recreation and leisure.

Libraries are a Provincial function, under the Department of Sport, Recreation, and Arts & Culture. The service is implemented by the Municipality and is only partially funded by the province. The Municipality receives a ~~subsidy~~ from DSRAC annually, however, this subsidy does not cover the total costs of running the libraries. The Municipality covers the shortfall. Enoch Mgijima Library Services is required to serve the total population of the Enoch Mgijima Municipal area.

The libraries offer the following services: Books, study materials, internet services, photocopying, promotional programmes, story times, children's holiday programmes, book clubs and services for the blind and sight impaired.

There are 11 Libraries within Enoch Mgijima Municipality:

	LIBRARY	WARD
1	Mlungisi	17
2	Barrington Mndi (Ezibeleni)	7
3	Komani	9
4	Ashley Wyngaardt	13
5	Whittlesea	26
6	Molteno	28

	LIBRARY	WARD
7	Sterkstroom	27
8	Tarkastad	33
9	Hofmeyr	34
10	Tentergate	32
11	Mceula	20

Library for the Blind

SA Library for the Blind services are available at the libraries. These services are for blind and sight impaired members of the community. Three Min-Libs (within the libraries), at Ezibeleni, Sterkstroom and Whittlesea Libraries, have been established where specialized equipment is available. All equipment and materials are supplied by the Library for the Blind SA (SALB). A fourth Mini-Lib has been approved for Ashley Wyngaardt Library.

Challenges for Library Services

The foremost challenge is the lack of funding from the Department of Sport, Recreations, Arts & Culture. The annual DSRAC Conditional Grant does not cover the expenditure for Libraries Services. Another challenge is the lack of reliable and inconsistent provision of internet services. The poor condition of library buildings which are in a state of disrepair, remains a serious challenge. The libraries are in desperate need of new books.

Pound management

The municipality provides the service of impounding stray animals on behalf of the Department of Roads.

The impounding of stray animals on private land and in the townships is managed by the municipality.

The municipality provides budget for the pound and commonages. Whittlesea and Komani pounds are understaffed. The municipality makes use of the Traffic Act and Pound Ordinance for the regulation of pounds.

The Whittlesea Pound needs to be upgraded. There is a pound in Tarkastad that is not operational. There is a need to establish a pound that will be used by the community from both Molteno and Sterkstroom. Komani, Whittlesea, Tarkastad not in a desired standard.

Environment Management and Climate Change

Climate Change

Climate change is a global concern which is a threat to the environment, the communities and future development. Chris Hani District Municipality has taken a decision to consider climate change as one of the key issues to be considered during planning. Enoch Mgijima municipality does not have sector plans relating to Climate Change. The municipality has displayed commitment in addressing issues of climate change by becoming a member of the District Forums, stakeholder engagement sessions as well as capacity building session on issues relating to climate change.

Chris Hani District Municipality has developed a district-wide Climate Change Adaptation and Mitigation Strategy as well as an Air Quality Management Plan. The District Municipality has taken a positive step and prioritized the development of a Climate Change Vulnerability Assessment and Climate Change Response Plan in order to respond to effects of climate change. The key vulnerability indicators within CHDM area affecting all the local municipalities including Enoch Mgijima Municipality are agriculture, biodiversity and environment, human health, disaster management, infrastructure and human settlements and water.

As part of greening and land care programme, CHDM Council adopted an Alien Invasive and Bush Encroaching Plant Management Strategy. The implementation of this strategy provides for job creation projects for rectifying environmental degradation challenges by means of eradicating invasive alien plants and encroaching species (i.e Euryops (Lapesi), Black and Silver Wattle etc).

The Wattle Eradication Programme and/or Land Care Management Programme are implemented in certain areas of, Enoch Mgijima

Agriculture

The sector will be adversely affected by climate change. Increased temperatures, drought, and the increase in frequency and harshness of storm events impact negatively on the crop production and possibly result in a loss of livestock. The department of Rural Development and Agrarian Reform (DRDAR) is currently supporting the municipality by allocating budget to respond to issues of food security.

Water

Drought, reduced runoff, increased evaporation, and an increase in flood events will impact on both water quality and quantity. There is less water for both human consumption and agriculture due to effects of climate change within the municipality. The increasing temperatures have resulted in high evaporation rate, water levels decreasing, Berry Dam and Bonkolo Dam have been affected due to severe drought. CHDM is responsible to monitor water quality.

In areas like Mlungisi and in the CBD, there has been burst of sewage pipes which a health hazard.

Disaster management, infrastructure, and human settlements

Destitute/ Vulnerable groups

Department of Human Settlements continues to prioritize destitute people &vulnerable groups with regard to allocation of subsidies and building of decent homes. Destitute/Vulnerable groups are currently incorporated to running projects where contractors are on site. Enoch Mgijima Municipality works cooperatively with the department of Human Settlements to use a criteria with regard to destitute cases which involves verification and subsidy administration process. The municipality is required to manage potential increase of migration to urban and peri-urban areas through Implement small-town revitalization initiatives .

Human health

Extreme changes in our weather patterns results in increased storms which may result in flooding due to poor drainage. Extreme floods in the rural areas happening due to changing weather patterns expose communities to increased risk of drowning, injuries and population displacement impacts. Roads, storm water management and bridges has been identified as one of the key priorities by Council for the entire municipality. Budget has been allocated to construct and maintain roads and bridges in areas identified by the communities. The municipality has a responsibility to develop relevant sector plans such as Roads and Storm water Management Plan, Comprehensive Infrastructure Master Plan to properly respond to risks associated with climate change. The municipality is considering the effective use infrastructure grants such as Municipal Infrastructure Grant (MIG) as a key priority.

Biodiversity and Environment

There is loss of agricultural land due to increasing residential settlements, improper Land Care management due to agricultural activities. There are projects in place which are currently running in response, e.g. Land Care management programmes (Zingquthu Rehabilitation project) in Ward 18.There is a need for proper cooperation among traditional leaders, sector departments and municipalities.

Temperature

The temperature is characterized by extremes. During the summer months, the maximum temperature **often exceeds 40ºC in the lower lying areas in the western section of the study area. Minimum** temperatures in the winter months in the high lying areas are often well below zero and frost is a common occurrence throughout the area. The average commencing date for frost in most of the area is the 20th April and the average last date for frost is the 10th October. Frost can, however, occur at any time of the year in the Molteno area. This area experiences the largest variation in temperature. (A.J. Roets & Associates, 1999). The South-eastern extent has the most moderate climate in EMLM.

Climate

<u>Rainfall and Evaporation -</u> The Municipality fall within a summer rainfall area with 70% - 80% of the precipitation occurring during the summer months in the form of thunderstorms, often accompanied by hail. The rainfall varies dramatically over the area depending mostly on altitude. The greater part of the area is, however, arid to semi-arid and receives less than 500mm per annum with the western area (around Hofmeyr) receiving only an average annual precipitation of between 200mm and 300mm.

Evaporation in the Municipality is much higher than the average annual rainfall. The area thus experiences a negative water balance. This phenomenon complicates crop production, as it requires moisture conservation for dry land cropping and sophisticated irrigation management.

The low rainfall and high evaporation in this region, especially the western section, does not make it suited for Rain-fed high crop production and is more suited to stock farming.

GEOLOGY AND SOILS- The eastern extent has level plains /shallow to moderately loamy and clay pan soils which are highly erodible. The northern and central extent consists of sandstone ridges / thin loamy soils with basins covered by clay pan soils which is moderate to highly erodible. The make-up of the geology and soils is given in the table below:

Geology	Area (ha)	%
ARENITE	188 136.7	13.9
BASALT	4 669.5	0.3
DOLERITE	163 963.1	12.1
MUDSTONE	998 806.1	73.6
PYROCLASTIC BRECCIA	**1 809.9**	**0.1**

EMLM Geological Makeup

Vegetation

The breakdown of the different Vegetation Types across EMLM is given in. The Western area is dominated by Eastern Upper Karoo and Karoo Escarpment Grassland. The central / eastern area is predominately Queenstown Thornveld. Tsomo Grassland (covering 8.5% of the total municipal area), found in the south east, is categorized as "***Vulnerable***". The rest of the vegetation coverage is classified as "***Least Threatened***".

LAND COVER - The breakdown of land cover in EMLM is given in the table below

Table EMLM Land Cover (Source CSIR, 2015)

Land Cover	Hectares	%
Barren rock	3914.45	0.29
Cultivated: permanent - commercial dryland	105.21	0.01
Cultivated: temporary - commercial dryland	4675.09	0.34
Cultivated: temporary - commercial irrigated	12241.86	0.90

Cultivated: temporary - semi-commercial/subsistence dryland	8925.14	0.66
Degraded: forest and woodland	362.64	0.03
Degraded: shrubland and low Fynbos	4508.47	0.33
Degraded: thicket & bushland (etc)	4386.68	0.32
Degraded: unimproved grassland	97031.42	7.14
Dongas & sheet erosion scars	9423.74	0.69
Forest	497.41	0.04
Forest and Woodland	405.64	0.03
Forest plantations	899.67	0.07
Improved grassland	2590.43	0.19
Mines & quarries	23.66	0.00
Shrubland and low Fynbos	392884.94	28.92
Thicket & bushland (etc)	195132.11	14.36
Unimproved grassland	603819.98	44.44
Urban / built-up land: commercial	68.09	0.01
Urban / built-up land: industrial / transport	142.49	0.01
Urban / built-up land: residential	11147.12	0.82
Urban / built-up land: residential (small holdings: bushland)	878.49	0.06
Urban / built-up land: residential (small holdings: shrubland)	45.79	0.00
Water bodies	2459.22	0.18
Wetlands	2018.20	0.15
TOTAL	1358587.95	100.00

Topography and Drainage

The Western and Southwestern extent of the Municipality drains towards the Fish River system, partly via the Vlekpoort, Elands, Tarka and Riet Rivers into the Commando Drift Dam and then towards the Fish River. The central, Southern and Eastern extent drains towards the Kei River system. Part of the Northern extent, above the Penhoek Pass, drains in a Northerly direction.

ENVIRONMENTAL MANAGEMENT

Enoch Mgijima Municipality currently has no established environmental management unit, there is however a waste manager responsible for waste management, Enoch Mgijima Municipality in collaborations with Chris Hani District Municipality, DEDEAT and DFFE continue to conduct environmental education and awareness in communities and in schools as well cleanup campaigns with the Municipality.

Environmental Projects

Department of Forestry Fisheries and Environment (DFFE) funded Lukhanji Multi Recycling Waste Buy Back Centre Project constructed at Ezibeleni and waste transfer stations at Ilinge and Lesseyton. The project is now complete and operating, it focuses on waste recovery and recycling and covers the following areas within the municipality and Zibeleni, Lesseyton and Ilinge.

DFFE in partnership with Enoch Mgijima has also funded cleaning & greening (Flood Mopping) project within the Enoch Mgijima Local Municipality, the project mainly focuses on litter picking, sweeping and street cleaning, clearing of gutters and walkways and clearing of illegal dumps. The project covers the following areas: Komani CBD; Ezibeleni, Whittlesea and Hofmeyr. The municipality also works with Department of Economic Development Environmental Affairs and Tourism to ensure compliance with Environmental legislation.

ENOCH MGIJIMA LOCAL MUNICIPALITY SOLID WASTE MANAGEMENT PROJECT FUNDED BY DEDEAT

The Enoch Mgijima Local Municipality received a funding of **R 3 000 000.00** from the Department of Economic Development Environmental Affairs and Tourism for the implementation of Enoch Mgijima Solid Waste Management Project.

The project is covering five (05) clusters for the duration of seven (07) months as follows:

1. Mlungisi Cluster.
2. Ezibeleni Cluster.
3. Komani River Cluster.
4. Whittlesea Cluster and
5. Ilinge Cluster.

MLUNGISI	CBD	W/SEA	ILINGE	EZIBELENI	DATA CAPTURES	DISABILITY	TOTAL

females =24	females=9	females=9	females=9	females=12	=2 all females	female 1 (one)	females 61 (sixty-one)
males=12	males=8	males=10	males =none	males=12			males 42 (forty two)
						disability 1 (one female)	all participants 103

Public Safety

The municipality has a responsibility to create a safe environment in communities .Building safety in communities is becoming a challenging task due to several socioeconomic challenges and population concerns in communities. The responsibility of local government for safety in our communities is guided by different pieces of legislation. The Sustainable Development Goal: 11 is to make cities and human settlement, inclusive, safe, resilient and sustainable. Chapter 12 of the National Development Plan speaks to “Building Safer Communities “ . Other pieces of legislation include the South African constitution, Community Safety Forums Policy, 2011; National Crime Prevention Strategy, 1996; White Paper on Policing, 2016; IUDF, 2016

The municipality has a section for Public Safety. The section is comprised of the following sections:

- Traffic Management
- Fire and Rescue Emergency Services
- Licensing
- Municipal Public Safety & Security

Traffic Management:

Provide a safe road network and enforce traffic laws in terms of the National Road Traffic Act 93/1996, Municipal By-Laws and the Criminal Procedure Act 57/1977 .Provide traffic safety awareness to schools, managing incidents, visible patrols, monitoring road works, dealing with accident damaged, broken down and abounded vehicles, identification of defects and potential improvements of the road network, Attend to court duties, direct and divert traffic (point duty), impounding of motor vehicles, escort duties of V.I.P.'S. etc .

There is functional Traffic Departments with personnel and equipment located in Komani and Tarkastad with shortage of traffic officers in Molteno and Whittlesea. The section also administers activities of the Back Office e.g. manage all fine books and notices issued, capturing of all handwritten prosecutions of traffic related matters, preparing of court rolls, handling public enquiries, accident reports and missing notices and safe keeping of records. The Control Room provide a 24hr, 7 day a week customer response service to the community .It is responsible to collect and record pertinent information from callers / complaints from the public and disseminate the information to responding employees.

Municipal Public Safety & Security

Community policing forums have been established in many of the wards across the municipality. The municipality managed to establish a Community Safety Forum and a Community Safety Plan in 2023/24 financial year.

Facilities for Public Safety & Security.

#	Police Stations	#	Courts
1	Bridge Camp	1	Queenstown
2	Ezibeleni	2	Whittlesea
3	Ilinge	3	Ezibeleni
4	Kolomane	4	Molteno.
5	Queenstown	5	Sterkstroom.
6	Tylden	6	Tarkastad.
7	Whittlesea	7	Hofmeyer.
8	Klein Bulhoek	8.	Barcelona
9	Mlungisi		
10	Molteno		
11	Sterkstroom		
12	Tarkastad		
13	Hofmeyer.		

14.	Rocklands		
15.	Thornhill		

Fire and Rescue Emergency Services

The position of Chief Fire Officer is vacant but filled by an official in acting capacity. The organogram provides for the position of four Station Commanders but not funded. Trained and qualified Fire Fighters were absorbed as general workers. Budget constraints prevent the municipality from appointing the said officials. There is a firefighting service with personnel and equipment located in Queenstown with very limited resources. The team responds to fire, disasters, and other emergencies whenever there is a need. The towns of Tarkastad, Hofmeyr, Molteno and Sterkstroom as well as their immediate surrounding areas do not have Fire and Rescue Services and they rely on Komani unit for assistance in times of emergencies.

A lot of house fires and veld fires are experienced within the jurisdiction of Enoch Mgijima. They work with limited equipment to deal with firefighting challenges. With funds permitting the Municipality should consider purchasing Fire engines and open satellite stations in Whittlesea, Tarkastad, Molteno and Sterkstroom. The municipality has included fire levies in the municipal tariffs for implementation.

Licencing.

There is a functional Traffic Department with personnel and equipment located in Komani. It provides numerous traffic management services varying from vehicle registrations and licensing of motor vehicles, issuing of learners, and driving licenses as well as roadworthiness of vehicles. The towns of Tarkastad and Molteno have very small traffic departments, offering limited services with limited staff. The municipality is currently in the process of finalizing the opening of the driving license testing centre in Tarkastad to enhance revenue for learners and drivers, Whittlesea for learners.

Challenges

Staff shortages, (Examiners, ENatis Users/Cashiers), areas of noncompliance exposing the municipality to risks, tools of trade, shortage of office and filing space, poor maintenance of testing grounds, testing route.

Disaster Management Services

Disaster management services are provided by Chris Hani District Municipality on behalf of Enoch Mgijima municipality. There is a dedicated Disaster Management Centre at CHDM with personnel employed by CHDM dedicated for Enoch Mgijima Municipality. The municipality is planning to develop draft bylaws on Disaster and Fire Management. CHDM assists when there are disasters such as veld fires, forest fires, oil spillage, and floods. The municipality does not have a Disaster Management Strategy.

The municipality signed an MOU with Chris Hani District Municipality on the 15 March 2024. The MOU entails the agreement on cooperative effort on the prevention of outbreak and spread of fire through the ff :

- Fighting or extinguishing fire
- Protection of life or property against fire or other threatening danger
- Rescue of life or property from fire or other danger
- Perfomance of any of the matters reffered to in paragraphs

There grant allocated for Disaster Management in the MTREF budget (**32 028 000** for 2024/25 and **32 029 000** for 2025/26) .

KPA 3 : MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Responsible Directorate: Budget and Treasury Office.

The municipal financial management is regulated by several pieces of legislation and Enoch Mgijima Local Municipality is fully complying with the relevant pieces of legislation to ensure sound financial viability. The municipality has managed to have a consolidated financial system . All finance and SCM processes have been consolidated and centralized to Queenstown whilst the process of streamlining human resources processes in still underway.

Through the centralized financial management system, the Budget and Treasury Office can ensure that all expenditure and income are continuously monitored.

Summary of Operating and Capital Expenditure in-terms of MTERF

EC139 Enoch Mgijima - Table A1 Budget Summary

Description	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Financial Performance										
Property rates	124 642	136 905	143 505	151 492	151 492	151 492	147 998	160 581	190 917	202 492
Service charges	273 339	329 245	293 208	459 103	455 172	455 172	240 329	512 902	511 129	538 302
Investment revenue	2 842	3 652	4 691	4 794	5 345	5 345	4 053	5 094	2 927	2 931
Transfer and subsidies - Operational	268 691	274 165	275 184	246 920	256 752	256 752	202 861	289 293	288 374	252 798
Other own revenue	61 951	82 303	109 631	115 611	146 404	146 404	88 041	82 657	86 165	87 585
Total Revenue (excluding capital transfers and contributions)	731 465	826 269	826 219	977 920	1 015 165	1 015 165	683 282	1 050 528	1 079 511	1 084 108
Employee costs	329 697	325 130	338 399	363 814	363 599	363 599	216 815	364 808	367 913	386 271
Remuneration of councillors	25 468	24 833	26 863	26 544	27 824	27 824	18 398	27 744	27 976	28 276
Depreciation and amortisation	57 879	62 425	141 561	53 678	51 578	51 578	–	53 678	55 737	56 378
Interest	26 935	57 804	89 947	52 195	60 467	60 467	48 103	12 195	14 201	15 600
Inventory consumed and bulk purchases	277 912	327 271	311 219	326 284	342 672	342 672	278 352	373 935	401 485	427 844
Transfers and subsidies	1 113	1 588	1 737	2 200	2 200	2 200	970	2 200	2 200	2 200
Other expenditure	200 158	342 397	338 401	150 881	164 994	164 994	91 973	211 448	192 477	155 287
Total Expenditure	919 162	1 141 448	1 248 127	975 596	1 013 335	1 013 335	654 611	1 046 009	1 061 987	1 071 856
Surplus/(Deficit)	(187 697)	(315 179)	(421 908)	2 325	1 830	1 830	28 671	4 519	17 524	12 251
Transfers and subsidies - capital (monetary allocations)	49 496	57 803	106 750	113 159	182 860	182 860	128 073	100 483	87 736	76 559
Transfers and subsidies - capital (in-kind)	51 718	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions	(86 483)	(257 376)	(315 158)	115 484	184 690	184 690	156 744	105 001	105 260	88 810
Share of Surplus/Deficit attributable to Associate	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year	(86 483)	(257 376)	(315 158)	115 484	184 690	184 690	156 744	105 001	105 260	88 810
Capital expenditure & funds sources										
Capital expenditure	(10 683)	0	12 019	117 409	183 860	183 860	102 209	101 483	88 736	77 559
Transfers recognised - capital	(11 450)	0	7 168	113 159	182 860	182 860	101 596	100 483	87 736	76 559
Borrowing	–	–	–	–	–	–	–	–	–	–
Internally generated funds	767	0	4 851	4 250	1 000	1 000	612	1 000	1 000	1 000
Total sources of capital funds	(10 683)	0	12 019	117 409	183 860	183 860	102 209	101 483	88 736	77 559
Financial position										
Total current assets	350 930	495 331	681 375	286 211	284 947	284 947	873 930	319 639	336 100	333 310
Total non current assets	1 486 325	1 605 563	1 661 638	1 593 742	1 660 193	1 660 193	1 763 847	1 536 796	1 524 636	1 441 482
Total current liabilities	993 935	1 351 327	1 725 165	1 015 121	1 015 121	1 015 121	1 864 468	1 353 010	915 268	27 474
Total non current liabilities	33 926	160 864	253 521	233 731	233 731	233 731	253 521	324 159	285 978	273 836
Community wealth/Equity	869 179	616 658	299 466	631 102	699 225	699 225	453 587	179 266	659 489	1 473 483
Cash flows										
Net cash from (used) operating	932 281	805 473	242 459	94 574	162 760	162 760	504 068	106 001	105 951	77 561
Net cash from (used) investing	(66 400)	(0)	(12 019)	(90 409)	(156 860)	(156 860)	(102 209)	(101 483)	(88 736)	(77 559)
Net cash from (used) financing	–	–	–	–	–	–	210	–	–	–
Cash/cash equivalents at the year end	910 927	843 071	294 811	5 378	7 114	7 114	402 069	21 326	38 540	38 543
Cash backing/surplus reconciliation										
Cash and investments available	37 598	64 371	37 198	5 378	4 114	4 114	54 522	21 326	38 540	38 543
Application of cash and investments	669 020	898 239	1 085 335	894 224	888 973	888 973	1 138 638	1 078 203	634 109	(264 387)
Balance - surplus (shortfall)	(631 421)	(833 868)	(1 048 137)	(888 845)	(884 859)	(884 859)	(1 084 115)	(1 056 878)	(595 569)	302 930
Asset management										
Asset register summary (WDV)	1 367 978	1 454 252	1 490 352	1 471 652	1 538 103	1 538 103		1 314 218	1 314 738	1 242 728
Depreciation	57 879	62 425	141 561	53 678	51 578	51 578		53 678	55 737	56 378
Renewal and Upgrading of Existing Assets	(11 661)	0	10 450	111 909	172 241	172 241		100 483	82 236	76 559
Repairs and Maintenance	38 859	80 842	82 180	39 464	40 307	40 307		42 026	26 381	28 330
Free services										
Cost of Free Basic Services provided	–	–	–	32 346	32 346	32 346		32 346	32 346	32 346
Revenue cost of free services provided	13 261	15 111	15 462	9 643	9 643	9 643		9 643	9 643	7 036
Households below minimum service level										
Water:	–	–	–	–	–	–		–	–	–
Sanitation/sewerage:	–	–	–	–	–	–		–	–	–
Energy:	–	–	–	–	–	–		–	–	–
Refuse:	–	–	–	–	–	–		–	–	–

Municipal Budgeted Financial Performance

EC139 Enoch Mgijima - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Revenue											
Exchange Revenue											
Service charges - Electricity	2	219 321	250 396	242 772	376 583	368 183	368 183	182 334	425 162	416 372	437 009
Service charges - Water	2	-	-	-	-	-	-	-	-	-	-
Service charges - Waste Water Management	2	-	-	-	-	-	-	-	-	-	-
Service charges - Waste Management	2	54 019	78 849	50 436	82 521	86 989	86 989	57 995	87 740	94 757	101 293
Sale of Goods and Rendering of Services		2 525	2 267	2 702	3 169	3 169	3 169	2 418	3 240	3 260	3 260
Agency services		2 066	98	195	4 582	5 789	5 789	107	4 582	4 738	5 138
Interest											
Interest earned from Receivables		25 931	32 939	51 552	36 927	65 953	65 953	43 678	36 927	37 927	38 753
Interest earned from Current and Non Current Assets		2 842	3 652	4 691	4 794	5 345	5 345	4 053	5 094	2 927	2 931
Dividends											
Rent on Land											
Rental from Fixed Assets		3 666	3 557	3 622	4 759	4 759	4 759	2 504	4 904	4 904	4 904
Licence and permits		2 955	2 887	3 458	3 695	4 328	4 328	2 846	4 695	3 833	4 016
Operational Revenue		3 737	4 445	4 874	9 444	3 257	3 257	3 911	3 344	9 345	9 346
Non-Exchange Revenue											
Property rates	2	124 642	136 905	143 505	151 492	151 492	151 492	147 998	160 581	190 917	202 492
Surcharges and Taxes											
Fines, penalties and forfeits		2 462	1 757	3 901	5 667	3 219	3 219	1 437	4 597	1 789	1 798
Licences or permits											
Transfer and subsidies - Operational		268 691	274 165	275 184	246 920	256 752	256 752	202 861	289 293	288 374	252 798
Interest		18 298	25 558	36 036	20 369	28 930	28 930	31 097	20 369	20 369	20 369
Fuel Levy											
Operational Revenue											
Gains on disposal of Assets		311	2 062	290	27 000	27 000	27 000	-	-	-	-
Other Gains		-	6 734	3 001	-	-	-	44	-	-	-
Discontinued Operations											
Total Revenue (excluding capital transfers and contributions)		**731 465**	**826 269**	**826 219**	**977 920**	**1 015 165**	**1 015 165**	**683 282**	**1 050 528**	**1 079 511**	**1 084 108**
Expenditure											
Employee related costs	2	329 697	325 130	338 399	363 814	363 599	363 599	216 815	364 808	367 913	386 271
Remuneration of councillors		25 468	24 833	26 863	26 544	27 824	27 824	18 398	27 744	27 976	28 276
Bulk purchases - electricity	2	277 912	327 271	311 219	317 945	330 759	330 759	278 352	362 945	393 560	417 751
Inventory consumed	8	-	-	-	8 338	11 913	11 913	-	10 990	7 924	10 093
Debt impairment	3	(9 910)	6 658	-	50 570	50 570	50 570	-	50 570	47 570	46 570
Depreciation and amortisation		57 879	62 425	141 561	53 678	51 578	51 578	-	53 678	55 737	56 378
Interest		26 935	57 804	89 947	52 195	60 467	60 467	48 103	12 195	14 201	15 600
Contracted services		25 860	40 238	73 787	52 269	49 522	49 522	55 460	69 879	50 956	52 436
Transfers and subsidies		1 113	1 588	1 737	2 200	2 200	2 200	970	2 200	2 200	2 200
Irrecoverable debts written off		112 513	184 425	99 356	-	-	-	-	-	-	-
Operational costs		71 695	111 076	164 972	48 041	64 902	64 902	36 513	90 998	93 950	56 280
Losses on disposal of Assets		-	-	-	-	-	-	-	-	-	-
Other Losses		-	-	286	-	-	-	-	-	-	-
Total Expenditure		**919 162**	**1 141 448**	**1 248 127**	**975 596**	**1 013 335**	**1 013 335**	**654 611**	**1 046 009**	**1 061 987**	**1 071 856**
Surplus/(Deficit)		**(187 697)**	**(315 179)**	**(421 908)**	**2 325**	**1 830**	**1 830**	**28 671**	**4 519**	**17 524**	**12 251**
Transfers and subsidies - capital (monetary allocations)	6	49 496	57 803	106 750	113 159	182 860	182 860	128 073	100 483	87 736	76 559
Transfers and subsidies - capital (in-kind)	6	51 718	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions		**(86 483)**	**(257 376)**	**(315 158)**	**115 484**	**184 690**	**184 690**	**156 744**	**105 001**	**105 260**	**88 810**
Income Tax											
Surplus/(Deficit) after income tax		**(86 483)**	**(257 376)**	**(315 158)**	**115 484**	**184 690**	**184 690**	**156 744**	**105 001**	**105 260**	**88 810**
Share of Surplus/Deficit attributable to Joint Venture											
Share of Surplus/Deficit attributable to Minorities											
Surplus/(Deficit) attributable to municipality		**(86 483)**	**(257 376)**	**(315 158)**	**115 484**	**184 690**	**184 690**	**156 744**	**105 001**	**105 260**	**88 810**
Share of Surplus/Deficit attributable to Associate	7										
Intercompany/Parent subsidiary transactions											
Surplus/(Deficit) for the year	1	**(86 483)**	**(257 376)**	**(315 158)**	**115 484**	**184 690**	**184 690**	**156 744**	**105 001**	**105 260**	**88 810**

Budgeted Cash Flow

EC139 Enoch Mgijima - Table A7 Budgeted Cash Flows

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Property rates		101 196	94 350	66 958	136 342	136 342	136 342	56 107	136 494	162 279	172 118
Service charges		784 350	263 741	253 350	396 689	391 417	391 417	185 134	435 967	455 278	479 407
Other revenue		251 728	1 022 253	832 327	51 016	63 270	63 270	841 500	36 618	37 221	74 905
Transfers and Subsidies - Operational	1	64 453	264 935	72 042	246 920	256 752	256 752	233 081	289 293	288 374	252 798
Transfers and Subsidies - Capital	1	32 005	123 354	103 781	113 159	182 860	182 860	32 784	100 483	87 736	76 559
Interest		2 842	3 430	4 691	4 794	5 345	5 345	4 053	48 908	34 051	2 931
Dividends									–	–	–
Payments											
Suppliers and employees		(302 406)	(966 588)	(1 090 691)	(799 952)	(816 831)	(816 831)	(848 591)	(927 365)	(942 588)	(963 356)
Interest		(1 372)	–	–	(52 195)	(54 195)	(54 195)	–	(12 195)	(14 201)	(15 600)
Transfers and Subsidies	1	(515)	–	–	(2 200)	(2 200)	(2 200)	–	(2 200)	(2 200)	(2 200)
NET CASH FROM/(USED) OPERATING ACTIVITIES		**932 281**	**805 473**	**242 459**	**94 574**	**162 760**	**162 760**	**504 068**	**106 001**	**105 951**	**77 561**
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE		–	–	–	27 000	27 000	27 000	–	–	–	–
Decrease (increase) in non-current receivables									–	–	–
Decrease (increase) in non-current investments									–	–	–
Payments											
Capital assets		(66 400)	(0)	(12 019)	(117 409)	(183 860)	(183 860)	(102 209)	(101 483)	(88 736)	(77 559)
NET CASH FROM/(USED) INVESTING ACTIVITIES		**(66 400)**	**(0)**	**(12 019)**	**(90 409)**	**(156 860)**	**(156 860)**	**(102 209)**	**(101 483)**	**(88 736)**	**(77 559)**
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Short term loans									–	–	–
Borrowing long term/refinancing									–	–	–
Increase (decrease) in consumer deposits		–	–	–	–	–	–	210	–	–	–
Payments											
Repayment of borrowing									–	–	–
NET CASH FROM/(USED) FINANCING ACTIVITIES		**–**	**–**	**–**	**–**	**–**	**–**	**210**	**–**	**–**	**–**
NET INCREASE/ (DECREASE) IN CASH HELD		**865 881**	**805 473**	**230 440**	**4 164**	**5 900**	**5 900**	**402 069**	**4 519**	**17 215**	**2**
Cash/cash equivalents at the year begin:	2	**45 046**	**37 598**	**64 371**	**1 214**	**1 214**	**1 214**	**–**	**16 807**	**21 326**	**38 540**
Cash/cash equivalents at the year end:	2	**910 927**	**843 071**	**294 811**	**5 378**	**7 114**	**7 114**	**402 069**	**21 326**	**38 540**	**38 543**

Valuation Roll

The municipality has one set of updated valuation roll effective 1 July 2019 placed in the municipal website, www.enochmgijima.gov.za . The municipality's valuation roll was monitored by COGTA as per the Property Rates Act. The municipality has also appointed a valuer Section 6 and 14 of MPRA is published and gazette with a **gazette no 4275**. The municipality has promulgated the notice in terms of section 49 for public inspection of the valuation roll (**Gazette No. 4189)**. Any variation or supplementary valuation roll will be done in conjunction with COGTA

The municipality is in the process of appointing a valuer for the second valuation roll since amalgamation. The municipality has missed the implementation date of its second valuation roll but has since written to the MEC for COGTA for extension of time to 1 July 2025. Advert for the appointment of the new valuer has closed and the valuation committee will sit to do bid evaluation. The municipality will work with COGTA for the appointment of the valuer as per sec 6 and 14 of MPRA is published and gazette no. 4275.

Municipal Historic Financial Performance.

The audit outcome for 2019/20,2020/21, 2021/22 and 2022/23 were qualified opinions as audited by the Auditor General. The municipality remains committed in addressing the issues raised by Auditor General as such an Audit Action plan has been developed and is implemented and monitored.

	Financial Year	Audit Opinion
1.	2019/20	Qualified
2.	2020/21	Qualified
3.	2021/22	Qualified
4.	2022/23	Qualified

Brief Analysis of the Current Financial Performance.

Summarized as follows: -

- The municipality has exceeded the upper limit of the treasury guidelines. The municipality's salary budget as a percentage to its operating budget is 38%. Treasury guideline is that salary budget should not exceed 40%
- The municipality does not have any long-term loan as of now and does not anticipate taking one in the 2024/25 financial year
- The municipality does not comply with the payment to creditors in terms of the norms – sec 65e of the MFMA. We don't pay all creditors within 30 days because of Cash flow challenges.
- Repairs & maintenance as a percentage of total operating expenditure for the 2024/25 budget was 6.4%. This is less than the National Treasury norm of 8.0%, but an improvement over the past years. This is one of the targets the municipality is striving to achieve in the near future.

Critical Activities Performed by the Budget and Treasury Office.

The directorate performs the following functions: -

Revenue collection and management.

Revenue recovery plan/strategy

The municipality has developed a Revenue recovery Plan/ Strategy to address the revenue shortfall that the municipal has incurred. BTO will implement all activities that relate to financial management to support the implementation of the Financial Recovery Plan.

3.2 Revenue Enhancement Strategy

Background

The Enoch Mgijima Municipality is experiencing challenges that are inherent in many municipalities in that the level of municipal revenue generated is not at a stage where the municipality would like it to be. As a result, the municipality is embarking on a conscious revenue enhancement strategy to address this. This revenue enhancement strategy is a combination of bringing about additional revenue streams and also increasing revenue within existing revenue streams. This strategy includes immediate and short-term revenue enhancement goals, medium term and long-term goals.

Objective

Develop and implement a revenue enhancement strategy which will serve as a strategic framework for addressing revenue management challenges of the Municipality. The objective is to identify opportunities, prioritize these and allocate approaches [and responsibilities] to ensure that the desired revenue enhancement outcomes are achieved and sustained. The municipality has developed and tabled to council a Revenue Enhancement Strategy which is implemented and monitored. The said strategy forms part of municipal wide Financial Recovery Plan forming part of the sec 139 (7) intervention.

The municipality collects revenue through the following means: -

- Collection of outstanding debt
- Revenue Collection
- Different government grants such as equitable share, MIG, FMG, INEP, and EPWPG.

Billing System

The information in the Billing system is not 100% accurate, the municipality remains committed to do Data cleansing in 2024/25 financial year in order to have an accurate data **.**The municipality is billing its consumers each and every month, the billing system is faster and accurate but the challenge is some of the data in the billing system is not accurate, that is why the municipality is planning to do Data Cleansing.

The municipal collection rate from the consumers is 62% for the 2022/23. The collection rate for Rates is 52% and for services is 76%. The municipality is expecting a change in the collection rate in the 2024/25 financial year to at least 80%.

Mechanisms to curb illegal electricity connections.

The electricity meter audit was completed, and 3 service providers were appointed to install smart meters in 2021. The smart meter project did not yield the desired result and as a result the services were terminated. The municipality is currently monitoring the meters through disconnections and reconnections pending the appointment of a new service provider through the RT – tender as outlined in circular 128 from National Treasury.

Pre-paid electricity meter consumers account for about 85% and yet account for 33.0% of revenue from electricity each month. The municipality plans to have a task team comprising of BTO staff and the electricity section of technical services to improve collection from these pre – paid customers in 2024/25 financial year.

Funding management.

We manage the following funding: -

- Internally Generated Funding
- Government Grants Funding

The municipality has opened separate bank account for all conditional grants. This is to assist in effective monitoring of grant funding to the municipality. The municipality also deems it fit to separate its main primary bank account from the grant accounts.

Reports are prepared on all grants spent as required by pieces of legislation such as DORA. Enoch Mgijima Local Municipality **did not** receive any grants from the District Municipality for the past 5 financial years. The municipality did not spend 100% of its MIG and capital budget (95% spent of MIG and the Capital Budget 94%). The municipality depends on government grants and internally generated revenue and there are no loans.

Grants and Subsidies Received

EC139 Enoch Mgijima - Supporting Table SA18 Transfers and grant receipts

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
RECEIPTS:	1, 2									
Operating Transfers and Grants										
National Government:		235 243	203 497	221 597	238 670	238 456	238 456	284 043	283 124	247 548
Local Government Equitable Share		228 042	196 899	215 409	229 922	229 922	229 922	243 341	244 771	240 940
Expanded Public Works Programme Integrated Grai		3 996	3 498	3 088	2 430	2 430	2 430	2 503	–	–
Local Government Financial Management Grant		3 000	3 100	3 100	3 100	3 100	3 100	3 000	3 000	3 000
Municipal Disaster Recovery Grant		–	–	–	–	–	–	32 028	32 029	–
Municipal Disaster Relief Grant		205	–	–	–	–	–	–	–	–
Municipal Infrastructure Grant		–	–	–	3 218	3 004	3 004	3 171	3 324	3 608
Provincial Government:		33 448	70 668	53 587	8 250	18 296	18 296	5 250	5 250	5 250
Capacity Building and Other Grants		33 448	70 668	53 587	8 250	18 296	18 296	5 250	5 250	5 250
Infrastructure Grant		–	–	–	–	–	–	–	–	–
District Municipality:		–	–	–	–	–	–	–	–	–
Other grant providers:		–	–	–	–	–	–	–	–	–
Education Training and Development Practices SETA		–	–	–	–	–	–	–	–	–
Local Government Water and Related Service SETA		–	–	–	–	–	–	–	–	–
Total Operating Transfers and Grants	5	268 691	274 165	275 184	246 920	256 752	256 752	289 293	288 374	252 798
Capital Transfers and Grants										
National Government:		47 159	37 226	77 401	61 159	60 160	60 160	84 280	70 820	76 559
Integrated National Electrification Programme Grant		3 500	–	9 737	–	–	–	24 027	7 920	8 000
Municipal Infrastructure Grant		43 659	37 226	67 664	61 159	60 160	60 160	60 253	62 900	68 559
Provincial Government:		2 300	20 576	29 349	52 000	122 700	122 700	16 203	16 916	–
Infrastructure Grant		2 300	20 576	29 349	52 000	122 700	122 700	16 203	16 916	–
District Municipality:		30 615	–	–	–	–	–	–	–	–
Specify (Add grant description)		30 615	–	–	–	–	–	–	–	–
Other grant providers:		21 140	–	–	–	–	–	–	–	–
Development Corporation Eastern Cape		21 140	–	–	–	–	–	–	–	–
Total Capital Transfers and Grants	5	101 214	57 803	106 750	113 159	182 860	182 860	100 483	87 736	76 559
TOTAL RECEIPTS OF TRANSFERS & GRANTS		369 905	331 967	381 934	360 079	439 612	439 612	389 776	376 110	329 357

Supply Chain Management System

Supply Management Unit

Enoch Mgijima Municipality has a functional Supply Chain Management Unit which is directly accountable to the Chief Financial Officer as prescribed by the MFMA and supported by the approved SCM Policy.

Supply Chain Management Policy

Section 112 of the MFMA prescribes that the each municipality must have a supply chain management policy that is fair, equitable, transparent, competitive and cost effective and complies with a prescribed regulatory framework for municipal supply chain management. Enoch Mgijima

Municipality has adopted a Supply Chain Management Policy as contemplated in the legislative provisions and its regulations. The SCM System is responsible for the following key components.

Contract Management

Contract Management System is in place and composed of the Contract Management Register which encapsulate the following features

- Date of the goods and services advertised
- Appointed details of appointed service providers
- Contract price and related details
- Payment incurred versus awarded prices
- Service Level Agreement signed between the municipality and agencies appointed.

Currently the position is vacant but there is an Acting Contract Management officer.

Demand and Acquisition Management

The unit has been established and is functioning well. It deals with requests and memos of all the directorates and procure the goods and services requested.

Supply Chain Management Bid Committees

The municipality has established three Bid Committees:

Specification Committee - Is the committee that deal with the integrities of the Project.
After the specification committee has dealt with the scope of work of the project, the specification report has to be drafted and signed by the chairperson and the secretary of the bid specification committee and then the advert is drafted and signed by the municipal manager before it's advertised.

Evaluation Committee - The evaluation committee deals with the evaluation of tenders after the tender is closed and make the recommendation to the adjudication committee.

Adjudication committee - Deals with the verification of work done by the evaluation committee and make appointments on behalf of the municipality.

Asset management.

The unit manages the following types of assets: -

- Movable and immovable Assets
- Infrastructure Assets
- Inventory control management.
- Asset register

The municipality has developed an Asset Management Policy which was adopted by Council and established a Disposal of Assets Committee. The policy has incorporated some details on the procedure to be followed for the disposal of assets. The unit also undertakes asset verification annually.

The section is responsible for the development of asset register and management of assists and liabilities in line with the MFMA. Assets Management section has several challenges ranging from staff shortage, continuous use of consultants. The municipality has also managed to develop a GRAP compliant Asset Register. Assets are registered, verified and disposed in line with the policy. The activity assists to manage and monitor the asset register.

Indigent Management (Free Basic Services)

The directorates provide support to indigents through an Indigent Management Policy adopted and reviewed annually. The municipality has appointed the Free Basic Services Coordinator and administration clerks to ensure.

that the section is functioning.

The policy is developed for the people who are unable to make monetary contribution towards basic services, no matter how small the amounts seem to be. All qualifying households are assisted by the municipality to register as indigents. An Indigent Register has been compiled and is continuously being updated with indigent people from Komani and surrounding areas, Whittlesea and surrounding areas, Sterkstroom, Molteno, Tarkastad and surrounding areas. The register is reviewed annually.

Indigent people are supported through an equitable share grant and the support to them is an attempt to reduce the number of indigents within the municipality also falls within this category. The municipality currently is implementing a project by providing indigent households with alternative forms of energy. There is a budget annually for this project. Indigent households where there is no electricity are provided with a gel and a gel stove by the municipality. The indigent register is reviewed annually to ensure that all eligible indigents are catered for. It is also to ensure the credibility of the indigents register. The municipality has established an indigent steering committee which is headed by a Free Basic Services Coordinator with ward Councilors forming part of the steering committee. Enoch Mgijima municipality and Chris Hani District municipality has developed a plan to embark on indigent registration road shows starting from 2023/24 financial year. The purpose of this combined effort is to ensure that there is integration in the register. **The table below is the illustration of the cost-free basic services as reflected on the Enoch Mgijima Financial Plan**

EC139 Enoch Mgijima - Table A10 Basic service delivery measurement

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Household service targets	1									
Water:										
Piped water inside dwelling		–	–	–	–	–	–	–	–	–
Piped water inside yard (but not in dwelling)		–	–	–	–	–	–	–	–	–
Using public tap (at least min.service level)	2	–	–	–	–	–	–	–	–	–
Other water supply (at least min.service level)	4	–	–	–	–	–	–	–	–	–
Minimum Service Level and Above sub-total		–	–	–	–	–	–	–	–	–
Using public tap (< min.service level)	3	–	–	–	–	–	–	–	–	–
Other water supply (< min.service level)	4	–	–	–	–	–	–	–	–	–
No water supply		–	–	–	–	–	–	–	–	–
Below Minimum Service Level sub-total		–	–	–	–	–	–	–	–	–
Total number of households	5	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Sanitation/sewerage:										
Flush toilet (connected to sewerage)		–	–	–	–	–	–	–	–	–
Flush toilet (with septic tank)		–	–	–	–	–	–	–	–	–
Chemical toilet		–	–	–	–	–	–	–	–	–
Pit toilet (ventilated)		–	–	–	–	–	–	–	–	–
Other toilet provisions (> min.service level)		–	–	–	–	–	–	–	–	–
Minimum Service Level and Above sub-total		–	–	–	–	–	–	–	–	–
Bucket toilet		–	–	–	–	–	–	–	–	–
Other toilet provisions (< min.service level)		–	–	–	–	–	–	–	–	–
No toilet provisions		–	–	–	–	–	–	–	–	–
Below Minimum Service Level sub-total		–	–	–	–	–	–	–	–	–
Total number of households	5	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Energy:										
Electricity (at least min.service level)		–	–	–	–	–	–	–	–	–
Electricity - prepaid (min.service level)		–	–	–	–	–	–	–	–	–
Minimum Service Level and Above sub-total		–	–	–	–	–	–	–	–	–
Electricity (< min.service level)		–	–	–	–	–	–	–	–	–
Electricity - prepaid (< min. service level)		–	–	–	–	–	–	–	–	–
Other energy sources		–	–	–	–	–	–	–	–	–
Below Minimum Service Level sub-total		–	–	–	–	–	–	–	–	–
Total number of households	5	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Refuse:										
Removed at least once a week		–	–	–	–	–	–	–	–	–
Minimum Service Level and Above sub-total		–	–	–	–	–	–	–	–	–
Removed less frequently than once a week		–	–	–	–	–	–	–	–	–
Using communal refuse dump		–	–	–	–	–	–	–	–	–
Using own refuse dump		–	–	–	–	–	–	–	–	–
Other rubbish disposal		–	–	–	–	–	–	–	–	–
No rubbish disposal		–	–	–	–	–	–	–	–	–
Below Minimum Service Level sub-total		–	–	–	–	–	–	–	–	–
Total number of households	5	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Households receiving Free Basic Service	7									
Water (6 kilolitres per household per month)		–	–	–	–	–	–	–	–	–
Sanitation (free minimum level service)		–	–	–	–	–	–	–	–	–
Electricity/other energy (50kwh per household per month)		–	–	–	–	–	–	–	–	–
Refuse (removed at least once a week)		–	–	–	–	–	–	–	–	–
Informal Settlements		–	–	–	–	–	–	–	–	–
Cost of Free Basic Services provided - Formal Settlements (R'000)										
Water (6 kilolitres per **indigent** household per month)		–	–	–	–	–	–	–	–	–
Sanitation (free sanitation service to **indigent households**)		–	–	–	–	–	–	–	–	–
Electricity/other energy (50kwh per **indigent** household per month)		–	–	–	18 144	18 144	18 144	18 144	18 144	18 144
Refuse (removed once a week **for indigent households**)		–	–	–	14 201	14 201	14 201	14 201	14 201	14 201
Cost of Free Basic Services provided - Informal Formal Settlements (R'000)		–	–	–	–	–	–	–	–	–
Total cost of FBS provided	8	**–**	**–**	**–**	**32 346**	**32 346**	**32 346**	**32 346**	**32 346**	**32 346**
Highest level of free service provided per household										
Property rates (R value threshold)										
Water (kilolitres per household per month)										
Sanitation (kilolitres per household per month)										
Sanitation (Rand per household per month)										
Electricity (kwh per household per month)										
Refuse (average litres per week)										
Revenue cost of subsidised services provided (R'000)	9									
Property rates **(tariff adjustment)** (**impermissable values per section 17 of MPRA**)										
Property rates exemptions, reductions and rebates **and impermissable values in excess of section 17 of MPRA)**		13 261	15 111	15 462	9 643	9 643	9 643	9 643	9 643	7 036
Water **(in excess of 6 kilolitres per indigent household per month)**		–	–	–	–	–	–	–	–	–
Sanitation **(in excess of free sanitation service to indigent households)**		–	–	–	–	–	–	–	–	–
Electricity/other energy **(in excess of 50 kwh per indigent household per month)**		–	–	–	–	–	–	–	–	–
Refuse **(in excess of one removal a week for indigent households)**		–	–	–	–	–	–	–	–	–
Municipal Housing - rental rebates										
Housing - top structure subsidies	6									
Other										
Total revenue cost of subsidised services provided		**13 261**	**15 111**	**15 462**	**9 643**	**9 643**	**9 643**	**9 643**	**9 643**	**7 036**

Budgeting.

The work of this unit is guided by the Budget Steering Committee through a Budget Policy and such work entails preparing the following budgets: -

- Operational Budget
- Capital Budget

Financial Reporting.

Under this function, the Directorate prepares the following reports: -

- Section 71-monthly reporting
- Section 72 - Mid-year Performance Reporting
- Section 52 (d)-quarterly reporting
- Annual Financial Statements.

The municipality will develop the Annual Financial statements preparation plan starting in April 2024 to ensure that the process is completed within the prescribed timeframes as required by legislation. The AFS preparation plans consists of different assignments allocated to different officials with specific timeframes from 1st April to 31 August for the submission to relevant authorities (i.e. AG, NT)

Relevant Legislative Requirements Applicable to Budget and Treasury.

The work of the directorate is guided by the following legislation: -

1.	Municipal Systems Act no 32 of 2000
2.	Property Rates Act no 6 of 2004
3.	Municipal Finance Management Act no 56 of 2003
4.	Preferential Procurement Performance Framework Act
5.	SCM Regulations and CIDB Regulations
6.	Municipal Budgeting Reporting Regulations (MBRR)
7.	National Treasury MFMA Circulars

The Legislative Context and Its Application.

Summarized in the following paragraphs: -

The Municipal Systems Act and Its Implications.

Section 95 and 96 of MSA refers to customer and debt collection services whereas section 12 speaks about policies and procedures development

The Property Rates Act and Its Implications.

The whole act regulates the activities that lead to the appointment of Municipal valuer, compilation of General valuation roll with its supplementary and relates services such as policy development. Reflect on the publication and gazetting of Section 6 and 14 of MPRA and updated valuation roll

The Municipal Finance Management Act and Its Implications.

This act regulates the Financial Management of the institution, giving certain responsibilities to Mayor, Accounting Officer, Directors, and Managers.

Preferential Procurement Policy Framework Act and Its Implications.

To give effect to section 217(3) of the Constitution by providing a framework for the implementation of the procurement policy contemplated in section 217(2) of the Constitution; and to provide for matters connected therewith. The municipality does adhere to the policy framework and follow all process in regard to the Preferential Procurement Policy.

The SCM Regulations and Their Implications.

This act regulates the procurement of goods and services aligned with Municipal Finance Management Act.

3.3 Sector Plans Policies, Bylaws and Procedure Manuals / Procedures Applicable to Budget and Treasury.

All finance related policies are reviewed annually as such the municipality has reviewed all finance related policies and tabled them to council for 2024/25 financial year.

They are summarized as follows: -

	POLICY	STATUS
1	Budget Policy	Reviewed and adopted by Council
2	Supply Chain Management Policy	Reviewed and adopted by Council
3	Cash and Investment Management Policy	Reviewed and adopted by Council
4	Asset Management Policy	Reviewed and adopted by Council
5	Irregular, Fruitless, Unauthorized and wasteful expenditure policy	Reviewed and adopted by Council
6	Contracts Management Policy	Reviewed and adopted by Council
7.	Credit control policy	Reviewed and adopted by Council
8.	Indigent management policy	Reviewed and adopted by Council
10.	Creditors Management policy/Account Payable Policy	Reviewed and adopted by Council
11.	Fleet Management policy	Reviewed and adopted by Council
12	Rates Policy	Reviewed and adopted by Council
13.	Cost Containment Policy	Draft awaiting council adoption
14.	Revenue Enhancement Strategy	

	BY LAWS	OBJECTIVE	STATUS
1.	Rates by- laws		Adopted by Council
	Processes & Procedures.	**Applicable performance area**	**Status**
1	Supply Chain Management Procedures Manual	Supply Chain Management	Reviewed Annually
2	Asset Management Procedures-	Asset Management	Reviewed Annually
3.	Payroll Procedures	Expenditure Management	Reviewed Annually
4.	Creditors Payment Procedures	Expenditure Management	Reviewed Annually
5.	Revenue Management Procedures	Revenue Management	Reviewed Annually

6.	Revenue Enhancement Strategy	Revenue Management	Reviewed Annually

3.4 Mscoa

MSCOA champions were appointed, and the meetings are convened quarterly in line with the implementation plan. There is no council resolution in the municipality regarding Mscoa. Currently there are gaps in the system. Areas that need attention include SCM modules activation in the system, bank reconciliation in the system importation of data string. The asset module is not yet functional in the MSCOA system. The function will be functional in 2023/24 before June 2024.
Modules such as the Cemetery modules, AFS modules and SCM modules require funding which the municipality does not have at the moment. Implementation of these modules will be delayed.

CHALLENGES FOR THE DIRECTORATE

The Budget and Treasury Office has a lot of responsibilities such as creditor payments and payment of salaries (Expenditure management), Asset management, Revenue Management, SCM and Budget and Reporting.
The Budget & Treasury Office has vacancies in critical areas:

1. The Asset management section has only an Accountant and a clerk with no manager
2. The payroll section has no senior staff
3. No senior staff to prepare Annual Financial Statement. The appointment of this key staff will help the municipality to do away with consultants.

KPA 4: LOCAL ECONOMIC DEVELOPMENT- LED

LED STRATEGIC ALIGNMENT WITH NATIONAL, PROVINCIAL AND DISTRICT OBJECTIVES

Sustainable Development Goals- SDG'S	**NDP – Vision 2030**	**PDP- Vision 2023**	**DDP – Vision 2030**	**CHDM Strategic Objectives**	**EMLM Strategic Objectives**
Goal 08 : Promote sustained, inclusive, and sustainable economic growth full and productive employment and decent work for all	**Chapter 3** : Economy and Employment **Chapter 4** : Economic Infrastructure , The foundation of social and Economic Development **Chapter 6 :** An integrated and inclusive rural economy	**Goal 1 :** A growing, inclusive and equitable economy	**Focus Area 1 :** Economically self sustained rural villages **Focus Area 2 :** Infrastructure development linked to economic growth opportunities. **Focus Area 5 :** Revitalized Industries **Focus Area 8 :** Entepreneual and skills development linked to key sectors	To ensure development and implementation of regional economic strategies and effective Spatial Planning and Land Use Management approaches as drivers for economies of scale and social cohesion BY 30/06/2027	To stimulate local economic development, unlock economic opportunities and encourage private sector driven investment at Enoch Mgijima Local Municipality by 30/June/ 2027.

Local Economic Development is recognized by the Municipality as an approach of development system through the consideration of national LED framework which guides the Municipalities on how to engage and partner with communities through LED forums which are composed of the

(LTO & s al forums. The forums work jointly order to influence the municipality and sector department on how to do service delivery and business investment, and to jointly achieve sustainable economic growth and development for economic benefits and improvement in quality of life of all citizens within the Municipality. Enoch Mgijima has a responsibility to consider the socio-economic profile of the municipality and create an enabling environment for that seeks to reduce poverty, through job creation and economic growth of the area.

The Municipality is committed in establishing a clear strategy on how to engage and partner with the local communities. The municipality must consider the LED unit as a key advisory unit to advise the municipality, communities, and sector department on create a conducive environment for economic development. The municipality remains committed to engage and partner with all the stakeholders through a joint planning IDP process plan to identify the economic potential and challenges to enhance economic development of the area. There is an amount **of R1000 000** ring-fenced for all LED programmes in the approved budget for 2024/25 financial year.

The municipality through the LED unit need to take note of the following seven issues

1. Inclusive, Democratic participation for better decision making.
2. Cooperative Government and IGR policy implementation for collaborations and packaging of various sector department resources
3. Empowerment of all relevant LED role players and stakeholders especially the communities.
4. Sustainability in terms of transformation policies, municipality policies and by-laws, environmental, economical, financially, politically leadership.
5. Realistic assessment of the Local Capacity, where the officials, managers, council of the municipality, business sector, public sector, and communities to conduct a swot analysis of the municipality.
6. Good Governance through the standing committee resolutions, council, municipal management and to the daily operations of the units

Legislative Requirements

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

a) South African Constitution (1996);
b) The White Paper on Local Government (1998); The Municipal System Act (2000);
c) The National Spatial Development Perspective

d) Municipal Property Rates Act.

Comparative and Competitive Advantages of the Municipality

Enoch Mgijima Local Municipality is one of six local municipalities within the Chris Hani District Municipality. It is situated in the center of the Chris Hani District Municipality. Komani is an economic hub of the district and a gateway to Gauteng and the Western Cape Province.

Komani is also an industrial hub with manufacturing firms Twizza Factory, Fischer's Dairy, Crickely Dairy and other manufacturing concerns based at the Queendustria. The municipality is also home to three (3) Komani based shopping centers such Nonesi Mall, Lukhanji Mall and Pick' n Pay Mall.

The municipality is also endowed with a considerable industrial inventory based in Whittlesea, Queenstown and Queendustria near Ezibeleni. The towns of Queenstown and Whittlesea are university towns with the Walter Sisulu University having campuses on both towns whilst the main campus of Ikhala TVET College is in Queenstown. Molteno, Sterkstroom, Tarkastad and Hofmeyr are renowned for their agricultural potential with some of the region's stud breeders for cattle and sheep and goats for beef, milk, mutton, wool, and mohair found in both commercial, commonage and communal farming areas of the municipality.

The area is also the home of tourism and hunting products which are +/ 20 game reserves which are privately and publicly owned. Enoch Mgijima Municipality is the home of more than 100 years old or heritage buildings and heritage sites which were established during time of Frontier Wars and Queen Victoria. The area is also the home of the churches and church buildings which are more than 100 years in both rural, townships and its towns. These sites and buildings are able attract the tourist because of their historic significance. Molteno is also home of Oma Rusks. A bigger shopping mall in the Chris Hani District area (Nonesi Mall) is in Komani.

The municipality has considered the upgrading of roads and electricity infrastructure and started to work cooperatively with sector departments and other partners in development such as DOT, OTP, and CHDA. Funding was secured from Department of transport to upgrade the main road in Ezibeleni Township. The project is currently being implemented. Land was released to an investor and the Ezibeleni Mall is currently being constructed. The mall has a huge potential to contribute to township development economies and add to the municipalities above mentioned competitive advantages.

Strategic Focus Areas of the Municipality: The municipality will achieve the goal of economic development and job creation, whose outcome will be sustainable growth, poverty alleviation and better life for all by coordinating sustainable social and economic developmental initiatives. It will also do so by creating a conducive environment for business investment and growth for job creation.

The municipality's focus areas on local economic development are the following: -

1. Rural Development and Agrarian Reform
   1.1. Village secondary cooperative movement and village-based commodity primary cooperative movement.
   1.2. Cooperative farming marketing system (promotion marketing systems)
   1.3. Cooperative farming services
2. Township Economies through small business center and spatial planning
3. SMME Support and Cooperatives Development.
4. Tourism and heritage development.
5. Investment Promotion, Industrial development, economic growth and Job creation

Institutional Arrangements - LED Human Resources

Local economic development within Enoch Mgijima LM is located within the IPED section. The current LED structure consists of the following:

- LED Manager x 1
- LED Coordinator x 1
- Agricultural Officer x 1
- LED Area Coordinators (Tarkastad and Molteno/Sterkstroom offices)
- LED Intern x 3
- SMME Development Intern x 1
- Assistants x 1
- Tourism Development intern x1

Status of LED Sector Plans, Policies and Bylaws

Enoch Mgijima Municipality has a responsibility to create an enabling environment for the economic growth of the area. All LED policies and bylaws are still in a draft status.

The municipality has developed and tabled to Council the Draft LED Strategy. The adoption of the LED Strategy is crucial for the implementation of all strategic focus areas of the municipality.

Engagements with Business Formations.

The Directorate engages local businesses through the following organized structures, -

a) Border Kei Chamber of Business.
b) Enoch Mgijima Business Forum
c) Enoch Mgijima wool growers Association
d) Local Tourism Organization
e) Local Action Team-
f) Enoch Mgijma Hawkers Association
g) Enoch Mgijima Farmers Association
h) Enoch Mgijima Contractors Forum

Enoch Mgijima LM's Economic Profile

Enoch Mgijima LM is an economic hub of the Chris Hani Region in the Eastern Cape with the higher household income compared to other municipalities. Its local economy is the largest economy in the district context and is dominated by the wholesale and retail sector, followed by manufacturing, services and agricultural sectors in terms of GDP contribution.

The Proposed Economic Corridors.

The shape and form of local economic development within Enoch Mgijima LM will adopt an approach for ease of development and coordination.

The areas have been identified as follows: -

a) N6 Komani area (Ezibeleni, Mlungisi, Gwatyu, Lessyton, Macibini, Mthwaku/Boloto, Gwatyu, Tilden, Parts of RA 60, adjacent commercial farms
b) R61 Komani -Tarkastad and Hofmeyr , of Ntabethemba & adjacent farms
C) R58 Komani - Sterkstroom area, Molteno area Adjacent farms
c) R67 Komani- Whittlesea area (Hewu, Diphala/Kolomana, parts of RA60

The Komani Area.

The area have been classified as follows: -

Town	Agricultural, agro-processing and forestry	Manufacturing, construction and mining	Tourism and hospitality	Service, retail and logistics
Komani	Irrigation, game farming, aloe, sale of livestock	industrial business hub, hives, quarries, Ezibeleni industrial park	sport tourism, hotels	Trading Stores, filling station, transport (taxi industry), Airdrome

The opportunities in this area are the following: -

Komani	1) Manufacturing potential (i.e. production, warehousing, break of bulk and transportation 2) Business “tourism” (i.e. conferences, week-night accommodation and related services, etc.) 3) Retail and business services 4) Spatial Planning region change integrate Komani and Ezibeleni – Komani - Whittlesea

The Economic Driver is the Revitalisation of the Komani Industrial Park linking this with Transport hub Airdrome and Rail Development

The proposed area enablers are the following: -

a. Reconsider the movement of waste management site and closure of the grave site.

b. Development of the Komani Infrastructure Master Plan that will take into consideration (prescient planning), bulk infrastructure plan that can be uplifted to National Standards.

c. Housing Development Needs (working class, middle class and others) this to look at integration of Ezibeleni to Komani

d. Congestion of the already busy Cathcart Road – Motivate for N6 bypass to ensure smooth movement of transport.

The Tarkastad and Hofmeyr area.

The corridors have been classified as follows: -

Town	Agricultural, agro-processing and forestry	Manufacturing, construction and mining	Traditional Hunting, Tourism and hospitality	Service, retail and logistics
Tarkastad	Karoo meat processing	None	sports bar /tavern for township, B&B facilities in township, tour guides, Provision of more tourist attractions	Transport business, revival of railway line
Hofmeyr	Karoo Sheep farming, Game Farming	Cosmetic factory, Waste recycling	Trophy Hunting	transport business

The opportunities in Tarkastad and Hofmeyr are the following: -

Tarkastad	Strengthen of Agriculture Activities focusing at Meat Value Chain, Fruit, Vegetable and Fodder and Unlock tourism potential
Hofmeyer	Sheep farming, hunting and agro-tourism related industries

The Molteno and Sterkstroom area.

The Molteno and Sterkstroom area have been classified as follows: -

Town	Agricultural, agro-processing and forestry	Manufacturing, construction, and mining	Tourism and hospitality	Service, retail and logistics
Molteno	Livestock Farming Lucerne Production Partridge hunting,	clay brick making, coal mining, OUMA Rusk, Biltong Factory –Closed, Wind Farm	tourist attraction battle fields, develop Molteno dam (picnic sites), spa-paradise (tourism)	Trading Stores, filling station, transport (taxi industry)

Sterkstroom	tannery for hides, sheep, cattle, poultry and pigs, organic agricultural products, meat, wool processing plant, fresh market	recycling waste	Hunting tourism, catering, rock art tourism	filling station

The opportunities in Molteno and Sterkstroom are the following: -

Molteno	Strengthen of Agriculture Activities focusing at Meat Value Chain (Biltong Factory), Lucerne production and ensure OUMA Rusk Stays. Identification of small industries that can create jobs
Hofmeyr	

The Whittlesea and Surrounding Villages.

The areas have been classified as follows: -

Town	Agricultural, agro-processing and forestry	Manufacturing, construction, and mining	Tourism and hospitality	Service, retail and logistics
Whittlesea and Surrounding Villages	Irrigation (Shiloh Dairy, neyard) McBride and ers Livestock –Zulu Kama	Industrial Complex – Dilapidated	Agro-Tourism Potential	Trading Stores, filling station, transport (taxi industry)

The opportunities in Whittlesea area are the following: -

Whittlesea	1) Expansion of Irrigation Potential by unlocking Oxkraal Dam – increase current 800 cow dairy to 1200 cows. 2) Expand 12ha vineyard at Shiloh to 40 ha and establish out growers. 3) Establish Milk pasturing plant and winery at Shiloh 4) Expand Livestock Value Chain under Zulu-Kama and also look at opportunities to broaden commercial poultry and piggery. 5) Revitalise the Whittlesea Industrial Complex 6) Wheat and stone fruit

Economic Infrastructure

The NDP has identified economic infrastructure as a foundation of both social (education) and economic development. To achieve sustainable and inclusive growth by 2030 South Africa needs to invest in a strong network of economic infrastructure. There is a need for South Africa to invest in economic infrastructure in support of both long-term and medium-term strategic objectives. The National LED Framework emphasizes the significance of identifying economic infrastructure within the sector of infrastructure. This will create an enabling environment for local economic development to enhance prospects of attracting potential investors.

The municipality has recognized the role of economic infrastructure and developed economic infrastructure related projects as informed by the identified community priorities. The municipality remains committed in supporting the National LED Framework pillar on economic governance and infrastructure by identifying the projects seek to address the road network across the municipality. Generally, the condition of our road network is not satisfactory. 5% of MIG funding is allocated for LED projects. These funds are mainly used for the construction of shearing sheds, dipping tanks, fencing of the grazing land tourism infrastructure and any other LED related infrastructure. .

The municipality has recognized the need to attract, retain and expand businesses for economic development in the area. INEP has also been used to develop and maintain a strong electricity supply to both businesses and the community as well as infrastructure maintenance. MIG is used by the municipality to construct and maintain the road infrastructure in support of the proposed spatial restructuring elements in the municipal SDF such as the concepts of development nodes, mobility corridors, activity corridors and strategic development areas.

The implementation of Small-Town Revitalization programme to attract and retain businesses for economic growth in the municipality is a collaborative effort between the municipality and the Office of the Premier. The buyback canter project seeks to address the issues of waste management to keep the environment clean while addressing the issues of unemployment and investment attraction and retention. The center with its potential to add value in household income is strategically placed between the industrial area and Ezibeleni Township.

Partnerships in projects with the Department of Public Works and infrastructure Development in connecting all Ntabethemba villages to Tsolwana Game Reserve are assisting the municipality.

Paving of roads from Thornhill to Whittlease.The municipality has earmarked land parcels zoned for commercial purposes in the SDF for disposal. The recently opened Ezibeleni Mall has a potential to add value with regards to township economic development. The construction of Gwadana Road currently underway has a potential to add value to Ezibeleni Township in terms of beautification and economic development as well as SMME support and development. The municipality has also established partnership with CHDA on the utilization of factories based in Ezibeleni Township.

The NDP has recognized ICT as a critical enabler of economic activity in an increasingly networked world. For a country to be globally competitive, it must have effective ICT, accessible infrastructure to all its citizens, businesses, and the public sector at a reasonable cost. CHDA has applied for the ICT Digital Hub for Komani to ensure that the municipality attracts, expands and retains business for the economic growth of the area.

4.1 Agricultural Schemes within Enoch Mgijima LM.

Several irrigation schemes are available in the municipality. The two main irrigation schemes are Shiloh and Haytor. There is also a small one at Tylden. The business of the Shiloh irrigation scheme is mainly milk production.

Agricultural Assets within Enoch Mgijima municipality

Assets	Condition	Location
Gwatyu farms; Shearing shed and fenced grazing camps holding facilities and dipping tanks	Satisfactory	Ward 1
Commonages and holding facilities and dipping tanks	Satisfactory	Ward 2
Holding facilities and dipping tanks; Arable land; Fenced Grazing Camps; Shearing shed	Fair and needs attention	Ward 3
Fenced grazing camps; holding facilities and dipping tanks	Fair and needs attention	Ward 4
Fenced Arable land; Fenced grazing camps	Fair and needs attention	Ward 6

Holding facilities and dipping tanks; commonages; and tunnels	Satisfactory	Ward 8, 9, 10, 11; 12; 13; 14; 15; 16 and 17
Shearing shed; fenced grazing camps; dipping tanks and holding facilities and Abattoir	Satisfactory	Ward 18
Fenced grazing camps; shearing shed; Arable land; Holding facilities and dipping tanks; feedlot	Satisfactory	Ward 19 and 20
Fenced grazing camps; shearing shed; Arable land; Holding facilities and dipping tanks; Shiloh irrigation scheme and vine yard; Tunnels; Galla water farm/cooperative	Satisfactory	Ward 21
Fenced grazing camps; shearing shed; Arable land; Holding facilities and dipping tanks; feedlot	Fair and needs attention	Ward 22
Commonages; holding facing facilities and dipping tank	Satisfactory	Ward 23 and 25
Fenced grazing camps; shearing shed; Arable land; Holding facilities and dipping tanks	Fair and needs attention	Ward 24
Fenced grazing camps; shearing shed; Holding facilities and dipping tanks	Fair and needs attention	Ward 26
Irrigation Schemes	Fair and needs attention	Ward 31 and 32
Farm Buildings and Farm stalls	Satisfactory	Ward 31
Dipping tanks	Reasonable	Ward 30 and 31
Stock dams	Need rehabilitation	Ward 30,31,32
Shearing sheds	Capacity is not enough, they need to be extended Rocklands and Phakisa – Good condition	Ward 30,31,32
Skapkraal Farm	Farm buildings are vandalized, irrigation	Ward 33

	schemes and boreholes are not functioning	
Pounds	Condition is not satisfactory , they need maintain ace	Ward 33 & 34
Dams – Khayalethu,Rocklands, Mitford, Phakisa	Need to be upgraded	Ward 31
Community gardens	Operating on seasonal basis	Ward 31 – All Villages
Projects- Poultry,Piggery,Cows,Sheep,Goats	Provision of fencing and water	Ward 31

Table: Agricultural Assets within Enoch Mgijima Municipality

Agriculture and Rural Development

Rural Development and Agrarian reform is the main program in the economic development in the municipality although the potential in this area is still unlocked. The municipality is required to develop Agriculture and Rural development Strategy although the LED unit has already developed the Rural Development concept that is able to serve as a guide the municipality in all agricultural related programmes in rural nodes.

4.2 Programmes and Projects

Livestock Improvement Programme - The Chris Hani District Municipality constructed three feedlots one in Komani and two in Whittle Sea area. One of the feedlots is located in Lower Hukuwa and the other one is located in Kamarstone in 36 villages in the Whittlesea area benefit from the feedlots. A lot still needs to be developed in order to ensure that livestock improvement is implemented throughout the municipality. The aims for the construction of the feedlots, include but are not limited:

- To fatten the livestock
- To improve animal welfare and meat quality
- To support local farmers to graduate from subsistence farming to commercial farming practices. There is still a need for the policy and by laws to manage the projects

Agricultural Schemes within Enoch Mgijima LM.

A number of irrigation schemes are available in the municipality. The two main irrigation schemes are Shiloh and Haytor. There is also a small one at Tylden. The business of the Shiloh irrigation scheme is mainly milk production.

Tourism Development and Heritage

Enoch Mgijima municipality has got several resources which need to be identified and used wisely to attract tourists for economic development as well as identification of heritage sites.

4.3 Potential Tourism Attraction areas at Enoch Mgijima

Heritage/ History Tourism	
Molteno Museum	Vegkoppies
Sterkstroom Museum	Clock Tower – Molteno
Komani Museum	
Molteno Watermill	Johannes Meintjies Art Gallery
Archaeological Sites	Stormberg Certified Organic Farms
Nature-Based Tourism	
KoosRas Nature Reserve	Carnavon Estate – Hunting
Black Eagle Nature Reserve	Rooipoort –Hunting
Nature Heritage Site on the farm Carnavon	Branston Lodge – Hunting
Brosterlea Farm –Hunting	John Broster Farm – Hunting
Laetitia Mountain Lodge Safaris – Hunting	

Table:

The potential of De Lange game Reserve has not been fully tapped. The place needs to be run as a business entity to generate revenue.

Ilinge has a rich liberation heritage history. The area has been a home to many banned and ex-Robben Island and exiles across the political lines. The municipality needs to consider declaring a heritage site. A collaborative effort by government departments in this regard is crucial for the holistic development of the area.

Komani area has a distinct feature in the whole of South Africa because of music and jazz history. Its musicians have played part in the Cultural Boycott, in protest plays like King Corn ,others earning titles like Mother Africa and getting recognition at home and abroad .

Establishment of the Jazz Museum

A decision was taken to establish A Jazz Museum in the Komani area. The programme is championed by the Department of Sports, Recreation, Arts and Culture in partnership with the Local Municipality.

Chris Hani Month: Chris Hani District Municipal council declared April as "Chris Hani Month "as such this month is celebrated annually in honour of Chris Hani. The events during this months are held throughout the district in different local municipalities. These include sport activities, launching of projects. Enoch Mgijima Municipality participates in the events.

Bulhoek Massacre: The municipality holds events every Sunday of the month to commemorate Bullhoek massacre where different activities such as memorial lectures take place. The municipality in its strategic session has taken a decision to have a Council resolution about Enoch Mgijima Month.

4.4 SMMEs and Cooperative Development:

The current approach to SMME development is three pronged: facilitating funding support, facilitating training and the resuscitation and rebuilding SMME support and establishment of forums and associations to provide advice. The municipality has set targets in the IDP and placed them in the SDBIP (2024/25) for implementation.

Facilitating Funding support.

Several projects within the municipality have been given letters of support and the directorate has managed to interact with funders on their behalf with some success. There is however a great need for IPED Directorate to build relations with the funding sources. The municipality acknowledges the contribution made by the informal sector in the economic development of the area. The operational space was identified as a challenge for the informal sector. In order to address this challenge, there are plans to create a flea market for the hawkers in the Komani

Cooperatives Development support

The cooperatives are assisted with registration and business advice. A partnership exists between the Chris Hani Cooperative Centre and all the municipalities for Cooperative development. The cooperatives are also assisted to access funding from the Cooperatives Fund. The SMME information seminars aimed at creating a platform for SMME and government networking and sharing of information. Development and Promotion of entrepreneurship and tender advice and training course.

Manufacturing within Enoch Mgijima

Despite its slowing-down over the last few years, manufacturing and value adding remains a strategic sector to growing the economic base of the Enoch Mgijima Municipality. Major manufacturing activities include furniture making, food processing and pressed metal. The three biggest employers in Komani are manufacturers' viz. Seating, Twizza and Crickley Dairy and Stateline Pressed Metal.

Enoch Mgijima Municipality must be at the forefront of every effort to ensure that Seating remains open and functional as a business at Enoch Mgijima. Factories at Ezibeleni and Sada at Whittlesea need to be revitalized as soon as possible. The municipality is expected to create an enabling environment for the factories to create jobs and the fighting of poverty. The state of the factories is not good as they are prone to vandalism. Planning at Enoch Mgijima Municipality must consider the untapped opportunities such as revitalization of factories with a potential to contribute positively to economic growth of the area.

Projects by Chris Hani Cooperative Development Centre (CHCDC) within Enoch Mgijima.

CHCDC has a mandate to ensure that co-operatives are developed & grown to sustainable enterprises. This institution always works closely with critical stakeholder in the advancement of co-operatives development agenda. Different initiatives have been rolled out for co-operative development to ensure that the CHCDC vision of "A co-operatives-driven social economy" is realized. Some of those that are being implemented in the Enoch Mgijima Local Municipality include two vegetable production incubation sites & a nursery. This initiative is known as the agro-cluster incubation programme which leverages on the value chain benefits of having a nursery with a clear throughput to the primary production sites & then to the market. These components of this initiative are better clarified below:

The Incubation Centre for Entrepreneurship (ICFE) – Nursery - The Chris Hani Co-operative Development Centre, in partnership with the Department of Small Business Development (DSBD), Ikhala TVET College, Small Enterprise Development Agency (SEDA), Department of Economic Development Environment Affairs and Tourism (DEDEAT), Agri-Seta, Enoch Mgijima LM, and other stakeholders are have commenced a youth incubation programme in the form of the Incubation Centre for Entrepreneurship (ICFE) which has a seedling producing nursery in Ezibeleni Industrial Area.

The Vegetable Production Site – Ntabethemba -This site has been commenced with the aim of producing high quality vegetables that are grown under tunnels & shade nets for high value crops. This site has a total of 5 primary co-operatives that are benefiting from the initiative & who are currently the owners of the programme. Thirty-five tunnels have been erected in this area, both for the incubation site & the 5 individual co-operative sites. The partners in this programme include, Chris Hani Co-operative Development Centre, Enoch Mgijima LM, Chris Hani District Municipality, Masisizane fund & others.

The Vegetable Production *Site – Braakloof* -Having a total of 5 primary co-operatives that are benefiting from this incubation site, the site is in full production with fresh & quality vegetables grown under a 1 hectare greenhouse structure. There are currently 15 job opportunities that have been created in the site & in peak seasons an extra 10 casuals are usually recruited for temporary employment. The partners to this site are Chris Hani Co-operative Development Centre, Enoch Mgijima LM, Chris Hani District Municipality, Small Enterprise Finance Agency & others

Chris Hani Digital Hub -Media Information Communication Technology Innovation Centre

The 21st Century is regarded as the urban century. The rate of urbanization in South Africa is continuing like in all developing countries in Africa. The UN estimates that 71.3 % of South African population will be living in urban areas by 2030 reaching nearly 80 % by 2050. ***(IUDF Cogta 2016***) It is crucial to focus on how technological innovation can help to deliver a sustainable future. Investment in ICT infrastructure and literacy has a potential to add value to effective governance systems, availability of infrastructure and technical platforms as well as the bridging of digital divide.

There is a need Chris Hani Digital Hub which is going to be a Media Information Communication Technology Innovation Centre intended to be the centre for innovation, for production of information technology software and hard- drives, assembly point for technology tools, the training centre for the media, information, communication and technology skills; and the business and community access centre for the services which are hosted at the centre and required to accelerate business through information and technology tools. As a sustainable innovation the project t will strives to create a sustainable living to the community around Komani through the use of Information Communication Technology Innovation.

This digital hub will be situated in the Komani Industrial Park which is state owned industrial in the underdeveloped township of Komani. The Digital Hub funding and development will be integrated to Komani Industrial Park which has currently applied for phase 2 infrastructure funding from DTIC. Through innovative technology initiatives, the presence of the digital hub will lead to job creation and a boost to rural and township economy. The production activities will prioritize the products that could address the existing demand in the digital space, locally, nationally, and internationally. This will position South Africa to contest globally in the production, local consumption, and export.

The comparative advantage to the Chris Hani Digital Hub is the existing relations CHDA has with the Education Institutions, Private Businesses and that CHDA is the operator of the Komani Industrial Park with a long-term renewable lease of 50 years

Business objectives

The goal of CHDA is to use the opportunities presented by the Fourth Industrial Revolution to aid and elevate black communities in EC and South Africa at large. The following pillars are of paramount importance to address:

Innovation Hub

- Our hub program will help startups focus on core values, culture, business modelling, technology readiness levels, Investment readiness, Product readiness Levels, Market positioning, Seed funding and introduction into the Partners industry network for the purposes of business development, capital raise and scaling.

Start Up Eco-System

- With local physical spaces dedicated to entrepreneurs(tech-hubs), consequentially foster local innovation and restore capabilities. Thus creating an ecosystem of local entrepreneurs that will work together in solving local problems with solutions hyper specific to the locals and their expectations from such solutions.
- Eastern Cape having some of the most prestigious universities in the country, has a unique standing in that by creating a moist terrain for students and locals to startup their businesses with the right structure and support they have a potential of not only contributing to local solutions and the economy, but act as a solution hub for the African continent.

Skills Development & Training

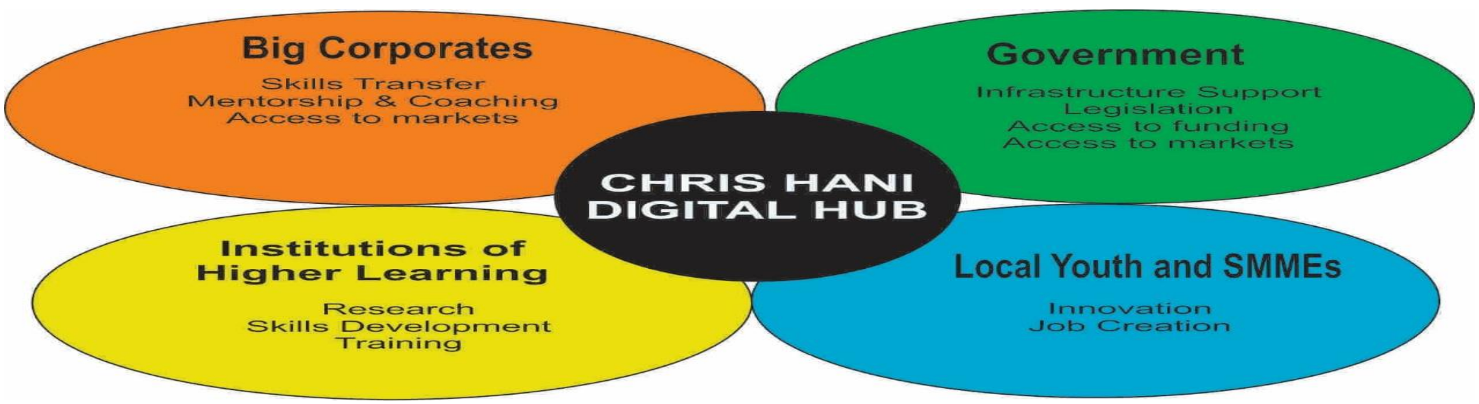
- The Industry 4.0(4iR) is a wave that requires re-skilling and training of new skills and certainly upgraded training facilities that accommodate the technical requirements for such to be possible. We intend to train the Chris Hani and Eastern Cape community on the latest and demanded skills including but not limited to: Robotics, Drone Manufacturing, e-Marketing,IoT, Cyber Security and more

Smart Manufacturing

- With companies and individuals increasingly relying on cloud services, such as cloud computing and storage, instead of having their own private infrastructure manufacturing capability. We expect cloud manufacturing to follow the same trend in the next 5-10 years, where companies access manufacturing capabilities using APIs(Application Programming Interface) provided by factories

Chris Hani Digital Hub will be a youth and Small Micro and Medium Enterprise innovation and service centre meant to:

a. Access service centre for media, information technology and communication centre tools for use by SMMEs and youth.
b. This will be the training and incubation centre for business who pursue media, information technology and communication industry.
c. To establish an Eastern Cape production centre for software and hardware to used media information communication technology.
d. To establish the assembly centre for some of imported media communication and technology hard drives.
e. To produce parts and some robotics for some of high technology demand production and service activities within the Country, Africa as well as Internationally.
f. To align the technical skills gained by youth at Colleges and University with the real world of technology of things.
g. Reduce unemployment by encouraging start-ups and self-employment opportunities.
h. Encourage innovation for local and regional solutions through use of technology.
i. Bridging the digital divide through skills development and transfer for rural economies like Chris Hani District



Benefits

The site is in a state-owned park which is Komani Industrial Park.

The project will generate 5000 Jobs on Innovation Technology.

There is a Fibre Optic Network link from Johannesburg to East London closer to the Industrial Park.

The project will increase the GDP contribution of the Chris Hani District and Eastern Cape.

The project will contribute to ICT goods production and contribution to export market.

Small Town Revitalisation Programme:

Enoch Mgijima council has identified the Small-Town Revitalisation Programme as a mega project that can assist the municipality to address the socio-economic challenges experienced by the municipality. The programme is fully supported by the municipality. CHDM has assisted the municipality to develop Tarkastad Revitalization Strategy that was adopted by the Council (Former Tsolwana LM). CHDM is implementing programmes for the beautification of Hofmeyer and Tarkastad as part of Small town revitalization strategy.

Revitalization of an urban node cannot function in isolation and requires specific catalytic projects. Tarkastad is no exception and as part of the revitalization strategy approach, a decision was taken to identify targeted projects that will make a specific impact and be the driving force behind further and sustainable investment and fund allocation.

These targeted projects are based on the revitalization strategies, participation input, status quo analysis and the outline of drivers for revitalization.

The Office of the Premier has budgeted and started to implement the Small-Town Revitalization Programme in Whittlesea as well as Ilinge within Enoch Mgijima in 2022/23 financial year. The projects are active.

Area	Ward No.	Scope	2021/2022 FY	2022/2023 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget
Ilinge & Whittlesea	Ilinge (2 &4) Whittlesea (ward 23, 24, 25& 26)	Upgrade of roads and stormwater	R 12 000 000	R 40 000 000	R 60 000 000	16 203 000	16 196 000
			R 12 000 000	**R 40 000 000**	**R 60 000 000**		

Eastern Cape Karoo Small Town Revitalization Programme: Enoch Mgijima municipality actively participates in different conferences for the programme due to the following listed small town that are existing within Enoch Mgijima Local Municipality.

1. Tarkastad and Hofmeyr which are in the Karroo region.

2. Whittlesea, Tylden, Sterkstroom and Molteno.

Tarkastad and Hofmeyr which are located within Enoch Mgijima Local Municipality, located in the Karroo and most importantly there is high poverty and unemployment although there is still a lot of economic potential which is still unlocked. The latest conference in June 2022 convened to discuss the high-level approach on the Karoo Vision came out with recommendations for the municipalities with identified Karoo towns.

The municipality therefore is expected to Provide and institutional structure to provide vision, conceptualize development banded and sector-based programmes the development of Tarkastad and Hofmeyr as Karroo Small Town. Research support through partnership and packaging of resources. Sector based Participatory Systems Research and Dissemination to support strategies and development of IDP.New council to be engaged on the STR initiatives to engage and advise the entire municipality on type of interventions needed through the council adoption processes (IDP & SDBIP) which could also provide an approach on how to implement the programme.

Expanded Public Works Programme (EPWP)

Guiding Legislation:

Ministerial Determination on EPWP 4 – Gazette No 9745, May 2012

Code of Good Practice for Special Public Works Programmes

Expanded Public Works Programme (EPWP) is one of government's key programmes intended to provide income relief through temporary work for the unemployed. The Department of Public Works & Infrastructure (DPWI) spearheads the programme .Medium to long term strategy to reduce unemployment & alleviate poverty through creation of work opportunities using labour intensive methods EPWP funding is through conditional grant from DPWI .

	Sector
1.	Infrastructure
2.	Social Sector
3.	Environment and culture

Municipal Plans: Continuous working sessions with the Department of Public Works to assist with the delayed projects within municipalities and monitor performance .Continuous Data capturing support to those who are under capacitated and data Collection Support

Community Works Programme (CWP) – This is a government initiative that seeks to support government objective in reducing poverty and unemployment by providing an employment safety net in all communities. Unemployed men and women of working age are given an opportunity to work and afforded dignity and social inclusion. Key focus issues in the CWP that are aligned with the IDP are Infrastructure development ,Health Early Childhood Development Food Security, Career Development, Youth Development Education, LED, Agriculture, Community Services and Environment .

Cogta national has budgeted Enoch Mgijima municipality so that CWP can work properly.

Projects that are already operating and new projecjs in Enoch Mgijima (new projects are in the table below)

- ✓ Improvement of local environment – Infrastructure and construction—Painting, miner renovation of ECD Centres, schools, clinic and Community Halls (Public facility)
- ✓ Building gabions and V-Drains- prevention soil erosion
- ✓ Phumelela disabled project- Desk refurbishment, community garden, Baking, Bead work and sewing-.
- ✓ Food security- Community gardens in different areas
- ✓ Home Based Care Program targeting elderly, women and vulnerable children- Home visits
- ✓ ECD- Early child hood centre created by participants through partnership with Khululeka
- ✓ Existing teams created out of trainings done mostly to young people- Plumbling team, Electrical team, Plant Production, Early Childhood Development and health and safety teams.
- ✓ Poultry projects
- ✓ Removing of alien species
- ✓ Maintenance of cemeteries
- ✓ Cleaning and clearing of dumping sites

CWP EMPLOYMENT PROFILE

	Total Number of participants	2 582
	Number of (Youth)	346
	Number of Females	1 849
	Number of males	733
	Number of disabled	71

KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Municipal Governance Structures

In terms of the Section 155 (1) of the South African Constitution, Enoch Mgijima LM is a Category B municipality with the **Mayoral Executive System** with a Ward Participatory Process.

The **Mayoral Executive System** allows for the exercise of executive authority through an executive mayor in whom the executive leadership of the municipality is vested and who is assisted by the **Mayoral Committee.** A Diary of Engagement is developed annually and reviewed when there is need for that.

5.1 Municipal Council.

The Local Government Elections of November 2021 saw the African National Congress (ANC) gaining control of the Enoch Mgijima LM Municipal Council. Thirty-Four Councillors were elected to represent their Wards while another Thirty-Four were elected from a Proportional Representation ballot, bringing the Municipal Council to 68 in total.

Within the Municipal Council, Councillors elected from the Proportional Representation list make-up the Executive Committee of Municipality and hold various portfolio positions to which they apply political leadership and guidance towards the delivery of services to the citizens of EMLM.

5.2 Intergovernmental Relations:

The municipality has established an IGR section placed in the office of the MM. Currently the municipality seats and participates in the following intergovernmental relations structures. The IGR Meetings are convened quarterly. The municipality has developed an Integrated IGR Policy.

LAC	DCF
LCF	PCF
PPF	CFO’s forum.
IGR	CHDM Planner’s Forum
DIMAFO	CHDM Climate Change Forum
	MUNIMEC.

IDP and Consultation on Ward Priorities

Integrated Development Planning (IDP) is a planning tool for promoting developmental local government. It enables the Municipality to identify its priorities and develop a strategic development plan for the short, medium and long term. The IDP process is a consultative process which requires of the Municipality to engage with its citizenry and other f

IDP for 2022-2027 is developed by consulting wards to detect population concerns and ward priorities that will influence planning, prioritizing and budgeting. IDP is to be reviewed annually and adjusted in accordance with the monitoring and evaluation of existing performance and changing circumstances in as prescribed by the MSA.

The municipality embarked on a community outreach programmes to revise the ward priorities as part of IDP/Budget process for 2024/25 review in October 2023 as part of situational analysis phase.

EMLM HIGH LEVEL COMMUNITY NEEDS (IDP/BUDGET 2024/25 REVIEW)

	COMMUNITY NEEDS	**NUMBER OF WARDS WHERE THE COMMUNITY NEEDS WERE RAISED**
1.	Roads	34
2.	Electricity	31
3.	Water and Sanitation	31
4.	Local Economic Development	26
5.	Drainage and Stormwater Management System	21
6.	Housing	18
7.	Health Facilities and Services	16
8.	Sport Facilities	13
9.	Construction of bridges	09
10.	Cemeteries	06

Community outreach Programme by Executive Mayor on Draft IDP/Budget (2024/25

The municipality has embarked on a community outreach programme to promote a culture of community participation in the Draft IDP Budget for 2024/25 financial year. The programme seeks to afford communities an opportunity to comment in the IDP and budget related items by the municipality. The programme took place in April 2024**.**

Communications Unit

Legislative Background

Constitution of the Republic of South Africa 108 of 1996 Section 32, gives a right to everyone to access any information held by state. Municipal Systems Act 32 of 2000, as amended Chapter 4, which requires public participation of community members and stakeholders. Promotion of Access to Information Act no.14 of 2000 which indicate how communities can access information. The Communication Strategy was work shopped, tabled to council, and was adopted to be reviewed annually for implementation.

Manage Provincial and National Communicators Forum to ensure a prompt response to people's complaints. The municipality participate in District Speakers Forum.

Public Participation.

The Constitution stipulates that one of the objectives of municipalities is "to encourage the involvement of communities and community organizations in the matters of local government".The White Paper Local Government 1998 (WPLG) emphasises the issue of public participation (not only in municipal planning). It provides details on how to achieve public participation and the role of local government in the involvement of citizens in policy formulation and designing of municipal programmes, as well as implementation and monitoring and evaluation of such programmes. Public participation is meant to promote local democracy. Public participation in Enoch Mgijima LM is guided by the Public Participation Policy and strategy adopted by Council for implementation.

Communities submit their petitions through written submissions to the Office of the Speaker. Relevant stakeholders are provided to request information. Relevant platforms are created to submit a response. The municipality has established a Petition Management Committee . Draft Petition management policy is in place to guide the process Public participation unit assists the Office of the Speaker in ensuring that petitions are received, recorded and sent to all affected directorates and answers are provided for to those concerned. COGTA Eastern Cape also assists in responding to those petitions including parliamentary questions. There is also a Presidential

Hotline that is running in the Communications Unit which entails how the complaints are being managed., Provincial and National Communicators Forum to ensure a prompt response to people's complaints. The municipality participate in District Speakers Forum.

The municipality has developed a complaints management register to register complaints from different communities and monitored regularly. The complaints received are for the local authority as well as Sector departments. The procedure followed is to submit complaints to the Municipal Manager and share with Directors to respond and address the issues. Subsequent to that a meeting is arranged with the ward Councillor to provide answers. The municipality arranges a meeting with Sector departments to come and explain to the communities on issues raised.

Community Mobilization strategy: Chairperson of the ward (WC) to determinate information, Notices are placed in public places e.g. community halls, municipal offices, municipal website and face book, Traditional loud hailing system is still used, bulk SMS, what's up groups and use of local newspaper and community radio ***(Vukani FM).***

Ward Committee Support

EMLM saw its Ward composition totalling 34 Wards. The municipality has established ward committees in all 34 wards in line with the Local Government: Municipal Structures Act 117 of 1998. Each Ward has representation of ten committee members of which the Ward Councillor acts as Chairperson at meetings and is responsible for holding meetings within their respective Wards.

Every Ward Committee within Enoch Mgijima LM Municipal Area is considered functional and active. Ward Councillors regularly furnish reports on meetings and service delivery progress to the Speaker's Office to keep the municipality informed and ensures accountability. Identified issues from the reports that need council consideration are forwarded to the Council and those that require the immediate attention of the Directors are forwarded to relevant directorates. Ward committees are functioning well and contributing to governance as well as public participation initiatives such as IDP ward meetings, IDP Representative Forums, IDP/Budget/ Annual Report Roadshows. All community engagements are channelled through ward councillors and ward committees.

CHDM and Cogta are working closely with the municipality to make sure that ward committees are capacitated to perform their duties efficiently. The district also serves as a coordinating structure between sector departments and the ward committees. CHDM provide capacity building support to ward committees two times a year on roles and responsibilities as well as the code of conduct. The support by CHDM is reviewed annually.

Community Development Workers (CDW's)

CDWs within EMLM are the foot-soldiers for service delivery and accountable governance. The municipality has sound relations with the CDW's. CDWs play an instrumental role in the identification of service delivery shortcomings and assist in ensuring several interventions are carried out to address these issues. They also play a prominent role in publicising and mobilising residents to be part in government sector gatherings and meetings such as, IDP/Budget roadshows, IDP Representative Forums, Mayoral Roadshows, ward-based meetings and war rooms. They are seating in the quarterly roundtables. They submit their reports to COGTA.

Traditional Leaders within Enoch Mgijima Municipality.

EMLM is recognizing and providing the traditional leaders an opportunity to play their role in accordance with Chapter 12 of the Constitution of the Republic of South Africa, 1996. The municipality has 2 traditional leaders who contributes effectively in the activities of the municipality. The Traditional Leader participates on our departmental standing committees; attend Council meetings; IDP Representative Forums, form part of Initiation Forums, Moral Regeneration Movement, Home Affairs Stakeholders Forum and community outreach programme by the Executive Mayor on IDP/Budget processes. The office of the traditional leader assists the municipality by creating a conducive environment for all government projects and meetings to take place in the wards for the benefit of the community .Traditional leader participates in all council processes but do not vote on council decisions as they are not an elected structure. There is a sound relationship between the municipality and the traditional leader.

5.3 Special Programmes Unit (SPU)

The municipality has established a Special Programmes Unit placed in the Office of the Municipal Manager with staff to implement different programmes in the unit. The programme for Integrated Service Delivery Model (**ISDM),** termed War Rooms is placed in this section. The municipality has developed HIV/AIDS Mainstreaming Strategy that was tabled and adopted by Council. SPU Strategy was also adopted by council for implementation.

Functions of the SPU

a) Strengthen good governance for the Special Programmes Unit to deliver on its mandate.
b) Promote inter-sectoral collaboration through War Rooms.
c) Promote, advocate and monitor women's empowerment and gender equality.
d) Promote, advocate and monitor men's rights and responsibilities.
e) Promote, advocate and monitor children's rights and responsibilities.
f) Promote, advocate and monitor senior citizen's rights and responsibilities.
g) Promote, advocate and monitor the youth's rights and responsibilities
h) Promote, advocate and monitor the rights of people living with disabilities
i) Promote, advocate and monitor the rights of people infected and affected with HIV/AIDS (Health and social exclusion)
j) Promote, advocate and monitor community sport
k) To drive activities that promote social cohesion.

SPU Stakeholders and Role-players.

a) All Government Departments
b) NGOs
c) Business Sector
d) Traditional Leaders
e) Traditional Healers
f) Council of Churches

Existing SPU Structures

a) Youth Council Task Team
b) Women Council Task Team
c) Older Person Forum Task Team
d) Disability Council Task Team
e) Local AIDS Councils

SPU – Mainstreaming Programmes

The SPU councils established by the municipality are all functional. The established structure in each council is a key stakeholder in the IDP/Budget/PMS Representative forum to represent and advocate for the right of the designated groups. The interests of the designated groups are considered internally through provision of job opportunities as well as during the recruitment and selection processes.

Externally, departments such as department of education have programmes for children and youth including psychosocial support programmes . DSRAC has clear plans such as sports for children that seek to promote social cohesion through sharing of space. Department of Social development through provision of social support grant for groups such as children, aged, disabled, and child headed households and orphans. Department of Human Settlement accommodates designated groups through provision of housing unite to accommodate the disabled.

Libraries : There are good programmes for the youth in library services. The programmes include awareness and promotional events for the youth on international literacy day, read aloud day, World book day. There are also book club sessions and Storytelling times convened.

The municipality has established Rapid Response On Gender based violence council. There is integration of plans with sector departments such as Department of social development, Department of Health. Observations national themes nationally such as 16 Days of Activity, community dialogues on GBV and community safety with specific reference to man and youth. The municipality is currently working with Correctional services for dialogues with inmates convicted of GBV.

The LAC in the municipality is working closely with Department of Health and Department of Social Development. Programmes include the condom week, candle lighting, educating people about HIV, sexual transmitted desease and TB. Awareness campaigns on basic human rights is also an important programme driven by the LAC. There are other programmes provided by the Department of health such as Treatment and Care and HIV and TB Care.

Substance Abuse: Substance abuse within the municipality has a potential to contribute to social ills such as gender-based violence, school dropouts and juvenile delinquency. The municipality has formed partnership with the Liquor Board and Gambling Board to conduct awareness campaigns on substance abuse to all schools. There are programmes to pledge on non-abuse of alcohol and drugs and establishment ambassadors on drug and liquor abuse. Child Protection week is inclusive of substance abuse. The Children Advisory council is convened quarterly to discuss challenges, bring proposals to prevent social gatherings by children such as pens down.

Integrated Service Delivery Model (ISDM) and War Room Functionality

ISDM termed as Operation Masiphathisane is a coordinated effort by Eastern Cape Province to provide an integrated, comprehensive, and transversal services to the community through efficient multi-sectoral partnerships. Enoch Mgijima council remains committed in supporting and sharing the understanding of this government initiative with different stakeholders, roll out of Operation Maiphathisane and establishment of war rooms in all 34 wards.

The Unit for ISDM is placed in the Municipal Managers office, IGR section. The implementation and monitoring of functionality of the model has a huge potential to yield benefits such as having services in one locality, harmonization, team effort. War rooms are not functional in all wards, it is necessary for OTP and COGTA to assist the municipality by capacitating the new councillors to ensure that the model is functioning in all wards.

War Room Functionality in different wards

War room functionality within the municipality is not satisfactory. Improvements for the ward - based coordination is required. However, a number of wards are convening regular war room meetings and integrated services delivery events in line with the Provincial Anti-Poverty Strategy.

Challenges: Lack of resources, human and financial. We have two war room facilitators for 34 wards and coordination is not easy due to the vastness of the wards. Participation and attendance of the sector departments need to be strengthen now that some of them are not attending. There is a need to work cooperatively with COGTA and OTP to leverage on the presence of CDWs in most of the 34 wards.

Social Cohesion and Nation building

Social Cohesion and Nation building are strategic areas of output for National Outcome 12 which directly pertains to DSRAC focusing on developing an efficient, effective and development oriented public service and an empowered fair and inclusive citizenship.

National Context: The NDP proposes the use of more public space as a key initiative towards promoting social cohesion. The improvement of public services, public transport and more integrated housing will enable South Africans to share common experiences. Sport has been identified as a key activity that allows people to share common space. Vision 20130 specifies that participation in different sporting codes begins to resemble the demographics of South Africa.

Sport in the Municipality to share common space: The municipality is budgeting annually for the construction of sporting facilities and maintenance using MIG. Department of Sports arts and culture is working with the municipality to facilitate various sporting activities to allow citizens to share common space annually. The Sports Council in the municipality has budgeted for sport activities including annual Mayoral Cup forming part of 2023/24 SDBIP. The municipality is working with the Moral Regeneration Movement to address issues of social cohesion .

5.4 Internal Audit.

<u>Legal Framework Governing Internal Auditing</u>

The Constitution of the Republic of South Africa, 1996 Section 152 (1) The objects of local government are: -

1) To provide democratic and accountable government for local communities.
2) Section 195(1) Public administration must be governed by democratic values including the following:
a) Efficient, Economic and Effective use of resources must be promoted.
b) Public administration must be accountable.
c) Transparency must be fostered by providing the public with timely, accessible and accurate information.

Municipal Finance Management Act, 2003 Section 165 makes the following provisions: -

(1) Each municipality and each municipality entity must have an internal audit unit,
(2) The internal audit unit of a municipality must-
a) Prepare risk-based audit plan and internal audit program each financial year;
b) Advice the accounting officer and report to the audit committee on the implementation of the internal audit plan and matters relating to Internal audit, internal controls, risk management and performance management.

Municipal Systems Act, No.32 of 2000 Section 45, states that the results of performance measurements in terms of S41 (1) (c) must be audited as part of the municipality's internal auditing processes. Municipal Planning and performance management Regulations of 2001, Para 14 (c) states that a municipality's internal auditors must: -

i. On a continuous basis audit, the performance measurement of the municipality.
ii. Submit quarterly reports on their audits to the municipal manager and performance audit committee.

Primary Functions of the Internal Auditing Unit.

The primary objective of Internal Audit is to assist the Accounting Officer, Municipal Council and the Audit Committee in the effective discharge of their responsibilities. The purpose of IA is to provide independent, objective assurance and consulting service designed to add value and improve the municipalities operations. It helps the municipality accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

The MFMA, Section 166(1) states that each municipality must have an audit committee. An audit committee established at Enoch Mgijima plays an advisory role to municipal council, political office bearers, accounting officer and management of the municipality, on matters relating to internal audit, internal financial control, risk management and performance management.

The municipality has a functional audit committee seating quarterly as scheduled. The municipality has developed an audit committee charter to ensure that the members of the audit committee are conducting their business within the parameters of the audit committee charter.

Critical Internal Auditing Role Players.

a) Municipal Public Accounts Committee (MPAC)
b) Audit Committee
c) Auditor- General
d) Provincial Treasury and CoGTA
e) Management
f) Council
g) Public
h) Perfomance Audit Committee
i) Risk Management Committee

Internal Auditing Policies.

EMLM currently has the following policies and procedures: -

a) Internal Audit Policy

b) Internal Audit Charter
c) Internal Audit Standards
d) Internal Audit Manual/Methodology

Audit Opinion by Auditor General

The municipality is audited by Auditor General annually, below is the table reflecting the audit outcomes**.**

	Financial Year	Audit Opinion
1.	2020/21	Qualified opinion
2.	2021/22	Qualified opinion
3.	2022/23	Qualified opinion

Auditor General Findings

The municipality has retained qualified audit opinion over the past three years, so there is no improvement. Findings in the Audit report include issues of noncompliance with legislation, pre-determined objectives, internal control deficiency and material irregularities.

Key findings on predetermined objectives.

Material misstatements were identified in the performance report for Basic Service Delivery and infrastructure development. The annual report included information on reported achievements against planned targets and provides explanation for under and overachievements.
Actual achievement did not agree with the achievements reported . Reported indicators not consistent with planned indicators when reported. An indicator on number of cemeteries constructed in Enoch Mgijima Municipality was included in the approved SDBP and IDP. The indicator for the appointment letter on the construction of 3 cemeteries was reported in the APR.

Compliance with Legislation: Financial statements submitted for auditing were not prepared in accordance with financial reporting framework as required by Section 55 (1) (b) of the PFMA. Reasonable steps were not taken to prevent unauthorized expenditure amounting to R487,9 million disclosed in note 9 of financial statements in contravention of 62 (1) (d) of the MFMA .This was caused by unbudgeted non cash items and overspending on the allocated budget. Some contracts were awarded to providers whose tax matters have not been declared by South African Revenue Services (SARS) to be in order, in contravention of section 41 of the SCM

Regulations. Other issues of non-compliance were discovered in asset management, human resource management, and strategic planning and revenue management.

Key issues of emphasis: Reinstatement of corresponding figures, as disclosed in note 45 of the financial statements the corresponding figures for 30 June 2022 were restated because of an error in the financial statements of the municipality at the year end 30 June 2023 . Note 47 of the financial statements indicates that findings threaten the financial viability and the going concern status of the municipality including the operating deficit at the year end , inability to pay creditors over the past 12 months and growing debtors figures and increase in debt impairment that has to be written off at the year end. These events and conditions along with other matters indicate that a material uncertainty exists that may cast significant doubt on the municipalities ability to continue as a going concern.

Audit Opinion and Audit Action Plan:

The municipality has analyzed various issues that have contributed to the audit opinion and developed an audit action plan which is implemented and monitored by all Directorates. The purpose is to improve audit outcomes for good governance.

Risk Management

Risk Management is one of the key pillars for good governance practices and valuable management tool which increases a municipality's prospects of success through minimising negative outcomes and optimising opportunities. The section with staff for Risk Management has been established and placed in the office of the Municipal Manager. Enoch Mgijima Local Municipality has established Risk Management systems in terms of section 62(1)(c) of the MFMA.

The underlying intention of the municipality to establish effective, efficient, and transparent systems of risk management seek to achieve among other things the following outcomes needed to support and improve municipal performance through:

a) More sustainable and reliable delivery of services
b) Informed decision making underpinned by appropriate rigour and analysis.
c) Innovation and reduced waste
d) Prevention of fraud and corruption.
e) Better value for money through more efficient use of resources; and
f) Better outputs and outcomes through improved project and programme management

The high-level responsibilities of the unit at Enoch Mgijima Municipality include the following:

a) Working with senior management to develop the municipality's vision for risk management.
b) Developing, in consultation with management, the municipality's risk management framework(s), communicating framework(s) to all internal stakeholders and monitoring its implementation thereof.
c) Developing and maintaining a credible municipal risk profile
d) Support management and internal structures responsible for various aspects of risk management to properly perform their functions.
e) The municipality has established a Fraud and Risk management committee which is functional.

The effective management of risk is prioritised to ensure that business risks across the municipality are identified and managed on an on-going basis for the achievement of the municipality's vision to become the leading community driven municipality in the provision of sustainable services and developmental programmes.

The municipal has tabled and approved the following policies:

- Risk Management Policy and Strategy
- Whistleblowing Policy
- Fraud Prevention policy

Fraud Prevention Policy - "Zero Tolerance to fraud" serves as the basis of the Enoch Mgijima Local Municipality Fraud Prevention Policy. The key objective of this policy is to ensure that fraudulent activities are discouraged, exposed, mitigated, and dealt with in the Enoch Mgijima Local Municipality in an integrated approach or manner. Every effort should be made to ensure that service providers or potential service providers, municipal employees, and municipal Councillors are discouraged to become involved in any fraudulent activities. This policy relates to all attempts and incidents of fraud impacting negatively or having the potential to impact negatively on Enoch Mgijima Local Municipality.

This policy also applies to service providers who are doing business with Enoch Mgijima Local Municipality, through its tender processes, etc. The policy covers important issues such as reporting procedure and resolutions of the reported incidents, confidentiality, publication of sanctions, and protection of whistleblowers, application of prevention controls and detection mechanisms and creation of awareness. The municipal Manager has a responsibility to ensure that all councillors, officials, and members of the public and stakeholders are aware about the policy. It must be placed in the municipal website and libraries to be accessible to the public.

5.5 Municipal Public Accounts Committee (MPAC)

The municipality has established a unit with staff (MPAC Manager and MPAC Officer) to provide support to MPAC and ensure that the committee performs its duties effectively. The MPAC meetings are convened quarterly as scheduled. Reports are prepared with recommendations to council. The committee plays an oversight role and performs projects such as site visits for verification of projects.

Legislative Requirements for Municipal Public Accounts Committee (MPAC).

The MPAC is a committee of the municipal council, appointed in accordance with section 79 of the Structures Act. The Council determine the functions of the committee and agree on the terms of reference as per SALGA, National Treasury and CoGTA for the committee.

Purpose and Functions of Municipal Public Accounts Committee (MPAC) within Enoch Mgijima.

a) The main purpose of the MPAC is to exercise oversight on behalf of the council over the executive functionaries of council and to ensure the effective and efficient use of municipal resources.
b) MPAC help to increase awareness of council and public on the financial and performance issues of the municipality.
c) To perform any other functions assigned through a council resolution within its area of responsibility.

Current Internal MPAC Projects.

1) An annual work plan detailing projects/activities that will be conducted by the committee has been developed.
2) Amongst the projects are the following:
    a) Ensuring conclusion of performance agreements
    b) Review and interrogation of budget implementation in-year reports (Sec71,72,52d etc)
    c) Quarterly reviews and interrogation of performance reports
    d) Site inspections on selected service delivery projects

MPAC Challenges

Attendance by members needs to improve. Staff shortage is still a problem

Legal Services Unit

Performance objective

The municipality has established a Legal Services section placed in the office of the Municipal Manager. The office seeks to ensure council`s compliance with legislation through provision of credible legal advice & opinion.

The unit has the following responsibilities:

1) Facilitation of the development of by-laws and policies.
   - Task Team has been established to compile list of by-laws, thereafter their task includes consolidation, reviewal, alignment and Introduction of new By-laws and arrange workshops.
   - All respective Directorates are to be consulted to submit their lists of by – Laws that will be reviewed and actioned as required in terms of annual report process.
   - This process will include new by – laws that have been identified and which must be prepared, proposed and submitted to Council for comments and promulgation.
   - The report must indicate funding availability as well as the designated resource responsible for all activities relating to preparation, development, submission, promulgation, and reporting of Departmental by laws.
   - Legal Services - is responsible for support and the development for every by-law resides with the Department that must initiate by-laws based on their knowledge and experience of the environment as well as legislative imperatives in their areas.
   - Champions have been identified and selected from Finance, Community Services, Integrated Planning and Economic Development (IPED), Technical Services and Human Settlements.
   - Timeframes are to be communicated with all after the approval of the Municipal Manager to begin the process.

2) Development and maintenance of council's litigation register.
   - The Litigation register is in place, it is monitored regularly. There are challenges in the management of the turnaround times emanating from circumstances such as delays in the prosecution of cases by persons litigating against the municipality, which impacts on the length of time cases remain in the register for.

- There are historical instances where our own lawyers have not actioned matters as expeditiously as they should have and where there has not been regular monitoring and reporting, which must be addressed and closed.
- Sometimes other difficulties arise from the management of Court Rolls, which falls in the jurisdiction of the Justice Department. It is understood this is a matter that is handled in the IGR platforms, and which must be followed. For the most part there must be regular monitoring to ensure that matters Attorneys adhere to deadlines and as well, Managers provide all information that is required timeously without fail, to curb delays.
- The current financial position of the Municipality has also exposed the institution to litigation from unpaid creditors whose claims remain outstanding due to non-payment. Pre-litigation engagements and negotiations must be strengthened to reduce litigation exposure and prevent escalation of adverse judgments against the municipality. This is a multi-disciplinary and multi-Departmental exercise which must be embraced and supported.
- With regards to the management of the litigation register and the accuracy of information Departments are encouraged to bring all legal related matters to the attention of Legal Services promptly.
- The litigation register is forwarded to relevant stakeholders such as Executive Management, the Mayoral Committee, the Internal Audit, the Audit Committee, The Local Government Legal Advisors Forum under GOGTA, and the Auditor General as well the National structures to ensure transparency and accountability is maintained. The inputs and recommendations received are utilized to strengthen the management of the litigation profile of the municipality so that overtime the impact of litigation is significantly reduced.
- Legal Services manages the payment of legal fees and other related costs by Attorneys and claimants who lodge legal claims against the municipality.

3) Liaison with council attorneys on legal matters.

- There is a formal database of Legal Service providers, and the Municipality was appointing lawyers on an Ad-hoc bases prior to the establishment of the database.
- Remedial action – Now the Municipality has established a formal database for legal services providers.
- Appointments are being done from the database and upon appointment they must act in terms of the mandate and deliver in accordance with the terms of their appointment.

- Attorneys are required to submit legal confirmations of all matters they are handling on regular basis, to determine the nature of legal claims and amounts allegedly owing to populate the register for contingent claims and contingent assets.

4) Analyse and provide opinions on agreements entered by the municipality and other parties.

- The Legal Services Department provides reviews and comment on service level agreements emanating from the procurement of goods and services, acting in consultation with Departments and Supply Chain Management (depending on the approved scope of work, the responsibilities of the parties, approved budget and rates for the project, escalation projections and all other clauses that protect the interests of the municipality).
- To provide advice and comment on the handling of contract disputes, remedies, breaches, contract cancellations and replacement of contractors.
- Handling litigation arising from contract disputes, where applicable.

5) Compliance with laws and other applicable instruments

- The Legal Services Department has developed a compliance manual and register which is reviewed annually.
- A spreadsheet template is being developed to monitor compliance with the MFMA, IDP and other municipal instruments.
- A municipal wide compliance register is circulated to all Directorates to ensure proper monitoring.

6) Stakeholder engagement

- Legal Services provides legal support to the Municipal Manager, the Executive Mayor, Council and all Directorates.
- The support varies and covers a wide range of areas touching on all service delivery related priorities including support on strategic services.
- All legal related queries emanating from external stakeholders such as government Departments and third parties fall under the auspices of the Unit.
- Legal Services also submits reports on the Back-to-Basics programme, the Financial Recovery Plan template, Fraud and Corruption reporting, the Financial Management Capability Maturity Model (FMCMM) Reporting, Audit Committee, Auditor General, National and Provincial COGTA, National and Provincial Treasuries, South African Local

Government Association reporting, Human Rights , queries, Public Protector queries, Commission for Gender Equality queries, etc.

Challenges for Legal Services

- Legal Services suffers from under-staffing at the moment, the whole portfolio has one legal professional and lately an Administrative Officer to assist with all administrative duties.
- The non-payment of creditors within the statutory period of 30 days places the municipality at risk of litigation exposure due to default in payments.
- Lack of internal control procedures in critical areas such as project management; road maintenance and construction; electricity provision, maintenance, and monitoring, poor or no decision making, among others, contribute to increased exposure to litigation.
- Lack of training on decision making contributes to wrong decisions and feeds onto exposure to legal challenges.
- Activation of non-governmental organizations in the local government space, such as the Rights Equality Party, places pressure on the Unit to meet the new threat that is posed by overflow of complaints, queries and litigation from these structures contesting decisions made by officials and municipal functionaries.
- Payment of project amounts and capital claims from the Legal fees votes depletes the Legal Services vote and distorts the extent of use of legal services.
- Repudiation of Insurance claims due to lack of internal control processes exposes the municipality to increased direct litigation as the municipality must make payments or defend the claims from its own resources.
- The huge electricity bill from Eskom and the threat of electricity shutdowns exposes the municipality to risk of litigation from consumers who demand indemnities from losses which the municipality cannot guarantee.
- Officials that resist and/or delay to provide information expose the municipality to Promotion of Access to Information (PAIA) and Promotion of Access to Justice (PAJA) requests and litigation which also leads to unnecessary litigation costs.
- The rise in petitions requires more resources to be made available to provide adequate responses to lessen the negative impact on non-responses which may lead to protests.
- Cost containment regulations requires that all policies must be aligned to and promote cost containment culture by the municipality.

- The Financial Misconduct Regulations places onus on the municipality to commit resources and ensures that consequence management incidences that have a bearing on the regulations are observed.
- mSCOA Regulations imposes a duty that the budget and reporting requirements must be aligned to the regulations for compliance and audit purposes.
- Amendments to the Audit Act requires the municipality to follow audit results very closely to ensure the implications to the Act are understood and observed.

Performance Management System

Performance Management System (PMS) is established by Enoch Mgijima Municipality as prescribed by Chapter 6 of the MSA. Enoch Mgijima Council has adopted a PMS Framework Policy which is reviewed annually. The PMS Policy framework has incorporated issues such as: roles of stakeholders, performance indicators, performance targets, publishing of performance reports and the PMS in relation to the IDP.

Performance information component of the Service Delivery Budget Implementation Plan (SDBIP) also provided as these service delivery targets broken down over four quarters provide the basis for Section 57 Performance Agreements, as per the MSA. The municipality is currently implementing the PMS to Section 56/57 Managers only and performance reviews are conducted quarterly as planned. The municipality is planning to cascade PMS to lower levels in phases when it is functioning well at the Senior Management level to promote accountability and culture of performance across the municipality in all levels . The section is also responsible for monitoring implementation of the approved SDBIP through quarterly reports as well as the the development of the Annual Report and quarterly reports on Back to Basics.

KPA 6 - INSTITUTIONAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

State of the Municipality

The municipality has encountered numerous challenges during 2019/20 financial year. On the 19 February 2020, the Eastern Cape Provincial Executive Council resolved on the re-instatement of the intervention in the municipality in line with Section 139(1) and 139 (5) of the Constitution of the Republic of South Africa. Subsequent that resolution Mr Monwabisi Somana was placed as an Administrator together with his Technical Support Team appointed to implement the Financial Recovery Plan and other administrative measures, and to be overseen by an Inter — Ministerial committee.

The Administrator represented the Member of Executive Council (MEC) responsible for Local Government and Traditional Affairs who in turn has been delegated the authority by the Executive Council will take over the functions of the Council in respect of – Financial Management and Administration, in particular credit control and debt collection, supply chain management and implementation of the Financial Recovery Plan.

On the 18 February 2022, the municipality launched an urgent interdict against the members of the provincial executive and the Administrator seeking an order, among other things in the following terms:

(i) Restraining the respondents from unlawfully interfering with the applicant in the exercise of its constitutional mandate and duties under the provisions of the Local Government: Municipal Systems Act, 2000 and any other legislation applicable to the municipality.

(ii) Declaring that Mr Somana is no longer the Administrator of the municipality

The National Cabinet on 6 April 2022, resolved to place Enoch Mgijima Local Municipality under national intervention in terms of Section 139(7) of the Constitution of the Republic of South Africa of 1996, read together with Section 150 of the Municipal Finance Management Act, 2003 (Act 56 of 2003). On 28 April 2022, the national intervention was gazetted (Gazette No. 46289 dated 28 April 2022) detailing the Terms of Reference of the National Cabinet Representative (NCR) and the multidisciplinary team of experts that will lead the intervention in the Enoch Mgijima local municipality on behalf of Cabinet.

On 28 April 2022, the national intervention was gazetted detailing the nature and form of the intervention. The gazette further provided that a National Cabinet Representative (NCR) and a multidisciplinary team of experts relating to the governance, financial management, service delivery and institutional pillars of municipal sustainability appointed on in May 2022 and soon thereafter to assume the responsibility to implement the financial recovery plan on behalf of National Cabinet with effect from the effective date of the national intervention in terms of this notice. On 10 May 2022, Council received official notification of the appointment of the National Cabinet Representative (NCR), Dr Tom and his team of experts.

Municipal Powers and Functions

The municipality derives its powers and functions from Sections 156 and 229 of the Constitution. These functions and powers are divided between the District Municipalities and the Local Municipalities established within its area of jurisdiction. Section 84(a) to (p) of the Local Government: Municipal Structures Act, Act No. 117 of 1998 defines the functions and the powers that are assigned to District Municipalities.

The Minister may authorize (under certain circumstances) a local municipality to perform a district function and power and the Member of the Executive Council for local government may (under certain circumstances) adjust specified functions and powers between the district and a local municipality in its area.

Powers and Functions of Enoch Mgijima LM.

The Section 152 of the Constitution outlines the objectives of local government as follows:

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

Below is a table of the Powers and Functions distributed between CHDM and EMLM as authorized: -

Table 4: Division of Powers and functions between CHDM and EMLM

Services		CHDM powers	EMLM powers	EMLM Status Quo
Part B of Schedule 4 of the Constitution of RSA	Air Pollution	No	Yes	No
	Building regulation	No	Yes	Yes
	Childcare facilities	No	Yes	Yes
	Electricity and gas reticulation	Yes	No	No (Eskom)
	Fire fighting	Yes	Yes	No
	Local Tourism	Yes	Yes	Yes (Resolve w/ CHDM)
	Municipal Airports	Yes	Yes	No
	Municipal Health	Yes	Yes	No SLA
	Municipal planning	Yes	Yes	Yes
	Municipal Public Works	Yes	Yes	Yes
	Pontoons and Ferries	No	Yes	Yes
	Municipal public transport	Yes	Yes	Yes (only Infra. Provision)
	Sanitation	Yes	No	No
	Storm water	No	Yes	Yes
	Trading regulation	No	Yes	Yes
	Water	Yes	No	No
Part B of Schedule 5 of the Constitution of RSA	Beaches & amusement facilities	No	Yes	No
	Billboards & advertisements	No	Yes	Yes
	Cemeteries, parlours & crematoria	No	Yes	Yes
	Cleansing	No	Yes	Yes
	Control of public nuisance	No	Yes	Yes
	Control of undertakings that sell liquor	No	Yes	Yes
	Facilities for accommodation, care & burial of animals	No	Yes	Yes
	Fences & Fencing	No	Yes	Yes
	Licensing and controlling of undertakings that sell food to the public	No	Yes	Yes
	Licensing of dogs	No	Yes	No
	Local amenities	No	Yes	Yes
	Local Sports facilities	Yes	Yes	Yes
	Markets	Yes	Yes	Yes
	Municipal abattoirs	Yes	Yes	No

	Municipal parks & recreational facilities	No	Yes	Yes
	Municipal roads	Yes	Yes	Yes
	Noise pollution	No	Yes	Yes
	Pounds	No	Yes	Yes
	Public places	No	Yes	Yes
	Refuse removal dumps & solid waste disposal	Yes	Yes	Yes
	Street lighting	No	Yes	Yes
	Street trading	No	Yes	Yes
	Traffic and parking	No	Yes	Yes
From Section 84(1) of Municipal Structures Act of 1998	Receipt, distribution and allocation of grants	Yes	No	No
	Imposition and collection of taxes, levies, and duties	Yes	No	Yes

The above table illustrates the powers and functions that EMLM is authorized to perform (in the second column) against the functions and responsibilities actually performed (in the third column) the last column presents a status quo, the CHDM functional responsibilities are shown in first column.

Political Structures.

The political structure of Enoch Mgijima Local Municipality is comprised of the Executive Mayoral System that is structured as follows: -

- Executive Mayor;
- Speaker
- Chief Whip
- Mayoral Committee;
- The municipal council consists of 68 Councillors i.e. 34 ward councillors and 34 proportional representative Councillors.
- The municipality has established committees in terms of Section 79 and 80 of the Municipal Structure Act.

Municipal Troika

Represented by the following elected officials: -

Position	Elected Official
Executive Mayor	Cllr. M Papiyana
Speaker	Cllr. N. Nqabisa

Chief Whip	Cllr.N. Ndlebe

Mayoral Committee

Represented by the following elected officials: -

#	Portfolio	Elected Official
1	Technical Services	Cllr. M. Mangcoytwa
2.	Community Services	Cllr. Lali
3.	IPED	Cllr. T. Bhunu
4.	Corporate Services	Cllr. P. Madubedube
5.	Budget and Treasury Office	Cllr. U. Galada
6.	Human Settlements and Land Development	Cllr. O. Adonis
7.	Public Safety	Cllr. Z. Rhalane
8.	Special Programmes Unit	Cllr. B. Simina

Section 79 & 80 Committees

EMLM has both Section 79 and Section 80 Committees established as per legislative requirements to support the good governance function of Council. Within the municipality, Section 79 Committees fall under the Speaker's Office and fulfil key governance functions of predominantly an administrative oversight nature. All relevant Section 79 & 80 committees have been established and are functioning. Section 80 Committees are standing committees aligned to the various functional areas for service delivery within the municipality under the Mayor's Office. All committees and Council meetings in the municipality are convened in line with the Council adopted council calendar.

All resolutions taken by the Council are registered in the council resolution register. The purpose of registering the resolutions is to track progress in implementation of the resolutions. This also assist the council to detect early warnings of non-implementation and the resolutions and do a follow up.

Municipal Council and Municipal Administration Location

The Council of Enoch Mgijima Municipality seats in Komani. The head office for Administration is also in Komani. Different Directorates are in different streets around Komani.

The table below specified the location of different directorates in Komani

Directorate	Location
Corporate Services and Municipal Manager's Office	Komani Hospital Complex ,1833 National Road , Ko
Public Safety, Budget and Treasury	No 25-27 Owen Street, Komani, 5320
Community Services,	No 08 Owen Street, Komani, 5320
Human Settlements and Land Development	No 2c Komani Street, 5320
Technical Services	20 Brewery Road, Komani, 5320
IPED	Shepstone Road, Gardens Complex, Komani

Management of Satellite Offices.

Whittlesea, Molteno and Sterstroom are administrative units managed by the Unit Managers. Tarkastad and

Hofmeyer unit has a vacancy in the position of Unit Manager, an official placed in the office is Acting Unit Manager. The services rendered in the satellite offices are as follows budget and treasury, receipting, billing, prepaid electricity vending, community services., cleansing services, parks, cemeteries, hiring of community halls, technical service, electricity, civil works, law enforcement services, human settlement, and land development. Unit Managers report matters relevant to specific directorates to relevant Director and for general operations of the units to the Municipal Manager.

Organizational Structure

The municipality has developed an organogram which was tabled to Council and adopted on the **29 July 2023**.The municipality is required to review the organizational structure annually for proper alignment with the IDP and Budget.

Employment Status of the Municipal Manager and All S56 Manager

EMLM Council has appointed the Municipal Manager and all S56 Managers. All senior managers have signed financial disclosure on assumption of duties.

Position	Status (Vacant/Filled)
Municipal Manager	Filled
Chief Financial Officer	Filled
Director Corporate Services	Filled
Director Community Services	Filled
Director Technical Services	Filled
Director Human Settlement and Land Development	Vacant
Director IPED	Filled

Critical and Scarce skills

The municipality has a challenge on attracting scarce skills in engineering field (civil, building, electrical etc) impacting negatively on the management, maintenance, and completion of service delivery projects. It is critical for the municipality to come up with strategies on how to recruit and retain the scarce and critical skills to ensure efficient service delivery

Employment Status for all employees

Employees are employed and placed in positions in line with the municipal recruitment and selection policy. Senior Managers which Section 57 & 56 are appointed on a fixed term employment contract in line with Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers of January 2014. For the positions below S 56 Managers such employees are appointed on permanent basis in terms of their employment contracts.

Labour Relations

Sound and sustainable employer/employee relations are key in creation of a conducive environment for productivity and for highly motivated employment fraternal across the institution. The section seeks to ensure that a good relationship exists between the employer and its employees to mitigate instances of unexpected behaviour such as strike, fear of the unknown and resistance to change. Issues of discipline, grievances, Local Labour Forum (LLF) are controlled in this section.

Both employees and Councillors are required to adhere to the code of conduct that is prescribed by the MSA. Schedule 1 and 2. In addition to that both Councillors and officials are required to conduct their business within the parameters of the Council adopted policies. All officials and who fail to conform to the pieces of legislation and policies by displaying unethical conduct appear for disciplinary hearings. The municipality established a committee in that effect. Workshops reminding officials about the employer's expectations are convened yearly. This has yielded positive results considering that there is a decrease in the number of cases submitted to Labour relations office.

Vacancy Rates

The Municipality currently has 1308 positions of which 839 positions are filled, with a vacancy rate of 36%. In addition, there is a total of 434 (33%) unfunded posts from the total establishment.

The information below reflect vacancy rates per department, funded and unfunded positions.

Occupational Levels	Number of filled positions	Number of vacant funded positions	Number of vacant unfunded positions	Total
Municipal Manager:	44	3	44	91
Corporate Services	49	0	102	151
Finance	95	2	19	116
Public Works, Roads and Transport & Human Settlement	228	2	95	325
Community Services	423	28	174	625
TOTAL	839	35	434	1308

The financial ratios indicate that remuneration percentage of the total operating expenditure is 37% which is within the norm of 25% - 40%. However, not taking into consideration the vacancy rate of 36%, the financial ratio might be above the norm when all positions on the approved organisational structure are filled. As mentioned earlier, the review of the organogram must be urgently completed as this will also indicate where there are staff surpluses in the establishment.

Local Labour Forum (LLF):

The municipality has established a Local Labour Forum with the objective of harmonizing employer/ employee relations to build a motivated work force for productivity in the workplace. The LLF is convened as scheduled. LLF consists of managers, councillors and labour representatives from unions such as IMATU and SAMWU. The functionality of the forum has yielded positive results for the employer, there is drastic reduction of issues that usually lead to industrial action.

Employee Wellness Programme

The municipality has displayed commitment in looking after the wellness of its employees by establishing a unit for the wellness unit with personnel. An Employment Wellness Policy developed by the municipality and tabled to Council. The policy is reviewed annually .The municipality has started to do programmes in line with the policy to promote wellness of its employees and promote productivity among its employees for effective service delivery.

Occupational Health and Safety.

Legislative framework

- Constitution of the Republic of South Africa No. 108 of 1996
- Labour Relations Act, Act 66 of 1995
- Occupational Health and Safety & Regulations, Act 85 of 1993
- Basic Conditions of Employment Act, Act 75 of 1997
- Skills Development Act, Act 97of 1998

The Department as the custodian of labour ensures that the entire organization adheres to the Occupational Health and Safety Act and its Regulations and failure for the organizations or institutions to comply will result to impose fines on fatality, permanent disability, injury/illness and minor fine claims.

The municipality has developed and tabled to Council an OHS Policy.

The office for OHS is busy with several OHS related programmes such are awareness programmes, risk assessment for each directorate, SHE Plan development, implementation of the plan, playing an advisory role to other Directorates. Budgetary constraints are a major barrier to implementation of OHS plans affecting service delivery. Regular medical fitness tests are also not done due to limited resources. Planning and budget of the municipality must take cognizance of budgetary need for the OHS office and provide resources that will assist to comply with OHS Act.

Recruitment and Selection, Training and Development.

In order to recruit, develop and retain critical and scarce skills, the municipality has developed the following policies which have been adopted by Council:

a) Recruitment and Selection Policy.
b) Training and Development Policy
c) Staff Retention and Succession Planning Policy.

Human Resource Plan

The municipality has developed an HR Plan in 2018/19 financial year.

Workplace Skills Development. (WSP)

<u>Legislative framework guiding Skills development.</u>

- Skills Development Act, 97 of 11998
- Skills Development Levies Act, 9 of 1999
- South African Qualifications Framework Act, 58 of 1995
- National Qualifications Framework Act, 67 of 2008
- Employment Equity Act, 55 of 1998

A Workplace Skills Plan is compiled and implemented annually to provide training on general skills development needs which focus on the organization as a whole and submitted to the Department of Labour. Skills development is aimed at benefiting all employees but, has to at the same time ensure that significant progress is made in advancing the development interests of designated groups in line with Employment Equity targets.

The interpersonal and people management skills of senior and middle managers will continue to be improved through training with the assistance of the LGSETA and relevant other technical SETA's.

The other kind of skills development needs focus on specific skills needed in specific departments within the organization. In this instance, the Director identifies the kind of training needs that is important for specific employees in terms of law and informs the Human Resources Department accordingly i.e. refresher training with regard to technical skills; professional courses and many others.

Priorities are considered to determine the most critical skills development needs before training can be arranged within the limits of budgetary provisions. A Workplace Skills Plan is compiled and implemented annually to provide training on general skills development needs which focus on the organization as a whole and submitted to the Department of Labour.

The state of finances in the municipality is not satisfactory, the formal educational qualifications applications for Officials and Councillors will not be funded this year until the municipality becomes financially stable. Officials and Councillors who wish to continue with their studies should do so using their own funds. This therefore means that, no commitments will be made to Institutions of Higher Learning in 2023/24.

It is therefore recommended that the staff training budget be only utilized for short learning programmes aimed at capacitating Officials/Councillors in their line of work until budget becomes

Employment Equity Plan.

The Municipality with continue with the transformation process until our environment and the administration fully reflects our current demographics. A three-year Employment Equity Plan was developed as prescribed by the Employment Equity Act, No. 55 of 1998. The EEP was developed and submitted to the Department of Labour. Annual reports are compiled and submitted to the Department of Labour,

Administration

This section is responsible for providing council support, general administration and records management. Enoch Mgijima has a Council approved Diary of Engagements with specific timeframes for the Council activities, meetings and Council committees. The section for Administration assists Council in meetings that are convened in line with the Diary of Engagement.

Records Management

The municipality has recognized the strategic role of records management and established a functional records management section. The section is key in keeping and safeguarding the institutional memory. Records are sorted, kept, protected, made available and disposed in line with relevant pieces of legislation. Records management is guided by National Archives and records services of South Africa Act (Act No 43 of 1996). Records management policy has been developed and tabled to Council for adoption. A file plan has been developed for the municipality to make sure that filing is done in accordance with the file plan. The section works cooperatively with Department of Sports Recreation Arts and Culture (DSRAC) to assist on matters of compliance.

There is shortage of staff in the unit and space for records management. The institutions have not yet recognized the strategic function of records management in preserving institutional memory. Council records are kept in different directorates. Planning must consider the issue of staff and space for records management as well as popularizing the functions and the value of records management across the institution.

Information Communication Technology (ICT)

The key functions of the unit guided by relevant pieces of legislation are to provide support for hardware infrastructure and software, including the financial system. The aim is to ensure effectiveness and efficiency of the support service delivery. The unit is also assisting different directorates in processing procurement of all ICT related items .Both the ICT Governance framework and ICT Policy Framework have been developed and tabled to Council for adoption.

Network infrastructure has been upgraded to improve security. The unit recognized the issue of accessibility, security, and network management by developing primary and secondary firewalls. Both walls assist in controlling incoming and outgoing emails as well as internal access across the municipality. Some of the challenges experienced by this unit are shortage of staff, the server room environment and access control. The unit remains committed in addressing the challenges and decided to develop an action plan that seeks to address the identified. The sections has also sourced budget for servers and renovations of server room, skills development for the ICT Team   The process of identifying a disaster recovery site is underway.

Fleet Management

EMLM has a unit responsible for Fleet Management and provision of fleet for service delivery to all directorates. A Fleet Management Policy is in place. The unit is also responsible for fleet maintenance but delays in the procurement processes have a direct negative impact on service delivery. The vehicle tracking system is in place to strengthen controls and mitigate misuse of municipal fleet. Fleet replacement schedule, implementation of fleet management policy is still a challenge due to financial constraints.

CHAPTER 3: EMLM DEVELOPMENT STRATEGY AND STRATEGIC OBJECTIVES

3.1 Mandate

To ensure that Enoch Mgijima LM is a responsive, efficient, effective, and accountable municipality, chapter 3 of the IDP will outline how the long-term vision translates into an effective plan that aligns the municipal budget, monitoring and evaluating mechanisms as well as timeframes for delivery. The municipality will ensure closer alignment between the long-term development objectives (in context of National, Provincial and District development plans) and the IDP. The mandate for the municipality is guided by, but not limited to the following government imperatives: -

3.2 National Development Plan (NDP)

The South African Government through the Presidency has published a National Development Plan. The Plan aims to eliminate poverty and reduce inequality by 2030. The Plan has the target of developing people's capabilities to be to improve their lives through education and skills development, health care, better access to public transport, jobs, social protection, rising income, housing and basic services, and safety. It proposes to the following strategies to address the above goals: -

a) Creating jobs and improving livelihoods.
b) Expanding infrastructure.
c) Transition to a low carbon economy.
d) Transforming urban and rural spaces.
e) Improving education and training.
f) Providing quality health care.
g) Fighting corruption and enhancing accountability.
h) Transforming society and uniting the nation.

As the core of the Plan is to eliminate poverty and reduce inequality and the special focus on the promotion of gender equity and addressing the pressing needs of youth. More importantly for efficiency in local government the NDP proposes 8 targeted actions listed below: -

a) Stabilise the political-administrative interface.
b) Make public service and local government careers of choice.
c) Develop technical and specialist professional skills.
d) Strengthen delegation, accountability, and oversight.
e) Improve interdepartmental co-ordination.
f) Take pro-active approach in improving national, provincial, and local government relations.
g) Strengthen local government.
h) Clarify the governance of SOE's.

The National Development Plan 2030 has been adopted by the National Cabinet in August 2012 and this place an injunction on the state and its agencies (including municipalities) to implement the Plan.

The Plan makes the following policy pronouncements and proposes performance targets that intersect with developmental mandates assigned to local government. Importantly, municipalities are expected to respond to these developmental imperatives when reviewing their Integrated Development Plan and developing the corresponding three-year Medium-Term Revenue and Expenditure Frameworks.

3.3 National Government's Outcomes Based Approach to Service Delivery

National Government has agreed on 12 outcomes as a key focus of work . These outcomes have been expanded into high-level outputs and activities, which in turn formed the basis of a series of performance agreements between the President and relevant Ministers.

Whilst all of the outcomes can to some extent be supported through the work of local government, ***Outcome 9*** (A responsive, accountable, effective and efficient local government system) and its 7 outputs are specifically directed at local government: -

Table 1: Outcome 9 Outputs	
Output 1	Implement a differentiated approach to municipal financing, planning and support
Output 2	Improving access to basic services
Output 3	Implementation of the Community Work Programme
Output 4	Actions supportive of the human settlement outcome
Output 5	Deepen democracy through a refined Ward Committee model
Output 6	Administrative and financial capability

Output 7	Single window of co-ordination

COGTA's National KPA's for Municipalities.

Department of Cooperative Governance and Traditional Affairs (CoGTA) assess the progress made by municipalities against six Key Performance Areas (KPAs) and crosscutting interventions adopted in the 5-Year Local Government Strategic Agenda. The six KPAs that form the basis of the assessments are:-

Table 2: National KPA's	
KPA 1	Spatial Planning Land and Human Settlements
KPA 2	Basic Service Delivery and Infrastructure Development
KPA 3	Municipal Financial Viability and Management
KPA 4	Local Economic Development (LED);
KPA 5	Good Governance and Public Participation
KPA 6	Institutional Transformation and organizational development

The above allow CoGTA to determine how well each municipality is performing, compare its performance to targeted goals, create measures to improve performance, identify the Municipalities that have under-performed and propose remedial action to improve performance of municipalities.

Eastern Cape Provincial Development Plan (PDP) – Eastern Cape Vision 2030

Goal/Impact/Area	
01	Innovative and inclusive growing economy
02	An enabling infrastructure network
03	Rural development and an innovative and high-value agriculture sector
04	Human Development
05	Environmental sustainability
06	Capable democratic institutions

CHDM Vision 2030: Focus areas
Economically self-sustained rural areas
Infrastructure development linked to economic growth opportunities
Transformed land use and ownership
Revived small towns

Revitalised industries
Efficient and effective municipalities
Active and able citizenry
Entrepreneurial and skills development linked to key sectors

Enoch Mgijima LM's Service Delivery Priorities (SDP's).

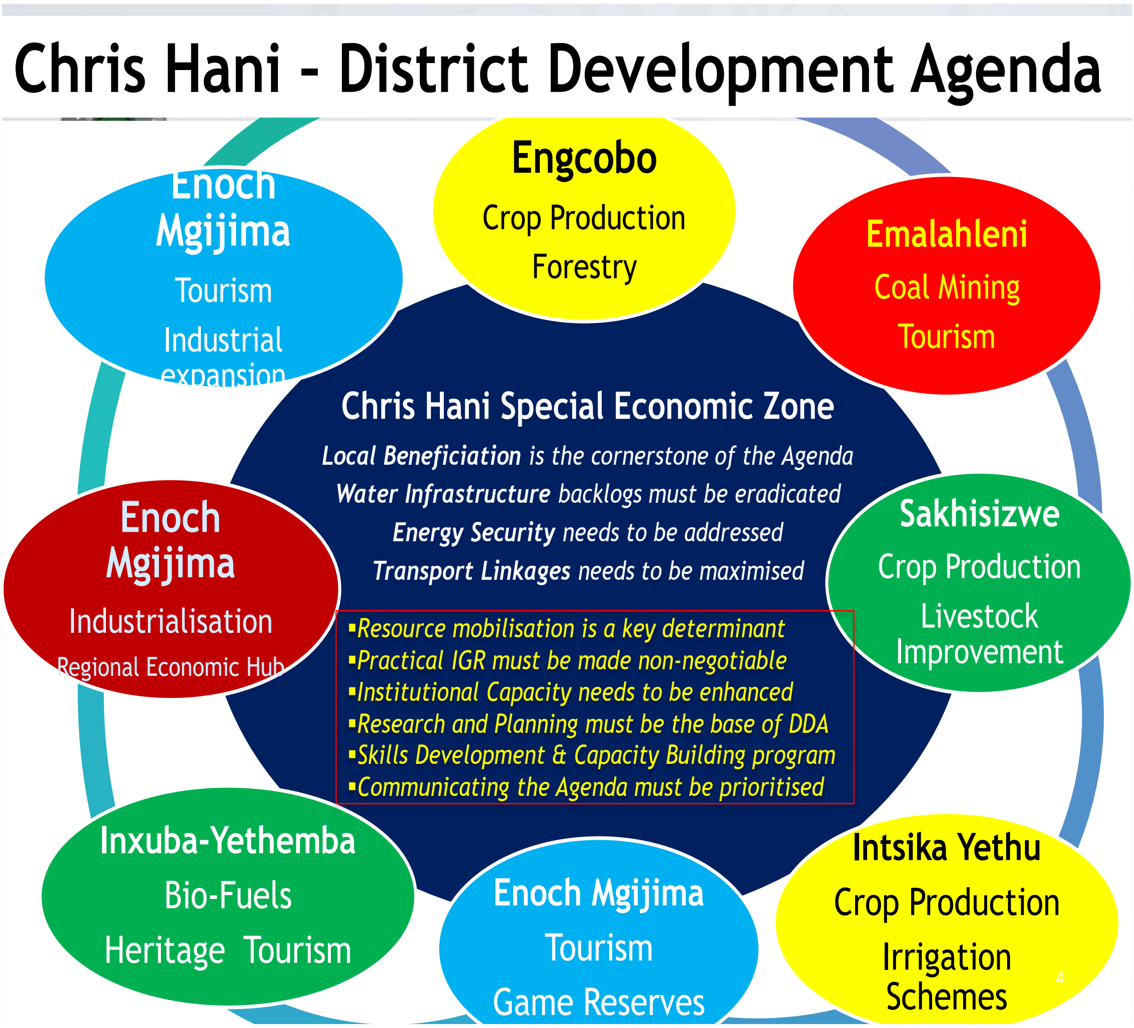
Based on the needs of the community the municipality has identified Ten (10) service delivery priorities which will be implemented using available resources. The priorities were obtained through a community outreach programme as part of IDP/Budget/PMS review process.

EMLM HIGH LEVEL SERVICE DELIVERY PRIORITIES (IDP/BUDGET 2024/25 REVIEW)

	SERVICE DELIVERY PRIORITIES	NUMBER OF WARDS WHERE SERVICE DELIVERY PRIORITIES WERE RAISED
SDP 1	Roads	34
SDP 02	Electricity	31
SDP 03	Water and Sanitation	31
SDP 04	Local Economic Development	26
SDP 05	Drainage and Stormwater Management System	21
6SDP 06	Housing	18
SDP 07	Health Facilities and Services	16
SDP 08	Sport Facilities	13
SDP 09	Construction of bridges	09
SDP 10	Cemetries	06

3.4 Chris Hani District Development Agenda

Chris Hani District Municipality has adopted a “Developmental Agenda” that seeks to guide development in its area of jurisdiction. This explained by a slide below and covers the eight local municipalities within the district: -



Sustainable Development Goals.

As summarised in the following table: -

Sustainable Development Goals	
Goal 1	End poverty in all its forms everywhere
Goal 2	End hunger, achieve food security and improved nutrition and promote sustainable agriculture
Goal 3	Ensure healthy lives and promote well-being for all at all ages
Goal 4	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
Goal 5	Achieve gender equality and empower all women and girls
Goal 6	Ensure availability and sustainable management of water and sanitation for all
Goal 7	Ensure access to affordable, reliable, sustainable and modern energy for all
Goal 8	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
Goal 9	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
Goal 10	Reduce inequality within and among countries
Goal 11	Make cities and human settlements inclusive, safe, resilient and sustainable.
Goal 12	Ensure sustainable consumption and production patterns
Goal 13	Take urgent action to combat climate change and its impacts
Goal 14	Conserve and sustainably use the oceans, seas and marine resources for sustainable development
Goal 15	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
Goal 16	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
Goal 17	Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

3.5 Enoch Mgijima LM's Vision Statement.

A developmental regional economic hub which is customer focused and committed to service excellence in delivering quality and sustainable services.

3.6 Enoch Mgijima LM's Mission Statement.

In pursuit of the vision, we will:

a) Provide sustainable quality services to all our citizens efficiently and effectively.
b) Develop and empower all our councillors and employees with capacity building programs.
c) Unlocking the development potential and increase the investment opportunities.
d) Develop and implement local economic development programs for socio-economic development.

3.7 Enoch Mgijima LM's Values.

E	**E**xcellence
N	**N**oble
O	**O**riented
C	**C**ommitment
H	**H**onest
M	**M**otivated
G	**G**ood-Governance
I	**I**ntegrity
J	**J**ustice
I	**I**nnovative
M	**M**orality
A	**A**ccountable

Enoch Mgijima Broad Strategic Objectives- 2022/27

EMLM has developed the broad strategic objectives listed below that will assist in achieving the objectives of the council vision.

1) To provide sustainable human settlement and undertake spatial planning and land use management for economic growth by 2027

2) To provide community development services and ensure clean environment by June 2027.

3) To exercise administrative and operational oversight, ensure good governance and public participation and engagement by June 2027.

4) To ensure institutional transformation, development of a capable human capital and provide administrative support by 2027.

5) To ensure institutional financial sustainability and viability by 2027

6) To provide sustainable, appropriately serviced, and well-maintained technical infrastructure by 2027

7) To stimulate local economic development, unlock economic opportunities and encourage private sector driven investment at Enoch Mgijima Local Municipality by 2027.

The table below illustrate how Enoch Mgijima strategic objectives are aligned with the National Key performance area and CHDM strategic objectives.

KPA No	National KPA	EMLM Strategic Objectives	CHDM Strategic Objectives
01	Spatial Planning Land and Human Settlements	To provide sustainable human settlement and undertake spatial planning and land use management for economic growth by 2027	To ensure provision of Municipal Health, Environmental Management and Basic Services in a well-structured, efficient and integrated manner
02	Basic Service Delivery and Infrastructure Development	To provide sustainable, appropriately serviced and well-maintained technical infrastructure by 2027	To ensure provision of Municipal Health, Environmental Management and Basic Services in a well-structured, efficient and integrated manner
03	Municipal Financial Viability and Management	To ensure institutional financial sustainability and viability by 2027	To Ensure an Effective, Efficient and Co-ordinated Financial Management that enables CHDM to deliver its mandate
04	Local Economic Development (LED);	To stimulate local economic development, unlock economic opportunities and encourage private sector driven investment at Enoch	To ensure development and implementation of regional economic strategies and effective Spatial Planning and Land Use

		Mgijima Local Municipality by 2027.	Management approaches as drivers for economies of scale and social cohesion.
05	Good Governance and Public Participation	To exercise administrative and operational oversight, ensure good governance and public participation and engagement by June 2027	To create an Efficient, Effective, Accountable and Performance-oriented Administration
06	Institutional Transformation and organizational development	To ensure institutional transformation, development of a capable human capital and provide administrative support by June 2027	To establish and maintain a skilled labour force guided by policies to function optimally towards the delivery of services to Communities

STRATEGIC OBJECTIVES, PERFOMANCE OBJECTIVES, STRATEGIES, KPI'S AND TARGETS

KPA 1 : SPATIAL PLANNING , LAND USE AND HUMAN SETTLEMENT
SDG GOAL : Make cities and human settlement inclusive, safe , resilient and sustainable
NDP CHAPTER 8 : Transforming Human Settlement and National space economy
BACK TO BASICS: Basic Services
PDP GOAL 4 : Vibrant equitable enabled communities (Spatial Planning and Land use management, Integrated Quality human settlement)
CHDM DDP: Focus Area 3 : Transformed Land Use and Ownership

Strategic Objective : To provide sustainable human settlement and undertake spatial planning and land use management for economic growth by 2027

Key Functional Area : Human Settlement

PROJECT ID	WARD	PERFOMANCE OBJECTIVE	STRATEGIES	BASELINE 2023/24	KEY PERFOMANCE INDICATOR	BUDGET 2024/25	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27
SP & HS 01	Municipal Wide	To facilitate provision of sustainable human settlements for all income categories by 30 June 2025	By conducting a housing demand analysis and developing a housing needs register.	Applicants registered to NHNR **2023/24**	Number of Applicants registered per ward on housing needs Register		Quarterly reports Applications captured by 30 June 2025	Quarterly reports Applications captured by 30 June 2026	Quarterly reports Applications captured by 30 June 2027
SP & HS 02	Municipal Wide	To facilitate provision of sustainable human settlements for all income categories by 30 June 2025	By verifying ownership status of households through valuation roll.	**2023/24 Reports of households verified**	Number of reports of households verified		4 reports of households verified by 30 June 2025	4 reports of households verified by 30	4 reports of households verified by 30

								June 2026	June 2027
SP & HS 03	Municipal Wide	To facilitate provision of sustainable human settlements for all income categories by 30 June 2025	By processing housing subsidy and secure tenure applications	Applications processed on housing subsidy and secure tenure applications **2023/24**	Number of housing subsidy and secure tenure applications processed		4 Reports on housing subsidy and secure tenure applications processed By 30 June 2025	4 Reports on housing subsidy and secure tenure applications processed By 30 June 2026	4 Reports on housing subsidy and secure tenure applications processed By 30 June 2027

Key Functional Area: Rental Management

PROJECT ID	**WARD**	**PERFOMANCE OBJECTIVE**	**STRATEGIES**	**BASELINE 2023/24**	**KEY PERFOMANCE INDICATOR**	**BUDGET 2024/25**	**ANNUAL TARGET 2024/25**	**ANNUAL TARGET 2025/26**	**ANNUAL TARGET 2026/27**
SP & HS 04	Municipal Wide	To manage rental for residential and commercial municipal properties to generate revenue by 30/06/2025	By managing rental and facilitating the maintenance of municipal properties	**2023/24** Report on municipal properties rented and maintained	Number of municipal properties rented and maintained		Number of municipal properties rented and maintained by 30 June 25	Number of municipal properties rented and maintained by 30 June 26	Number of municipal properties rented and maintained by 30 June 27

Key Functional Area: Spatial Planning and Land Use

PROJECT ID	WARD	PERFOMANCE OBJECTIVE	STRATEGIES	BASELINE 2023/24	KEY PERFOMANCE INDICATOR	BUDGET 2024/25	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27
SP & HS 05	Municipal Wide	To implement SPLUMA legislation by 2025	By processing SPLUMA Compliant land use applications	2023/ 24 Number of applications processed	Number of land use applications processed		4 Reports on land use applications processed by 30 June 2025	4 Reports on land use applications processed by 30 June 2026	4 Reports on land use applications processed by 30 June 2027
SP & HS 07	Municipal Wide	To implement SPLUMA legislation by 2025	By processing SPLUMA Compliant land use applications	Established MPT	Number of Municipal Planning Tribunal seatings				

Key Functional Area : Land Administration

PROJECT ID	WARD	PERFOMANCE OBJECTIVE	STRATEGIES	BASELINE 2023/24	KEY PERFOMANCE INDICATOR	BUDGET 2024/25	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27
SP & HS 08	Municipal Wide	To facilitate land administration , acquisition and disposal by 30/06/2025	By disposing identified residential sites	Adopted Municipal Land disposal policy	umber of residential sites disposed		110 sites disposed by 30 June 2025	110 sites disposed by 30 June 2026	110 sites disposed by 30 June 2027
SP & HS 09	Municipal Wide	To facilitate land	By conducti	**Preliminary**	**Number of Reports on**		4 Reports	4 Reports	4 Rep

		administration , acquisition and disposal by 30/06/2025	ng a Municipal Land audit conducted	**report on Land Audit**	**municipal land audit**		on municipal land audit conducted by 30 June 2025	on municipal land audit conducted by 30 June 2026	orts on municipal land audit conducted by 30 June 2027
SP & HS 10	Municipal Wide	To facilitate land administration , acquisition and disposal by 30/06/2025	By Developing the SPLUMA aligned building control by-law	**SPLUMA**	Developed SPLUMA aligned building control by-law		SPLUMA aligned building control by-law developed by 30 June 2025	SPLUMA aligned building control by-law developed by 30 June 2026	SPLUMA aligned building control by-law developed by 30 June 2027

Key Functional Area : Building Control

PROJECT ID	WARD	PERFOMANCE OBJECTIVE	STRATEGIES	BASELINE 2023/24	KEY PERFOMANCE INDICATOR	BUDGET 2024/25	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27
SP & HS 11	Municipal Wide	To ensure effective building control and enforce compliance on building bylaws and	By processing of building plans as submitted by community.	2023/2024 reports on building plans processed	Number of building plans processed		4 Reports building plans processed as submitted BY 30 June 2025	4 Reports building plans processed as submitted BY 30 June 2026	4 Reports building plans processed as submitted BY 30 June 2027

		National Building Regulation within EMLM by 30/06/25							
SP & HS 12	Municipal Wide	To ensure effective building control and enforce compliance on building bylaws and National Building Regulation within EMLM by 30/06/25	By Enforcing compliance on building bylaws and National Regulations.	2023/2024 reports on building Compliance	Number of reports on households inspected to ensure compliance on building bylaws and National Building Regulations		4 Reports on households inspected to ensure compliance on building bylaws and National Building Regulations by 30 June 2025	4 Reports on households inspected to ensure compliance on building bylaws and National Building Regulations by 30 June 2026	4 Reports on households inspected to ensure compliance on building bylaws and National Building Regulations by 30 June 2027

KPA 2 : BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT **DIRECTORAT** **ENGENNERI** **SERVICES**
SDG GOAL : 07 - Ensure access to reliable, affordable , sustainable, and moder **promote inclusive and sustainable industrialization and foster innovation**
NDP: Economy Infrastructure - The foundation of social and economic infrastru
MTSF OUTCOMES 06 : An efficient , competitive, and responsive economic infra

MTSF OUTCOME 09 : Outcome 9: A responsive, accountable, effective, and efficient local government system **OUTPUT 02** : Improve Access to Basic Services
BACK TO BASICS: Basic Services
PDP GOAL 4 : Vibrant, equitable and enabled communities (Universal access to social infrastructure)
CHDM DDP: Focus Area 2 : Infrastructure Development linked to economic growth

Strategic Objective : To provide sustainable, appropriately serviced and well-maintained technical infrastructure by 2027

Key Functional Area : Project Management Unit (PMU)

PROJECT ID	WARD	PERFOMANCE OBJECTIVE	STRATEGIES	BASELINE 2023/24	KEY PERFOMANCE INDICATOR	BUDGET 2024/25		ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27
ES 01	Municipal Wide	To render project management services for municipal infrastructure projects by June 2025	By managing infrastructure grant performance on spending	Expenditure report on infrastructure grants for 2023/24 financial year	% Expenditure on infrastructure grants			100 % expenditure on infrastructure grants by 30/06/2025	100 % expenditure on infrastructure grants by 30/06/2026	100 % expenditure on infrastructure grants by 30/06/2027
ES 03		To render project management services for municipal	By Installation of high mast lights.	8 High mast lights erected in 2023/24	Number of High mast lights installed			8 High mast lights energized and commissioned by 30 June 2025	8 High mast lights energized and commissioned by 30 June 2026	8 High mast lights energized and commissioned by 30 June 2027

		infrastructure projects by June 2025								
ES 04		To render project management services for municipal infrastructure projects by June 2025	By constructing cemeteries.	Appointment letters for contractors for 3 cemeteries 2023/24	Number of cemeteries constructed			3 Cemeteries completed by 30/06/2025	3 Cemeteries completed by 30/06/2026	3 Cemeteries completed by 30/06/2027
ES 05		To render project management services for municipal infrastructure projects by June 2025	By Rehabilitating and upgrading road network.	Designs completed	Number of kilometers of surfaced roads completed (					
ES 06		To render project management services for municipal infrastructure projects by June 2025	By Constructing landfill site	80 % completion of landfill site	% Completion of landfill site completed			100 % completion of construction of the landfill site by 30 June 2025		

PROJECT ID	WARD	PERFOMANCE OBJECTIVE	STRATEGIES	BASELINE 2023/24	KEY PERFOMANCE INDICATOR	BUDGET 2024/25	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27
ES 07		To provide and maintain municipal roads and Storm water infrastructure by 30 June 2025	By maintaining municipal gravel roads.	Reports for 2023/2024 financial year for roads maintenance (gravelling	Number of kilometers of gravel roads maintained as per the project list		km maintained by 30 June 2025	km maintained by 30 June 2026	km maintained by 30 June 2027
ES 08		To provide and maintain municipal roads and Storm water infrastructure by 30 June 2025	Through upgrading of the gravel and surfaced roads into concrete block paving.	Reports on Number of kilometer of upgraded and surfaced roads into concrete block paving for the 2023/24	Number of kilometer of upgraded and surfaced roads into concrete block paving		??kilometer of upgraded and surfaced roads into concrete block paving by 30/06/2025	??kilometer of upgraded and surfaced roads into concrete block paving by 30/06/2026	??kilometer of upgraded and surfaced roads into concrete block paving by 30/06/2027
ES 09		To provide and maintain municipal roads and Storm water infrastructure by 30 June 2025	By unblocking pipe calvets and cleaning of catch -pits	Reports on meters of pipe calvets cleaned and number of catch-pits cleaned 2023/2024	Number of meters of pipe calvets cleaned and number of catch-pits cleaned		?? meters of pipe calvets cleaned and number of catch- pits cleaned 30/06/2025	?? meters of pipe calvets cleaned and number of catch- pits cleaned 30/06/2026	?? meters of pipe calvets cleaned and number of catch- pits cleaned 30/06/2027

				financial year					
ES 10		To provide and maintain municipal roads and Storm water infrastructure by 30 June 2025	By maintaining of surfaced roads through patching of pothole	Number of square meters of potholes patched 2023/2024 financial year	Number of square meters of potholes patched		square meters of potholes patched by 30/06/2025	square meters of potholes patched by 30/06/2026	square meters of potholes patched by 30/06/2027

Key Functional Area : Electricity Management Services

PROJECT ID	WARD	PERFOMANCE OBJECTIVE	STRATEGIES	BASELINE 2023/24	KEY PERFOMANCE INDICATOR	BUDGET 2024/25		ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27
ES 11	Municipal Wide	To provide and maintain municipal electricity infrastructure network and services by 30/06/2025	By Conducting a municipal wide electricity infrastructure audit in substations	Reports on municipal wide electricity infrastructure audit conducted in substations **2023/24**	Number of municipal wide electricity infrastructure audit reports conducted in substations			32 Reports on municipal wide electricity infrastructure audit conducted in substations 30/6/25	32 Reports on municipal wide electricity infrastructure audit conducted in substations 30/6/26	32 Reports on municipal wide electricity infrastructure audit conducted in substations 30/6/27
ES 12	Municipal Wide	To provide and maintain municipal electricit	By maintaining all defects in the substations	New	Number of maintained defects in the substations			4 Reports on maintained defects in the	4 Reports on maintained defects in the substation	4 Reports on maintained defects in the substations by 30

		y infrastructure network and services by 30/06/2025						substations by 30 June 2025	s by 30 June 2026	June 2027
ES 13	Municipal Wide	To provide and maintain municipal electricity infrastructure network and services by 30/06/2025	By upgrading the ageing electricity infrastructure (cables, transformers, mini substations, pillar boxes, street lights and overhead lines)	New	Number of upgraded ageing infrastructure			4 Reports on upgraded ageing infrastructure by 30 June 2025	4 Reports on upgraded ageing infrastructure by 30 June 2026	4 Reports on upgraded ageing infrastructure by 30 June 2027
ES 14	Municipal Wide	To provide and maintain municipal electricity infrastructure network and services by 30/06/2025	By implementing a plan to control illegal electricity connections	2023/24Inspection reports for temper and fault	% of prepaid and conventional meters as per the list received from revenue section		1	100 % of prepaid and conventional meters as per the list received from revenue section 30 /06/2025	100 % of prepaid and conventional meters as per the list received from revenue section 30 /06/2026	100 % of prepaid and conventional meters as per the list received from revenue section 30 /06/2027

KPA 2 : BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT - DIRETORATE : COMMUNITY SERVICES
SDG GOAL 16 : Promote peacefull and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
NDP : Building safer communities
MTSF Outcome 3: All people in South Africa will be protected and feel safe.
BACK TO BASICS: Basic Services, Creating decent living conditions
PDP GOAL 4 : Vibrant, equitable and enabled communities

Strategic Objective: To provide community development services and ensure clean environment by 30 June 2027

Key Functional Area: Public Amenities (parks and public gardens, game reserves, sports field, pounds and Cemeteries, dams and swimming pools)

PROJECT ID	WARD	PERFOMANCE OBJECTIVE	STRATEGIES	BASELINE 2023/24	KEY PERFOMANCE INDICATOR	BUDGET 2024/25		ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27
CS 01		To manage and maintain all public amenities by June 2025.	Public amenities maintained through Grass cutting, tree pruning , litter picking, removal of weeds and beautification.	Report on 10 Parks 3 public gardens maintained by 30/6/24	Number of parks and public gardens maintained			42 Public amenities maintained by 30/06/2025	42 Public amenities maintained by 30/06/2026	42 Public amenities maintained by 30/06/2027
				12 cemeteries maintained by 30/6/24	Number of cemeteries maintained					

				9 Sports fields maintained by 30/6/24	Number of sports field maintained					
				1 Game reserves maintained by 30 June 2024	Number of game reserves maintained					
				2 pounds maintained by 30/6/24	Number of pounds maintained					
				3 dams and 2 swimming pools maintained by 30/6/24	Number of dams and swimming pools maintained					

Key Functional Area : Solid Waste Management

PROJECT ID	WARD	PERFOMANCE OBJECTIVE	STRATEGIES	BASELINE 2023/24	KEY PERFOMANCE INDICATOR	BUDGET 2024/25	ANNUAL TARGET 2024/25	ANNUAL TARGET 202526	ANNUAL TARGET 2026/27
CS 02		To implement solid waste programs in order to promote clean, safe and healthy environment by June 2025	By collecting waste from households and businesses in urban area	2023/24 Reports on waste collection from households and businesses	Number of areas receiving waste collection service		2 496 waste collections from households and businesses by 30/6/24 (52 areas x 4 collections per month x 12) by	2 496 waste collections from households and businesses by 30/6/24 (52 areas x 4 collections per month x 12) by	2 496 waste collections from households and businesses by 30/6/24 (52 areas x 4 collections per month x 12) by 30 June 2027

							30 June 2025	30 June 2026	
CS 03		To implement solid waste programs in order to promote clean, safe and healthy environment by June 2025	By Clearing of illegal dumping sites	2023/24 Report on 40 illegal dumping sites cleared	Number of illegal dumping sites cleared		40 illegal dumping sites cleared by 30/06/ 2025	40 illegal dumping sites cleared by 30/06/ 2026	40 illegal dumping sites cleared by 30/06/ 2027
CS 04		To implement solid waste programs in order to promote clean, safe and healthy environment by June 2025	By conducting community awareness campaigns on environmental issues	8 Environmental awareness campaigns in communities & schools in (2023/24)	Number of awareness campaigns on environmental issues for communities and schools		8 Environmental awareness campaigns in communities & schools. 30/6/25	8 Environmental awareness campaigns in communities & schools. 30/6/26	8 Environmental awareness campaigns in communities & schools. 30/6/27
CS 05		To implement solid waste programs in order to promote clean, safe and healthy environment by June 2025	By Clearing of illegal dumping sites	2023/24 Report on 40 illegal dumping sites cleared	Number of illegal dumping sites cleared		40 illegal dumping sites cleared by 30/06/ 2025.	40 illegal dumping sites cleared by 30/06/ 2026.	40 illegal dumping sites cleared by 30/06/ 2027.
CS 06		To implement solid waste programs in order to promote clean, safe and healthy environme	By conducting community awareness campaigns on environ	8 Environmental awareness campaigns in communities & schools in	Number of awareness campaigns on environmental issues for communities and schools		8 Environmental awareness campaigns in communities & schools. 30/6/25	8 Environmental awareness campaigns in communities & schools. 30/6/26	8 Environmental awareness campaigns in communities & schools. 30/6/27

		nt by June 2025	mental issues	(2023/24)					

Key Functional Area: Library Services

PROJECT ID	WARD	PERFOMANCE OBJECTIVE	STRATEGIES	BASELINE 2023/24	KEY PERFOMANCE INDICATOR	BUDGET 2024/25	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27
CS 07		To facilitate access to library services by June 2025)	By marketing and promoting municipal libraries)	Number of Activities and events held during 2023/24	Number of municipal library campaigns conducted in all Enoch Mgijima Libraries (11 libraries)		11 municipal library campaigns conducted in all Enoch Mgijima Libraries by 30 June 2025	11 municipal library campaigns conducted in all Enoch Mgijima Libraries by 30 June 2026	11 municipal library campaigns conducted in all Enoch Mgijima Libraries by 30 June 2027

Key Functional Area : Traffic Management Services

PROJECT ID	WARD	PERFOMANCE OBJECTIVE	STRATEGIES	BASELINE 2023/24	KEY PERFOMANCE INDICATOR	BUDGET 2024/25	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27
							ANNUAL TARGET 2023/24		
CS 08		To ensure safe, secure and responsible use of roads in the Enoch Mgijima municipality	By conducting traffic operations to ensure community safety.	12 massive traffic operations (2023/24)	Number of massive traffic operations conducted		12 massive traffic operations by 30 June 2025	12 massive traffic operations by 30 June 2026	12 massive traffic operations by 30 June 2027

		by 30 June 2025.							
CS 09		To ensure safe, secure, and responsible use of roads in the Enoch Mgijima municipality by 30 June 2025.	By conducting traffic inspections to ensure community safety.	264 law enforcement inspections (2023/24	Number of traffic law enforcement inspections conducted		360 law enforcement inspections by 30 June 2025	360 law enforcement inspections by 30 June 2026	360 law enforcement inspections by 30 June 2027
CS 10		To ensure safe, secure and responsible use of roads in the Enoch Mgijima municipality by 30 June 2025.	Gazetting of liquor trading and taxi operational bylaws to enforce community safety	2 bylaws developed (2023/24	Number of bylaws gazetted		2 bylaws gazetted (Liquor trading and Taxi Operation bylaws BY 30 June 2025	2 bylaws gazetted (Liquor trading and Taxi Operation bylaws BY 30 June 2026	2 bylaws gazetted (Liquor trading and Taxi Operation bylaws BY 30 June 2027

Key Functional Area: Security Services

PROJECT ID	WARD	PERFOMANCE OBJECTIVE	STRATEGIES	BASELINE 2023/24	KEY PERFOMANCE INDICATOR	BUDGET 2024/25	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27
CS 11		To provide security services for municipal buildings and assets within the jurisdiction of Enoch Mgijima Municipality by 30 June 2025.	By providing security services to municipal buildings and assets.		Number of municipal buildings and assets provided with security		40 municipal buildings and assets provided with security BY 30 June 2025	40 municipal buildings and assets provided with security BY 30 June 2026	40 municipal buildings and assets provided with security BY 30 June 2027

Key Functional Area : Fire Management Services

PROJECT ID	WARD	PERFOMANCE OBJECTIVE	STRATEGIES	BASELINE 2023/24	KEY PERFOMANCE INDICATOR	BUDGET 2024/25	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27
CS 13		To provide fire and rescue emergency services at Enoch Mgijima Local Municipality jurisdiction by 30 June 2025.	Provision of fire and rescue emergency services	New	Number of Fire safety inspections in terms of the Fire Brigade Service Act		12 Fire safety inspections in terms of the Fire Brigade Service Act by 30 June 2025	12 Fire safety inspections in terms of the Fire Brigade Service Act by 30 June 2026	12 Fire safety inspections in terms of the Fire Brigade Service Act by 30 June 2027
CS 14		To provide fire and rescue emergency services at Enoch Mgijima Local Municipality jurisdiction by 30 June 2025.	By conducting fire safety awareness camapaigns	12 fire safety awareness campaigns conducted in 2023/24	Number of fire safety awareness campaigns conducted		12 fire safety awareness campaigns conducted. By 30 June 2025	12 fire safety awareness campaigns conducted. By 30 June 2026	12 fire safety awareness campaigns conducted. By 30 June 2027

Key Functional Area : Traffic Licensing Services

PROJECT ID	WARD	PERFOMANCE OBJECTIVE	STRATEGIES	BASELINE 2023/24	KEY PERFOMANCE INDICATOR	BUDGET 2024/25	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27

CS 15		To provide traffic licencing services in line with applicable legislation by 30 June 2025	By registration and licensing of motor vehicles, testing of roadworthiness for motor vehicles, renewal of driving licenses , testing of learners and driving licenses .	2023/24 reports on motor vehicle registrations processed	Number of motor vehicle registrations processed		4 reports on motor vehicle registrations processed by 30 June 2025	4 rports on motor vehicle registrations processed by 30 June 2026	4 reports on motor vehicle registrations processed by 30 June 2027
				2023/24 reports on motor vehicle licensing processed	Number of motor vehicle licensing processed		4 reports on motor vehicle licensing processed by 30 June 2025	4 reports on motor vehicle licensing processed by 30 June 2026	4 reports on motor vehicle licensing processed by 30 June 2027
				2023/24 reports on motor vehicles tested for roadworthiness	Number of motor vehicles tested for roadworthiness		4 reports on motor vehicles tested for roadworthiness by 30 June 2025	4 reports on motor vehicles tested for roadworthiness by 30 June 2026	4 reports on motor vehicles tested for roadworthiness by 30 June 2027
				2023/24 reports on of new applicat	Number of new applications for learners and driver's license		4 reports on of new applications for learners and	4 reports on of new applications for learners and driver's license by	4 reports on of new applications for learners and driver's

				ions for learners and driver's license			driver's license by 30 June 2025	30 June 2026	license by 30 June 2027
				2023/24 4 reports on learners and drivers licenses issued	Number of learners and drivers licenses issued		4 reports of learners and drivers licenses issued by 30 June 2025	4 reports of learners and drivers licenses issued by 30 June 2026	4 reports of learners and drivers licenses issued by 30 June 2027

Key Functional Area Expanded Public Works Programme (EPWP)

PROJECT ID	WARD	PERFOMANCE OBJECTIVE	STRATEGIES	BASELINE 2023/24	KEY PERFOMANCE INDICATOR	BUDGET 2024/25	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27
CS 16		Coordinate expanded public works Programme on infrastructure, social sector, Non-State Sectors, environmental and culture sector BY	By creating work opportunities through incentive grants, other municipal grants.	23/24 EPWP Reports (put Numbers)	Number of job opportunities created through EPWP and other municipal grants		844 work opportunities created by 30/6/25	844 work opportunities created by 30/6/26	844 work opportunities created by 30/6/27

		30/06/2025							
CS 17		Coordinate expanded public works Programme on infrastructure, social sector, Non-State Sectors, environmental and culture sector BY 30/06/2025	Ensure proper accountability for grants received to stimulate the increase in new grants	23/24 monthly expenditure reports	Reports on monthly expenditure submitted to NDPW		12 Reports on monthly expenditure submitted to NDPW by 30/6/25	12 Reports on monthly expenditure submitted to NDPW by 30/6/26	12 Reports on monthly expenditure submitted to NDPW by 30/6/27
CS 18		Coordinate expanded public works Programme on infrastructure, social sector, Non-State Sectors, environmental and culture sector BY	Ensure proper accountability for grants received to stimulate the increase in new grants.	23/24 evaluation reports	Evaluation quarterly reports submitted to NDPW		4 Quarterly evaluation reports submitted to NDPW by 30/06/25	4 Quarterly evaluation reports submitted to NDPW by 30/06/26	4 Quarterly evaluation reports submitted to NDPW by 30/06/27

		30/06/2025							

KPA: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT DIRECTORATE: BUDGET AND TREASURY OFFICE
SDG GOAL :16: Build Effective, Accountable and Inclusive Institutions At All Levels
NDP: Building capable and developmental state
MTSF outcome 9 : Responsive, accountable , effective, and efficient local government **Output 1 : Implement a differentiated approach to municipal financial planning and support** **Output 6 : Improve municipal financial and administrative capability**
BACK TO BASICS: Sound Financial Management
PDP GOAL 5 : Capable, conscientious and accountable institutions
CHDM DDP : Focus Areas Six : Effective and efficient municipalities

Strategic Objective: To ensure institutional financial sustainability and viability by 2027

Key Functional Area : Budget Planning & Reporting

PROJECT ID	WARD	PERFOMANCE OBJECTIVE	STRATEGIES	BASELINE 2023/24	KEY PERFOMANCE INDICATOR	BUDGET 2024/25	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27
MFV 01	Municipal Wide	To ensure effective and compliant financial budgeting and reporting by 30 June 2025.	Prepare GRAP compliant AFS and submit to the office of AG by 31 August yearly.	GRAP Compliant AFS 2022/23	GRAP compliant AFS		Prepare GRAP compliant AFS of 2023/24	Prepare GRAP compliant AFS of 2024/25	Prepare GRAP compliant AFS of 2025/26
MFV 02	Municipal Wide	To ensure effective and compliant	Prepare and submit to the MM	2023/24 Section 71 reports	Number of Section 71 report prepared		12 Section 71 reports prepared by 30/6/25	12 Section 71 reports	12 Section 71 reports

		financial budgeting and reporting by 30 June 2025).	Section 71 reports monthly within 10 working days after the month end					prepared by 30/6/26	prepared by 30/6/27
MFV 03	Municipal Wide	To ensure effective and compliant financial budgeting and reporting by 30 June 2025).	Prepare and submit to the MM Section 72 reports on and before 25th of January annually),	2022/23 Section 72 report prepared	Number of Section 72 report prepared		Section 72 report prepared and submitted by the 25 January 2025	Section 72 report prepared and submitted by the 25 January 2026	Section 72 report prepared and submitted by the 25 January 2027
MFV 04	Municipal Wide	To ensure effective and compliant financial budgeting and reporting by 30 June 2025	Prepare and submit to the MM Section 52d reports quarterly within 30 days after the end of each quarter	2023/24 Section 52d reports prepared	Number of sec 52d reports prepared and submitted to MM		Prepare 4 quarterly sec 52d reports by 30/6/25	Prepare 4 quarterly sec 52d reports by 30/6/26	Prepare 4 quarterly sec 52d reports by 30/6/27
MFV 05	Municipal Wide	To ensure effective and compliant financial budgeting and reporting by 30 June 2025	Comply with MSCOA regulations	2023/24 MSCOA reports	Number of MSCOA roadmap reports		4 MSCOA roadmap reports by 30/6/25	4 MSCOA roadmap reports by 30/6/26	4 MSCOA roadmap reports by 30/6/27

Key Functional Area :Revenue Management

PROJECT ID	WARD	PERFOMANCE OBJECTIVE	STRATEGIES	BASELINE 2023/24	KEY PERFOMANCE INDICATOR	BUDGET 2024/25	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27
MFV 06	Municipal Wide	To ensure 80% collection rate on all billable services by 30 June 2025	By maintaining accurate billing.	Analysis of 12 accurate billing reports. For **2023/24**	Number of billing reports		Analysis of 12 accurate billing reports by 30/6/25	Analysis of 12 accurate billing reports by 30/6/26	Analysis of 12 accurate billing reports by 30/6/27
MFV 07	Municipal Wide	To ensure 80% collection rate on all billable services by 30 June 2025	By implementing a revenue enhancement strategy and credit control policy	Revenue Enhancement Strategy and credit control policy **2023/24**	Number of disconnection and blocking registers		12 disconnection and blocking registers developed by 30/6/25	12 disconnection and blocking registers developed by 30/6/26	12 disconnection and blocking registers developed by 30/6/27
MFV 08	Municipal Wide	To ensure 80% collection rate on all billable services by 30 June 2025	By Preparing monthly Debtors reconciliation and quarterly General Valuations	**2023/24** Reports debtors reconciliations and	Number of debtors reconciliations prepared		12 Debtors reconciliations prepared by 30 June 2025	12 Debtors reconciliations prepared by 30 June 2026	12 Debtors reconciliations prepared by 30 June 2027
				2023/24	Number of general valuations prepared		4 General valuations prepared by 30 June 2025	4 General valuations prepared by 30 June 2026	4 General valuations prepared by 30 June 2027

Key Functional Area: Expenditure Management.

PROJECT ID	WARD	PERFOMANCE OBJECTIVE	STRATEGIES	BASELINE 2023/24	KEY PERFOMANCE INDICATOR	BUDGET 2024/25	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27
MFV 09	Municipal Wide	To ensure effective control of municipality' expenditure by 30 June 2025	Implement controls and procedures to monitor and prevent fruitless & wasteful expenditure.	**2023/24** fruitless and wasteful expenditure reports prepared	Number of monthly fruitless and wasteful expenditure reports prepared and submitted		12 fruitless and wasteful expenditure reports prepared by 30/6/25	12 fruitless and wasteful expenditure reports prepared by 30/6/26	12 fruitless and wasteful expenditure reports prepared by 30/6/26
MFV 10	Municipal Wide	To ensure effective control of municipality' expenditure by 30 June 2025	Exercise control on financial health ratios	**2023/24** Financial health ratios report prepared and submitted	Number of Financial health ratios report prepared and submitted		4 Financial health ratios report prepared and submitted 30/6/25	4 Financial health ratios report prepared and submitted 30/6/26	4 Financial health ratios report prepared and submitted 30/6/27
MFV 11	Municipal Wide	To ensure effective control of municipality' expenditure by 30 June 2025	By preparing monthly VAT, Creditors reconciliations and age analysis	**2023/24** VAT, Creditors reconciliations and age analysis reports prepared and submitted	Number of monthly VAT, Creditors reconciliations and age analysis reports prepared and submitted.		12 VAT, Creditors reconciliations and age analysis reports prepared and submitted by 30/06/ 25	12 VAT, Creditors reconciliations and age analysis reports prepared and submitted by 30/06/ 26	12 VAT, Creditors reconciliations and age analysis reports prepared and submitted by 30/06/ 27

Key Functional Area : Supply Chain Management

PROJECT ID	WARD	PERFOMANCE OBJECTIVE	STRATEGIES	BASELINE 2023/24	KEY PERFOMANCE INDICATOR	BUDGET 2024/25	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27
MFV 12	Municipal Wide	Ensure efficient and effective procurement of goods and services by 30 June 2025	By ensuring implementation of SCM Policy & Procedure Manual	**2023/24** reports on monitoring of SCM Policy and procedure manual	Number of SCM Monitoring reports prepared and submitted		4 reports on monitoring of SCM Policy and procedure manual prepared and submitted by 30/6/25	4 reports on monitoring of SCM Policy and procedure manual prepared and submitted by 30/6/26	4 reports on monitoring of SCM Policy and procedure manual prepared and submitted by 30/6/27
MVF 13	Municipal Wide	Ensure efficient and effective procurement of goods and services by 30 June 2025	Monitoring and reporting on contractual commitments and performance of service providers.	**2023/24** contract register	Updated contract register		Update contract register by 30/6/25	Update contract register by 30/6/26	Update contract register by 30/6/27
MVF 14	Municipal Wide	Ensure efficient and effective procurement of goods and services by 30 June 2025	By capacitating BID Committees	**2023/24** BID Committee trainings conducted	Number of Bid Committee trainings undertaken		1 Bid Committee training conducted by 30/6/25	1 Bid Committee training conducted by 30/6/26	1 Bid Committee training conducted by 30/6/27
MVF 15	Municipal Wide	Ensure efficient and effective	Facilitate development and monitorin	**2023/24** Annual Procurement Plan	Procurement Plan developed		Facilitate Development	Facilitate Development & monitorin	Facilitate Development & monitoring

		procurement of goods and services by 30 June 2025	g of Annual Procurement Plan for all goods and services		and monitored		& monitoring of annual procurement plan by 30/6/25	g of annual procurement plan by 30/6/26	of annual procurement plan by 30/6/27

Key Functional Area : Asset Management

PROJECT ID	WARD	PERFOMANCE OBJECTIVE	STRATEGIES	BASELINE 2023/24	KEY PERFOMANCE INDICATOR	BUDGET 2024/25	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27
MFV 16	Municipal Wide	To ensure effective control and safeguarding of municipal assets by 30 June 2025	By maintaining Generally Recognized Accounting Practice (GRAP) compliant fixed asset register	**2023/24** GRAP Compliant Fixed asset register	Updated GRAP Compliant fixed asset register		Updated GRAP Compliant fixed asset register by 30 June 2025	Updated GRAP Compliant fixed asset register by 30 June 2026	Updated GRAP Compliant fixed asset register by 30 June 2027
MFV 17	Municipal Wide		By performing monthly reconciliations of general ledger with fixed asset register	**2023/24** Reconciliations of general ledger with fixed asset register	Number of monthly reconciliations of general ledger with fixed asset register prepared		12 monthly reconciliations of general ledger with fixed asset register prepared by 30 June 2025	12 monthly reconciliations of general ledger with fixed asset register prepared by 30 June 2026	12 monthly reconciliations of general ledger with fixed asset register prepared by 30 June 2027

KPA 4 : LOCAL ECONOMIC DEVELOPMENT
SDG GOAL 08 : Promote sustainable inclusive and sustainable economic growth full of productive employment and decent work for all . **SDG GOAL : 09 - Build resilient infrastructure , promote inclusive and sustainable industrialization and foster innovation**
NDP : CH 3 – Economy and Employment CH 4 – Economic Infrastructure CH 6 – Inclusive Rural Economy
MTSF Outcome 09 : A responsive, accountable, effective, and efficient local government system Output 03 : Implement the Community Works programme and cooperatives supported
PDP : GOAL 1 : A growing, Inclusive and equitable economic growth
CHDM DP :Focus Area 1 : Economically self-sustained rural villages Focus Area 02 : Infrastructure Development linked to economic growth Focus Area 04 : Revived Small Towns Focus Area 05 :Revitalized Industries
ACK **TO BASICS : LOCAL ECONOMIC DEVELOPMENT**

Strategic Objective: To stimulate local economic development, unlock economic opportunities and encourage private sector driven investment at Enoch Mgijima Local Municipality by 2027.

Key Functional Area : Local Economic Development (LED)

PROJECT ID	WARD	PERFOMANCE OBJECTIVE	STRATEGIES	BASELINE 2023/24	KEY PERFOMANCE INDICATOR	BUDGET 2024/25	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27
IPED 01	Municipal Wide	To promote local economic development and ramp up economic growth at	Through facilitation of development of Komani Industrial Park and business	New	Number of meetings with CHDA on Komani Industrial park development		4 meetings with CHDA on Komani industrial park developm	4 meetings with CHDA on Komani indust	4 meetings with CHDA on Komani industrial park developm

		EMLM by June 2025.)	support centers				ent by 30 June 2025	rial park development by 30 June 2026	ent by 30 June 2027
				New	Number of meetings for business support Centres		4 meetings with business support Centres by 30 June 2025	4 meetings with business support Centres by 30 June 2026	4 meetings with business support Centres by 30 June 2027

Key Functional Area : Community Works Programme

PROJECT ID	**WARD**	**PERFOMANCE OBJECTIVE**	**STRATEGIES**	**BASELINE 2023/24**	**KEY PERFOMANCE INDICATOR**	**BUDGET 2024/25**	**ANNUAL TARGET 2024/25**	**ANNUAL TARGET 2024/26**	**ANNUAL TARGET 2024/27**
IPED 02	Municipal Wide	To implement Community Works Programme by June 2025	By facilitating creation of job opportunities through Community Works Programme.	2780 Job opportunities **2023/24**	Number of CWP jobs facilitated		4 reports on CWP jobs facilitated by 30 June 2025	4 reports on CWP jobs facilitated by 30 June 2026	4 reports on CWP jobs facilitated by 30 June 2027

Key Functional Area : SMME Support

PROJECT ID	WARD	PERFOMANCE OBJECTIVE	STRATEGIES	BASELINE 2023/24	KEY PERFOMANCE INDICATOR	BUDGET 2024/25	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27
IPED 02	Municipal Wide	To mobilize and provide support to SMME's & Cooperatives by June 2025.	By giving direct financial support to identified SMME's and Coops (in the form of start-up capital).	New	Number of SMME's/ Coorps supported		xxx of SMME's/ Coorps supported by 30 June 2025	xxx of SMME's/ Coorps supported by 30 June 2026	xxx of SMME's/ Coorps supported by 30 June 2027
IPED 03	Municipal Wide	To mobilize and provide support to SMME's & Cooperatives by June 2025.	By facilitating capacity building programmes for identified SMME's and Coops.	**2023/24** Reports on trainings and workshops facilitated	Number of trainings/ workshops facilitated for SMME's and Coorps		4 trainings/ workshops facilitated for SMME's and Coorps by 30 June 2025	4 trainings/ workshops facilitated for SMME's and Coorps by 30 June 2026	4 trainings/ workshops facilitated for SMME's and Coorps by 30 June 2027
IPED 04	Municipal Wide	To mobilize and provide support to SMME's & Cooperatives by June 2025.	By facilitating coordination and resuscitation of SMME structures	SMME structures coordinated and resuscitated (**2023/24**	Number of SMME structures coordinated and resuscitated		4 SMME structures coordinated and resuscitated BY 30 June 2025	4 SMME structures coordinated and resuscitated BY 30 June 2026	4 SMME structures coordinated and resuscitated BY 30 June 2027
IPED 05	Municipal Wide	To mobilize and provide support to	By facilitating	New	Number of SMME		4 register reports on SMME	4 register reports	4 register reports on SMME

		SMME's & Cooperatives by June 2025.	business support and advisory services.		walk-ins serviced		walk-ins serviced by 30 June 2025	on SMME walk-ins serviced by 30 June 2026	walk-ins serviced by 30 June 2027
IPED 06		To regulate business trading in EMLM by June 2025	By developing Business licenses and Informal Trading policies and by-laws.	Draft Business licenses, Informal Trading policies	Number of policies developed		2 policies developed (Business licenses and informal Trading)by 30 June 2025	2 policies developed (Business licenses and informal Trading)by 30 June 2026	2 policies developed (Business licenses and informal Trading)by 30 June 2027
				Draft By-law **2023/24**	Number of by-laws developed		2 By-laws developed , business license and informal trading by 30 June 2025	2 By-laws developed, business license and informal trading by 30 June 2026	2 By-laws developed , business license and informal trading by 30 June 2027
IPED 07	Municipal Wide	To regulate business trading in EMLM by June 2025	By developing a database (Inventory) of all business across all sectors operating at EMLM.	New	Database (Inventory) of all business across all sectors developed		Database (Inventory) of all business across all sectors developed by 30 June 2025	Database (Inventory) of all business across all sectors developed by 30 June 2026	Database (Inventory) of all business across all sectors developed by 30 June 2027

Key Functional Area : Tourism Development

PROJECT ID	WARD	PERFOMANCE OBJECTIVE	STRATEGIES	BASELINE 2023/24	KEY PERFOMANCE INDICATOR	BUDGET 2024/25	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27
IPED 08	Municipal Wide	To promote and support tourism development in EMLM by June 2025.	By marketing tourism products and sites through staging and attending exhibition shows	Reports on events **2023/24** commemorated	Number of tourism events commemorated and		2 events commemorate and 1 exhibition showcased BY 30 June 2025	2 events commemorate and 1 exhibition showcased BY 30 June 2026	2 events commemorate and 1 exhibition showcased BY 30 June 2027
				Municipal website	Tourism website page created		Tourism website page created by 30 June 2025	Tourism website page created by 30 June 2026	Tourism website page created by 30 June 2027
IPED 09	Municipal Wide	To promote and support tourism development in EMLM by June 2025.	By facilitating coordination and resuscitation of Tourism structures	2019 LTO	Number of structures resuscitated.		3 structures resuscitated by 30 June 2025	3 structures resuscitated by 30 June 2026	3 structures resuscitated by 30 June 2027
IPED 10	Municipal Wide	To promote and support tourism development in EMLM by June 2025.	By facilitating capacity building programmes for tourism structures.	New	Number of workshops/trainings provided.		2024/25 2 workshops/trainings provided by 30 June 2025	2024/25 2 workshops/trainings provided by 30 June 2026	2024/25 2 workshops/trainings provided by 30 June 2027

Key Functional Area : Heritage Development

PROJECT ID	WARD	PERFOMANCE OBJECTIVE	STRATEGIES	BASELINE 2023/24	KEY PERFOMANCE INDICATOR	BUDGET 2024/25	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27
IPED 11	Municipal Wide	To preserve and promote Heritage development within EMLM space by June 2025.	By establishing and monitoring Heritage Reference Committee.	New	Established heritage reference committee and meetings		Heritage ref committee established by June 2025	Heritage ref committee established by June 2026	Heritage ref committee established by June 2027
IPED 12	Municipal Wide	To preserve and promote Heritage development within EMLM space by June 2025.	By preserving and conserving EMLM Heritage	New	Profile of heritage sites		Database of heritage sites profiled by 30 June 2025	Database of heritage sites profiled by 30 June 2026	Database of heritage sites profiled by 30 June 2027
IPED 13	Municipal Wide	To preserve and promote Heritage development within EMLM space by June 2025.	By facilitating Heritage Day celebrations and commemorating heritage events.	Heritage day celebration 2022/23	Heritage event commemorated		1 heritage event commemorated BY 30 June 2025	1 heritage event commemorated BY 30 June 2026	1 heritage event commemorated BY 30 June 2027

Key Functional Area : Agricultural Development

PROJECT ID	WARD	PERFOMANCE OBJECTIVE	STRATEGIES	BASELINE 2023/24	KEY PERFOMANCE INDICATOR	BUDGET 2023/24	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27

IPED 14	Municipal Wide	To develop and enhance agricultural potential of EMLM by June 2025.	By providing and refurbishing livestock infrastructure	New	Develop livestock handling facility at Mlungisi Commonage		Livestock Handling facility developed by 30 June 2025	Livestock Handling facility developed by 30 June 2026	Livestock Handling facility developed by 30 June 2027
IPED 15	Municipal Wide	. To develop and enhance agricultural potential of EMLM by June 2025.	By facilitating capacity building programmes.	New	Number of workshops/trainings provided		2 Reports on workshops/trainings provided by 30 June 2025	2 Reports on workshops/trainings provided by 30 June 2026	2 Reports on workshops/trainings provided by 30 June 2027
IPED 16	Municipal Wide	To develop and enhance agricultural potential of EMLM by June 2025.	By facilitating, coordination and resuscitation of Agricultural structures	New	Established and functionality of farmers forum		EMLM farmers forum established and reports by 30 June 2025	EMLM farmers forum established and reports by 30 June 2026	EMLM farmers forum established and reports by 30 June 2027
				New	Number of Agricultural walk-ins serviced		4 register reports for agricultural walk-ins by 30 June 2025	4 register reports for agricultural walk-ins by 30 June 2026	4 register reports for agricultural walk-ins by 30 June 2027

Key Focus Area : Performance Management System and Reporting

PROJECT ID	WARD	PERFOMANCE OBJECTIVE	STRATEGIES	BASELINE 2023/24	KEY PERFOMANCE INDICATOR	BUDGET 2024/25	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27

IPED 17	Municipal Wide	To manage municipal performance and ensure transparency and accountability by 30 June 2025	By developing Top-layer SDBIP in line with the relevant legislative prescripts	**2023/24** Adjusted SDBIP	SDBIP 2023/24 Developed	OPEX	Develop 2023/24 SDBIP By 30 June 2025	Develop 2023/24 SDBIP By 30 June 2026	Develop 2023/24 SDBIP By 30 June 2027
IPED 18	Municipal Wide	To manage municipal performance and ensure transparency and accountability by 30 June 2025	By reviewing and implementing the PMS Framework and Policy	2018 PMS Framework and Policy	Reviewed PMS Framework and Policy	OPEX	Review and Implement PMS Framework and Policy by 30 June 2025	Review and Implement PMS Framework and Policy by 30 June 2026	Review and Implement PMS Framework and Policy by 30 June 2027
IPED 19	Municipal Wide	To manage municipal performance and ensure transparency and accountability by 30 June 2025	strengthening municipal transparency and accountability to its communities and stakeholders	2022/23 Annual Report	Developed Annual Report provided to stakeholders	OPEX	Annual Report developed and provided to stakeholders by 30 June 2025	Annual Report developed and provided to stakeholders by 30 June 2026	Annual Report developed and provided to stakeholders by 30 June 2027

Key Functional Area : Integrated Development Planning (IDP)

PROJECT ID	WARD	PERFOMANCE OBJECTIVE	STRATEGIES	BASELINE 2023/24	KEY PERFOMANCE	BUDGET 2024/25	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27

					INDICATOR				
IPED 20	Municipal Wide	To review IDP by 30 June 2025	By reviewing and managing a 5-year IDP annually as per legislation	Final IDP Review for 2023/24	Reviewed IDP 2024/25		IDP Review for 2024/25 adopted by Council by 30 June 2025	IDP Review for 2024/25 adopted by Council by 30 June 2026	IDP Review for 2024/25 adopted by Council by 30 June 2027

KPA 5 : GOOD GOVERNANCE AND PUBLIC PARTICIPARTION

Strategic Objective: To exercise administrative and operational oversight, ensure good governance and public participation and engagements by 2027

Key Functional Area : Municipal Public Accounts (MPAC)

PROJECT ID	WARD	PERFORMANCE OBJECTIVE	STRATEGY	BASELINE 2023/24	KEY PERFOMANCE INDICATOR	BUDGET 2024/25	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27
GG 01	Municipal Wide	To ensure administrative oversight to executive and administration by 30 June 2025	By submitting MPAC reports to Council on quarterly basis	2 MPAC reports submitted to Council in**2023/24**	Number of MPAC reports prepared and submitted to Council	OPEX	4 Quarterly MPAC reports prepared and submitted to Council by 30 June 2025	4 Quarterly MPAC reports prepared and submitted to Council by 30 June 2026	4 Quarterly MPAC reports prepared and submitted to Council by 30 June 2027
GG 02	Municipal Wide	To ensure administrative oversight to executive	Development and Implementing approved MPAC	**2023/24** MPAC meetings convened	Number of MPAC meetings convened	OPEX	4 MPAC meeting convened by 30 June 2025	4 MPAC meeting convened by 30 June 2026	4 MPAC meeting convened by 30 June 2027

		and administration by 30 June 2025	Annual work plan.						
GG 03	Municipal Wide	To ensure administrative oversight to executive and administration by 30 June 2025	Reviewal and approval of MPAC Charter	**2023/24** Reviewed MPAC Charter	Reviewed MPAC Charter	OPEX	Reviewed MPAC Charter by 30 June 2025	Reviewed MPAC Charter by 30 June 2026	Reviewed MPAC Charter by 30 June 2027

PROJECT ID	WARD	PERFOMANCE OBJECTIVE	STRATEGY	BASELINE 2023/24	KEY PERFOMANCE INDICATOR	BUDGET 2024/25	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27
GG 04	Municipal Wide	To provide communication services to EMLM stakeholders BY 30 June 2025	By Reviewing Communication Strategy	Adopted Communication strategy (2021/22)	Reviewed Communication Strategy	OPEX	Communication Strategy reviewed by 30/06/2025	Communication Strategy reviewed by 30/06/2026	Communication Strategy reviewed by 30/06/2027
				1Policy in place, 1 new	Number of Communication policies developed and reviewed . (Social Media Policy, Communication Policy)	OPEX	2 Communication policies developed and reviewed (1 reviewed , 1 developed) by 30 June 2025	2 Communication policies developed and reviewed (1 reviewed, 1 developed) by 30 June 2026	2 Communication policies developed and reviewed (1 reviewed, 1 developed) by 30 June 2027
				New	Updated website content	OPEX	4 Reports on updated website content by 30 June 2025	4 Reports on updated website content by 30 June 2026	4 Reports on updated website content by 30 June 2027

GG 05	Municipal Wide	To provide communication services to EMLM stakeholders BY 30 June 2025	Through implementation of Communication strategy	New	Updated website content	OPEX	4 Reports on updated website content by 30 June 2025	4 Reports on updated website content by 30 June 2026	4 Reports on updated website content by 30 June 2027
GG 06	Municipal Wide		By Developing and implement Customer care strategy	New	Developed Customer care strategy	OPEX	Customer care strategy developed by 30 June 20245	Customer care strategy developed by 30 June 2026	Customer care strategy developed by 30 June 2027
				2022/23 reports on of customer care services rendered	Number of reports on customer care services rendered	OPEX	4 Reports on customer care services rendered by 30 June 2025	4 Reports on customer care services rendered by 30 June 2026	4 Reports on customer care services rendered by 30 June 2027

Key Functional Area :									
PROJECT ID	**WARD**	**PERFORMANCE OBJECTIVE**	**STRATEGY**	**BASELINE 2023/24**	**KEY PERFOMANCE INDICATOR**	**BUDGET 2024/25**	**AMNNUAL TARGET 2024/25**	**AMNNUAL TARGET 2025/26**	**AMNNUAL TARGET 2026/27**
GG 07	Municipal Wide	To strengthen the functioning of ward committee by June 2025.	By monitoring and evaluation functionality of ward committees	Consolidated and approved reports in **2023/24**	Number of consolidated and approved reports	OPEX	4 consolidated and approved reports by 30 June 2025	4 consolidated and approved reports by 30 June 2026	4 consolidated and approved reports by 30 June 2027
GG 08	Municipal Wide		By strengthe	New	Number of sec 79	OPEX	4 section 79	4 section 79	4 section 79

			ning oversight of section 79 committees		committee reports (Women's caucus, Rules Committee, Moral Regeneration Movement)		committee reports 1 per committee submitted to Council (rules, womens, caucus, Moral Regeneration Movement BY 30 June 2025	committee reports 1 per committee submitted to Council (rules, womens, caucus, Moral Regeneration Movement BY 30 June 2026	committee reports 1 per committee submitted to Council (rules, womens, caucus, Moral Regeneration Movement BY 30 June 2027
GG 09	Municipal Wide	To strengthen the functioning of ward committee by June 2025.)	By strengthening public participation	2 petitions management committee meetings held in **2023/24**	Number of petitions management committee meetings held	OPEX	4 petitions management committee meetings held by 30 June 2025	4 petitions management committee meetings held by 30 June 2026	4 petitions management committee meetings held by 30 June 2027
GG 10	Municipal Wide	To strengthen the functioning of ward committee by June 2025.)		4 reports on petitions attended **2023/24**	Number of reports on petitions attended to	OPEX	4 reports on petitions attended to by 30 June 2025	4 reports on petitions attended to by 30 June 2026	4 reports on petitions attended to by 30 June 2027

Key Functional Area : Intergovernmental Relations									
PROJECT ID	**WARD**	**PERFORMANCE**	**STRATEGY**	**BASELINE 2023/24**	**KEY PERFOMANCE**	**BUDGET 2024/25**	**ANNUAL TARGET**	**ANNUAL TARGET 2025/26**	**ANNUAL TARGET 2026/27**

		OBJECTIVE			**INDICATOR**		**2024/25**		
GG 11	Municipal Wide	To enhance coordinate and facilitate effective intergovernmental relations at EMLM by 30 June 2025	By developing and implementing IGR Strategy	New	Developed and implemented IGR Strategy	OPEX	Developed and implemented IGR strategy by 30 June 2025	Developed and implemented IGR strategy by 30 June 2026	Developed and implemented IGR strategy by 30 June 2027
GG 12	Municipal Wide	To enhance intergovernmental relations within EMLM by 30 June 2025	By establishing, monitoring and evaluating of IGR structures	25 war rooms in place	Number of war rooms established	OPEX	9 war rooms established by 30 June 2025	9 war rooms established by 30 June 2026	7 war rooms established by 30 June 2027
						OPEX			
GG 13	Municipal Wide	To enhance intergovernmental relations within EMLM by 30 June 2025	By establishing, monitoring and evaluating of IGR structures	**2023/24** reports on meetings held	Number of war room meetings held	OPEX	12 war room meetings held (all 34 wards) by June 30 June 2025	12 war room meetings held (all 34 wards) by June 30 June 2026	12 war room meetings held (all 34 wards) by June 30 June 2027
GG 14	Municipal Wide		By establishing, monitoring and evaluating of IGR structures		Number of IGR fora held	OPEX	4 of IGR for a held by 30 June 2025	4 of IGR for a held by 30 June 2026	4 of IGR for a held by 30 June 2027

Key Functional Area : Risk Management									
PROJECT ID	**WARD**	**PERFORMANCE**	**STRATEGY**	**BASELINE 2023/24**	**KPI**	**BUDGET 2024/25**	**ANNUAL 2024/25**	**ANNUAL 2023526**	**ANNUAL 2026/27**

		OBJECTIVE							
GG 15	Municipal Wide	To maintain an effective ,efficient and transparent system of risk by 30 June 2025	By reviewing and implementing risk management charter.	Approved risk management charter **2023/24**	Reviewed and Approved risk management charter	OPEX	Reviewed and Approved risk management charter by 30 June 2025	Reviewed and Approved risk management charter by 30 June 2026	Reviewed and Approved risk management charter by 30 June 2027
GG 16	Municipal Wide		By reviewing and implementing risk management Strategy	Approved risk management strategy by **2023/24**	Reviewed, approved and risk management strategy	OPEX	Reviewed and approved risk management strategy by 30 June 2025	Reviewed and approved risk management strategy by 30 June 2026	Reviewed and approved risk management strategy by 30 June 2027
				4 meetings Agenda, **2023/24** minutes, Attendance register	Number of risk management meetings convened	OPEX	4 risk management meetings convened by 30 June 2025	4 risk management meetings convened by 30 June 2026	4 risk management meetings convened by 30 June 2027
				Annual risk assessment conducted	Number of annual risk assessment conducted	OPEX	1 Annual risk assessment conducted by 30 June 2025	1 Annual risk assessment conducted by 30 June 2026	1 Annual risk assessment conducted by 30 June 2027

			By Reviewing and implementing risk management strategy.	4reviewed risk management policies (**2023/24**	Number of reviewed and adopted risk management policies (whistle blowing, risk management, fraud and corruption and business continuity policies)	OPEX	4 reviewed and adopted risk management policies (whistle blowing, risk management, fraud and corruption and business continuity policies) by 30 June 2025	4 reviewed and adopted risk management policies (whistle blowing, risk management, fraud and corruption and business continuity policies) by 30 June 2026	4 reviewed and adopted risk management policies (whistle blowing, risk management, fraud and corruption and business continuity policies) by 30 June 2027
GG 17	Municipal Wide	To maintain an effective ,efficient and transparent system of risk by 30 June 2025	By Reviewing and implementing a fraud and corruption management strategy	Approved fraud and corruption management strategy by **2023/24**	Reviewed, approved fraud and corruption management strategy	OPEX	Reviewed and approved fraud and corruption management strategy by 30 June 2025	Reviewed and approved fraud and corruption management strategy by 30 June 2026	Reviewed and approved fraud and corruption management strategy by 30 June 2027

			By Developing and implementing business continuity management	New	Reviewed, approved business continuity management strategy	OPEX	Reviewed and approved business continuity and corruption management strategy by 30 June 2025	Reviewed and approved business continuity and corruption management strategy by 30 June 2026	Reviewed and approved business continuity and corruption management strategy by 30 June 2027

Key Functional Area : Internal Audit									
PROJECT ID	**WARD**	**PERFOMANCE OBJECTIVE**	**STRATEGY**	**BASELINE 2023/24**	**KEY PERFOMANCE INDICATOR**	**BUDGET 2024/25**	**ANNUAL TARGET 2024/25**	**ANNUAL TARGET 2025/26**	**ANNUAL TARGET 2026/27**
GG 18	Municipal Wide	To evaluate controls and improve the effectiveness of risk management, controls and governing processes	By developing & implementing a 3 Year Rolling Risk Based Internal Audit Plan	**2023/24** RISK BASED internal audit PLAN	Risk Based Internal Audit Plan developed and approved by Audit Committee	OPEX	Risk Based Internal Audit Plan developed and approved by Audit Committee by 30 June 2025	Risk Based Internal Audit Plan developed and approved by Audit Committee by 30 June 2026	Risk Based Internal Audit Plan developed and approved by Audit Committee by 30 June 2027
				2023/24 Risk based Internal Audit Plan Implementation report	% implementation of the approved risk based internal audit plan	OPEX	100 % Implementation of Risk based Internal Audit plan by 30 June 2025	100 % Implementation of Risk based Internal Audit plan by 30 June 2026	100 % Implementation of Risk based Internal Audit plan by 30 June 2027

				New	Number of Internal Audit Awareness's Conducted	OPEX	2 Internal Audit Awareness campaigns Conducted by 30 June 2025	2 Internal Audit Awareness campaigns Conducted by 30 June 2026	2 Internal Audit Awareness campaigns Conducted by 30 June 2027
			Through reviewed, approval and implementation of Audit committee charter	Audit Committee Charter **2023/24**	Reviewed Audit committee charter approved by Council	OPEX	Review Audit committee charter for adoption by council by 30 June 2025	Review Audit committee charter for adoption by council by 30 June 2026	Review Audit committee charter for adoption by council by 30 June 2027
				2023/24 Four audit committee meetings held	Number of Audit committee meetings held	OPEX	Four Audit committee meetings held by 30 June 2025	Four Audit committee meetings held by 30 June 2026	Four Audit committee meetings held by 30 June 2027
				2023/24 2 audit committee reports	Number of Audit Committee reports submitted to the council.	OPEX	Four audit committee reports submitted to Council by 30 June 2025	Four audit committee reports submitted to Council by 30 June 2026	Four audit committee reports submitted to Council by 30 June 2027
GG 19	Municipal Wide		Through reviewal and approval of Internal Audit charter	Internal Audit Charter **2023/24**	Reviewed Internal Audit charter approved by Audit Committee	OPEX	Internal audit charter reviewed and approved by the Audit Committee by 30	Internal audit charter reviewed and approved by the Audit Committee by 30 June 2026	Internal audit charter reviewed and approved by the Audit Committee by 30 June 2027

							June 2025		
PROJECT ID	**WARD**	**PERFORMANCE OBJECTIVE**	**STRATEGY**	**BASELINE 2023/24**	**KEY PERFOMANCE INDICATOR**	**BUDGET 2024/25**	**ANNUAL TARGET 2024/25**	**ANNUAL TARGET 2025/26**	**ANNUAL TARGET 2026/27**
GG 21	Municipal Wide	To facilitate provision of legal services to Enoch Mgijima Municipality by 30 June 2025	Through provision of effective legal services and implementation of litigation management strategy	100% reviewal of Service Level Agreements or Contract **2023/24**	% of SLA's /Contracts received and reviewed	OPEX	100 % of SLAs /Contract received, reviewed by 30 June 2025	100 % of SLAs /Contract received, reviewed by 30 June 2026	100 % of SLAs /Contract received, reviewed by 30 June 2027
				2023/24 Litigation register	Updated Litigation register	OPEX	Updated Litigation register by 30 June 2025	Updated Litigation register by 30 June 2026	Updated Litigation register by 30 June 2027
				Reviewed By laws **2023/24**	% Review of the submitted By – laws	OPEX	100% Reviewed submitted By – laws by 30 June 2025	100% Reviewed submitted By – laws by 30 June 2026	100% Reviewed submitted By – laws by 30 June 2027
GG 22	Municipal Wide		By Developing a Legal Compliance register	New	Developed Legal compliance register	OPEX	Legal Compliance register developed by 30 June 2025	Legal Compliance register developed by 30 June 2026	Legal Compliance register developed by 30 June 2027

KPA : INSTITUTIONAL TRANSFORMARTION AND ORGANIZARTIONAL DEVELOPMENT

Strategic objective: To ensure institutional transformation, development of a capable human capital and provide administrative support by 2027.

Key Functional Area : Administration and Council Support

PROJECT ID	WARD	PERFOMANCE OBJECTIVE	STRATEGIES	BASELINE 2023/24	KEY PERFOMANCE INDICATOR	BUDGET 2024/25	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27
IT & OD 01	Municipal Wide	To render administration and support for effective functioning of Council and its committees by 30 June 2025	By developing an annual Council and Committees Calendar	**2023/24** Council calendar in place	2024-25 Council calendar implemented	OPEX	2023-24 Council calendar implemented by 30 June 2025	2023-24 Council calendar implemented by 30 June 2026	2023-24 Council calendar implemented by 30 June 2027
			By providing administrative support to Council.	**2023/24** Ordinary Council agenda compiled	Developed 2024/2025 Council calendar	OPEX	4 Ordinary Council agenda compiled by 30 June 2025	4 Ordinary Council agenda compiled by 30 June 2026	4 Ordinary Council agenda compiled by 30 June 2027
IT & OD 02	Municipal Wide		By providing administrative support to Council	**2023/24** Special Council agenda compiled	Number of of Special Council meetings agenda compiled	OPEX	8 Special Council agenda compiled by 30 June 2025	8 Special Council agenda compiled by 30 June 2026	8 Special Council agenda compiled by 30 June 2027
IT & OD 03	Municipal Wide		By providing administrative	**2023/24** Mayoral meetings agenda compiled	Number of Mayoral Committee agendas compiled	OPEX	4 Mayoral meetings	4 Mayoral meetings agenda compiled by	4 Mayoral meetings agenda compiled

			support to Council				agenda compiled by 30 June 2025	30 June 2026	by 30 June 2027
IT & OD 04	Municipal Wide		By providing administrative support to Council	**2023/24** Standing meetings agenda compiled	Number of Standing committee agendas compiled	OPEX	4 Standing meetings agenda compiled by 30 June 2025	4 Standing meetings agenda compiled by 30 June 2026	4 Standing meetings agenda compiled by 30 June 2027

PROJECT ID	WARD	PERFOMANCE OBJECTIVE	STRATEGIES	BASELINE 2023/24	KEY PERFOMANCE INDICATOR	BUDGET 2024/25	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27
IT & OD 05	Municipal Wide	To ensure safe record keeping and recovery of documents by 30 /06/2025	By maintaining, updating safeguarding municipal records	Records management Policy in place	Reviewed Records management Policy	OPEX	Review of the Records management policy by 30 June 2025	Review of the Records management policy by 30 June 2026	Review of the Records management policy by 30 June 2027
IT & OD 06	Municipal Wide		By maintaining, updating safeguarding municipal records	Reviewed records management policy	Number of Record registers and inspection reports	OPEX	4 Record registers and inspection reports by 30 June 2025	4 Record registers and inspection reports by 30 June 2026	4 Record registers and inspection reports by 30 June 2027
IT & OD 07	Municipal Wide		By providing a back-up system for effectiv	**2023/24** reports on records disposed	Number of records disposed of	OPEX	Reports on records disposed BY 30 June 2025	Reports on records disposed BY 30 June 2026	Reports on records disposed BY 30 June 2027

			e and efficient safeguard of the institutions records electronically Document Management record system)						
IT & OD 08	Municipal Wide		Automated Electronically Document Management record system)	Retrieved and saved documents electronically in **2023/24**	Retrieval and saving documents electronically	OPEX	Retrieved and saved documents electronically by 30 June 2025	Retrieved and saved documents electronically by 30 June 2026	Retrieved and saved documents electronically by 30 June 2027

PROJECT ID	WARD	PERFOMANCE OBJECTIVE	STRATEGIES	BASELINE 2023/24	KEY PERFOMANCE INDICATOR	BUDGET 2024/25	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27
IT & OD 09	Municipal Wide	To ensure organizational structure is aligned with IDP objectives and strategies by June 2025).	By reviewing the organogram and aligning	Organizational Structure approved by Council in **2023/24**	Reviewed and Council approved by the Council	OPEX	Reviewed and Council approved by the Council by 30 June 2025	Reviewed and Council approved by the Council by 30 June 2026	Reviewed and Council approved by the Council by 30 June 2027

IT & OD 10	Municipal Wide	To review institutional policies in line with legislation and other prescripts by June 2025.	Provision of effective and efficient human resources through reviewal of HR policies.		Number of HR Policies reviewed and implemented	OPEX	20 HR Policies reviewed and implemented by 30 June 2025	20 HR Policies reviewed and implemented by 30 June 2026	20 HR Policies reviewed and implemented by 30 June 2027
IT & OD 11	Municipal Wide	To enhance the capacity and performance of councilors and employees by June 2025.	WSP and ATR developed	WSP and ATR **2023/24**	WSP and ATR developed	OPEX	WSP and ATR developed by 30 June 2025	WSP and ATR developed by 30 June 2026	WSP and ATR developed by 30 June 2027
IT & OD 12	Municipal Wide	To promote sound labour relations by June 2025	By facilitating seatings of LLF meetings	**2023/24** reports on LLF Meetings held	Number of LLF Meetings held	OPEX	4 LLF Meetings held by 30 June 2025	4 LLF Meetings held by 30 June 2026	4 LLF Meetings held by 30 June 2027

IT & OD 13	Municipal Wide	To establish an efficient and productive employees by 30 June 2025	Through development and implementation of the Wellness Plan and Wellness Policy.	**2023/24** Wellness Committee meetings	Number Wellness Committee meetings	OPEX	4 Wellness Committee meetings by 30 June 2025	4 Wellness Committee meetings by 30 June 2026	4 Wellness Committee meetings by 30 June 2027
				2023/24 Wellness programmes implemented	Number of wellness programmes implemented.	OPEX	4 wellness programmes implemented by 30 June 2025	4 wellness programmes implemented by 30 June 2026	4 wellness programmes implemented by 30 June 2027
		To ensure the municipality provides a safe working environment and educate employee of the awareness of the environment by 30 June 2025	By implanting an occupational health and safety policy and plan	**2023/24** committee meetings held	Number of OHS committee meetings held	OPEX	4 OHS committee meetings held by 30 June 2025	4 OHS committee meetings held by 30 June 2026	4 OHS committee meetings held by 30 June 2027
				2023/24 reports on implementing OHS Policy and Plan	Number of reports on implementing OHS Policy and Plan	OPEX	4 Reports on implementing OHS Policy and Plan by 30 June 2025	4 Reports on implementing OHS Policy and Plan by 30 June 2026	4 Reports on implementing OHS Policy and Plan by 30 June 2027

PROJECT ID	**WARD**	**PERFOMANCE OBJECTIVE**	**STRATEGIES**	**BASELINE 2023/24**	**KEY PERFOMANCE INDICATOR**	**BUDGET 2024/25**	**ANNUAL TARGET 2024/25**	**ANNUAL TARGET 2025/26**	**ANNUAL TARGET 2026/27**
IT & OD 14	Municipal Wide	To provide ICT services to	By managi	ICT Governance	Number of reports on managem	OPEX	4 reports on	4 reports on management of risk	4 reports on manage

		the municipality by 30/06/2025	ng risks related to ICT	Framework in place	ent of risk related to ICT		management of risk related to ICT by 30 June 2025	related to ICT by 30 June 2026	ment of risk related to ICT by 30 June 2027

PROJECT ID	WARD	PERFOMANCE OBJECTIVE	STRATEGIES	BASELINE 2022/23	KEY PERFOMANCE INDICATOR	BUDGET 2024/2	ANNUAL TARGET 2024/25	ANNUAL TARGET 2025/26	ANNUAL TARGET 2026/27
IT & OD 15	Municipal Wide	To ensure proper monitoring and management of EMLM Fleet by June 2025		Fleet Management Standard Operating Procedures	Number of reports on the implementation of Standard Operating Procedures developed	OPEX	4 reports on the implementation of Standard Operating Procedures developed by 30 June 2025	4 reports on the implementation of Standard Operating Procedures developed by 30 June 2026	4 reports on the implementation of Standard Operating Procedures developed by 30 June 2027

ENOCH MGIJIMA REVISED COMMUNITY NEEDS FOR 2024-24 IDP BUDGET REVIEW

WARD 01 (IDP/BUDGET 2024/25 REVIEW)

	COMMUNITY NEED	INTERVENTION (WHAT NEEDS TO BE DONE)	AREA DESCRIPTION (WHERE)
1.	Roads Management	Construction of roads	Mkhonjane, Gwatyu,Bholotwa, R61,John, Mdeni
2.	Water & Sanitation	Provision of water and Construction of Toilets	Mkhonjane, Gwatyu,Bholotwa, R61,John, Mdeni
3.	Electricity	Provision of Electricity	New Settlement & Gwatyu
4.	Bridges	Bridge Construction	Mkhonjane, Gwatyu,Bholotwa, R61,John, Mdeni
5.	Shearing Shed	Construction of Shearing Shed	Thembani Village (Othey)
6	Lapesi	Removal of Lapesi to contribute on job creation and reduce unemployment	Mkhonjane, Gwatyu,Bholotwa, R61,John, Mdeni
7.	Clinics	Constructions	Thembani Village
8.	Sports field	Construction of Sports field	Mkhonjane

WARD 02 (IDP/BUDGET 2024/25 REVIEW)

	COMMUNITY NEED	INTERVENTION (WHAT NEEDS TO BE DONE)	AREA DESCRIPTION (WHERE)
1.	Community Hall	Construction of Community Hall, project needs to be registered to MIG	Ilinge
2.	Infrastructure is dilapidated causing serious leakage problems and sewer spilling out	Upgrading of dilapidated infrastructure for water	Ilinge
3.	Roads and Stormwater	Construction of internal roads and management of stormwater	Ilinge
	Access to Health services	Construction of a Mini Hospital	Ilinge

4.			
5.	Title deeds	Facilitate the process of issuing title deeds	Ilinge
6	Unutilized government building prone to vandalism (support center, white door of hope)	Consider renovating and -using the building to support Small Businesses	Ilinge
7.	Cemetery	The cemetery is old, therefore the municipality needs to conduct EIA	Ilinge
8.	Police Station		
9.	Sport fields	Construction of sport fields	Ilinge
10.	Shopping Center	There is a need to lobby investors to build a shopping center	Ilinge

WARD 03 (IDP/BUDGET 2024/25 REVIEW)

	COMMUNITY NEED	INTERVENTION (WHAT NEEDS TO BE DONE)	AREA DESCRIPTION (WHERE)
1.	Roads	Construction, paving, upgrading and maintenance.	Nomentyu,Emagqomleni, Tyutyu, Nomawumawu,emamfeneni, Nontloko.
2.	Storm water and bridges	Construction of culverts at emamfeneni	Emafeneni, Mthwaku, Mawmaw, Nontlako, Nomatyu, Tayara, MMfenyana, Ndodeni.
3.	Clinics	Construction	Fransburg, Machibini
4.	Housing	Construction of housing units	All Villages
5.	Agricultural needs	• Renovation of Shearing sheds • Equipment • Fencing, Deep tank, Arable land • Deeping Tank • Construction of Shearing Shed and equipment handling facility	-Emampondweni, Mthombeni - All Villlages - Emampondweni, Mthombeni - Loko,Mfundisweni - Emampondweni
6	Sanitation	Construction of toilets	All Villages

7.	Water	Provision and purification of water rectification	Asazani, Emamfeneni, Emampondweni, Emfundisweni, Nometyu, Mawmaw, Mthwaku
8.	Community Hall	Renovation and provision of amenities	Asazani
9.	Stadium	Construction of stadium	Telecentre, Nzondelelo, Ntshanga, Petesdele, ngubengcuka, Mawmaw
10.	Skills Development	Use the old school structure to create skills development centres.	

WARD 4 IDP/BUDGET 2024/25 REVIEW			
	COMMUNITY NEED	**INTERVENTION (WHAT NEEDS TO BE DONE)**	**AREA DESCRIPTION (WHERE)**
1.	Primary health care facility	Provision of Mobile clinic.	Birch Farms,part of unathi mkefa, part of Ilinge.
2.	Safety and security	Renovation of Ilinge Police station and provision of mobile police station at Birch Farm.	Ilinge and Birch Farm.
3.	Water Supply	Provision of water from Ixhonxa dam project.	Ilinge and Ezibeleni
4.	High Mast Lights	Installation of high mast lights	Birch Farm, Ilinge and Ezibeleni
5.	roads	Re-gravelling and paving	Ilinge and Ezibeleni
6	Shopping Complex	Building of Shopping complex	Ilinge
7.	Bridge	Finishing of a bridge	Birch Farm, Mabuyaze, Ezibeleni
8.	Electricity	Provision of electricity	Ezibeleni
9.	Sewer System	To be provided	Elinge, Emabhangalweni
10.	SMME Support	Renovation of manpower building	Ilinge
11.	Sport Facilty	Finishing of Ilinge Stadium	Ilinge

WARD 05 (IDP/BUDGET 2024/25 REVIEW)

	COMMUNITY NEED	INTERVENTION (WHAT NEEDS TO BE DONE)	AREA DESCRIPTION (WHERE)
1.	Water Provision	CHDM has to provide answers	Ward 05
2.	Electricity	More poles must be installed	Themba, Zone 3
3.	Road	Fixing of holes & potholes on the roads	Zone D
4.	Storm Water	Fixing of street drains	Ward 05
5.	Refuse removal	Dumping sites must be eradicated	Ward 05
6	Unemployment	More projects to address unemployment	Ward 05
7.	Economic Development	Bylaws must be passed as soon as possible.	Ward 05
8.	Sports Recreation	Fixing of zone D sportsfield	Zone D
9.	Graveyards	Fencing of Graveyards and	Zone D
10.	Crime, Drugs	SPU must communicate all programs to Wards.	Ward 05

WARD 06 (IDP/BUDGET 2024/25 REVIEW)

	COMMUNITY NEED	INTERVENTION (WHAT NEEDS TO BE DONE)	AREA DESCRIPTION (WHERE)
1.	Agriculture infrastructure	Construction of Shearing Shed	Machibini
2.	Community Hall	Construction of Community Hall	Ezibeleni
3.	Roads and Bridges	Construction and Maintenance of roads	Zone 3, Unathi Mkefa, Koppies, Machibini
		Construction of bridges	Bridge to combine Unathi Mkefa and Zone 3 Bridge Combining Koppies , ward 3 & 6
4.	Fencing of Agricultural land- Complete		Koppies
5.	Projects	Needs Ward projects to be funded	All Wards

6	Electricity	Electrification of all households	Chris Hani Squarter Camp, Unathi Mkefa and Koppies
7.	Provision of Water and sanitation services	Engage CHDM	Unathi Mkefa and Zone 3
8.	Golden Lights	Maintenance of high mast lights	Unathi Mkefa Zone 3
		Installation of high mast	Koppies
9.	Jojo Tanks	Installation of Jojo Tanks	New Houses based Bhekela
10.	Houses	Building of new houses	Koppies

WARD 07 (IDP/BUDGET 2024/25 REVIEW)

	COMMUNITY NEED	INTERVENTION (WHAT NEEDS TO BE DONE)	AREA DESCRIPTION (WHERE)
1.	Drainage System on the banks of all roads.	Fixing of the Drainage system to reduce roads from being damaged by water (Houses from 1 to 99 at zone 1 are affected by storm water every time there is rain.	Phakamisa,Nogumbe zone 1, Lusisnini, Ematyeni and Soweto.
2.	Electricity	• Expand power to the current substations to meet the demand. • Change electricity lines underneath the soil • Fix Electricity poles • No electricity in Ekuphumleni informal settlement. • High mast lights need service.	- Ezibeleni zone 1 - Phakamisa, Nogumbe, Zone 1, Lusinini,Ematyeni ans Soweto - Ekuphumleni -Ones next to 277 and Ezibeleni community hall.
3.	Water	• The ward have water only in the morning they need meters to be fixed.	- Pakamisa,Nogumbe,Lusinini, Soweto. - 156,126,104, 192 Zone 1

		• At Zone 1 there is a boreholes that worn out to cause flooding in the streets. • Taps • Jojo Tanks	- Ekuphumleni - Phakamisa Area
4.	Housing	• Need Houses for residents, the population is growing in leaps and bounds • Tittle deeds	- Nogumbe,Lusinini,Soweto, Ematyeni, Soweto. - Phakamisa Area
5.	Roads	• Fixing and maintenance of all tar roads in the ward, gravelling and paving of access roads.	All areas in the Wards.
6	Refuse collection	• Rubbish bins in the area where people can throw their rubbish and must be regulated. • Trucks to collect rubbish bins and revised appropriate time for collection of rubbish. • Cleaning Of Dumping Sites	- Pakamisa, Nogumbe, Soweto, Ematyeni - Ematyeni, Pakamisa, Ematyeni, Soweto - In areas of the wards.
7.	Infrastructure	• All municipal buildings to be renovated e.g Community hall, Municipal office. • Increase number chairs • Provide security in all the buildings. • Renovation of Libraries	Nogumebe, Lusinini, Soweto, Pakamisa area.
8.	SMME Support	• Creation of jobs and support of SMMEs.	Ward 7
9.	Youth Development	• Youth programs must be prioritized by the municipality and must be give bursaries for their excellence in certain	Ward 7

		subjects that build to the type of professionals we need for our society.	

WARD 08 (IDP/BUDGET 2024/25 REVIEW)

	COMMUNITY NEED	INTERVENTION (WHAT NEEDS TO BE DONE)	AREA DESCRIPTION (WHERE)
1.	Community hall and Library	Building of community hall and library	New OR Tambo Area
2.	Rectification of RDP Houses	Rectification of faulty houses	New OR Tambo Area
3.	Roads	Re-gravelling and paving of internal roads.	New OR Tambo Area
4.	Storm water drainage system	Installation of storm water drainage	New OR Tambo Area
5.	Bridges	Two OR Tambo access bridges to be built	New OR Tambo Area
6	Building of Houses	New RDP houses to be built as they have backlock.	New OR Tambo area
7. 7.	Land Availability	Land to be provided for farming community	Next to industrial Park
8.	Electricity infrastructure	Maintenance of electricity infrastructure	All areas in the ward
9.	Sports and recreational facilities	Development and renovation of sports facilities and build new ones.	All the open spaces in the ward
10.	Deeping Facility for farmers	Building of Deeping tanks for small scale farmers.	Next to Industrial Park
11.	Sinako Primary school	To be handed over to the Councilor to allocate spaces for SMMEs,	

WARD 09 (IDP/BUDGET 2024/25 REVIEW)

	COMMUNITY NEED	INTERVENTION (WHAT NEEDS TO BE DONE)	AREA DESCRIPTION (WHERE)
1.	Roads & Streetlights	Close Potholes	Town & Zone 1 Ezibeleni
2.	Cutting of Trees and Grass	Engage Parks Department	Town & Zone 1 Ezibeleni

3.	Taxi Ranks in Suburb areas	Engage Public Safety	Town
4.	Walter Sisulu University	Engage WSU Stakeholders	Town & Zone 1 Ezibeleni
5.	Land Use Management	Town Planner needs to engage community.	Town
6	Electricity Infrastructure	Director Technical to address community	Town & Zone 1 Ezibeleni
7.	Provision of Health Services	Engage Department of Health	Town
8.	Water Supply at Ezibeleni	Engage CHDM	Ezibeleni

WARD 10 (IDP/BUDGET 2024/25 REVIEW)

	COMMUNITY NEED	INTERVENTION	AREA DESCRIPTION
1.	Colberts	Fixing of the Colbert	All areas in the ward
2.		Removal of the stone	Next to Mrs Sigenu's BnB
3.	Cleaning of the commune	Municipality to send at team for the cleaning	Madeira Home
4.	Zoning is a concern : (Residential and business) Electricity outages due to overload	Rezoning of residential households used for business purpose. Municipality to conduct an inspection on the type of residence and fines to be imposed on the wrong usage of households	Top Town area and surroundings
5.	Billing	Issuing of municipal accounts	All areas in ward 10
6	Roads	Patching of potholes be done correctly	All areas
7.	Electricity	1. Maintenance of street lights 2. Installation of the street light 3. Shared electricity cable between Amberdale and Madeira Park	1.All areas 2. Inyala street and other areas in Madeira 3. Madeira and Amberdale

8.	Drainage system	Fixing of the hole in the drainage system This be referred to CHDM	Corner of Tafelberg and Hangklip streets
9.	Communication	Communication be improved and be made on time Control room: Officials be trained on customer care. Contradictory communication made at control room to what is communicated by ward councilors.	All areas in the ward
10.	Swimming pool	The municipality to consider selling the swimming pool if unable to maintain it	Ward 10
11.	Accountability and oversight by Council	Municipal officials to be accountable to the Council . Performance of municipal officials be monitored	
12.	Service providers contracted by the municipality	Service providers who do shoddy jobs or substandard work on previous projects not be given tenders again	
13.	Food outlets/ supermarkets	Health inspections be deployed in supermarkets	All (reference was made to Zama zama and Hessels)

WARD 11 (IDP/BUDGET 2024/25 REVIEW)

	COMMUNITY NEED	INTERVENTION (WHAT NEEDS TO BE DONE)	AREA DESCRIPTION (WHERE)
1.	Electricity	High Mast, Golden, Upgrade	All Areas
2.	Sewer	Consultation CHDM	All Areas
3.	Houses	Building of new houses	All Areas
4.	Health Facilities	Consultation with health	All Areas
5.	Internal Roads	Maintenance, Paving	All Areas
6	Main Roads	Surfacing, Paving	All Areas

7.	Dumping site	Community Services to identify a place	All Areas
8.	Water shedding	Solution to water problems	All Areas
9.	Drainage System	Installation, Cleaning	All Areas
10.			

WARD 12 (IDP/BUDGET 2024/25 REVIEW)

	COMMUNITY NEED	INTERVENTION (WHAT NEEDS TO BE DONE)	AREA DESCRIPTION (WHERE)
1.	Roads	Maintenance of internal roads	Victoria Park, Aloevale, White City
2.	Electricity Infrastructure	Kiosk Upgrade	Joe Slovo,Aloe T, R &T Victoria Park
3.	Community Halls	Maintenance of community halls	Skweyiya Community Hall Ashley Wyngraat Community Hall
4.	Street Lights	Maintenance of street lights	Victoria Park and Aloevale
5.	High mast lights	LED New Installation	Aloet, Joe Slovo, Aloevale
6	Local Economic Development	Provision of support to SMME's	All reas
7.	Stormwater Drainage system	Implement Stormwater Management Plan	All areas
8.	Human Settlement	Construction of housing Units	All areas
9.	Water and Sanitation	Provision of water in a sustainable manner to all households	White City,Joe , Slovo, Aloe 7
10.	Sewer Infrastucture	Sewer pipes are bursting frequently, they need to be replaced	White city
11.	Land availability - Sites	Provision of sites for the community	Joe Slovo

WARD 13 (IDP/BUDGET 2024/25 REVIEW)

	COMMUNITY NEED	INTERVENTION (WHAT NEEDS TO BE DONE)	AREA DESCRIPTION (WHERE)
1.	Electricity	Maintenance and upgrading of infrastructure for provision of sustainable electricity to all households	All areas in the ward
2.	Roads	Maintenance of all internal roads	
3.	Waste Management	Provision of refuse removal for all households	
4.	Stormwater drainange	Develop and implement a Stormwater management plan to address issues relating to stormwater drainage system	
5.	Water & Sanitation	Provision of water and sanitation to all households in a sustainable manner	
		Provide Jojo tanks to address water challenges	Railway Line, Eskom, Magxaki, Khayalethu
6	Unemployment	Fair distribution of employment to all areas to address unemployment challenges	
7.	Sabhunge Mining	Facilitate a dialogue with relevant authorities so that local people can benefit	
8.	Parks and recreational facilities	Construction of recreational facilities	Newvale and Magxaki

WARD 14 (IDP/BUDGET 2024/25 REVIEW)

	COMMUNITY NEED	INTERVENTION (WHAT NEEDS TO BE DONE)	AREA DESCRIPTION (WHERE)
1.	Human Settlement	Construction of RDP Housing Units	Unifound, Polar Park, Cementry, Khayelitsha, Nomzamo, Joe Slovo
2.	Water and Sanitation	Water Interruptions need to be addreesed Maintenance of water sewerage pipes to stop leakages. Improve quality of water provided to all households.	All high lying areas in ward 14
3.	Electricity & Highmast lights	Provision of electricity in a sustainable manner to all households.	All areas

		Maintenance of High mast lights	
4.	Unemployment	Provision of employment opportunities with specific consideration for females to address gender inequality	All areas
5.	Waste Management	Clearing of illegal dumping sites and provision of skip bins to manage waste	All areas
6	Health Facility	Extension of LizoN cane Clinic	Unifound
7.	Roads	Construction of speed humps	Kwa Komani, Polar Park, Zakhele, All areas
		Maintenance & Regravelling of internal roads	
8.	Public Amenities	Fencing of cemetery with a sustainable material (stones), cleaning, sanitation service, security Rennovation of community hall	Kwa Zakhele Unifound
9.	Early Chilhooh Education facilities	Maintenance (painting, grounds, provide equipment for maintainance)	Unifound, Zakhele, Khayelitsha

WARD 15 (IDP/BUDGET 2024/25 REVIEW)

	COMMUNITY NEED	INTERVENTION (WHAT NEEDS TO BE DONE)	AREA DESCRIPTION (WHERE)
1.	Community Hall	Construction of a community hall	Khayelitsha
2.	Roads	Maintenance of all internal roads	All areas in the ward
3.	Stormwater Drainage system	Implement Stormwater Management plan to address issues relating to stormwater drainage system	Khayelitsha, Magxaki, Railway S
4.	Electricity	Provide all households with sustainable electricity supply	All areas in the ward
5.	Water	Provisioon of water to all households	All areas in the ward
6	Public amanities (recreational)	Construction of a sport facility	Ward 15

		Identify land for a Park to be used by children	

WARD 16 (IDP/BUDGET 2024/25 REVIEW)

	COMMUNITY NEED	INTERVENTION (WHAT NEEDS TO BE DONE)	AREA DESCRIPTION (WHERE)
1.	Internal roads	Maintenance of internal roads	All internal roads in the ward (Komani Height recommends paving)
2.	Crime /	Partner with relevant sectors in the safety cluster to eliminate crime in the area (CPF, SAPS, Safety and Liaison)	Identified areas including Komani Heights
3.	Graveyard incomplete and not secured	Provide security, Fencing and maintenance of graveyard	Ward 16
4.	Safeguarding renovation of municipal assets(Community Halls) Enkululekweni	Renovation and Provision of security for community hall	Ekuphumleni
5.	Electricity	Electrification of housing units	Phola parks and Unifound
6.	Land availability	Release land and prioritize sites for the community	All areas in the ward
7.	Community facility (Playground)	Upgrading of playground	Wesbourne
8.	Sport Stadium -	Construction Of sport Stadium	Ward 16

WARD 17 (IDP/BUDGET 2024/25 REVIEW)

	COMMUNITY NEED	INTERVENTION (WHAT NEEDS TO BE DONE)	AREA DESCRIPTION (WHERE)
1.	Housing	Build houses for the old areas(Thulandivile, Bongweni)	Bongweni, Thulandivile
2.	Water & Sanitation	Upgrading of drainage	The Whole Wards
3.	Maintenance of Roads	Maintain roads	The main roads (Pelem , Carlderwood,Top street)

4.	Youth Development	All stakeholders that work with Youth Programmes (SPU)	Ward 17
5.	Employment	All Departments to facilitate job creation	Ward 17
6	Skip Bins	Provision of Skip Bins	Westbourne Area
7.	Electrifying Squatter	Provision of electricity boxes in all Squatter areas.	Nkwanca Squatter
8.	Rails	Installation of Rails by Traffic and Technical	wesborne

WARD 18 (IDP/BUDGET 2024/25 REVIEW)

	COMMUNITY NEED	INTERVENTION (WHAT NEEDS TO BE DONE)	AREA DESCRIPTION (WHERE)
1.	Internal Roads	Construction Of Internal roads (Paving recommended at Ndlovukazi)	Zingquthu & Ndlovukazi
2.	Water and sanitation	Provision of water to households, Increase water tanks at Zola	Lessyton, Ndlovukazi and Zingquthu, Ezibhodini, Toitskraal, Zola
3.	Electrification	Electrification of households	Ndlovukazi, Ezingquthu, Ezinkukhwini
4.	Access to health services	Construction of health facility/ Mobile clinic	Ndlovukazi, Lessyton and Zingquthu
5.	Bridges	Construction of bridges (To be registered on MIG)	Zola , Ezingquthu
6	Electricity	Construction Of highmast lights	All villages
7.	Sanitation services	Provision of VIP Toilets	Zola, Ezingquthu
8.	Stormwater Management	Water channels are needed to control water in between the households	All villages (Lessyton, Zingquthu , Ndovukazi
9.	Windmills	Revival Of windmills for water	All villlages in the ward
10.	Unemployment	Facilitate the establishment of projects to eliminate alien invasives (Lapesi) for job creation	Zingquthu

WARD 19 IDP/BUDGET 2024/25 REVIEW

	COMMUNITY NEED	INTERVENTION (WHAT NEEDS TO BE DONE)	AREA DESCRIPTION (WHERE)
1.	Roads	Maintenance of Gravel	All areas
2.	Water	Maintenance of taps and pipes	All areas
3.	Electricity	Maintenance	All areas in new extensions
4.	Storm Water	Building of storm water	All areas in new extensions
5.	High Mast lights	Maintenance of lights	All areas in new extensions
6	Grazing lands	Allocation based on areas	All areas in new extensions
7.	Graveyards Erasion	Maintaining of Graveyards	Mc Bride Village
8.	Housing Registration	Renewal of Tittle Deeds	All Areas in New extensions
9.	Cleaning of Dams	Cleaning	All areas in new extensions

WARD 20 IDP/BUDGET 2024/25 REVIEW

	COMMUNITY NEED	INTERVENTION (WHAT NEEDS TO BE DONE)	AREA DESCRIPTION (WHERE)
1.	Roads	Provision of equipment to maintain roads	All villages in ward 20
2.	Water	Provision of engines	Qwabi, Mceula
3.	Human settlement	Construction of housing units	All villages in ward 20
4.	Health facilities	Renovation of clinics	Didimana and Karmastone
5.	Education	Construction of a primary school	Merino and Bothers Hoek
6	Electricity	Construction of highmast lights for community safety	All villages in ward 20
7.	SAPS	Construction of a police station	Mceula
8.	Health Services	Construction of a clinic	Mceula
	Agricultural Infrastructure	Fencing of grazing camps	All villages

9.			
10.	Education Infrastructure for early childhood development	Renovation of Pre- schools	All Villages

WARD 21 IDP/BUDGET 2024/25 REVIEW

	COMMUNITY NEED	INTERVENTION (WHAT NEEDS TO BE DONE)	AREA DESCRIPTION (WHERE)
1.	Roads and bridges	Roads Re gravelling of access roads	Galawater, Oxton, Zweledinga, Diphala,
		Bridges	Ngoji, Dyamala Galawater , Shillor, Claremont, Sbonile, Zweledinga, Oxton,Mbeko
2.	Local Economic Development (Job creation)	Land care programmes are needed (Removal of Lapesi, EPWP, Revitalization of factories) for job creation	All areas in the ward
3.	Agricultural Development Programmes	Processing plan for winery, wool, milk	Shillow
		Construction of a shearing shed	Zweledinga
4.	Electricity	Maintainance and Installation of new high mast lights for community safety	Shallow, Sibonile, Mbekweni ,Zweledinga, Oxton, Claremont, Galawater, Ngoji,Ndyala
		Electrification of households	Galawater, Zweledinga
5.	Water and sanitation	Provision of water to all households	Gala water, Lower Shallow, Upper Shallow, Zweledinga and other areas

WARD 22 IDP/BUDGET 2024/25 REVIEW

	COMMUNITY NEED	INTERVENTION (WHAT NEEDS TO BE DONE)	AREA DESCRIPTION (WHERE)

1.	Main Road and access road	Need Manatanance	All Villages
2.	Allien plants(Lapesi)	Removal of Lapesi and maintenance	All Villages
3.	Housing construction	Temporary structures whilst houses are in the process of fixing.	All Villages
4.	Bridges	Pre-	MMthwakazi / Lahlangwe, Bolt point
5.	Drainage system, storm water control	Installation of new drainages and cleaning of the drainage systems	Hekeni, Cimezile
6	Clinics	Building of clinic	All Villages
7.	Job Creation	Youth skills development programs	All Villages
8.	Electricity	Connection of electricity to households and connection of meter boxes.	All Villages
9.	Educators	The Department of Education to intervene with recruitment of Educators to assist learners.	All Villages
10.	Agricultural infrastructure		All Villages
11.	Disaster Management	The Department to intervene to fix the houses.	All Villages

WARD 23 (IDP/BUDGET 2024/25 REVIEW)

	COMMUNITY NEED	INTERVENTION (WHAT NEEDS TO BE DONE)	AREA DESCRIPTION (WHERE)
1.	Storm Water	Develop and implement storm water and drainage system plan	Zone 1, Exhadini, Ekuphumleni zone 2
2.	Roads	Regravelling and Paving of internal roads	All areas in the ward
3.	Street lights	Maintain street light for community safety	Ekuphumleni,
4.	Dumping sites	Prioritize a programmes on rehabilitation of landfill sites and regular cleaning of dumping sites.	All areas in Zone 2
5.	Refuse removal	EMLM- Remove refuse in line with the schedule from all households	Exhadini, Ekuphumleni zone 2, Zone 1

6.	Free basic electricity	EMLM- Assist them in registration of qualifying indigents in line with the Indigents Management Policy.	Exhadini, Ekuphumleni zone 2, Zone 1
7.	Sport facilities	Construction of sport facilities and maintenance of the existing facilities.	Exhadini, Ekuphumleni zone 2, Zone 1
8.	Water & Sanitation	Provision of water for all households	Exhadini, Ekuphumleni zone 2, Zone 1
9.	Meter readers	Installation of new smart water meters and placement of meter readers to ensure accurate billing.	Exhadini, Ekuphumleni zone 2, Zone 1
10.	Cemeteries	Graveyard fencing	Exhadini, Ekuphumleni zone 2, Zone 1

WARD 24 IDP/BUDGET 2024/25 REVIEW

	COMMUNITY NEED	INTERVENTION (WHAT NEEDS TO BE DONE)	AREA DESCRIPTION (WHERE)
1.	Housing	Building of RDP houses	All areas in the Ward
2.	Roads	Re-gravelling and paving	All areas in the Ward
3.	High mast Lights	Maintenance and installation	All areas in the Ward
4.	Sewer System	Upgrade and mantainance	All areas in the Ward
5.	Lapesi	Removal of Lapesi	Mabheleni
6	Storm Water	Installation of storm water	All areas in the Ward
7.	clinic	Building of clinic	Mthabazi
8.	Dumping Site	Rehabilitation of illegal dumping	All areas in the Ward
9.	Meter reading	Installation and reading of meters	All areas in the Ward
10.	Free basic electricity	Registration of indigents	All areas in the Ward

WARD 25 IDP/BUDGET 2024/25 REVIEW

	COMMUNITY NEED	INTERVENTION (WHAT NEEDS TO BE DONE)	AREA DESCRIPTION (WHERE)
1.	Roads	Regravelling of SADA Connecting streets	SADA
		Paving is recommended for internal roads	
2.	Electricity	Servicing of high mast lights and other street lights for community safety is essential	SADA
3.	Huma Settlements	Construction of housing units for people living in hostels , One Rooms and other areas in ward	SADA
		Facilitate issuing of Title deeds	
4.	Public Transport Infrastructure	Construction of a Taxi Rank	SADA
5.	Local Economic development	Refurbishment of old factories and consider SMME support	SADA
6	Cemetries	Fencing and provision of security	SADA
7.	Community Hall	Refurbishment of community hall	SADA
8.	Land Availability	Avail land for a new graveyard	SADA
9.	Rent Office	EMLM – to consider opening a rent office	SADA
10.	Health Services	Construction of a clinic	SADA
11.	Community facilities (art center)	Establish an Art center	SADA

WARD 26 IDP/BUDGET 2024/25 REVIEW

	COMMUNITY NEED	INTERVENTION (WHAT NEEDS TO BE DONE)	AREA DESCRIPTION (WHERE)
1.	Roads and Stormwater Management	All internal roads need maintenance.	All areas in the ward (Extension 4, Zone 1, Zone 2, Nyoka,

			Extension 2, Nqobokeni
		Implement stormwater management plan to prevent challenges associated with poor drainage system during heavy rainfall such as sewer lickage,	All areas in the ward
		Paving is recommended	Extension 4
2.	Electricity	Maintenance of highmast and street lights for community safety	All areas in the ward
		ESKOM Migration is a problem, arrange with ESKOM to address issues of migration	
3.	Water	Provision of water to households	Enqobokeni
4.	Graveyard	Fencing, security, ablution facility and maintenance	Zone 1 and Zone 2
		Avail land for the new graveyard	
5.	Sport Facility	Construction of a Sport Field	Ward 26
6.	Human Settlement	Construction of housing units	Enqobokeni Nyoka, Ext 2 and 4 Zone 1and 2

WARD 27 IDP/ BUDGET 2024/25 REVIEW

	COMMUNITY NEED	INTERVENTION (WHAT NEEDS TO BE DONE)	AREA DESCRIPTION (WHERE)
1.	Roads and storm water	Creation of an effective road, Construction of R393	Molteno through Sterktroom, joining N6 to JHB and Queenstown
2.	Housing	Creation of dignified households and families.	All Areas in the ward
3.	Small town Revitalization	Develop economic opportunities that will create sustainable job opportunities.	Sterkstroom Train Station.
4.	Electricity	Repair all high mast lights, Fix street lights, upgrade the electricity reticulation network.	All areas in Sterktroom
5.	Foot bridge	Construction of footbridge that serves as a link between Town and Masakhe.	Between Masakhe and Sterkstroom

6	Fencing of commonages	Small scale farming is essential because it creates job opportunities.	Between Masakhe and Sterkstroom
7.	Parks, Public places and amenities	Accessibility of Libraries because they play a role in educating children and installation of internet.	The whole ward.
8.	Health Facilities	Renovation/ Construction of Health Care Facilities	The Whole ward
9.	Sterkstroom School	Upgrading and construction of school	Sterkstroom
10.	Water and Sanitation	Water provision and the quality of needs for all households.	Ward 27 as a whole.

WARD 28 IDP/BUDGET 2024/25 REVIEW

	COMMUNITY NEED	INTERVENTION (WHAT NEEDS TO BE DONE)	AREA DESCRIPTION (WHERE)
1.	Water for all households	majority of the areas in ward 28 have limited access to water, this being a primary need, remains the ward's top priority.	Astrip,Nkululeko location,Phumlani and Phelandaba location
		Identification of a new water source in form of a borehole and or other sources	Airstrip
2.	Stormwater drainage system	Poor stormwater management system impacts negatively on both the roads and infrastructure and leads to flooding in households of ward 28 a method to manage the drainage system is a ncessity	All areas in the ward
3.	Internal Roads-	Upgrade of existing roads and Paving of access gravel roads and this is a more durable	Zola, and Mpinda streets in Phelandaba and Phumlani location.
4.	Community Hall	Demolish and reconstruction of a community hall, facility is unsafe	Molteno community hall in Brownlee street
5.	Health Services	Construction of health care facility in Molteno Town.	Molteno CBD and Langgewag residents

6	Waste Management	Procurement of Wheelie bins in order to distribute to the areas that never received them at the time. Construction of recycling centre sort and compress material	Newly built airstrip location, phases1 to 3.
7.	Electricity	cables for streetlights that are damaged must be replaced, maintain high mast lights.	Astrip location. Changing of light bulbs in Phumlani, Phelandaba, Nceduluntu, Nomonde and Langgewag location is required,
		Upgrading of Molteno town electricity reticulation network	Molteno
8.	Revitalization of CBD	Beautification and cleaning of the ward to attract and retain investors, with a specific focus on the Small-Town Revitalization.	CBD- Molteno
9.	Molteno Parks and recreational facilities	Parks and recreational centers need refurbishment and beautification	Nkululeko and Molteno Town
10.	Human Settlements	Assessment of the state of houses in Langewaag and those house needs to be rebuilt	Molteno/ Langgewaag
	Infrastructure- Public Transport	**Construction of a taxi rank**	Molteno

WARD 29 (IDP/BUDGET 2024/25 REVIEW)

	COMMUNITY NEED	INTERVENTION (WHAT NEEDS TO BE DONE)	AREA DESCRIPTION (WHERE)
1.	Water for all households	majority of the areas in ward 29 have limited access to water, this being a primary need, remains the ward’s top priority	Mdantsane, J section and B section and Khayelitsha

2.	Roads and stormwater Management	Maintain roads and stormwater drainage system.	Old John, Matiwane and Matinyane Streets in J section, Latola and Volmimk Street in Y section, Shiba Street in Zwelitsha,Lubusi,Johnny and Mnqgikane,Hayiya, John Street, Mcunukelwa Street, Graham Street, and other streets in Denekruin
		Paving of access gravel roads and this is a more durable method	All areas in the ward
3.	**Nomonde Community Hall** : is deemed unsafe to occupy people for gatherings, the community members are gathering outside the hall	Demolish and reconstruct a community hall	The Nomonde community hall in Monde street
4.	**Health care facility:** Dennekruin residents have limited access to adequate health care services	Request intervention from the ECDOH	Dennekruin residents
5.	Waste Management	Wheely bins is a serious priority therefore EMLM must sources funding to procure these bins. This can be a source of revenue stream in the EMLM Construction of recycling centre	Molteno
6	Skills development	. Request intervention from the department of public works to assist in establishing a center for skills development	Molteno

7.	Electricity	High mast Lights are used-however, regular maintenance is required in all areas. Changing of light bulbs/globes in all areas is required, thus replacing stolen or damaged cables in all areas.	All areas in the ward
		Construction of a new highmast light	Denekruin.
8.	Revitalization of CBD	Beautification and cleaning of the ward using the available resource. The above must be linked with the small town revitalization program.	
9.	Sports Grounds	Refurbishment of sports ground (EMLM to liaise with DSRAC)	Ward 29
10.	Drug Abuse	Liaise with the department of health, social departments ,SAPS and source funds to establish rehabilitation facility	Molteno
11.	Human Settlement	Incorporation of Maramastad to Rectification programme A new project is proposed for stands that was constructed in the 1950's	Ward 29 (Maramastad)
		Demolish apartheid houses and construct new housing Units	Nomonde, Mdantsane and Sterns (Dennedruin)
12.	Correctional Services infrastructure	Construction of correctional services facility (Prison)	27,28,29
13.	Electricity infrastructure	Installation of 4 high mast lights	Mdantsane, 1-J Section and Khayelitsha, Dennedruin

WARD 30 IDP/BUDGET 2024/25 REVIEW

No	COMMUNITY NEED	INTERVENTION (WHAT NEEDS TO BE DONE)	AREA OF DESCRIPTION (WHERE)
1.	Water and Sanitation	Provision of Water	Thornhill –(Section A;B;C;D;E and F
2.	Electrification	Provision of electricity	Thornhill – (Section A;B;C;D;E and F Zola – New Residential Areas
3.	Roads	Patching of potholes alternatively reconstruction of the entire road	From Zola to Whittlesea
		Paving of access road	Thornhill (road from kwa-Hinana stop to the Police Station)
		Paving of internal roads	Zola and Thornhill villages
		Fencing of the main road	Road from Zola to Thornhill
		Blading of streets	Zola and Thornhill
4.	Agricultural Infra-structure	Revitilisation of irrigation schemes	Thornhill village (opposite Nonzwakazi Primary)
5.	Local Economic Development	Lobby for Investors for the construction of the Mall	Thornhill/Zola village
		To finalise issue of the land	Thornhill village
6.	Land Care	Start landcare projects to prevent soil erosion	Zola village (along the main road). Thornhill village (opposite Inyathi High) and Amavundle Primary
7.	Community Halls	Renovation of Community halls	Thornhill and Zola Community Halls
8.	Human Settlement	Construction and finalizing of housing project	Thornhill 500 units and Zola 600 units
		Destitute	Thornhill and Zola villages

WARD 31 IDP/BUDGET 2024/25 REVIEW

	COMMUNITY NEED	INTERVENTION (WHAT NEEDS TO BE DONE)	AREA DESCRIPTION (WHERE)
1.	Roads	All internal roads need maintenance	All areas in the ward
		Tar from Zola , Thornhill to rocklands needs attention.	Zola to Thornhill, Mitford to Rocklands
2.	Water for all households is a challenge	Sources of water such as boreholes (Phakamisa)	All areas in the ward
3.	Sanitation services	VIP Toilets need to be sucked	All areas in the ward
		Community Hall does not have toilets	Phakamisa
4.	Health services	Construction of a clinic	Pkakamisa

		There is no medication in Health facilities	
5.	Agricultural Infrastructure	Fencing of grazing camps	Phakamisa
		Fencing of camps, cleaning of dams and revival of windmills	Khayalethu
6	Human Settlement	Intervention is needed to allocate the housing units to the needy beneficiaries in the housing needs register (vandalisms, crime activities)	Mitford
7.	Graveyards	Fencing of graveyards is needed and provision of ablution facilities	All areas in the ward
8.	Community Halls	The hall needs to be rennovated	Mitford
9.	Unemployment	There is a need to establish a skills development center to equip young and unemployed with skills	Mitford
10.	Education	The school was closed haphazardly. Department of Education is requested to provide scholar transport for the leaners to travel to other schools in the areas	Phakamisa

WARD 32 (IDP/BUDGET 2024/25 REVIEW)

	COMMUNITY NEED	INTERVENTION (WHAT NEEDS TO BE DONE)	AREA DESCRIPTION (WHERE)
1.	Roads and Sports fields	To be Maintained	All areas
2.	High masters	Installation	All Areas
3.	Clinics	Renovations	Kwezi
4.	Career Guidance	Construction of Libraries	Tendergate
5.	Bridges	Construction of Bridge	Tendergate
6	Cooperatives	Resuscitated	Tendergate
	RDP Houses	Building of new houses	Buccles Farm

7.			
8.	School Renovations	Renovations	Kwezi
9.	Water	Bulk Water supply connection to Tsolwana	All Areas
10.	Heritage Council	Game Reserve at Tsolwana	Kwezi

WARD 33 IDP/BUDGET 2024/25 REVIEW

	COMMUNITY NEED	INTERVENTION (WHAT NEEDS TO BE DONE)	AREA DESCRIPTION (WHERE)
1.	Electricity	Maintenance of Streets lights, Upgrading and installation	Zola, Matyantya, Ko Red, Ivenlew, Town
2.	RDP Housing	Construction of Houses	Next to Hostel, Ivenlew, Isolation Home, Old location , Area of Matyantya
3.	Sanitation	Eradication of bucket system	Ivenlew, Ko Red, Extension 2, Kuwait
4.	Community facilities	• Upgrading of our clinics/ • Renovations	-Zola - Town
5.	Roads	Maintenance, Surfacing, Re-gravelling	Zola, Town, Matyantya, Ivanlew
6	Youth Empowerment	Building of Youth Skill Centre	Zola, Town and Ivenlew
7.	Parks	Maintenance of Parks	Zola,Matyantya, Ko Red, Ivanlew.
8.	Land for Farmers	New land and fencing	Old Location next to Hostel.
9.	Sports Fields	Renovation of Sports fields and the Toilets inside the sport field	Zola, Ivenlew & Matyantya
10.	Community Hall	Renovations of the hall	Ivanlew, Zola,Matyantya

WARD 34 (IDP/BUDGET 2024/25 REVIEW)

	COMMUNITY NEED	INTERVENTION (WHAT NEEDS TO BE DONE)	AREA DESCRIPTION (WHERE)

1.	Water and Sanitation	Build more boreholes for water	Sakhelisizwe, The whole area in Hofmeyer
2.	Road	Needs to be tarred	R401 The road from Hoymeyer connecting to the road to Tarkastad
3.	Human Settlement	Rectification and construction of housing units	The whole of Hofmeyer town
4.	Electricity	Maintenance of Highmast Light	The whole Of Hofmeyer town
5.	24 HR service Health Facility	Hire more staff to provide the service 24hrs	Hofmeyer Town Clinic
6	Cemetries	Fencing of cemetries	Hofmeyer Town
7.	Sport field	Upgrading of sportfield	Eluxolweni
8.	Community Halls	Rennovation of community Halls	Eluxolweni and Twinsville
9.	Library services	Extend Library and provide more books	Hofmeyer Town
10.	College	Build a college for skills development	Hofmeyer town

ENOCH MGIJIMA SERVICE DELIVERY DRAFT PROJECTS

EC 139 MUNICIPAL INFRASTRUCTURE GRANT (MIG) PROJECTS

Ward	**Project Title**	**Project allocation for financial year 24/25**	**Project allocation for financial year 25/26**	**Project allocation for financial year 26/27**
9	Rehabilitation and Maintenance of Queenstown Roads and Stormwater Phase 1 (Bells Rd)	3 000 000,00		
4,6,8	Ezibeleni Rehabilitation and Maintenace of Roads and stormwater Phase 1	10 000 000,00	12 000 000,00	

27	Upgrading of Sterkstroom Internal Roads and Stormwater Phase 1	9 500 000,00		
28, 29	Upgrading of Molteno Internal Roads and Stormwater Phase 1	10 000 000,00		
34	Upgrading of Hofmeyer Internal Roads and Stormwater Phase 1	9 500 000,00		
2, 4	Upgrading of Ilinge Internal Roads and Stormwater Phase 1			
33	Upgrading of Tarkastad Internal and Stormwater Roads Phase 1	9 400 000,00		
9	Refurbishment and Upgrading of Komani (Heritage Building) Town Hall			
11, 12	Mlungisi Rehabilitation and Maintenace of Roads and stormwater Phase 2	8 852 800,00		
9	Rehabilitation and Maintenance of Queenstown Roads and Stormwater Phase 1 (Conaught)		5 000 000,00	
27	Rehabilitation of Mlungisi Stadium in Komani		5 500 000,00	
2	Construction of Sada Internal Roads and stormwater		8 500 000,00	
32	Tendergate to Kwezi access roads (Ward 32)		6 700 000,00	7 000 000,00

22	Tsitsikama Internal roads and stormwater(Ward 22)		6 200 000,00	
1	Bolotho Internal roads and stormwater (Ward 1)		6 200 000,00	6 000 000,00
18	Zingquthu Internal roads and stormwater (ward 18)		6 800 000,00	6 258 650,00
3, 6	Regraveling of Machibini internal roads and stormwater. (Ward 3 and 6)		6 000 000,00	7 000 000,00
21	Diphala and Mbekweni Internal roads and stormwater (Ward 21)			7 000 000,00
1	Gwatyu farms access roads and stormwater (ward 1)			7 100 000,00
30	Zola internal roads and stormwater (Ward 30)			7 000 000,00
31	Mitford/Phakamisa Internal roads and stormwater (Ward 31)			7 000 000,00
20	Didimana/Hukuwa Internal roads and stormwater (Ward 20)			7 200 000,00
Various wards	Installation of Highmast lights in rural areas			7 000 000,00
	PMU ADMIN (Operational Fees)	3 171 200,00	3 324 000,00	3 608 350,00
		63 424 000,00	**66 224 000,00**	**72 167 000,00**

Enoch Mgijima LM (EC139) INEP Projects

WARD	Project Title	Project allocation for financial year 24/25	Project allocation for financial year 25/26	Project allocation for financial year 26/27
27	Sterkstroom Substation refurbishment	9,805,737		
16	**Mlungisi Substation**	**14,221,263**	**3,920,000**	
16	**Electrification of Aloe - T housing**		**4,000,000**	
10	Construction of N6 66kV Substation			
10.18	Construction of Ebden-N6 66kV Line			
15	Electrification of new Rathwick housing development			8,000,000
		24,027,000	**7,920,000**	**8,000,000**

ENOCH MGIJIMA ALLOCATION MTEF-GRANTS

GRANT	24/25	25/26	26/27
MIG			
Water	R57 446 529,80	R73 467 837,00	R89 474 453,48
Sanitation	R39 290 844,97	R17 457 963,49	R14 000 000,00
RBIG			
Water	R43 515 550,00	R27 300 000,00	0
WSIG			
Water	7 740 000,00	R27 375 000,00	R30 000 000.00
Sanitation	R5 000 000,00	R5 000 000,00	R15 000 000,00

ENOCH MGIJIMA MUNICIPALITY -MIG -WATER

PROJECT NAME	2024/25	STATUS/PROGRESS	WARD NUMBER	VILLAGES TO BE SERVED
RA 60 Hewu Bulk WTR Supply Bushman krans	R10 000	Draft Tender		
RA60 Hewu SADA WTW Upgrade	R 25 181 529	Draft Tender	Ward 24,25	Sada

RA60 Hewu Bulk Water Supply (Phase 8)	R1 900 000	Construction	Ward 23	Sada to Ekuphumleni
RA60 Hewu Bulk Water Supply (Phase 9)	500 000	complete	Ward 21	Sada
RA60 Hewu Bulk Water Supply (Phase 10)	R 3 565 000	construction	Ward 26	Whittlesea Dongwe
RA60 Hewu Bulk Water Supply (Phase 11)	R5 405 000	Construction	Ward 24,25	Sada
Total	R57 446 529			

ENOCH MGIJIMA MUNICIPALITY MIG-SANITATION

PROJECT NAME	2024/25	STATUS/PROGRESS	WARD NUMBER	VILLAGES TO BE SERVED
Hofmeyer Sewer Ponds	R10 500 000	Planning	Ward 34	Hofmeyr town,Eluxolweni,Twinsiville
New Rathwick bulk serve (Phase 4)	R14 675 518	Construction	Ward 14	New Rathwick
Region 4 sanitation	R14 115 326	Planning	Various	Various villages
Total	**R39 290 844**			

ENOCH MGIJIMA WSIG

PROJECT NAME	2024/25	STATUS/PROGRESS	WARD	VILLAGE
Hofmeyer bucket eradication	R5 000 000	Planning	Ward 34	Hofmeyer Town,Eluxolweni,Twinsville
Tarkastad wcdm	R7 740 000	Planning	Ward 31,33,34	Tarkastad Town and Suburbs
TOTAL	R12 740 000			

ENOCH MGIJIMA RBIG

PROJECT NAME	24/25	STATUS /PROGRESS	WARD	VILLAGE
Augment Queenstown Water Supply P6 Machibini Pipeline	R32 165 550	Construction	2,3,4	Bulk supply to Machibini & Ilinge
Augment Queenstown Water Supply P6 Machibini WTW	R350 000	Construction	2,3,4	Bulk supply to Machibini & Ilinge
Hofmeyr water supply	R1 000 000	Award	35	Hofmeyer town,Eluxolweni,Twinsiville
Xonxa Augmentation Queenstown Pump station	R10 000 000	Commissioning		Xonxa Dam
Total	**R43 515 550**			

DEPARTMENT OF RURAL DEVELOPMENT AND AGRARIAN REFORM BUDGETAND PROJECTS 2024/25

PROJECT	BUDGET
Infrastructure	R3 802 000,00
Food Security	R3 852 500,00
Total	R7 654 500,00

PLANS FOR 2024/25 -ENOCH MGIJIMA LM

NO	PROGRAMME	BUDGET	NO OF PROJECTS TO BE ASSISTED	PROJECTS
1.	Household	R2 662 500,00	1500 Households	Enoch Mgijima Areas
2.	Feedlots	R150 000,OO	1 Project	
3.	Vegetables	R140 000,00	3 Projects	
4.	Livestock improvement	Centralised at H/O		Not yet approved

5.	Infrastructure	R3 802 000,00		Sterkstroom rural abattoir renovations Moddersfontein animal handling facility Koppies fencing – 10 km Zweledinga shearing shed

ESKOM

PROJECT	PROJECT TYPE	TOTAL PLANNED CAPEX 2024/25 Excluding Vat	TOTAL PLANNED CAPEX 2024/25 Including Vat	DOE PLANNED CONNECTIONS 2024/25
Enoch Mgijima Pre Exts Pre-Eng	Pre - Eng	R550 000	R632 500	
Enoch Mgijima Ext Link Line	Infrastructure	R1 525 000	R1 753 750	
Enoch Mgjima Infills	Infills	R800 000	R920 000	100
Enoch Mgijima Extension	**Households**	**R 9 000 000**	**R10 350 000**	**300**

PROJECT	PROJECT TYPE	TOTAL PLANNED CAPEX 2024/25 Excluding Vat	TOTAL PLANNED CAPEX 2024/25 Including Vat	DOE PLANNED CONNECTIONS 2024/25
Gwatyu Farms	Household	R1 600 000	R1 840 000	40
Gwatyu Farms Pre-Eng	Pre - Eng	R200 000	R230 000	
Gwatyu Farms Link Line	Infrastructure	R3 050 000	R3 507 000	
ENOCH MGIJIMA TOTAL		**R16 725 000**	**R19 233 750**	**440**

DEPARTMENT OF TRANSPORT

Infrastructure Budget : A Framework Contractor has been appointed to do Maintenance on various roads for a period of 3 years. The Budget allocated for Financial Year (2024/2025) starting in April 2024 is **R 4 000 000.00** for various paved roads (Surfaced) and **R 10 000 000.00** for unpaved roads (Gravel).

PLANNED CAPITAL PROJECTS

ROAD NUMBER	KM	NATURE OF WORKS	AREA AND WARD	STATUS
MR00664	36,1km	Road Rehabilitation	N6/Sterkstroom/Molteno, 27 & 28	Contractor has been appointed

PROPOSED PRIORITY LIST (2024/25 FY)

1. MR00706 (Gwatyu Farms - Cathcart) 2.DR02626 (Molteno) 3.MR00660 (Tarkastad - Hofmeyer) 4.DR07428 (Lower Lahlangubo)	1. DR02625 2.MR00638 (Sterkstroom – Winterburg Farms)

5.DR07407 (Hackney) 6.DR07409 (Cimezile - Chibini) 7.DR07412 (Zulumema - Qawkeni) 8.DR07413 (Qawkeni) 9.DR07421 (Sisilana) 10.DR07427 (Sisilana – Sawtiya)	3.DR02597 (Sterkstroom) 4.DR02577(Flowers Hault) 5.DR02578 (Flowers Hault) 6.DR02620 7.DR02583 8.MR00650 9.DR02586 10.DR02556

DEPARTMENT OF PUBLIC WORKS AND INFRASTRUCTURE

OTHER PROJECTS

NO.	List of Projects	Type of Project (Disaster / Capital / Maintenance)	Included in the 2023/24 APP (yes/no)	Status of Project	Status of File
1.	Louis Rex PS-Temporary structure	Capital	Yes	Sectional practical Completion	80%
2.	Bulelani Phase 1	Capital	Yes	Practical completion	100%
3.	Bulelani Phase 2	Capital	Yes	Practical completion	100%
4.	Frontier Hospital staff accommodation	Capital	Yes	Under construction	38%
5.	Refurbishment of Electrical Installation at Sijongephambili Training Center For ECDPW&I, Whittlesea Phase 2	Maintenance	Yes	Practical completion Stage	100%
6.	Exploration and Installation of Borehole and Backup Tank for Whittlesea Depot	Maintenance	Yes	Final account Stage	100%
7.	Minor repairs at Bathandwa Ndondo- Block- G	Maintenance	Yes	Final account Stage	100%
8.	Emergency repairs of underground	Maintenance	No	Practical completion Stage	100%

	cable and backup generator				
9.	Repairs to roof ECDPWI District offices	Maintenance	Yes	Final account Stage	100%
10.	Conversation of lights to ELD	Maintenance	Yes	Final account Stage	100%
11.	Completion of Molteno Hospital X-ray	Maintenance	Yes	Completion	100%

PROJECTS ON PROCUREMENT/PLANNING

NO.	PROJECT NAME	ESTIMATED PROJECT VALUE	STATUS	COMMENTS
1.	Bulelani SSS-Phase 3	R11mil	Procurement	•The project is on award stage
2.	J.J Serfortein	TBC	Design and Documentation stage	• Anticipated to go out on tender in the next financial year (2024/25 F/Y)
3.	Louis Rex PS-Permanent structure	R135mil	Planning	• Anticipated to go out on tender in the next financial year (2024/25 F/Y)
2.	Renovations to Molteno Clinic	R 15mil	Procurement of PSPs	• Procurement of PSP on progress • The documents were presented to BSC on the October 2023

3.	Construction of lower Didimane Clinic	R 20ml	Procurement of PSPs	• Procurement of PSP on progress • The documents were presented to BSC on the October 2023
4.	Major Renovations at Philani Clinic	R 32mil	Planning	• Planning on progress. • Stage 1 reported has been submitted.
5.	Renovations to Ilinge Clinic	R 57mil	Planning	• Some PSPs are awarded • Procurement of Mech.eng, Elect.eng and Architect is on progress

PROJECTS PROCUREMENT /PLANNING (HEALTH)

NO	PROJECT NAME	ESTIMATED PROJECT VALUE	STATUS	COMMENTS
1.	Maintenance and improvements at Haytor Clinic	R 6mil	Procurement stage	The Tender closed on the 14 November 2023
2.	Renovations to Molteno Clinic	R 15mil	Procurement of PSPs	Procurement of PSP on progress The documents were presented to BSC on the October 2023

3.	Construction of lower Didimane Clinic	R 20ml	Procurement of PSPs	Procurement of PSP on progress The documents were presented to BSC on the October 2023
4.	Major Renovations at Philani Clinic	R 32mil	Planning	Planning on progress. Stage 1 reported has been submitted.
5.	Renovations to Ilinge Clinic	R 57mil	Planning	Some PSPs are awarded. Procurement of Mech.eng, Elect.eng and Architect is on progress

PROJECTS PROCUREMENT /PLANNING (HEALTH)

No.	PROJECT NAME	ESTIMATED PROJECT VALUE	STATUS	Comments
10.	Repairs and Maintenance at Hewu Hospital in Chris Hani District	TBC	Design Development stage 3	Stage 2 has passed Busy with the designs

DEPARTMENT OF AGRICULTURE, LAND REFORM AND RURAL DEVELOPMENT

APP/IOP INDICATOR	TARGET	PROJECT NAME	BENEFICIARIES	ACTIVITIES PLANNED FOR 2024/25	TARGETED Q	BUDGET ALLOCATED FOR 2024/25
Number of non-agricultural enterprises	01	Sikhona Clothing Cooperative	05	Procurement of machinery and equipment	Q 3	R700 000 (Not approved)
Number of infrastructure projects	8K	Construction of 8km access road	TBC	Implementation and procureme	Q 4	R7 200 000 (Approved and registered)

completed to support FPSUs		to Gwatyu Farms		nt of services		
Number of socio-economic infrastructure	3 Rondavels	Construction of three rondavels , irrigations system and refurbishment of existing structures at Embo Madoda Traditional male cirummcision school 900 m stock fencing at Embo Traditional male circumcision school	TBC	Implementation and procurement of services	Q 3	R1 500 000 (Approved and registered)
Number of farms supported through land development support programme	01	Kuyasa Farm (Portion of Farm Stanford Park No .236 and ERF 205	07	Facilitating project approval only. Project needs to be presented at IBAT after all reallocation is done and legal entity is amended	Q 3	R4 968 114 (Not approved)

DEPARTMENT OF HUMAN SETTLEMENTS

PROJECTS PLANNING STATUS (2023/24)

PROJECT	UNITS	DELIVERED	BUDGET	EXPENDITURE	STATUS QUO
Lukhanji 200	0	0	R 1,390,000	R 0	14 new approvals. Forceful occupation of houses to be resolved by the Municipality before next phase .
Tarkastad – Baccels Farm 300	0	0	R 250,000	R 0	CDC has been appointed as an Implementing Agent for the project and surrended the project
New Rathwick 3000	0	0	R 480,000	R 0	HDA has been appointed as an Implementing Agent for the project. HDA has recently appointed a Lead Consultant for Planning and Designs. Municipality to provide the department with the list from the needs register, verification will be done by the department and the municipality officials then application process can start
Whittlesea – Sada Wooden/ Zinc 1000 (300)	0	0	R 500,000	R 0	HDA has been appointed as an Implementing Agent for the project. HDA has recently appointed a Lead Consultant for Planning and Designs .A list of 300 beneficiaries from thr needs register, a process will start
Sterkstroom Masakhe 164	0	0	R 250,000	R 0	HDA has been appointed as an Implementing Agent for the project. HDA has recently appointed a Lead Consultant for Planning and Designs. A verification was done, an application to start, we request the municipality officials to assist in applications

PROJECT	UNITS	DELIVERED	BUDGET	EXPENDITURE	STATUS QUO
Whittlesea – Mcheula 400	-	-	R 100,000	R 0	CDC has been appointed to conduct feasibility studies
Ezibeleni 1421 - rectification	-	-	R 105,000	R 0	CDC has been appointed to conduct feasibility studies
Hofmeyer Twinsville 500	-	-	R 250,000	R 0	Planning stage / additional funding

(301) rectification					
Tarkastad 671 rectification	-	-	R 250,000	R 0	Planning Stage / additional funding
Tarkastad 1000 rectification	-	-	R 250,000	R 0	Planning Stage / additional funding
Queenstown – Unifound 521 rectification	-	-	R 105,000	R 0	CDC has been appointed to conduct feasibility studies
Lukhanji 200 Phase2	-	-	R 1,390,000	R 0	There is pending eviction of illegal occupants in the project which prohibits the procurement of Pghase2 construction of the project. The request has been made to EMLM to assist on the matter and its work in progress at present.
Queenstown – Nomzamo 559 (58)	-	-	R 3,062,200	R 232 728	The plan is to extend CDC scope to implement the project and beneficiary verification will precede the undertaking.

PIPELINE PROJECTS NOT YET APPROVED FOR IMPLEMENTATION UNDER ENOCH MGIJIMA

NO.	PROGRAMME/ PROJECT NAME	UNITS	WARD NO.
1	Whittle Sea 1000	1000	26
2	Ekuphumleni	250	26
3	Tilden 300 rural	300	1
4	Ezibeleni 500	500	8
5	Ezibeleni 200	200	8
6	Uni-found Rectification	750	18
7	Ilinge 300	300	2
8	Old Mlungisi 3090 (Rectification/upgrading)	3090	14,15&16
9	Zola 700	700	30
10	Zingqutu 440 rural	440	18
11	Machibini Village 1500	1500	3
12	Gwatyu Farms (Thembani & Nonibe)	500	1

13	Mchewula Village 400	400	20
14	Yonda Village 300	300	20
15	Kamastone Village 600	600	20
16	Whittle Sea -Madakeni 1000	1000	24

DEPARTMENT OF SOCIAL DEVELOPMENT

PROGRAMME 2 : SOCIAL WELFARE – SERVICES TO OLDER PERSON AND PEOPLE WITH DISABILITY

Project name	Location	Ward	Beneficiaries	EPWP beneficiaries	Stipend	Allcation (Funding)
Huis John Vorster Old Age Home	Queenstown	16	77			1 903 440
Huis Tarkastad Home	Queenstown	33	9			222 480
Madeira Home Housing Utility Company	Queenstown	9	39			964 080
Sterkstroom Service Centre	Sterkstroom	27	25	1	2 367	103 404
Ithembalethu Service Centre	Tarkastad	33	40	1	2 367	148 404
Look Ahead Service Centre	Springroove	32	28	1	2 367	112 404
Mziwethemba Service Centre	Thornhill	30	28	1	2 367	112 404
Masiphathisane Service Center	Hofmeyr	34	26	1	2 367	106 404
Lithubalethu Serv. Centre	Midford	31	20	1	2 367	88 404
Ilithalethu Adult Centre	Ilinge	2	20	1	2 367	88 404

Project name	Location	Ward	Beneficiaries	EPWP beneficiaries	Stipend	Allocation
Masonwabe Service Centre	Ezibeleni	7	20	1	2 367	88 404
Bangakhula Older Persons Association	Queenstown	9	20	1	2 367	88 404
Ekuphumleni Welfare Society for the Aged	Molteno	29	29	1	2 367	115 404
Masibambane Service Centre	Whittlesea	25	20	1	2 367	88 404
Nomzamo Community Project	Ilinge	2	20	1	2 367	88 404
Queenstown Service Centre	Queenstown	14	20	1	2 367	88 404
Sinqandindlala Service Centre	Whittlesea	21	20	1	2 367	88 404
TOTALS						**4 495 656**

Project name	Location	Ward	Beneficiaries	EPWP beneficiaries	Stipend	Allocation
Ethembeni Protective Workshop	Whittlesea	24	15	1	2 367	40 500
Phumelela Protective Workshop	Ezibeleni	7	27	1	2 367	72 900
Fr ansbury Thembelihle Protective Workshop	Emachibini Village	3	27	1	2 367	72 900
Masizame Protective	Tarkastad	33	18	1	2 367	48 600

Workshop						
TOTALS						**234 900**

Project name	Location	Ward	Beneficiaries	EPWP beneficiaries	Stipend	Allocation
Mzamomhle HCBC	Sterkstroom		27	10	2 310	301 353
Sisonke HCBC	Mcbride Village		19	10	2 310	301 353
Siyaphila Community HCBC	Ntabetemba		30	10	2 310	301 3 53
Totals						**904 059**

DEPARTMENT OF EDUCATION PHSYCHOSOCIAL SUPPORT SERVICES

ADVOCACY

NAME OF EVENT	ACTIVITIES
Number of HIV/AIDS and TB awareness and sessions	Awareness campaigns
Number of health screening activities	Komani CMC – 100 Total number of learners reached 3 285 Schools reached - 68
Programmes and campaigns conducted with other stakeholders	Komani CMC – 18 Total number of learners reached 1065 Schools reached 48 Issuing of Identity documents and birth certificates with Department of Home Affairs Infection Prevention control (IPC) Department of Health
Programmes conducted with other stakeholders	- Welcoming back of Amakrwala from initiation schools with House of Traditional leaders and Local Municipalities - Administering social grants for vulnerable learners with SASSA

	- Awareness on bullying with Social Development - Awareness on safety and random searching in schools with SAPS - Donation of school uniform, sanitary pads to learners with Department of social development,SASSA, Local NGO's and Churches - NPO- Rise moral regeneration and curriculum support related issues
Training of National School Safety Framework	- Social Workers, Learner support agents and Supervisors
Protocol to deal with corporal punishment Protocol on management and reporting of sexual abuse and harassment in schools	- Komani CMC - 21

PEER EDUCATION

Activity	Numbers
Number of functional peer education clubs / boys clubs and number of schools	132 Peer education clubs/boys clubs 80 schools
Number of trained peer educators and focus of training	1 360 peer educators
Number of learner pregnancy programmes and related activities	26
Number of drug related and substance abuse and related activities	45

KEEPING BOYS IN SCHOOL

Activity	Type of Activity
Awareness programme for boys	Boys Indaba sessions with male learners, Welcoming back Amakrwala that are still attending schools (1 145 learners benefited)
Implementation of National Safety School Framework	Awareness and training for Safety Officers in schools and around the district
Preparatory plans for winter initiation season	Preparatory activities with House of Traditional Leaders, Local Municipalities

DEPARTMENT OF SPORT, RECREATION, ARTS AND CULTURE (2024-25

Activities	Area	Time Frame	Budget Per Activity

Number of programs advocated to benefit communities.	**District build up: International Museum Day Celebration at Queenstown and Frontier Museum**	**9 May 2024**	**R60 000**
Number of programmes that give effect to social cohesion	**Communities to benefit from Youth Advocacy: On Museums and Heritage Career Enoch Mgijima Local Municipality**	**June 2024**	**R25 000**
Number of community outreach programmes implemented	**Facilitate Book Club sessions (Enoch Mgijima)**	**May 2024**	**R1750**

Activities	Area	Time Frame	Budget Per Activity

Number of active recreation programmes implemented	**Community Recreation Day (200)- Mlungisi,Enoch Mgijima LM-ward 16 Sterkstroom hub festival (100) – Enoch Mgijima LM, ward 27 Tarkastad hub festival (100) – Enoch Migijima LM, ward 33 Machibini hub festival (100) – Enoch Mgijima LM, ward 3**	**Nov Nov Dec Feb**	**R48000 R7000 R7000 R7000**

Number of active recreation programmes implemented	**Community Recreation Day (200)- Mlungisi,Enoch Mgijima LM-ward 16 Sterkstroom hub festival (100) – Enoch Mgijima LM, ward 27 Tarkastad hub festival (100) – Enoch Migijima LM, ward 33 Machibini hub festival (100) – Enoch Mgijima LM, ward 3**	**Nov Nov Dec Feb**	**R48000 R7000 R7000 R7000**

CHAPTER 5: SPATIAL DEVELOPMENT FRAMEWORK

Enoch Mgijima Local Municipality is located in the Chris Hani District Municipality in the Eastern Cape and occupies an area of 13 584km². It is a predominately rural area with the primary urban centre being Komani and secondary urban centres including Whittlesea, Tarkastad, Hofmeyr, Molteno and Sterkstroom. The balance of settlement occurs mainly in the Southern extent of the Municipality around Ntabethemba, Whittlesea (and RA60) and East of Komani, whilst the rural area is mainly made up of commercial farms. Political representation is based on 34 Wards.In terms of **Biophysical elements**, the Municipality is subject to extreme summer to winter fluctuations.

The Municipality falls within a summer rainfall area with 70% - 80% of the precipitation occurring during the summer months in the form of thunderstorms, often accompanied by hail. The rainfall varies dramatically over the area depending mostly on altitude. The Eastern extent consists of level whilst the Northern and central extent consists of sandstone ridges/ thin loamy soils. The soils are moderate to highly erodible.

Vegetation in the Western extent is dominated by Eastern Upper Karoo and Karoo Escarpment Grassland, whilst the central / eastern area is predominately made up of Queenstown Thornveld. The Tsomo Grassland (covering 8.5% of the total municipal area) in the South East is categorized as “Vulnerable”. The Municipality has low-to-marginal potential for rain-fed crop production and is mainly suitable for grazing and game farming

In terms of **Socio-economic elements**, the Municipality has a population of 267 011 with a male / female split is 47.5% / 52.5%. Fifty seven percent of the population is under the age of 25 and 75% of the population is under the age of 35. Roughly 62% of the population is urbanised, with a further 32% residing in clustered / structured settlement areas.Population migratory patterns reflect rural urban migration, with Komani and Whittlesea reveived the highest number of people.Only 28% of the population is employed. 14% of the households have no income and 65% of the households earn between R1.00 to R38, 200.00 per annum.

The tertiary sector is the biggest employer in the Municipality, employing 80% of the workforce with the Secondary and Primary sector only employing 12% and 8% respectively. It is clear that the dominant

area for economic activity is the Komani urban area, which contributes some 50.7% of the total Gross Value Added (GVA) of the district. This centre is also the main concentration of activity in the manufacturing and retail and services sectors. In line with this, the Ezibeleni and Queendustria Industrial parks were identified for development and upgrade as the combined Komani Industrial Park.

In terms of **Built environment elements**, the overall spatial distribution of settlement within EMLM is largely a result of past politically influence spatial structuring. 10% of the population resided in informal (shacks) or traditional residential structures (mudbrick, wattle and daub structures). The majority of residents (60%) in the Municipality reside in structures that they own, whilst ±16% reside in rented structures. The majority of those that do not own or rent their structures are likely to have informal rights to the properties / structures (areas where tenure upgrade is needed). There are however large number of unregistered residential properties in urban and other settlements of the Municipality, which implies that numerous housing projects have not been completed to the point where ownership can be transferred. Hence, the Municipality is not able to collect rates and taxes from a large number of these properties.

A number of commonage areas remain vested in the name of the state, making it complicated for the Municipality to manage these. Strategically located state-owned and parastatal land in urban areas that are under pressure to grow can play an important role in ensuring integration and development of strategic infrastructure and services. In line with the proposals of the Area-based plan, the Department of Human Settlements are currently in the process of upgrading / formalising tenure of residential properties in settlements around RA60.

The spatial distribution of social infrastructure (schools, clinics, police stations) corresponds with the population distribution. There is however a pressing need for additional cemetery space in most of the urban centres.
In terms of services infrastructure, the Municipality generally has better levels of services that other municipalities in the surrounding area, with:

- 93.5% of the population have access to piped water.
- 63% of the population have access to flush toilets, whilst the ongoing dependence of some households on the bucket system is of concern.

The central wastewater works in Westbourne (Komani), it is reported to be over capacity.In terms of renewable energy, wind farms exist in the Sterkstroom and Molteno area, significant part of the Municipality has been included in what is the Eastern Application area for Basin Gas Exploration.Waste Transfer stations and “Buy-back Centres” of recyclable waste are being planned for various locations within the “catchment” of the main waste disposal facility in Komani, including Whittlesea, Mlungisi, Ilinge, Lesseyton and Komani CBD.

The main transport route is the N6 National Road – linking Eastern Cape via Komani, to the Free State/ Northern Cape and Gauteng. Other important routes are the provincial roads linking

Komani to Ntabethemba / Tarkastad / Cradock / Hofmeyr and Komani to Whittlesea / RA60 / Cathcart / Seymour

Only the North-South railway line, linking East London to networks further north, via Queenstown, is still in use.

When considering the findings of the Analysis and the elements that were raised in focus group discussions, the following serves as a summary of an SDF vision of Enoch Mgijima Municipality:

A stable, functional and financially sustainable local municipality, pursuing realistic and sustainable developmental targets that focus on available assets to deliver reliable infrastructure and services - to create an environment for residents that is clean, orderly, safe and secure.

Priority Spatial Issues

In order to respond to the Priority Spatial Issues, the following objectives and strategies are proposed:

Key Issue	Objectives	SDF Strategies
Spatial Fragmentation	• To achieve improved physical / spatial and functional integration of the existing fragmented settlement structure.	• Ensure efficient transport system (infrastructure and functioning). (SPATIAL / LUMS) • Create improved linkages where possible. (SPATIAL) • Improve connectivity (communication infrastructure) (FACILITATE) • Identify and prioritize vacant / under-utilized land areas and use types that will facilitate integration. (SPATIAL) • Prioritize release of strategic land parcels. (FACILITATE)
Ensuring Ease of Access to Opportunities and services	A well-structured road network system allowing for ease of movement, internal to urban areas, rural-urban, and regional level.	• prioritize improvement in linkages between identified development nodes, corridors and/or special development areas (SPATIAL / FACILITATE) • prioritize maintenance & upgrade of strategic link routes in partnership with relevant responsible authorities. (SPATIAL / FACILITATE)
Rural – urban migration and	• Understand reasons for migrating	• Identify and address "push factors" of rural-urban migration.

demand for growth in urban areas	• Urban areas that meet the needs of residents and migrants / newcomers in terms of access to adequate shelter, infrastructure and social services. • Well-functioning urban areas that provide quality environment to visitors and residents.	(LED / SOCIAL SERVICES / LIVELIHOODS) • Integrated strategic program to meet current backlog and pro-actively plan for projected future growth demand. (LAND / BULK / PLANNING / IMPLEMENTATION) • Devise innovative options to meet rental demand. (LUMS)
Access to Basic Infrastructure	• To improve access to basic infrastructure where currently below minimum level. • Functioning infrastructure networks	• prioritize worst-off localities for provision of infrastructure (SPATIAL / FACILITATE) • Clear short, medium- and long-term infrastructure maintenance plan and program with budgets (STRATEGIC PLANS)
Financial Sustainability	Services constructed and rendered within financial means and can be effectively maintained.	• Ensuring levels of infrastructure and services are within the financial means of the recipients (affordability) and subsidies / grants (equitable share). (LUMS / STRATEGIC PLANS) • Ensuring long terms maintenance is factored into costing model. (FACILITATE) • Ensure obligations of developers are covered in conditions of approval (where new land development rights are issued). (LUMS / ADMINISTRATION) • Implement and manage a bulk infrastructure contribution levy. (ADMINISTRATION)
Land Ownership and Tenure	Tenure and related administration mechanisms that enables right-holders to secure their investments, give authority to make decisions and implement accordingly.	• Establish land administration capacity and systems. (PLANNING / ADMINISTRATION) • Resolve vesting and / or delegated authority for EMLM to administer and utilize commonage and other under-utilized state or parastatal land. (FACILITATE) • Complete registration and transfer of residential properties to the beneficiaries / owners. (FACILITATE)
Identifying Areas of Greatest Opportunity	Development environment conducive to attracting investment and achieving	• Build relationship and regular engagement with key role-players in opportunity sectors, to

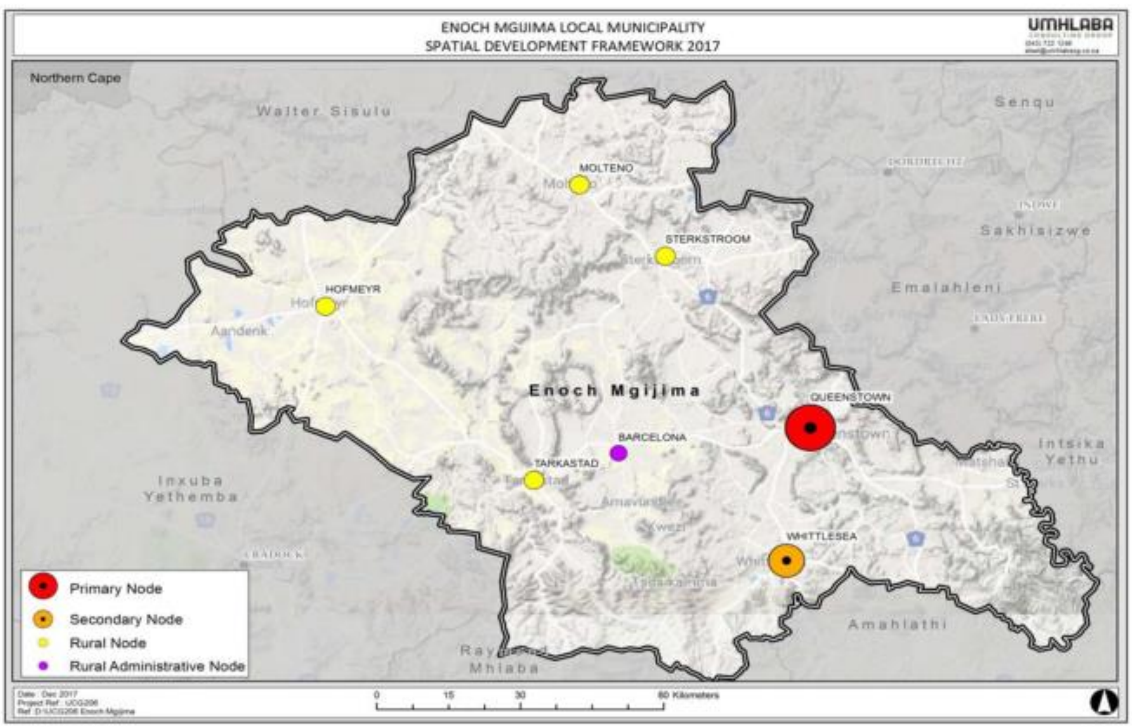
	consistent growth sectors / localities of high potential	understand and respond to each sector's developmental needs (FACILITATE)
Opportunity in Agriculture	• Irrigation potential from available infrastructure is optimised • Veldt management - Grazing potential	• Assessment of each system / scheme to determine potential and options for resuscitation and operation (management structure critical) (FACILITATE) • Veldt management – technical support and programmes (**FACILITATE)**
Natural Resource Management (Environmental Management)	Measures implemented to address related human impacts	• Stock reduction / "decanting" of larger stock owners to commercial scale (emerging farming development / land reform) (FACILITATE) • Collaborate with DRDAR to implement and monitor grazing systems (FACILITATE) • Implementation of special management "overlays" where vulnerability occurs (SPATIAL)
Disaster Management	Ability to anticipate high-risk occurrences, implement mitigation measures and respond rapidly.	• Enforcement of existing legal mechanisms (fire breaks, flood lines) (ADMINISTRATION) • Maintenance of stormwater infrastructure (OPERATIONAL) • Create awareness of risk activities (FACILITATE)
Water resource considerations	Long term water resources security	• Catchment demarcation and formulation of catchment management and maintenance strategy, with land use management outcomes for priority areas. (STRATEGIC PLAN) • Water loss action plan (to include maintenance, reporting, repair capacity). (OPERATIONAL)
Socio economic considerations	Vulnerable residents are supported to achieve basic human right s.	• Network with relevant organizations and departments to elevate the need for support from vulnerable groupings and individuals. (FACILITATE) • Respond to developmental needs of support givers. (OPERATIONAL)
Economic Development Considerations	Growth in informal sector economy with increase in numbers of participants.	Spatial and land use management strategy to enable informal business development and improve conditions

		of existing enterprises' environment. (LUMS)

The EMLM Spatial Development Framework makes use of six spatial structuring elements, as follows:-

The concept of Development Nodes (Primary, Secondary and Rural) Development nodes are categorised as those towns or places 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 economic enterprises (including tourism-related enterprises). Such nodes are often located on main transport routes to provide maximum access and act as catalysts for new growth and development. As such, they are areas where the following should be prioritised: -

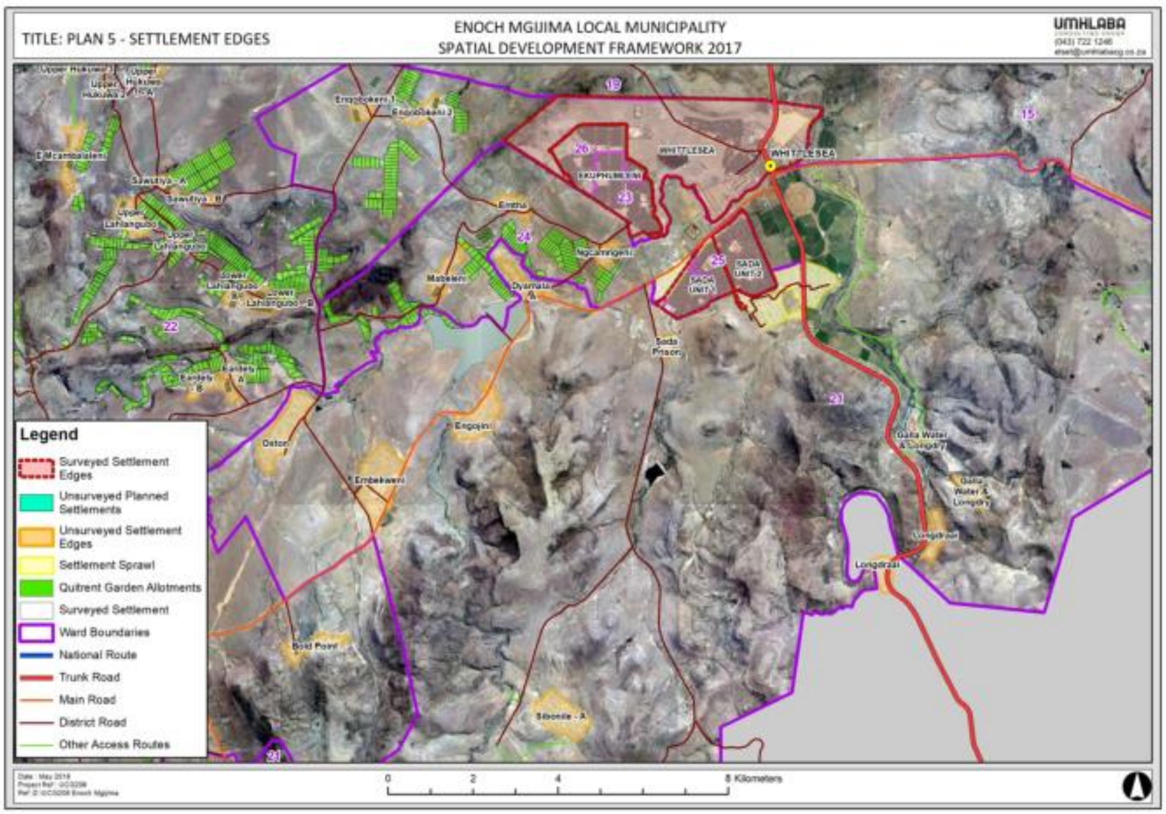
- Appropriate levels of development investment in infrastructure.
- Appropriate land use management to promote preferred development outcomes.



The concept of an Urban / Settlement Edges

The Spatial Development Framework proposes that an **Urban Edge** be defined for urban settlement / nodal areas, in an effort to consolidate the urban area, direct infrastructure development priorities and achieve a more compact settlement pattern. The areas beyond the urban edge are defined as rural, which implies a lower density settlement pattern with basic infrastructure and social facilities.

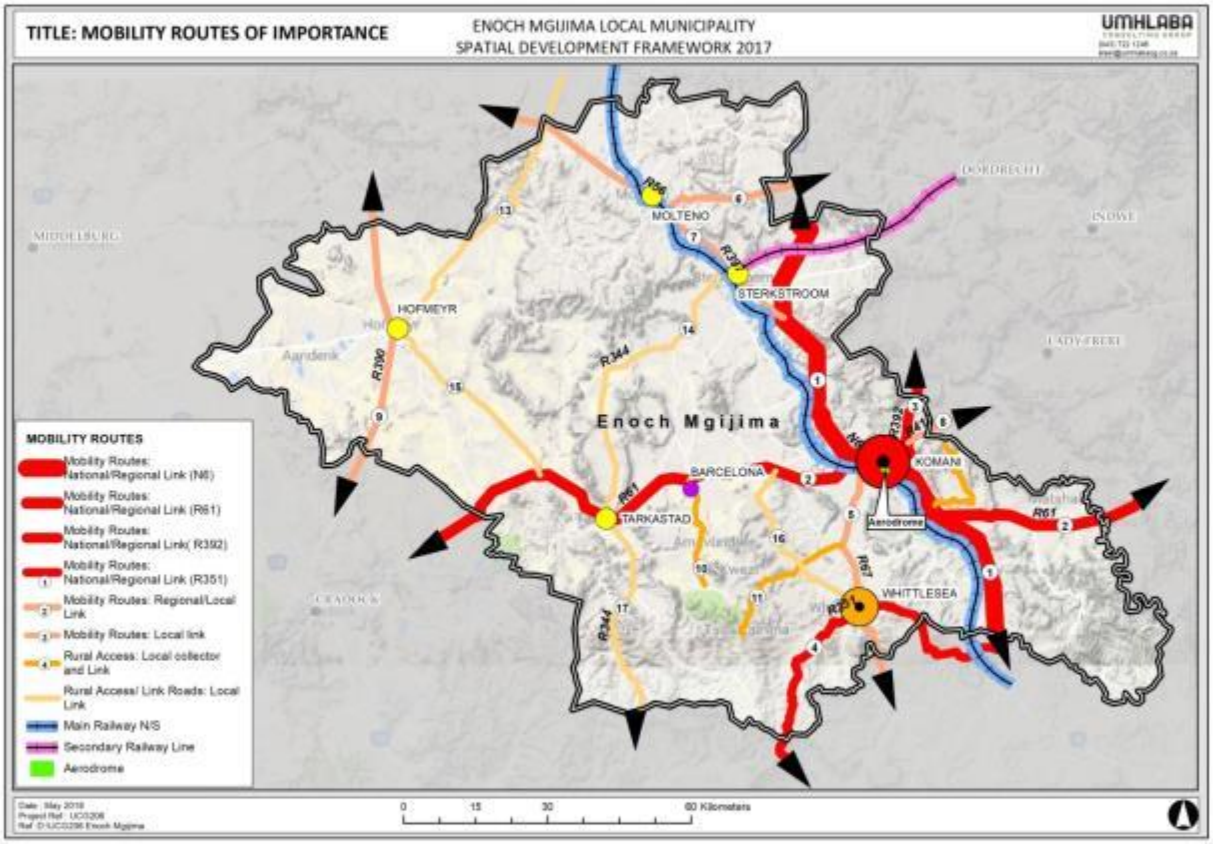
Rural settlements in the municipal areas will also need to have **settlement edges** drawn to indicate the extent of area dedicated to non-agricultural / settlements development. The focus will then fall on providing basic infrastructure and social services in line with government policy directives. This process should include verification of the current extent of the settlement footprint and determining extent of settlement area considered as suitable for development for predominantly residential purposes.



The concept of Mobility Corridors

An efficient and accessible transportation network is vital for successful spatial development, especially where a strong rural economy exists and where rural residents depend on social and economic services located in urban and rural nodes (where access to higher level goods and services in rural areas are limited).

Mobility corridors are those routes that have particular importance for moving people and goods at Regional and Municipal level.

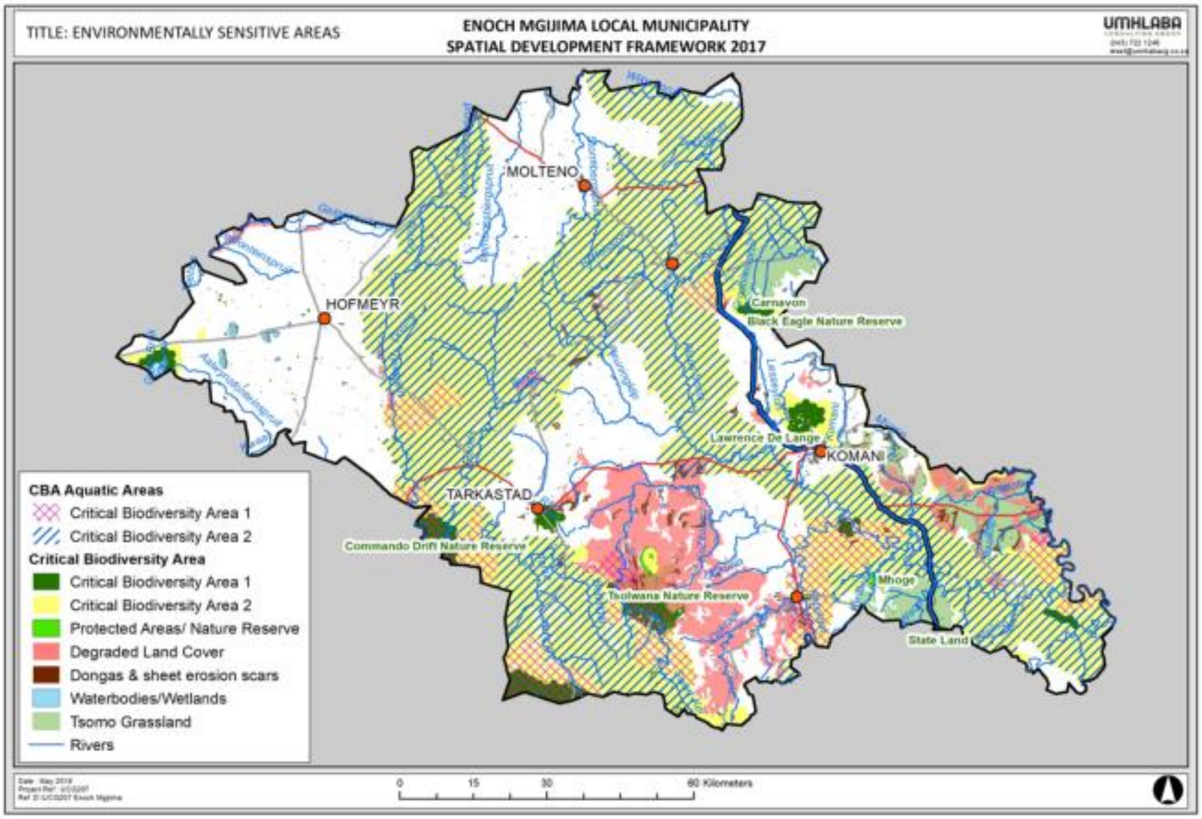


The concept of Activity Corridors

Due to high accessibility and visibility of land along main transport (mobility) routes, such areas are ideal for locating higher order business, commercial and services developments. Provided that the impact of the activity focus is adequately manged by way of direct access restrictions to the mobility route and introduction of dedicated service lanes, such corridors can ensure improved access to residents.

The concept of Priority Environmental Management areas

The environmental conservation and management areas in EMLM comprise nature reserves, river / flood plains, wetlands, steep slopes in excess of 1 in 5 gradient and fragile or vulnerable ecosystems.



The concept of Strategic Development Areas

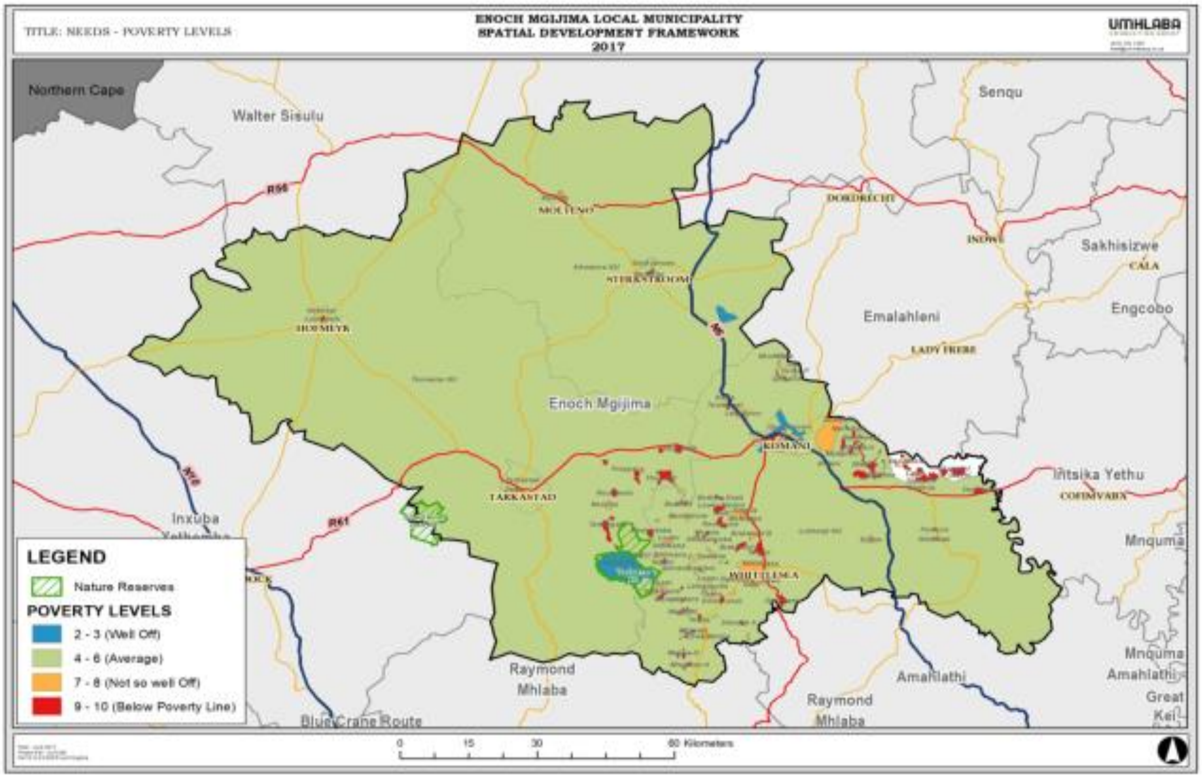
These can be separated in terms of strategic priority needs and strategic priority assets / opportunities.

The aim is to identify areas of development need (i.e. areas where settlement, infrastructure or tenure backlogs persist) or areas of development potential, where the allocation of resources and spending will be prioritised. This supports the phased approach to development, targeting areas of greatest potential (or need) first as promoted in the National Spatial Development Perspective and the Eastern Cape Provincial Spatial Development Plan.

The plan identifies designated areas where focussed interventions are required to:

- Improve marginalised areas - incremental upgrading approaches to development and management.
    - Rural settlements – incrementally introduce land management, planning and upgrade

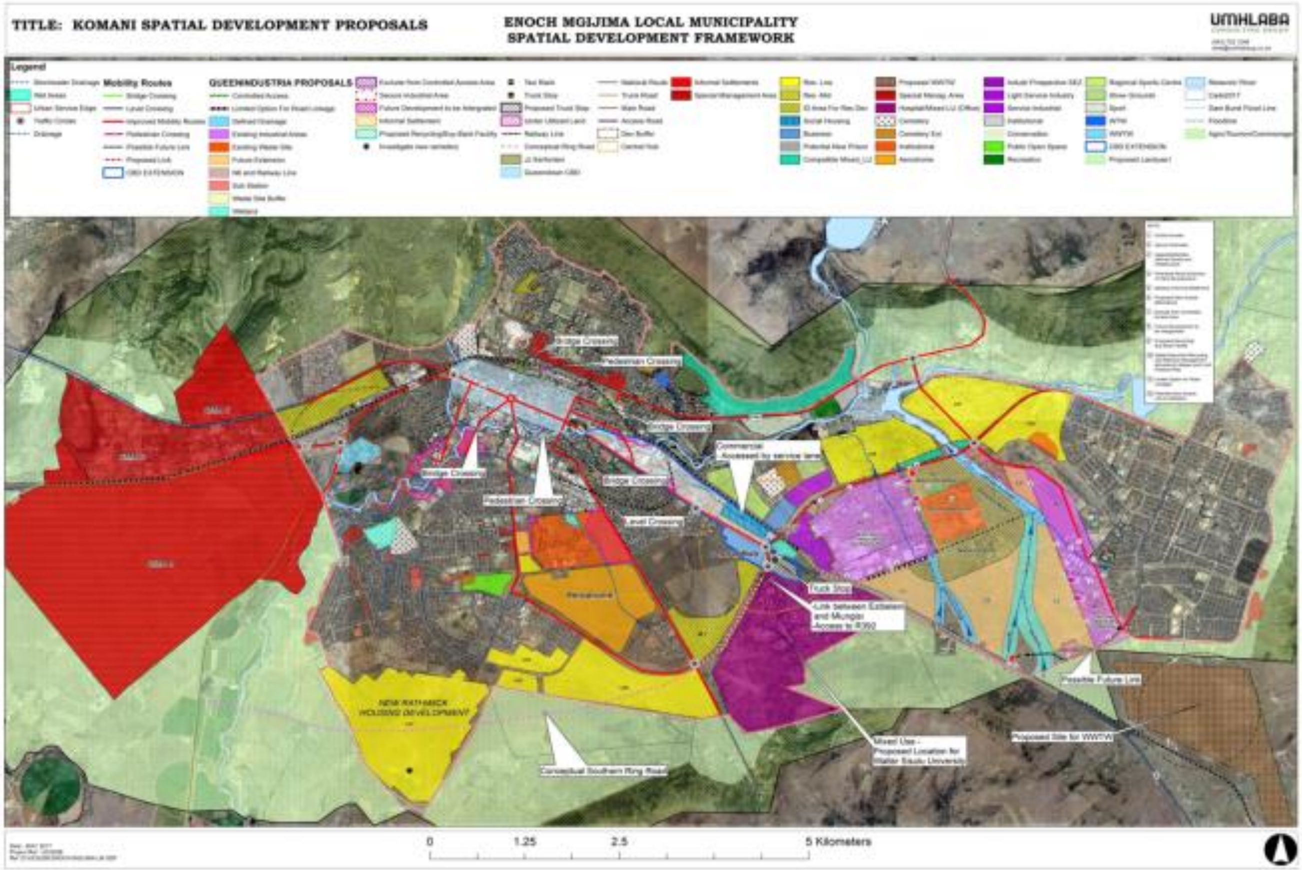
- Small Towns – rural centres. Shrinking local economic function with mostly residential function. Promote economic development and job creation (livelihoods strategies). Social services should be improved to promote areas where people can not only live, but access amenities such as jobs, schooling, healthcare and recreation.



Support core growth nodes

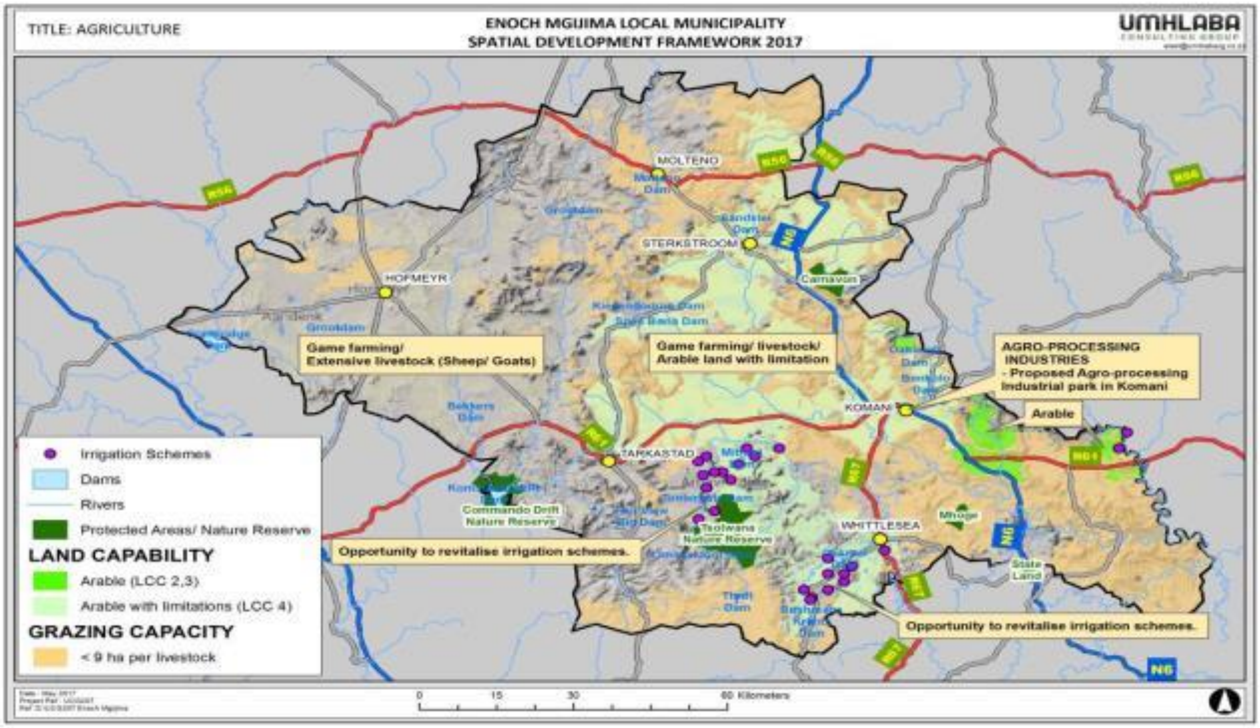
Support core growth nodes - building on the opportunities of Komani as a regional economic and administrative centre

- Improve fragmented urban structure
- Address crime and disregard of bylaws
- Address backlog in accommodation and affordable housing.
- Revitalisation of inner-city CBD
- Revitalisation of Industrial hub
- Intensify use of underutilised land / space (Transnet / Municipal / Aerodrome)
- Public space maintenance and recreation



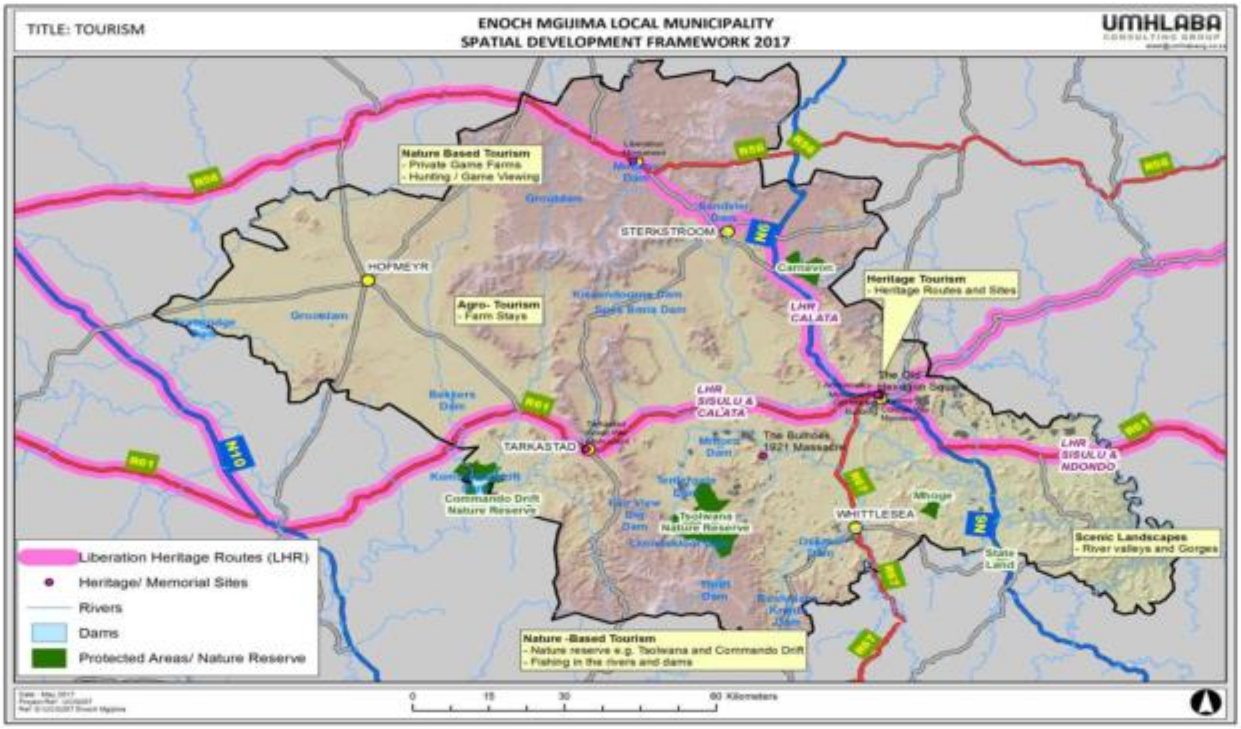
Supporting the Agricultural Sector

- Irrigation infrastructure
- Intensive production initiatives
- Processing linkages to Komani Industrial



Supporting the Tourism Sector

- Tourism products
- Infrastructure
- Policy provisions


TITLE: TOURISM
ENOCH MGIJIMA LOCAL MUNICIPALITY
SPATIAL DEVELOPMENT FRAMEWORK 2017
UMHLABA
Nature Based Tourism
- Private Game Farms
- Hunting / Game Viewing
STERKSTROOM
HOFMEYR
Agro- Tourism
- Farm Stays
Heritage Tourism
- Heritage Routes and Sites
LHR
CALATA
LHR
SISULU &
CALATA
TARKASTAD
The Bulhoek
1921 Massacre
WHITTLESEA
LHR
SISULU &
NDONDO
Commando Drift
Nature Reserve
Tsolwana
Nature Reserve
Scenic Landscapes
- River valleys and Gorges
Nature -Based Tourism
- Nature reserve e.g. Tsolwana and Commando Drift
- Fishing in the rivers and dams
Liberation Heritage Routes (LHR)
Heritage/ Memorial Sites
Rivers
Dams
Protected Areas/ Nature Reserve
60 Kilometers

Implementation Plan and Capital investment framework

PROJECT NAME	TIMEFRAMES	RESPONSIBLE ENTITY	APPROX. BUDGET	OTHER ROLEPLAYERS	TIMEFRAME
Optimisation of under-utilised land parcels in high-growth node					
Focus on achieving optimal potential from all vacant / underutilised land parcels in Komani	• Commence to request vesting / transfer of under-utilised state and parastatal land within strategic parts of Komani. • Feasibility Assessment of Municipal owned properties • Best-use confirmation • Development / disposal strategy (with clear timeframes) • Strategy for encouraging use of vacant private property (review of rates of dormant vacant land)	EMLM	4 Parcels @ R400 000/ parcel = R1,6 million	Transnet DPW CoGTA CHDM	Short to Medium Term Year 1-3
Accessibility improvement					
Improve pedestrian / non-motorised mobility within Komani	• Increase connections / crossings of physical barriers in the town (railway lines and rivers / drainage areas) • Improve existing pedestrian infrastructure (defining and separation from motorised surfacing / lighting – safety) • Incorporating cycle paths and promote cycle usage	EMLM	Business Plan / Concept Phase R500 thousand	SANRAL Transnet DEDEA	Short to Medium Term Year 1-3

Urban reception areas					
Pro-active identification and preparation of urban reception areas to reduce the amount of uncontrolled informal settlement.	• Land identification • Feasibility / suitability assessment • Zoning • Planning • System of allocation and administration of informal settlement occupation	EMLM	3 Parcels @ R600 000/ parcel = R1,8 million	DHS CHDM CoGTA	Short to Medium Term Year 1- 5
Rural settlement planning					
Incremental settlement mapping, intervention / rectification, and forward-looking planning to guide densification and expansion (where required)	• To guide land use management and define rural settlement edges to manage growth • Create a spatial framework for the implementation of development projects, programmes and identification of strategic development areas/ nodes. • Tenure administration	EMLM	R500 000 per annum for 3-year period = R1,5 million	CHDM CoGTA DRDLR	Short to Medium Term Year 1- 5
Agriculture					

Revitalisation and long-term agricultural optimisation	• Development of intensive agricultural and Irrigation potential • Rehabilitation of available irrigation infrastructure • Sustainable administration / management solutions to schemes to avoid repetition of failure • Veldt management - Grazing potential	EMLM	Business Plan / Concept Phase R500 thousand	CHDM CoGTA DRDAR	Medium Term
Natural Resource Management (Environmental Management)					
Outcome-based environmental and resource management	• Implementation of special management “overlays” where vulnerability occurs (SPATIAL) • Rehabilitation of vulnerable / degraded land areas • Catchment management	EMLM	Administrative process / Facilitation	CHDM DRDAR DAFF	Short to Medium Term Year 1- 3
Growth in informal sector economy with increase in numbers of participants					

Spatial and land use management strategy to enable informal business development and improve conditions of existing enterprises' environment. (LUMS)	Target land use management approach to improve the environment for informal and small business, by - Infrastructure in public spaces / areas of high pedestrian concentrations - Regulations to enable – whilst managing negative impact potential	EMLM	Scheme Formulation Process & Bylaws	CoGTA DRDLR	Short to Medium Term Year 1- 2
CBD revitalisation program					
Counter the decay of the CBD due to relocation of larger retail to mall and Government administrative functions to Komani.	• Incentive scheme to promote investment in CBD • Management focussed on maintaining a clean, safe and well-functioning environment	EMLM	Policy Formulation	CHDM	Short to Medium Term Year 1- 3

CHAPTER 6

KPA 1 : SPATIAL PLANNING AND HUMAN SETTLEMENTS

	SECTOR PLAN	OBJECTIVE	STATUS
1.	Spatial Development Framework	To set out the spatial vision and development priorities of the municipality	Adopted by Council
2.	Human Settlement Sector Plan	To accelerate the provision of housing units as a key for poverty alleviation and key for job creation strategy. To ensure a definite human settlement focus on human settlement in the implementation of IDP	Adopted by EMLM Council

	POLICIES	OBJECTIVE	STATUS
1.	Land Invasion Policy	To specify procedures to address issues of Land Invasion to prevent mushrooming of informal settlements within EMLM	Developed and adopted by council
2.	Immovable Property Asset Management Policy	To provide guidance on management and reporting on immovable assets. It is to ensure that EMLM applies prevailing accounting standards in a consistent manner in line with legal requirements and recognized good practices.	To be developed by the municipality
3.	Keeping of animals and poultry policy	To provide guidance and regulate the keeping of animals within the municipality including animals for agricultural purposes. To regulate the keeping of animals. To reduce the instances where animals become a danger and nuisance in the municipality	To be developed by the municipality
4.	Land Restitution policy	To provide and make provision for the restitution of land rights to people who were	To be developed by the municipality

		dispossessed and to resolve restitution claims within the target period, through negotiated settlements that restore land rights .	
5.	Outdoor Advertising policy		To be developed by the municipality

LIST OF BYLAWS

	BY LAWS	STATUS
1.	SPLUMA By laws	
2.	Town Planning bylaws	Adopted by Council
3.	Immovable Property By-Law	To be developed by the municipality
4.	Encroachment By-Law	To be developed by the municipality
5.	Problem Building By - Law	To be developed by the municipality
6.	Outdoor advertising By- Law	To be developed by the municipality
7.	Keeping animals and poultry By- Law	To be developed by the municipality

KPA 2 : BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT-ENGENEERING SERVICES

	SECTOR PLAN	OBJECTIVE	STATUS
1.	Electricity Master Plan	To guide maintainanance and refurbishment of electrical infrastructure for sustainable of electricity to households and businesses	The municipality needs to develop one
2.	Roads and Storm water Infrastructure Asset Management Plan	To give guide to maintenance of roads and storm water infrastructure	The municipality needs to develop one

	POLICIES	OBJECTIVE	STATUS
1.	Institutional and Social Development (ISD) Policy	The overall objective of ISD is to ensure sustainable service provision. The policy seeks to provide guidance on	Draft

		common approach to development institutions on community participation and involvement and institutionalization of ISD as a concept. The policy also provides clear ISD functions and contributes to empowerment of the community	
2.	Small Scale Embedded Generation (SSEG) Policy	To regulate installation of renewable energy /solar into the municipal network	Draft

KPA 2 : BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT- COMMUNITY SERVICES

	SECTOR PLAN	OBJECTIVE	STATUS
1.	integrated Waste Management Plan (	Legislative requirement , Waste Act to better plan for the present and future as well as resource allocation purposes	It needs reviewal to align with 2020 Waste Strategy,
2.	Disaster Management Plan – **Amendment of sec 52 of act 57 of 2002**	To develop capacity for the implementation of disaster management function within the municipality	There is no sector plan in the municipality
4.	Community Safety Plan	Objective is to focus on proactive actions to reduce risk, vulnerability, and harm in community. This is done through engagements with key and relevant stakeholders to reflect on shared commitment and vision to actions that seek to improve community safety and a sense of safety.	There is a Community Safety Plan in the municipality,
5.	Security Management Strategy	To set security standards, provide standard operating procedures for access control and asset movement. To provide responsibility for monitoring, supervision and maintenance of the access control standards and asset movement	Draft Status- Waiting for workshop to Councilors
6.	Leachate Plan	To manage water that filters through waste placed in landfill. To prevent water not	Not yet developed

		to come in contact with buried waste.	

	POLICIES	OBJECTIVE	STATUS
1.	Trade Effluent Policy	To regulate and control the discharge of any liquid waste either than domestic or surface water and domestic sewerage that is used in the premises used for business , trade, and industry. Trade effluent parameter are considered during the implementation of the policy	The municipality does not have a Trade Effluent Policy
2.	Expanded Public Works Policy	To provide work opportunities and income support to poor and unemployed people through labour intensive delivery of public and community assets and services contributing to development of the area.	Draft -Municipal Infrastructure Support Agent (MISA) is assisting the office with EPWP Policy development so that it can align with National Policy on EPWP. At this stage we are busy with a draft, benchmarking against other local municipalities in the Chris Hani Region.

	BYLAWS	OBJECTIVE	STATUS
1.	Waste Management Bylaws	To regulate activities on solid waste management in line with Waste Act.	Draft – Public Participation process
2.	Liquor Trading By-Laws	To serve as guidance to the designated Councilor, officials of the municipality and the community regarding trading hours of liquor as requested by the Liquor Board	Draft Liquor Trading and Taxi By- Laws was advertised for public comments in the Daily Dispatch and the Rep
3.	Management , control and maintenance and control of Taxi Rank By- Laws	To regulate and control taxi facilities	Draft awaiting public participation processes and gazzetting
4.	Parking Metre By-Laws	To regulate and control parking for community safety	Draft
5.	Disaster Management By laws	To ensure public safety before , during and after the occurrence of a catastrophic event	Not yet developed
6.	Safety by laws	To promote the achievement of safe environment for the	Not yet developed

		benefit for all citizens within the jurisdiction of the municipality and to provide procedures, methods and practices to regulate safety within the municipality.	

KPA 3 : MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

	POLICY	STATUS
1	Budget Policy	Reviewed and adopted by Council
2	Supply Chain Management Policy	Reviewed and adopted by Council
3	Cash and Investment Management Policy	Reviewed and adopted by Council
4	Asset Management Policy	Reviewed and adopted by Council
5	Irregular, Fruitless, Unauthorized and wasteful expenditure policy	Reviewed and adopted by Council
6	Contracts Management Policy	Reviewed and adopted by Council
7.	Credit control policy	Reviewed and adopted by Council
8.	Indigent management policy	Reviewed and adopted by Council
10.	Creditors Management policy/Account Payable Policy	Reviewed and adopted by Council
11.	Fleet Management policy	Reviewed and adopted by Council
12	Rates Policy	Reviewed and adopted by Council
13.	Cost Containment Policy	Draft awaiting council adoption
14.	Revenue Enhancement Strategy	

	BY LAWS		STATUS
1.	Rates by- laws		Adopted by Council

	Processes & Procedures.	Applicable performance area	Status
1	Supply Chain Management Procedures Manual	Supply Chain Management	Reviewed Annually
2	Asset Management Procedures-	Asset Management	Reviewed Annually
3.	Payroll Procedures	Expenditure Management	Reviewed Annually

4.	Creditors Payment Procedures	Expenditure Management	Reviewed Annually
5.	Revenue Management Procedures	Revenue Management	Reviewed Annually
6.	Revenue Enhancement Strategy	Revenue Management	Reviewed Annually

KPA : GOOD GOVERNANCE AND PUBLIC PARTICIPARTION

	SECTOR PLAN	OBJECTIVE	SATATUS
1.	SPU Mainstreaming Strategy	To effect mainstreaming of SPU	Reviewal Is currently being reviewed to be presented before standing committee and council- Draft
2.	Communication Strategy	To set a communication agenda and a plan that seeks to support the achievement of strategic objectives specified municipality's IDP	Approved by Council in 2022/23 financial year to be reviewed annually
4.	HIV/AIDS Strategy		HIV/AIDS has been presented and noted by SPU committee and Noted by Mayoral Committee for Implementation since its an operational Tool.
5.	Fraud Prevention Strategy	To provide guidance on the implementation of Risk Management Policy	Not yet approved
7.	Public Participartion Strategy	To provide a guide on how the community and interested parties input in municipal planning and identification of community concerns. To keep the community updated on the	Tabled and adopted by Council for implementation

		performance of the municipality.	

	POLICIES	OBJECTIVE	STATUS
1	PMS Framework Policy	To ensure the implementation of PMS within EMLM.To ensure that all employees are aware and comfortable with the implementation of the PMS. Creation of boundaries to ensure that all employees contribute to achievement of goals at personal and organizational level.	Adopted by council and reviewed annually
2.	Petition Management Policy		Adopted by council
3.	Fraud Prevention Policy	The primary objective of the policy is to assist the Accounting Officer, Council and Oversight committees to create an environment in Enoch Mgijima municipality and its area that are based on prevention of fraud and corruption.	Adopted by council
4.	Whistleblowing Policy		Adopted by council
5.	Internal Audit Policy	To set out the nature, role, responsibility, status, and authority of internal auditing within the institution, and to outline the scope of the internal audit work.	Draft awaiting council adoption
6.	Communication Policy		Draft Awaiting council adoption
7.	Integrated IGR Policy	To regulate IGR activities in facilitating integration and effective coordination in the implementation of the IDP	Draft policy has been workshopped to Councilors and Management. Set for adoption by Council before 30 June 2024
8.	National Disability rights Policy	To ensure that the rights of people with disability are considered during planning	The municipality is currently using National Disability rights Policy
9.	HIV/AIDS Policy	Institutionalization of HIV/AIDS activities	Non existent

KPA 6 : INSTITUTIONAL TRANSFORMATION AND ORGANIZARTIONAL DEVELOPMENT

NO	POLICY	DATE OF ADOPTION	TO BE REVIEWED
1.	Acting Policy	30 September 2021	Annually
2.	Cellphone Policy	30 September 2021	Annually
3.	Format Policy	30 September 2021	Annually
4.	Funeral Policy	30 September 2021	Annually
5.	Health & Safety	30 September 2021	Annually
6.	Labour Relations Policy	30 September 2021	Annually
7.	Leave Policy	30 September 2021	Annually
8.	Recruitment and Selection Policy	30 September 2021	Annually
9.	Relocation Policy	30 September 2021	Annually
10.	Sexual Harassment Policy	30 September 2021	Annually
11.	Substance Abuse Policy	30 September 2021	Annually
12.	Training and Development Policy	30 September 2021	Annually
13.	Whistle Blowing Policy	30 September 2021	Annually
14.	Smoking Policy	30 September 2021	Annually
15.	Essential Car User Scheme Policy	30 September 2021	Annually
16.	Attendancy and Punctuality Policy	30 September 2021	Annually
17.	Electronic Funds Policy	30 September 2021	Annually
18.	Employee Wellness Policy	30 September 2021	Annually
18.	Employment Equity Policy	30 September 2021	Annually
20.	Hiv and Aids Policy	30 September 2021	Annually
21.	Information Communication Change Management Policy	30 September 2021	Annually
22.	Information Communication Technology Policy	30 September 2021	Annually
23.	Placement Policy	30 September 2021	Annually
24.	Records and Archives Policy	30 September 2021	Annually

25.	Overtime Policy	30 September 2021	Annually
26.	Demotion Promotion and Transfer Policy	30 September 2021	Annually
27.	ICT Risk Strategy Management Framework	30 September 2021	Annually
28.	Internship Policy	30 September 2021	Annually
29.	Staff Retention and Succession Policy	30 September 2021	Annually

ENOCH MGIJIMA ORGANIZARTIONAL STRUCTURE

The subsequent pages provide a detailed organogram illustrating the hierarchical structure of the municipality, delineating the various Directorates, Units, and positions within the organisational framework.

This visual representation offers a comprehensive overview of the administrative setup, depicting the lines of authority, communication channels, and reporting relationships that define the operational dynamics of the municipal government.

By mapping out the roles and responsibilities of each entity, the organogram serves as a valuable tool for understanding the distribution of power, decision making processes, and functional interdependencies within the municipality, there by facilitating effective governance and co-ordination.

COUNCIL

64 X COUNCILLORS
13 X TRADITIONAL LEADERS

8 X MEMBERS OF THE EXECUTIVE COMMITTEE

1 X PERSONAL ASSISTANCE

OFFICE OF THE SPEAKER

OFFICE OF THE SPEAKER

PURPOSE: TO PROVIDE ADMINISTRATIVE SUPPORT TO THE OFFICE OF THE SPEAKER.
FUNCTIONS:
1.PROVIDE SECRETARIAL, ADMINISTRATIVE AND AUXILIARY SUPPORT TO THE SPEAKER.
2. PROVIDE CONSTITUENCY DEVELOPMENT AND SUPPORT SERVICES.
3. PROVIDE PUBLIC PARTICIPATION FOR THE MUNICIPALITY

1 X PERSONAL ASSITANT

1x MANAGER: OFFICE OF THE SPEAKER

1X ADMIN CLERK

1X PUBLIC PARTICIPATION & PETITIONSS OFFICER

OFFICE OF THE CHIEF WHIP

OFFICE OF THE CHIEF WHIP

PURPOSE: TO PROVIDE ADMINISTRATIVE SUPPORT TO THE CHIEF WHIP.
FUNCTIONS:
1. PROVIDE SECRETARIAL, ADMINISTRATIVE AND AUXILIARY SUPPORT TO THE CHIEF WHIP
2. PROVIDE AUXILIARY SUPPORT SERVICES ON WHIPPERY ROLE BY THE CHIEF FOR PARTIES.
3. PROVIDE OFFICE AUXILIARY SUPPORT TO THE CHIEF WHIP'S MANAGEMENT OF THE TROIKA/ PMT.
4. PROVIDE SUPPORT TO THE CHIEF WHIP ON OVERSIGHT OVER COUNCILLORS ON

1 X PERSONAL ASSISTANCE

OFFICE OF THE EXECUTIVE MAYOR

OFFICE OF THE MUNICIPAL MANAGER

PURPOSE: TO MANAGE ENOCH MGIJIMA LOCAL MUNICIPALITY AS HEAD OF THE ADMINISTRATION
FUNCTIONS:
1. PERFORM INTERNAL AUDITING AND LEGAL SERVICES
2. PROVIDE ADMINISTRATIVE SUPPORT TO POLITICAL OFFICES.
3. MANAGE CORPORATE SERVICES.
4. MANAGE FINANCIAL SERVICES.
5. DEVELOP A COHERENT AND INTERGRATED FRAMEWORK FOR LOCAL ECONOMIC DEVELOPMENT ACROSS THE ENOCH MGIJIMA AREA.
6. MANAGE INFRASTRUCTURAL SERVICES.
7. MANAGE COMMUNITY SERVICES.
8. MANAGE ENGINEERING SERVICES.
9. ELECTRICAL

1X MUNICIPAL MANAGER

OFFICE OF THE EXECUTIVE MAYOR

PURPOSE: TO PROVIDE ADMINISTRATIVE SUPPORT TO THE OFFICE OF THE EXECUTIVE MAYOR.
FUNCTIONS:
1. PROVIDE OVERALL POLITICAL LEADERSHIP TO THE MUNICIPALITY.
2. COORDINATE INTER GOVERNMENTAL RELATIONS SERVICES.
3. PROVIDE SECRETARIAL ADMINISTRATIVE AND OFFICE AUXILIARY SUPPORT TO THE EXECUTIVE MAYOR.
4. PROVIDE PUBLIC RELATIONS AND COMMUNICATION SERVICE.
5. PROVIDE ADMINISTRATIVE AND SECRETARIAL AND LOGISTICAL SUPPORT TO THE OFFICE OF THE EXECUTIVE MAYOR.
6. DEVELOP, FORSTER, IMPLEMENT AND DRIVE THE SPECIAL PROGRAMMES OF THE COUNCIL REGARDING:
*HIV/AIDS (DISABLED PERSONS PROGRAMME)
*GENDR AFFAIRS AND PROGRAMMES
*YOUTH AFFAIRS PROGRAMME

1x MANAGER: OFFICE OF THE EXECUTIVE MAYOR
VACANT

1X PERSONAL ASSISTANT

ADVISOR

DRIVER

ADMIN SEC

____
MS. NTENGENYANA
MUNICIPAL MANAGER
APPROVED/ NOT APPROVED
DATE:

OFFICE OF THE MUNICIPAL MANAGER

PURPOSE: TO MANAGE ENIOCH MGIJIMA LOCAL MUNICIPALITY AS HEAD OF THE ADMINSTRATION FUNCTIONS:
1. PERFORM INTERNAL AUDITING AND LEGAL SERVICES
2. PROVIDE ADMINISTRATIVE SUPPORT TO POLITICAL OFFICES.
3. MANAGE CORPORATE SERVICES
4, MANAGE FINANCIAL SERVICES.
5. DEVELOP A COHERENT AND INTERGRATED FRAMEWORK FOR LOCAL ECONOMIC DEVELOPMENT ACROSS THE ENOCHMGIJIMA AREA & MANAGE INFRASTRUCTURE SERVICES
6. MANAGE COMMUNITY SERVICES
7. MANAGE ENGINEERING SERVICES

1X MUNICIPAL MANAGER

DIRECTORATE; OFFICE OF THE MM

PURPOSE: TO MANAGE MONITORING AND REPORTING AND THE COORDINATION OF THE IDP AND ANNUAL REPOSRTING AND OVERSEE INSTITUTIONAL AND INDIVIDUAL PMS FUNCTIONS:
1. PROVIDE MONITORING AND REPORTING SERVICE AND INSTITUTIONAL PMS.
2. MANAGE IDP COORDINATION
3. MANAGE THE OFFICE ADMINISTRATION
4. DEVELOP AND COORDINATE THE IDP
5. DEVELOP AND OVERSEE THE IMPLEMENTATION OF PMS
6. OVERSEE ANNUAL REPORTING
7. MONITOR AND EVALUATE THE IDP & PMS

CHIEF OPERATIONS OFFICER

DEPARTMENT: BUDGET AND TREASURY OFFICE

PURPOSE: TO MANAGE BUDGET AND TREASURY SERVICES FUNCTIONS:
1. MANAGE BUDGET AND REPORTING SERVICES
2. MANAGE REVENUE AND EXPENDITURE SERVICE
3. MANAGE SUPPLY CHAIN MANAGEMENT SERVICES

CHIEF FINANCIAL OFFICER

DEPARTMENT: CORPORATE SERVICES

PURPOSE: TO MANAGE CORPORATE SERVICES FUNCTION:
1. MANAGE ADMINISTRATIVE SERVICES AND PROVIDE ADMINISTRATIVE SUPPORT TO POLITICAL OFFICES
2. MANAGE HUMAN RESOURCE SERVICES
3.. MANAGE INFORMATION AND COMMUNICATIONS TECHNOLOGICAL SERVICES
4. MANAGE FLEET MANAGEMENT SERVICES

DIRECTOR: CORPORATE SERVICES

DEPARTMENT: DEVELOPMENT AND TOWN PLANNING

PURPOSE: TO DEVELOP A COHERENT AND INTERGRATED FRAMEWORK FOR LOCAL ECONOMIC DEVELOPMENT AND PLANNING ACROSS THE ENOCH MGIJIMA AREA FUNCTIONS:
1. MANAGE LOCAL ECONOMIC DEVELOPMENT SERVICES
2. PROMOTE SMME'S, TOURISM. TRADE AND AGRICULTURE IN THE ENOCH MGIJIMA AREA
3. MANAGE TOWN PLANNING AND LAND DEVELOPMENT
4. MANAGE HUMAN SETTLEMENTS SERVICES

DIRECTOR: DEVELOPMENT & TOWN PLANNING

DEPARTMENT: COMMUNITY SERVICES

PURPOSE: TO MANAGE COMMUNITY SERVICES AND PUBLIC SAFETY FUNCTIONS:
1. MANAGE PARKS SERVICES
2. MANAGE POUND SERVICES
3. MANAGE SOLID WASTE MANAGEMENT SERVICES
4. MANAGE LIBRARY AND INFORMATION SERVICES
5. MANAGE THE EXPANDED PUBLIC WORKS PROGRAMME
6. MANAGE TRAFFIC MANAGEMENT
7. MANAGE MANAGE MUNICIPAL SECURITY
8. MANAGE REGISTRATIONS AND LICENSES
9. MANAGE FIRE SERVICES

DIRECTOR: COMMUNITY SERVICES

DEPARTMENT: ENGINEERING INFRASTRUCTURE SERVICES

PURPOSE: TO MANAGE ENGINEERING SERVICES FUNCTIONS:
1. MANAGE MECHANICAL WORKSHOP
2. MANAGE ELECTRICAL ENGINEERING SERVICES
3. MANAGE ALL CIVIL ENGINEERING SERVICES
4. MANAGE THE PROJECT MANAGEM,ENTUNIT

DIRECTOR: ENGINEERING SERVICES

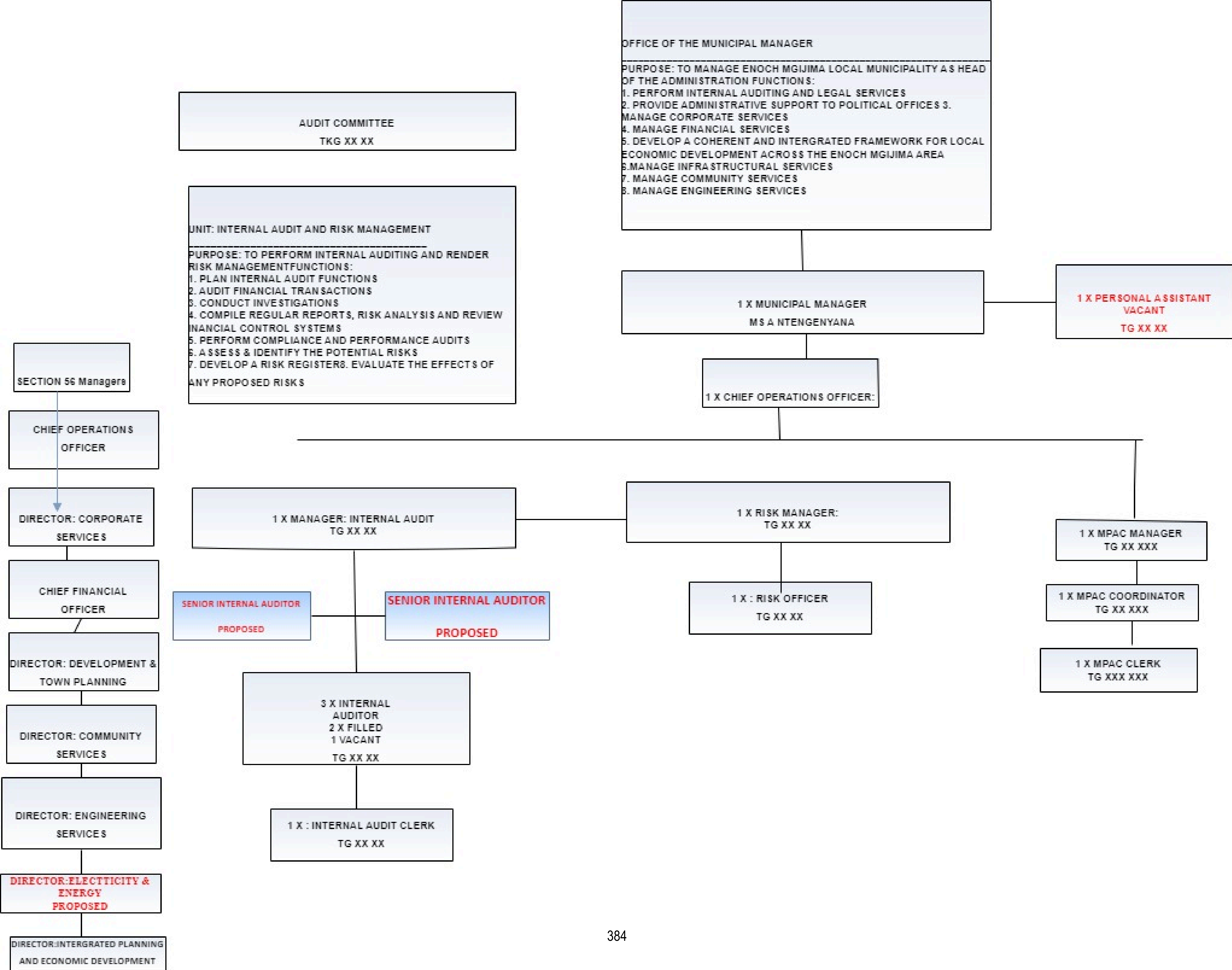
DEPARTMENT:INTERGRATED PLANNING AND ECONOMIC DEVELOPMENT
____ PURPOSE: TO MANAGE MONITORING AND REPORTING, AND THE COORDINATION OF THE IDP AND ANNUAL REPORTING AND OVERSEE INSTITUTIONAL AND INDIVIDUAL PMS FUNCTIONS:1. PROVIDE MONITORING AND REPORTING SERVICE AND INSTITUTIONAL PMS
2. MANAGE IDP COORDINATION
3. MANAGE THE OFFICE ADMINISTRATION
4. DEVELOP AND COORDINATE THE IDP
5. DEVELOP AND OVERSEE THE IMPLEMENTATION OF PMS
6.OVERSEE ANNUAL REPORTING7.MONITOR AND EVALUATE THE IDP & PMS

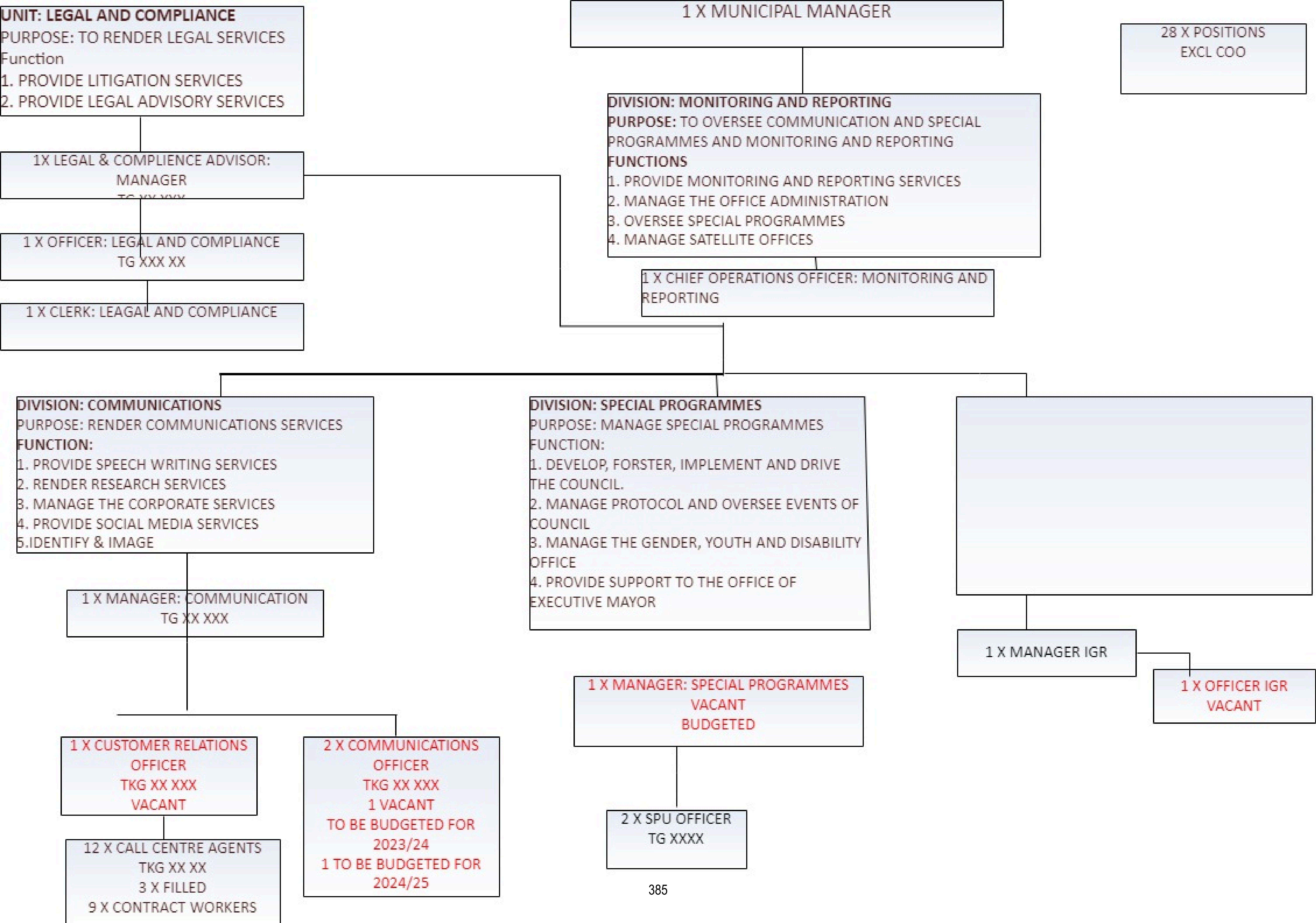
DIRECTOR: IPED

DIVISION:ELECTRICITY AND ENERGY DISTRIBUTION
PURPOSE: TO MANGE ELECTRICAL DISTRIBUTION SERVICES FUNTIONS:
1. MANAGENETWORK DISTRIBUTION.
2. MAINTAIN SYSTEM & NETWORK MAINTENACE
3. MANAGE DISCONNECTIONS & RECONNECTIONS

PROPOSED

DIRECTOR:ELECTICITY & ENERGY
PROPOSED


AUDIT COMMITTEE
TKG XX XX
OFFICE OF THE MUNICIPAL MANAGER
PURPOSE: TO MANAGE ENOCH MGIJIMA LOCAL MUNICIPALITY AS HEAD OF THE ADMINISTRATION FUNCTIONS:
1. PERFORM INTERNAL AUDITING AND LEGAL SERVICES
2. PROVIDE ADMINISTRATIVE SUPPORT TO POLITICAL OFFICES 3. MANAGE CORPORATE SERVICES
4. MANAGE FINANCIAL SERVICES
5. DEVELOP A COHERENT AND INTERGRATED FRAMEWORK FOR LOCAL ECONOMIC DEVELOPMENT ACROSS THE ENOCH MGIJIMA AREA
6.MANAGE INFRASTRUCTURAL SERVICES
7. MANAGE COMMUNITY SERVICES
8. MANAGE ENGINEERING SERVICES
UNIT: INTERNAL AUDIT AND RISK MANAGEMENT
PURPOSE: TO PERFORM INTERNAL AUDITING AND RENDER RISK MANAGEMENTFUNCTIONS:
1. PLAN INTERNAL AUDIT FUNCTIONS
2. AUDIT FINANCIAL TRANSACTIONS
3. CONDUCT INVESTIGATIONS
4. COMPILE REGULAR REPORTS, RISK ANALYSIS AND REVIEW FINANCIAL CONTROL SYSTEMS
5. PERFORM COMPLIANCE AND PERFORMANCE AUDITS
6. ASSESS & IDENTIFY THE POTENTIAL RISKS
7. DEVELOP A RISK REGISTER8. EVALUATE THE EFFECTS OF ANY PROPOSED RISKS
1 X MUNICIPAL MANAGER
MS A NTENGENYANA
1 X PERSONAL ASSISTANT
VACANT
TG XX XX
SECTION 56 Managers
CHIEF OPERATIONS OFFICER
DIRECTOR: CORPORATE SERVICES
CHIEF FINANCIAL OFFICER
DIRECTOR: DEVELOPMENT & TOWN PLANNING
DIRECTOR: COMMUNITY SERVICES
DIRECTOR: ENGINEERING SERVICES
DIRECTOR:ELECTTICITY & ENERGY
PROPOSED
DIRECTOR:INTERGRATED PLANNING AND ECONOMIC DEVELOPMENT
1 X CHIEF OPERATIONS OFFICER:
1 X MANAGER: INTERNAL AUDIT
TG XX XX
1 X RISK MANAGER:
TG XX XX
1 X MPAC MANAGER
TG XX XXX
SENIOR INTERNAL AUDITOR
PROPOSED
SENIOR INTERNAL AUDITOR
PROPOSED
1 X : RISK OFFICER
TG XX XX
1 X MPAC COORDINATOR
TG XX XXX
1 X MPAC CLERK
TG XXX XXX
3 X INTERNAL AUDITOR
2 X FILLED
1 VACANT
TG XX XX
1 X : INTERNAL AUDIT CLERK
TG XX XX


UNIT: LEGAL AND COMPLIANCE
PURPOSE: TO RENDER LEGAL SERVICES
Function
1. PROVIDE LITIGATION SERVICES
2. PROVIDE LEGAL ADVISORY SERVICES
1X LEGAL & COMPLIENCE ADVISOR: MANAGER
1 X OFFICER: LEGAL AND COMPLIANCE TG XXX XX
1 X CLERK: LEAGAL AND COMPLIANCE
1 X MUNICIPAL MANAGER
28 X POSITIONS EXCL COO
DIVISION: MONITORING AND REPORTING
PURPOSE: TO OVERSEE COMMUNICATION AND SPECIAL PROGRAMMES AND MONITORING AND REPORTING
FUNCTIONS
1. PROVIDE MONITORING AND REPORTING SERVICES
2. MANAGE THE OFFICE ADMINISTRATION
3. OVERSEE SPECIAL PROGRAMMES
4. MANAGE SATELLITE OFFICES
1 X CHIEF OPERATIONS OFFICER: MONITORING AND REPORTING
DIVISION: COMMUNICATIONS
PURPOSE: RENDER COMMUNICATIONS SERVICES
FUNCTION:
1. PROVIDE SPEECH WRITING SERVICES
2. RENDER RESEARCH SERVICES
3. MANAGE THE CORPORATE SERVICES
4. PROVIDE SOCIAL MEDIA SERVICES
5.IDENTIFY & IMAGE
1 X MANAGER: COMMUNICATION TG XX XXX
1 X CUSTOMER RELATIONS OFFICER TKG XX XXX VACANT
12 X CALL CENTRE AGENTS TKG XX XX 3 X FILLED 9 X CONTRACT WORKERS
2 X COMMUNICATIONS OFFICER TKG XX XXX 1 VACANT TO BE BUDGETED FOR 2023/24 1 TO BE BUDGETED FOR 2024/25
DIVISION: SPECIAL PROGRAMMES
PURPOSE: MANAGE SPECIAL PROGRAMMES
FUNCTION:
1. DEVELOP, FORSTER, IMPLEMENT AND DRIVE THE COUNCIL.
2. MANAGE PROTOCOL AND OVERSEE EVENTS OF COUNCIL
3. MANAGE THE GENDER, YOUTH AND DISABILITY OFFICE
4. PROVIDE SUPPORT TO THE OFFICE OF EXECUTIVE MAYOR
1 X MANAGER: SPECIAL PROGRAMMES VACANT BUDGETED
2 X SPU OFFICER TG XXXX
1 X MANAGER IGR
1 X OFFICER IGR VACANT

MUNICIPAL MANGER

UNIT: WHITTLESEA SATELITE OFFICE
PURPOSE: TO COOR SERVICES DELIVERY IN WHITTLESEA AND OUTLING AREAS

FUNCTIONS:
1. PROVIDE INFRASTUCTURAL DEVELOPMENT AND MAINTENANCE SERVICES
2. PROVIDE COMMUNITY SERVICES
3. PROVIDE COMMUNITY LIASON SERVICE
4. COORDINATE THE PROVISION OF ADMINISTRATIVE AND FINANCIAL SERVICES.
5. LIASE AND COLLABORATE WITH ALL DIRECTORATES IN THE

1 X AREA MANAGER: WHITTLESEA SATELITE
TG XXX XX

UNIT: TARKASTAD AND HOFMERY SATELITE OFFICE

PURPOSE: TO COOR SERVICES DELIVERY IN TARKASTAD AND HOFMERY AND OUTLING AREAS

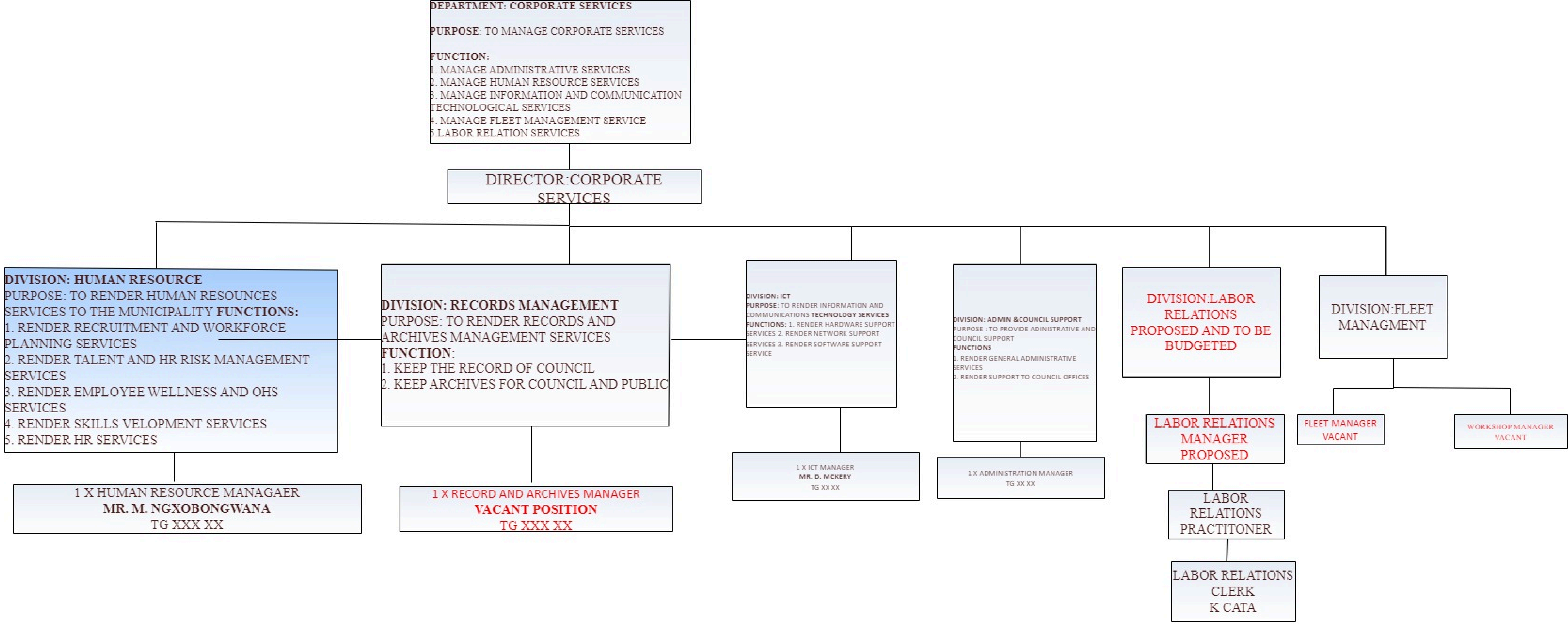
FUNCTIONS:
1. PROVIDE INFRASTUCTURAL DEVELOPMENT AND MAINTENANCE SERVICES
2. PROVIDE COMMUNITY SERVICES
3. PROVIDE COMMUNITY LIASON SERVICE
4. COORDINATE THE PROVISION OF ADMINISTRATIVE AND FINANCIAL SERVICES.

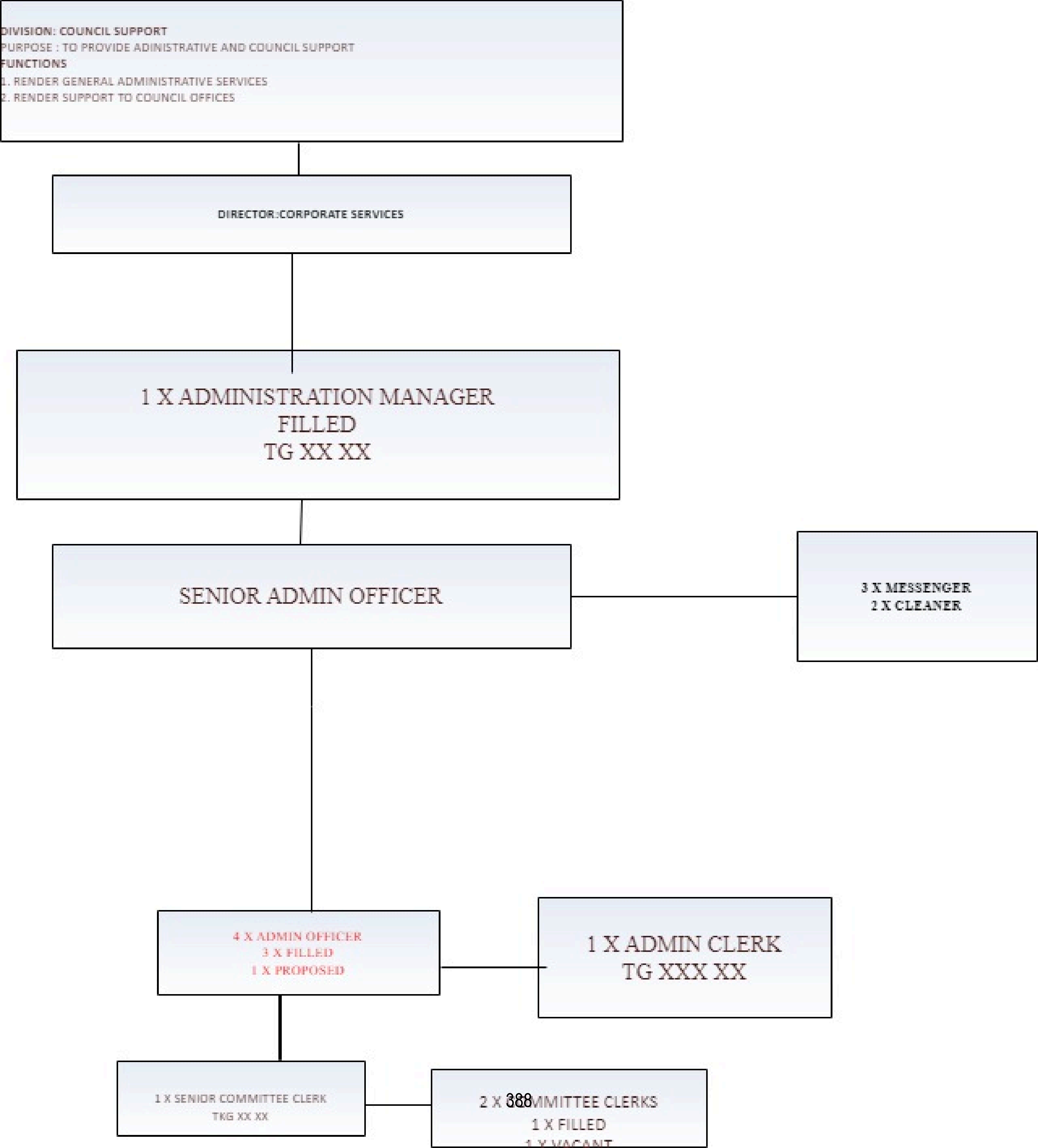
1 X AREA MANAGER: TARKASTAD AND HOFMEYER
VACANT
TG XX XX

UNIT: TARKASTAD AND HOFMERY SATELITE OFFICE
PURPOSE: TO COOR SERVICES DELIVERY IN TARKASTAD AND HOFMERY AND OUTLING AREAS

FUNCTIONS:
1. PROVIDE INFRASTUCTURAL DEVELOPMENT AND MAINTENANCE SERVICES
2. PROVIDE COMMUNITY SERVICES
3. PROVIDE COMMUNITY LIASON SERVICE
4. COORDINATE THE PROVISION OF ADMINISTRATIVE AND FINANCIAL SERVICES.
5. LIASE AND COLLABORATE WITH ALL DIRECTORATES IN THE PROVISIONING OF

1 X AREA MANAGER: MOLTNO AND STERKSTROOM
TG XX XX


DEPARTMENT: CORPORATE SERVICES
PURPOSE: TO MANAGE CORPORATE SERVICES
FUNCTION:
1. MANAGE ADMINISTRATIVE SERVICES
2. MANAGE HUMAN RESOURCE SERVICES
3. MANAGE INFORMATION AND COMMUNICATION TECHNOLOGICAL SERVICES
4. MANAGE FLEET MANAGEMENT SERVICE
5.LABOR RELATION SERVICES
DIRECTOR:CORPORATE SERVICES
DIVISION: HUMAN RESOURCE
PURPOSE: TO RENDER HUMAN RESOURCES SERVICES TO THE MUNICIPALITY FUNCTIONS:
1. RENDER RECRUITMENT AND WORKFORCE PLANNING SERVICES
2. RENDER TALENT AND HR RISK MANAGEMENT SERVICES
3. RENDER EMPLOYEE WELLNESS AND OHS SERVICES
4. RENDER SKILLS VELOPMENT SERVICES
5. RENDER HR SERVICES
1 X HUMAN RESOURCE MANAGAER
MR. M. NGXOBONGWANA
TG XXX XX
DIVISION: RECORDS MANAGEMENT
PURPOSE: TO RENDER RECORDS AND ARCHIVES MANAGEMENT SERVICES
FUNCTION:
1. KEEP THE RECORD OF COUNCIL
2. KEEP ARCHIVES FOR COUNCIL AND PUBLIC
1 X RECORD AND ARCHIVES MANAGER
VACANT POSITION
TG XXX XX
DIVISION: ICT
PURPOSE: TO RENDER INFORMATION AND COMMUNICATIONS TECHNOLOGY SERVICES
FUNCTIONS: 1. RENDER HARDWARE SUPPORT SERVICES 2. RENDER NETWORK SUPPORT SERVICES 3. RENDER SOFTWARE SUPPORT SERVICE
1 X ICT MANAGER
MR. D. MCKERY
TG XX XX
DIVISION: ADMIN &COUNCIL SUPPORT
PURPOSE : TO PROVIDE ADINISTRATIVE AND COUNCIL SUPPORT
FUNCTIONS
1. RENDER GENERAL ADMINISTRATIVE SERVICES
2. RENDER SUPPORT TO COUNCIL OFFICES
1 X ADMINISTRATION MANAGER
TG XX XX
DIVISION:LABOR RELATIONS PROPOSED AND TO BE BUDGETED
LABOR RELATIONS MANAGER PROPOSED
LABOR RELATIONS PRACTITONER
LABOR RELATIONS CLERK K CATA
DIVISION:FLEET MANAGMENT
FLEET MANAGER VACANT
WORKSHOP MANAGER VACANT


DIVISION: COUNCIL SUPPORT
PURPOSE : TO PROVIDE ADINISTRATIVE AND COUNCIL SUPPORT
FUNCTIONS
1. RENDER GENERAL ADMINISTRATIVE SERVICES
2. RENDER SUPPORT TO COUNCIL OFFICES
DIRECTOR:CORPORATE SERVICES
1 X ADMINISTRATION MANAGER
FILLED
TG XX XX
SENIOR ADMIN OFFICER
3 X MESSENGER
2 X CLEANER
4 X ADMIN OFFICER
3 X FILLED
1 X PROPOSED
1 X ADMIN CLERK
TG XXX XX
1 X SENIOR COMMITTEE CLERK
TKG XX XX
2 X COMMITTEE CLERKS
1 X FILLED
1 X VACANT

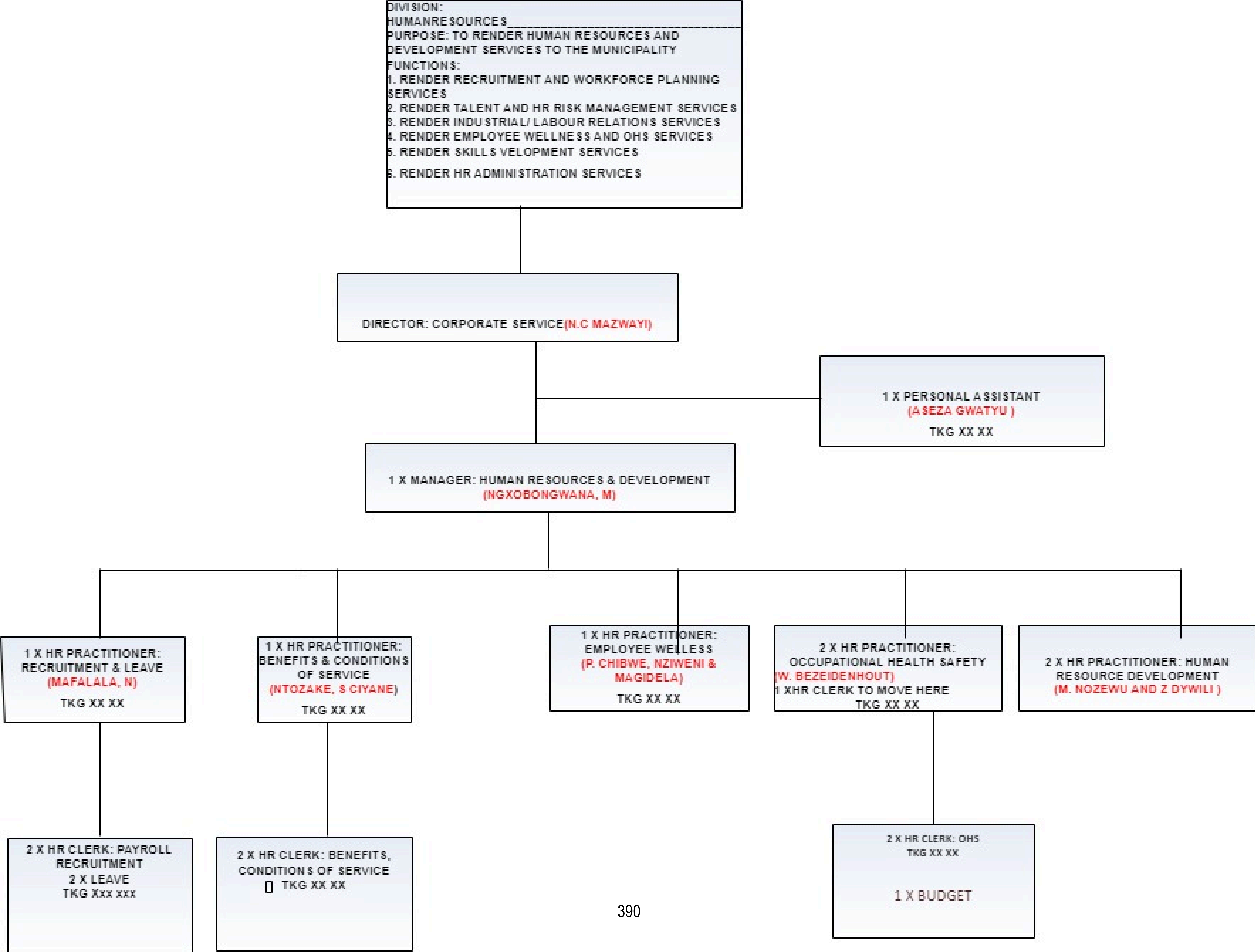
DIVISION:LABOR RELATIONS
PROPOSED AND TO BE BUDGETED

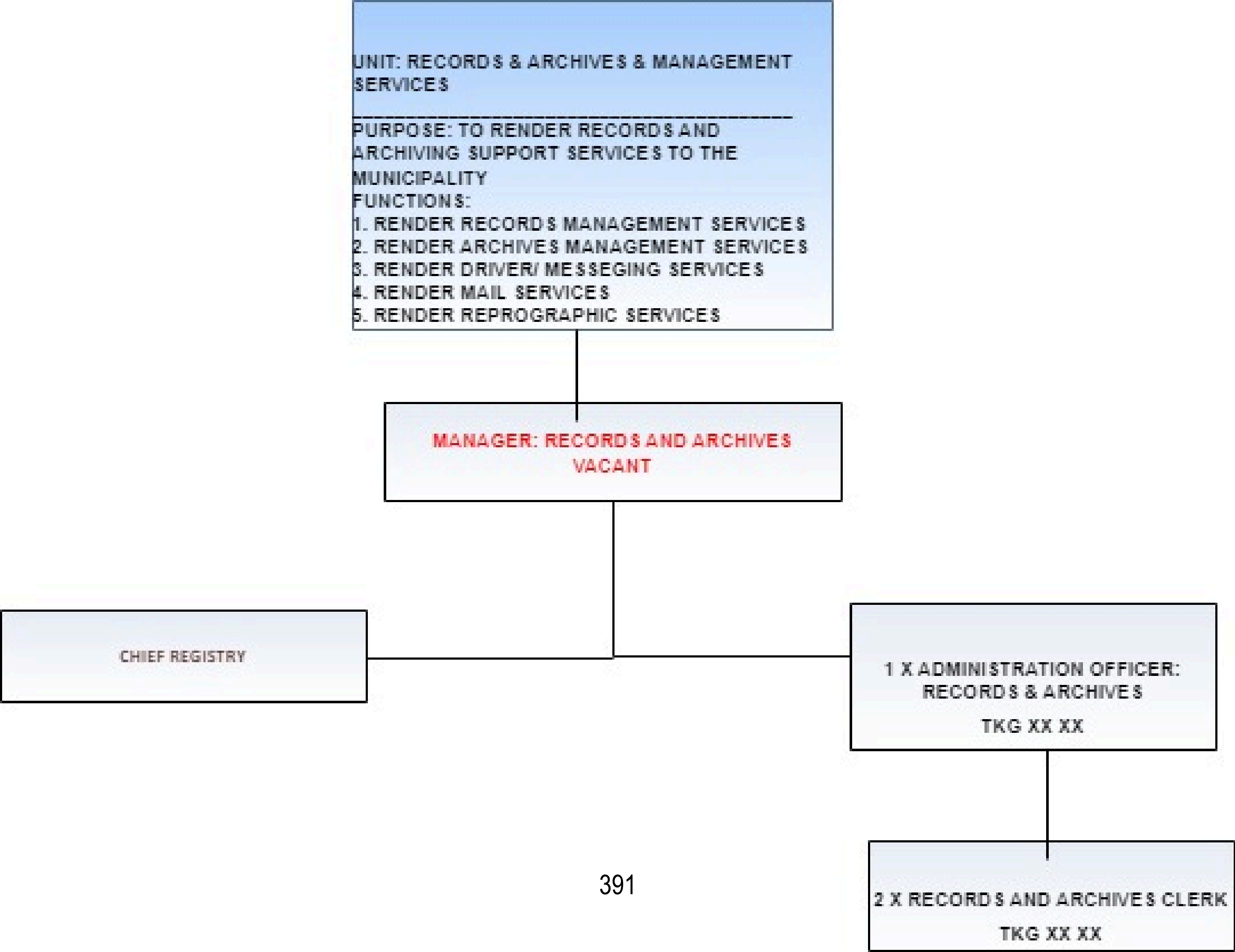
DIRECTOR:CORPORATE SERVICES

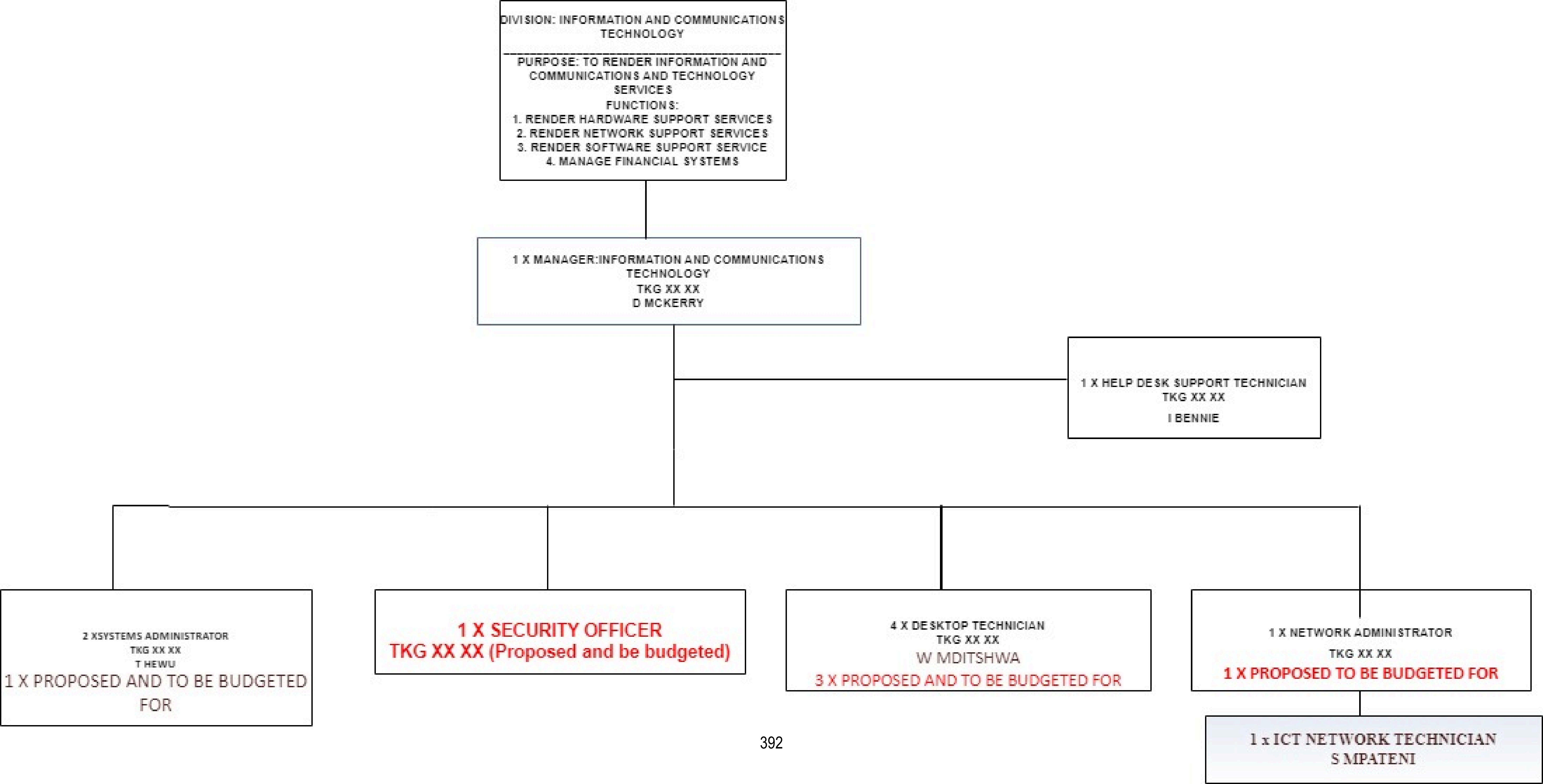
LABOR RELATIONS MANAGER
PROPOSED

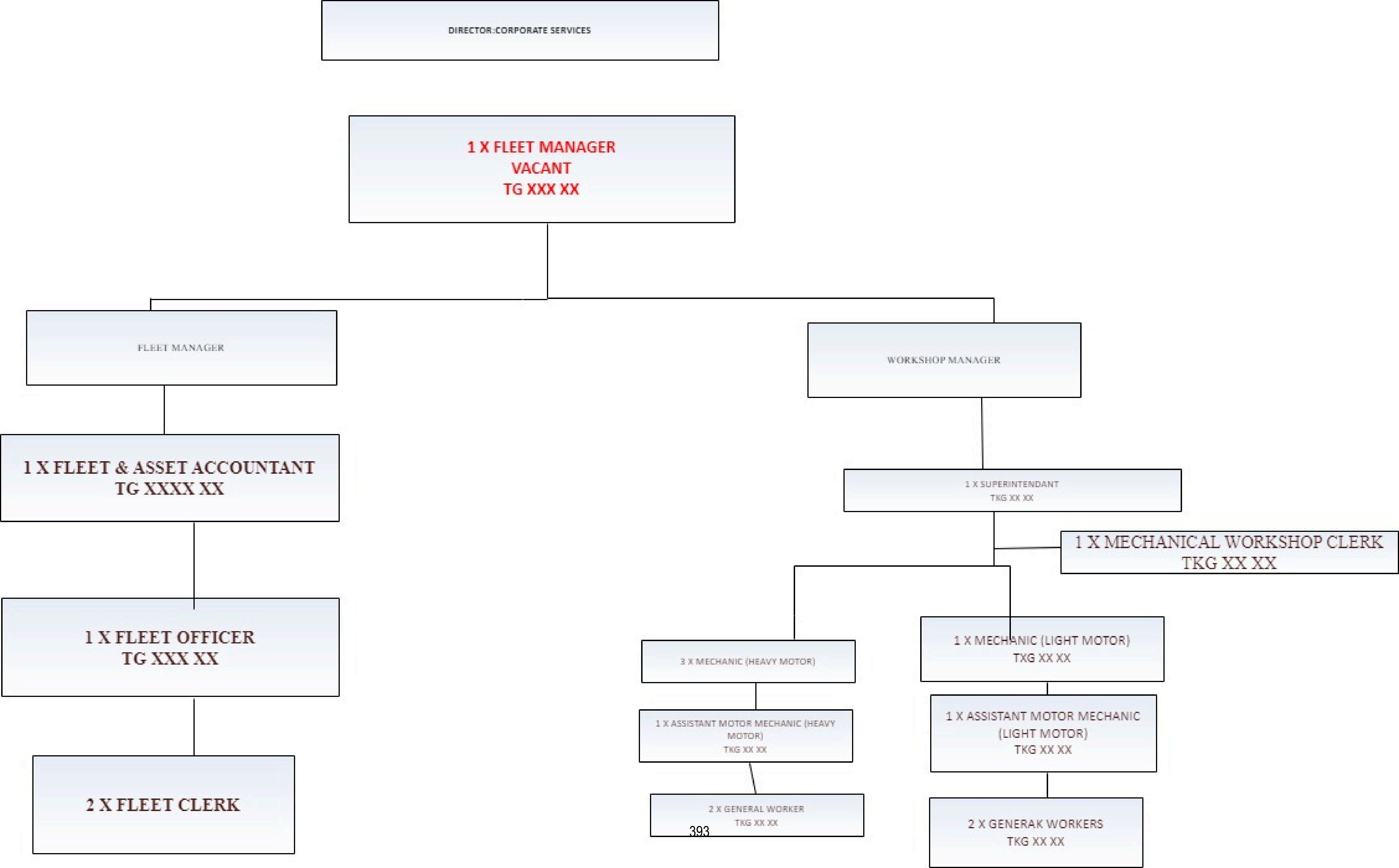
1 X LABOR RELATIONS PRACTITONER
M TITI

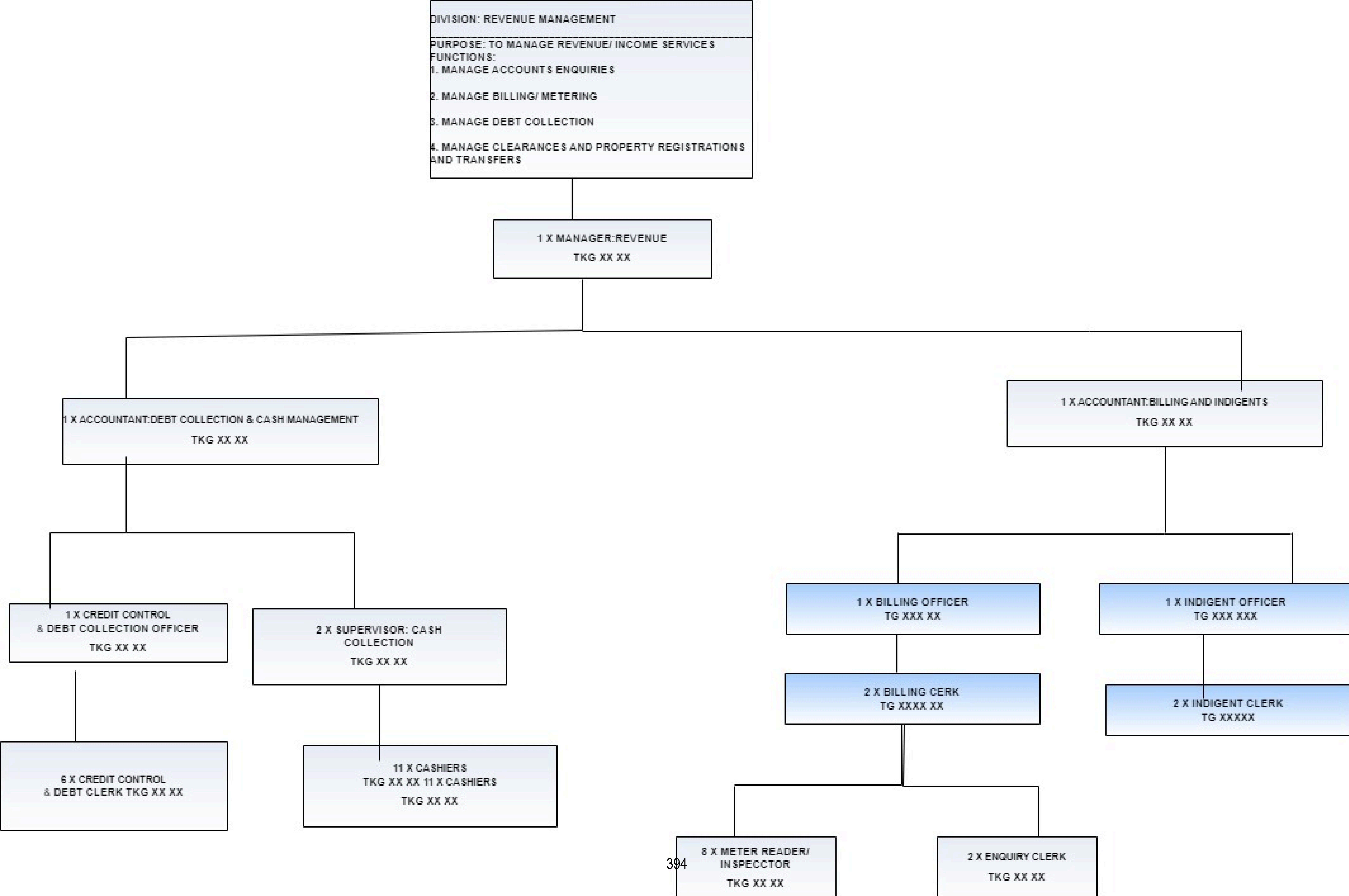
2 XLABOR RELATIONS
CLERK
K CATA
1 X VACANT

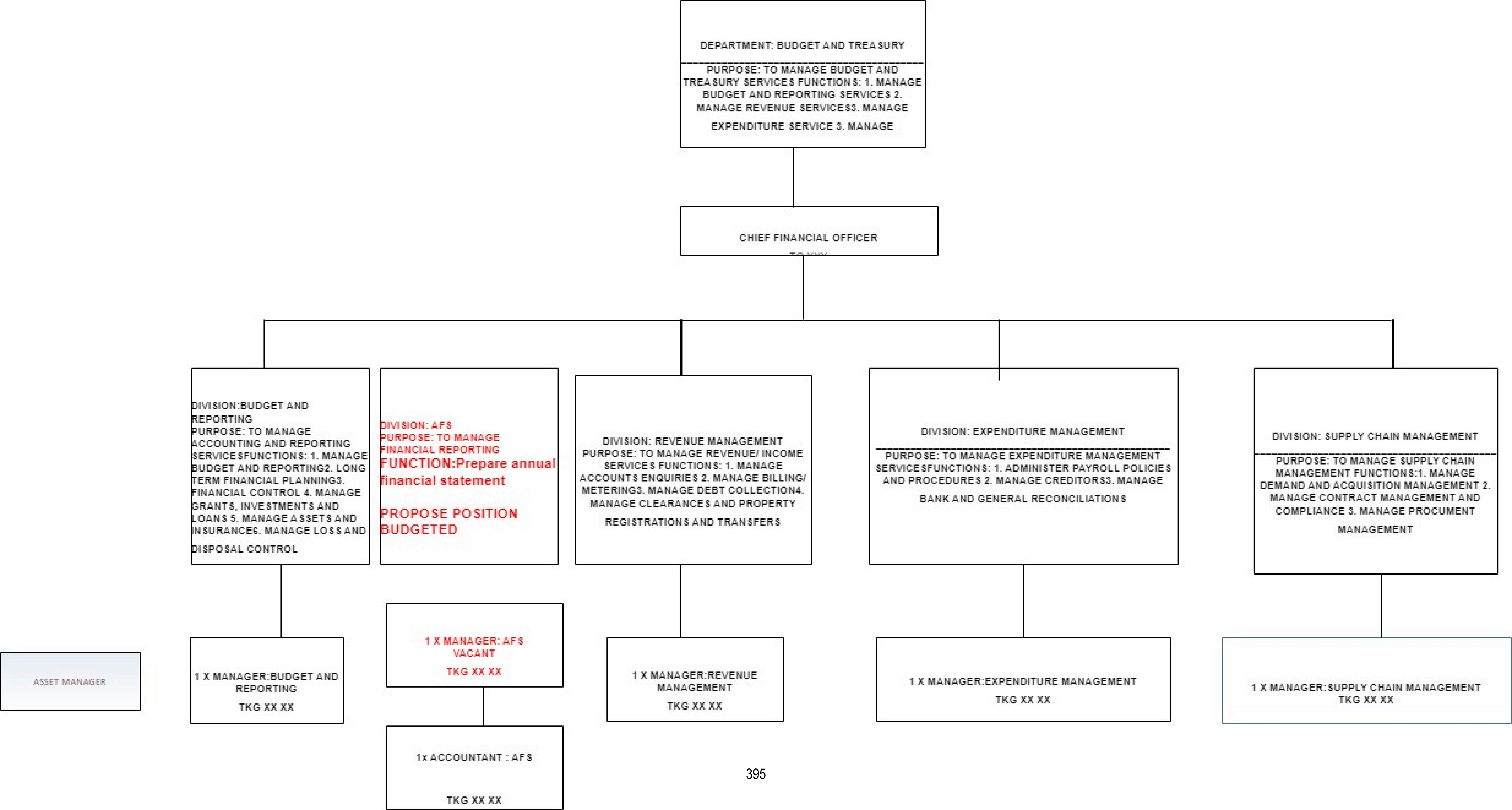

DIVISION: HUMANRESOURCES
PURPOSE: TO RENDER HUMAN RESOURCES AND DEVELOPMENT SERVICES TO THE MUNICIPALITY
FUNCTIONS:
1. RENDER RECRUITMENT AND WORKFORCE PLANNING SERVICES
2. RENDER TALENT AND HR RISK MANAGEMENT SERVICES
3. RENDER INDUSTRIAL/ LABOUR RELATIONS SERVICES
4. RENDER EMPLOYEE WELLNESS AND OHS SERVICES
5. RENDER SKILLS VELOPMENT SERVICES
6. RENDER HR ADMINISTRATION SERVICES
DIRECTOR: CORPORATE SERVICE(N.C MAZWAYI)
1 X PERSONAL ASSISTANT (ASEZA GWATYU) TKG XX XX
1 X MANAGER: HUMAN RESOURCES & DEVELOPMENT (NGXOBONGWANA, M)
1 X HR PRACTITIONER: RECRUITMENT & LEAVE (MAFALALA, N) TKG XX XX
1 X HR PRACTITIONER: BENEFITS & CONDITIONS OF SERVICE (NTOZAKE, S CIYANE) TKG XX XX
1 X HR PRACTITIONER: EMPLOYEE WELLESS (P. CHIBWE, NZIWENI & MAGIDELA) TKG XX XX
2 X HR PRACTITIONER: OCCUPATIONAL HEALTH SAFETY (W. BEZEIDENHOUT) 1 XHR CLERK TO MOVE HERE TKG XX XX
2 X HR PRACTITIONER: HUMAN RESOURCE DEVELOPMENT (M. NOZEWU AND Z DYWILI)
2 X HR CLERK: PAYROLL RECRUITMENT 2 X LEAVE TKG Xxx xxx
2 X HR CLERK: BENEFITS, CONDITIONS OF SERVICE TKG XX XX
2 X HR CLERK: OHS TKG XX XX 1 X BUDGET


UNIT: RECORDS & ARCHIVES & MANAGEMENT SERVICES
PURPOSE: TO RENDER RECORDS AND ARCHIVING SUPPORT SERVICES TO THE MUNICIPALITY
FUNCTIONS:
1. RENDER RECORDS MANAGEMENT SERVICES
2. RENDER ARCHIVES MANAGEMENT SERVICES
3. RENDER DRIVER/ MESSEGING SERVICES
4. RENDER MAIL SERVICES
5. RENDER REPROGRAPHIC SERVICES
MANAGER: RECORDS AND ARCHIVES
VACANT
CHIEF REGISTRY
1 X ADMINISTRATION OFFICER: RECORDS & ARCHIVES
TKG XX XX
2 X RECORDS AND ARCHIVES CLERK
TKG XX XX


DIVISION: INFORMATION AND COMMUNICATIONS TECHNOLOGY
PURPOSE: TO RENDER INFORMATION AND COMMUNICATIONS AND TECHNOLOGY SERVICES
FUNCTIONS:
1. RENDER HARDWARE SUPPORT SERVICES
2. RENDER NETWORK SUPPORT SERVICES
3. RENDER SOFTWARE SUPPORT SERVICE
4. MANAGE FINANCIAL SYSTEMS
1 X MANAGER:INFORMATION AND COMMUNICATIONS TECHNOLOGY
TKG XX XX
D MCKERRY
1 X HELP DESK SUPPORT TECHNICIAN
TKG XX XX
I BENNIE
2 XSYSTEMS ADMINISTRATOR
TKG XX XX
T HEWU
1 X PROPOSED AND TO BE BUDGETED FOR
1 X SECURITY OFFICER
TKG XX XX (Proposed and be budgeted)
4 X DESKTOP TECHNICIAN
TKG XX XX
W MDITSHWA
3 X PROPOSED AND TO BE BUDGETED FOR
1 X NETWORK ADMINISTRATOR
TKG XX XX
1 X PROPOSED TO BE BUDGETED FOR
1 x ICT NETWORK TECHNICIAN
S MPATENI


DIRECTOR:CORPORATE SERVICES
1 X FLEET MANAGER
VACANT
TG XXX XX
FLEET MANAGER
WORKSHOP MANAGER
1 X FLEET & ASSET ACCOUNTANT
TG XXXX XX
1 X SUPERINTENDANT
TKG XX XX
1 X MECHANICAL WORKSHOP CLERK
TKG XX XX
1 X FLEET OFFICER
TG XXX XX
3 X MECHANIC (HEAVY MOTOR)
1 X MECHANIC (LIGHT MOTOR)
TXG XX XX
1 X ASSISTANT MOTOR MECHANIC (HEAVY MOTOR)
TKG XX XX
1 X ASSISTANT MOTOR MECHANIC (LIGHT MOTOR)
TKG XX XX
2 X FLEET CLERK
2 X GENERAL WORKER
TKG XX XX
2 X GENERAK WORKERS
TKG XX XX


DIVISION: REVENUE MANAGEMENT
PURPOSE: TO MANAGE REVENUE/ INCOME SERVICES
FUNCTIONS:
1. MANAGE ACCOUNTS ENQUIRIES
2. MANAGE BILLING/ METERING
3. MANAGE DEBT COLLECTION
4. MANAGE CLEARANCES AND PROPERTY REGISTRATIONS AND TRANSFERS
1 X MANAGER:REVENUE
TKG XX XX
1 X ACCOUNTANT:DEBT COLLECTION & CASH MANAGEMENT
TKG XX XX
1 X ACCOUNTANT:BILLING AND INDIGENTS
TKG XX XX
1 X CREDIT CONTROL & DEBT COLLECTION OFFICER
TKG XX XX
2 X SUPERVISOR: CASH COLLECTION
TKG XX XX
1 X BILLING OFFICER
TG XXX XX
1 X INDIGENT OFFICER
TG XXX XXX
2 X BILLING CERK
TG XXXX XX
2 X INDIGENT CLERK
TG XXXXX
6 X CREDIT CONTROL & DEBT CLERK TKG XX XX
11 X CASHIERS
TKG XX XX 11 X CASHIERS
TKG XX XX
8 X METER READER/ INSPECCTOR
TKG XX XX
2 X ENQUIRY CLERK
TKG XX XX


DEPARTMENT: BUDGET AND TREASURY
PURPOSE: TO MANAGE BUDGET AND TREASURY SERVICES FUNCTIONS: 1. MANAGE BUDGET AND REPORTING SERVICES 2. MANAGE REVENUE SERVICES3. MANAGE EXPENDITURE SERVICE 3. MANAGE
CHIEF FINANCIAL OFFICER
DIVISION:BUDGET AND REPORTING
PURPOSE: TO MANAGE ACCOUNTING AND REPORTING SERVICESFUNCTIONS: 1. MANAGE BUDGET AND REPORTING2. LONG TERM FINANCIAL PLANNING3. FINANCIAL CONTROL 4. MANAGE GRANTS, INVESTMENTS AND LOANS 5. MANAGE ASSETS AND INSURANCE6. MANAGE LOSS AND DISPOSAL CONTROL
DIVISION: AFS
PURPOSE: TO MANAGE FINANCIAL REPORTING
FUNCTION:Prepare annual financial statement
PROPOSE POSITION BUDGETED
DIVISION: REVENUE MANAGEMENT
PURPOSE: TO MANAGE REVENUE/ INCOME SERVICES FUNCTIONS: 1. MANAGE ACCOUNTS ENQUIRIES 2. MANAGE BILLING/ METERING3. MANAGE DEBT COLLECTION4. MANAGE CLEARANCES AND PROPERTY REGISTRATIONS AND TRANSFERS
DIVISION: EXPENDITURE MANAGEMENT
PURPOSE: TO MANAGE EXPENDITURE MANAGEMENT SERVICESFUNCTIONS: 1. ADMINISTER PAYROLL POLICIES AND PROCEDURES 2. MANAGE CREDITORS3. MANAGE BANK AND GENERAL RECONCILIATIONS
DIVISION: SUPPLY CHAIN MANAGEMENT
PURPOSE: TO MANAGE SUPPLY CHAIN MANAGEMENT FUNCTIONS:1. MANAGE DEMAND AND ACQUISITION MANAGEMENT 2. MANAGE CONTRACT MANAGEMENT AND COMPLIANCE 3. MANAGE PROCUMENT MANAGEMENT
ASSET MANAGER
1 X MANAGER:BUDGET AND REPORTING
TKG XX XX
1 X MANAGER: AFS
VACANT
TKG XX XX
1x ACCOUNTANT : AFS
TKG XX XX
1 X MANAGER:REVENUE MANAGEMENT
TKG XX XX
1 X MANAGER:EXPENDITURE MANAGEMENT
TKG XX XX
1 X MANAGER:SUPPLY CHAIN MANAGEMENT
TKG XX XX

DIVISION: REVENUE MANAGER

PURPOSE: TO MANAGE REVENUE/ INCOME SERVICES **FUNCTIONS:**

1. MANAGE ACCOUNTS ENQUIRIES
2. MANAGE BILLING/ METERING
3. MANAGE DEBT COLLECTION
4. MANAGE CLEARANCES AND PROPERTY REGISTRATIONS AND TRANSFERS

1 X ACCOUNTANT ELECTRICITY REVENUE
TG XXX XXX

1 X OFFICER ELECTRICITY REVENUE
TG XXX XX X

1 X ELECTRICITY REVENUE CLERK
TG XXX XXX

DIVISION: REVENUE MANAGER

PURPOSE: TO MANAGE REVENUE/ INCOME SERVICES **FUNCTIONS:**

1. MANAGE ACCOUNTS ENQUIRIES
2. MANAGE BILLING/ METERING
3. MANAGE DEBT COLLECTION
4. MANAGE CLEARANCES AND PROPERTY REGISTRATIONS AND TRANSFERS

1 X ACCOUNTANT ELECTRICITY REVENUE
TG XXX XXX

1 X OFFICER ELECTRICITY REVENUE
TG XXX XX X

1 X ELECTRICITY REVENUE CLERK
TG XXX XXX

DIVISION:BUDGET AND REPORTING

PURPOSE: TO MANAGE ACCOUNTING AND REPORTING SERVICES

FUNCTIONS:

1. MANAGE BUDGET AND REPORTING
2. LONG TERM FINANCIAL PLANNING
3. FINANCIAL CONTROL
4. MANAGE GRANTS, INVESTMENTS AND LOANS
5. MANAGE ASSETS AND INSURANCE
6. MANAGE LOSS AND DISPOSAL CONTROL

1 X MANAGER:BUDGET AND REPORTING
(THOMAS , ABOFRA)
TKG XX XX

1 X ACCOUNTANT: BUDGET AND REPORTING
(GEOGRE T)
TG XXX XX

1 X ACCOUNTANT: BUDGET AND REPORTING
(VACANT)
TG XXX XX

1 X BUDGET AND REPORTING OFFICER
(MAQOKOLO, APHIWE)
TGXXX XX

1 X BUDGET AND REPORTING OFFICER
(VACANT POSITION)
TGXXX XX

1 X FINANCIAL OFFICER: BUDGETING & REPORTING
GRANT, INVESTMENTS & LOANS
(VACANT) BONGIWE JELE (SNR CLERK)
TGXXX XX

DIVISION: EXPENDITURE MANAGEMENT

PURPOSE: TO MANAGE REVENUE/ INCOME SERVICES
FUNCTIONS:
1. MANAGE ACCOUNTS ENQUIRIES

2. MANAGE BILLING/ METERING

3. MANAGE DEBT COLLECTION

4. MANAGE CLEARANCES AND PROPERTY REGISTRATIONS AND TRANSFERS

1 X MANAGER:EXPENDITURE
(TYALI NE)
TKG XX XX

DIVISION: EXPENDITURE MANAGEMENT

PURPOSE: TO MANAGE EXPENDITURE MANAGEMENT SERVICES
FUNCTIONS:
1. ADMINISTER PAYROLL POLICIES AND PROCEDURES

2. MANAGE CREDITORS

3. MANAGE BANK AND GENERAL RECONCILIATIONS

1 X ACCOUNTANT:EXPENDITURE MANAGEMENT
(DLOVA BJ
TKG XX XX

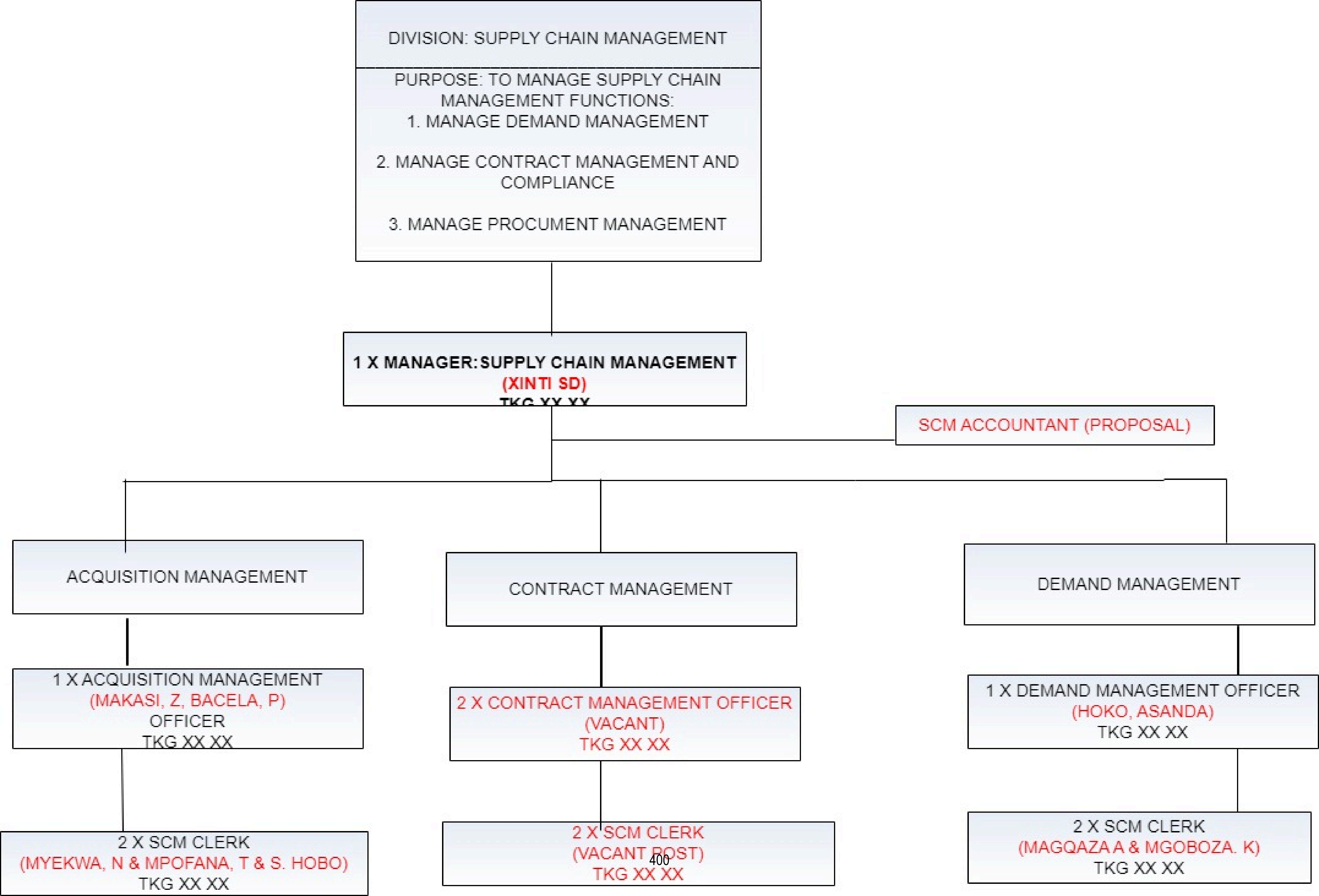
1 X OFFICER:EXPENDITURE MANAGEMENT
(BUT APPOINTED AS SENIOR CLERK) D .NJENGELE
TKG XX XX

4 XCLERK: CREDITORS AMA/BT/ EXP/001
(NTOZAKHE,S CASA Z, NJOKWENI & SIFUBA T)
TKG XX XX

1 X ACCOUNTANT: SALARIES
(VAKALA LOWE UNATHI)
TKG XX XX

1 X OFFICER:PAYROLL
(VACANT POSITION)
TKG XX XX

3 X CLERK: PAYROLL
(MOYAKE S, KORTMAN AS) PLACED AT PAYROLL BUT IS GENERAL WORKER LUNGELWA BALFOUR
TKG XX XX



DIVISION: SUPPLY CHAIN MANAGEMENT
PURPOSE: TO MANAGE SUPPLY CHAIN MANAGEMENT FUNCTIONS:
1. MANAGE DEMAND MANAGEMENT
2. MANAGE CONTRACT MANAGEMENT AND COMPLIANCE
3. MANAGE PROCUMENT MANAGEMENT
1 X MANAGER: SUPPLY CHAIN MANAGEMENT
(XINTI SD)
TKG XX XX
SCM ACCOUNTANT (PROPOSAL)
ACQUISITION MANAGEMENT
CONTRACT MANAGEMENT
DEMAND MANAGEMENT
1 X ACQUISITION MANAGEMENT
(MAKASI, Z, BACELA, P)
OFFICER
TKG XX XX
2 X CONTRACT MANAGEMENT OFFICER
(VACANT)
TKG XX XX
1 X DEMAND MANAGEMENT OFFICER
(HOKO, ASANDA)
TKG XX XX
2 X SCM CLERK
(MYEKWA, N & MPOFANA, T & S. HOBO)
TKG XX XX
2 X SCM CLERK
(VACANT POST)
TKG XX XX
2 X SCM CLERK
(MAGQAZA A & MGOBOZA. K)
TKG XX XX

DIVISION: HUMAN SETTLEMENT AND TOWNPLANNING

PURPOSE: TO DEVELOP A COHERENT AND INTERGRATED FRAMEWORK FOR LOCAL ECONOMIC DEVELOPMENT AND PLANNING ACROSS THE ENOCH MGIJIMA AREA FUNCTIONS:

FUNCTIONS:

1.PROVIDE LAND SURVEYANCE SERVICES

2. PROVIDE TOWN PLANNING SERVICES

3. PROVIDE BUILDING CONTROL SERVICES

4. .ESTATES AND HUMAN SETTLEMENTS DEVELOPMENT

1 X DIRECTOR HUMAN SETTLEMENT & TOWN PLANNING

1 X PERSONA ASSISTANT

DIVISION: PLANNING AND LAND-USE

PURPOSE: TO PROVIDE TOWN PLANNING SERVICES IN ACCORDANCE WITH LEGISLATIVE PRESCRIPTS FUNCTIONS:

1.PROVIDE LAND SURVEYANCE SERVICES

2. PROVIDE TOWN PLANNING SERVICES

3. PROVIDE BUILDING CONTROL SERVICES

4. SPATIAL PLANNING

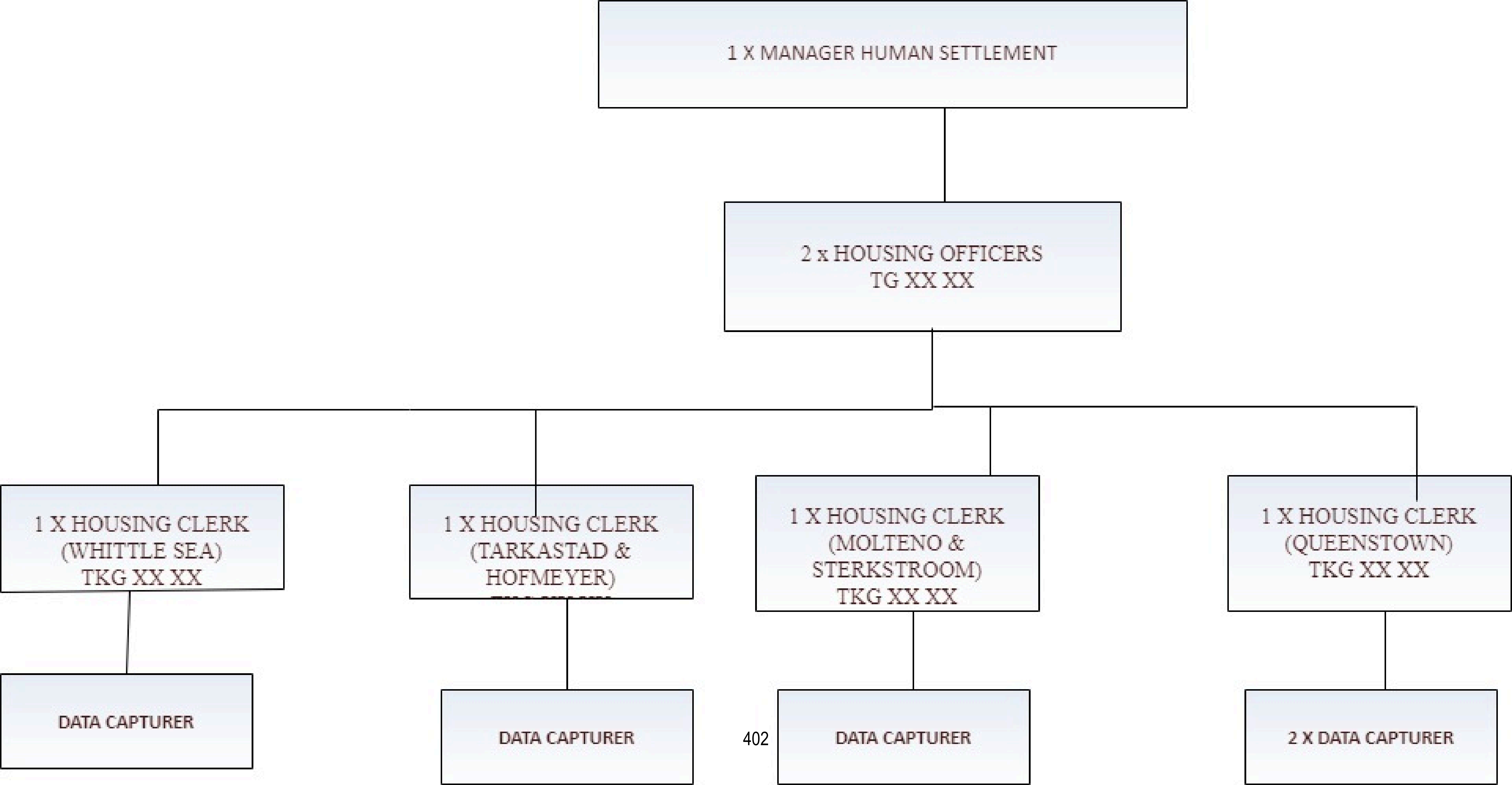
5. ENFORCE LAND USE MANAGEMENT

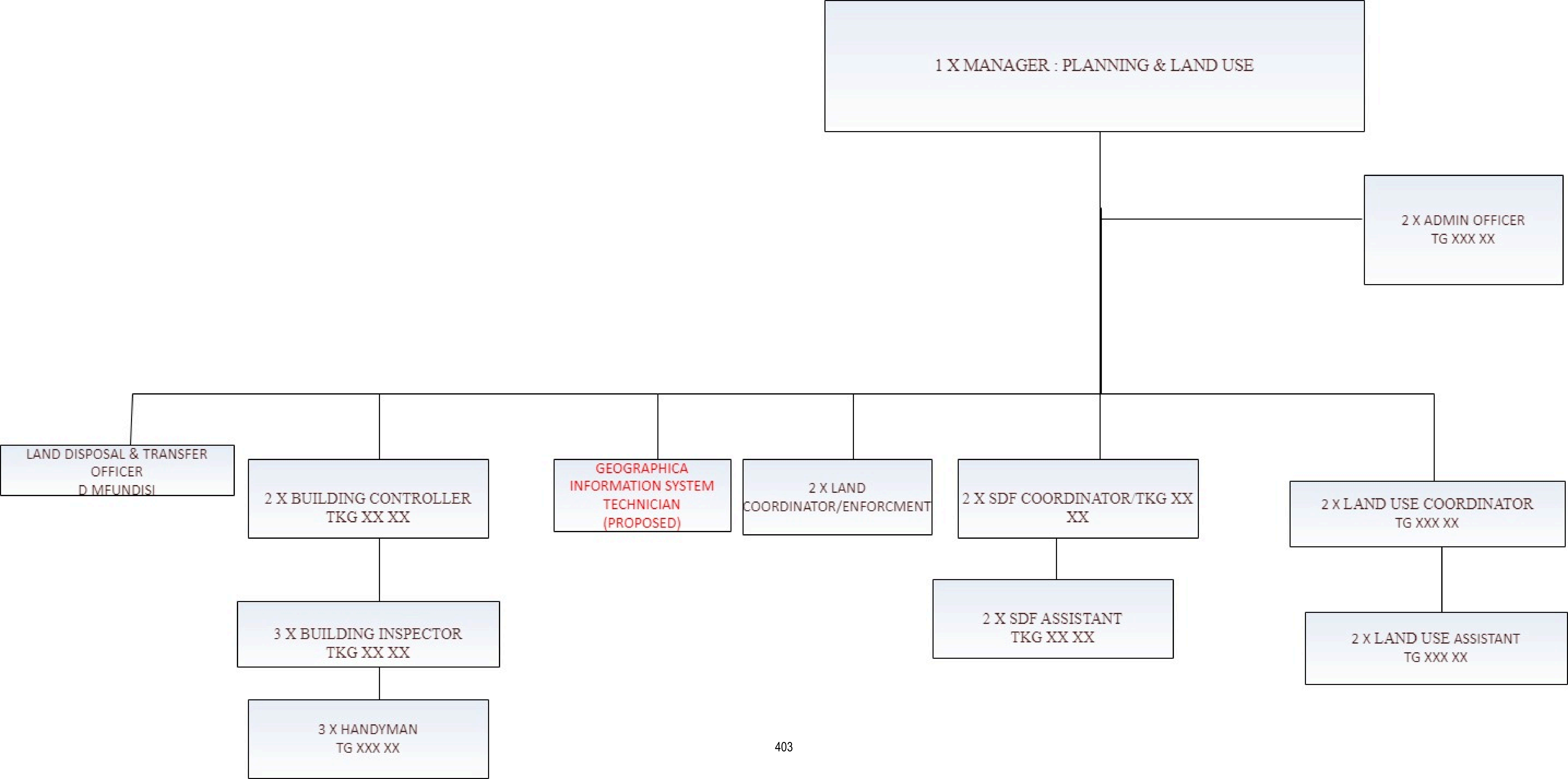
1 X MANAGER PLANNING AND LAND-USE
TG XXX XX

DIVISION: HUMAN SETTLEMENT

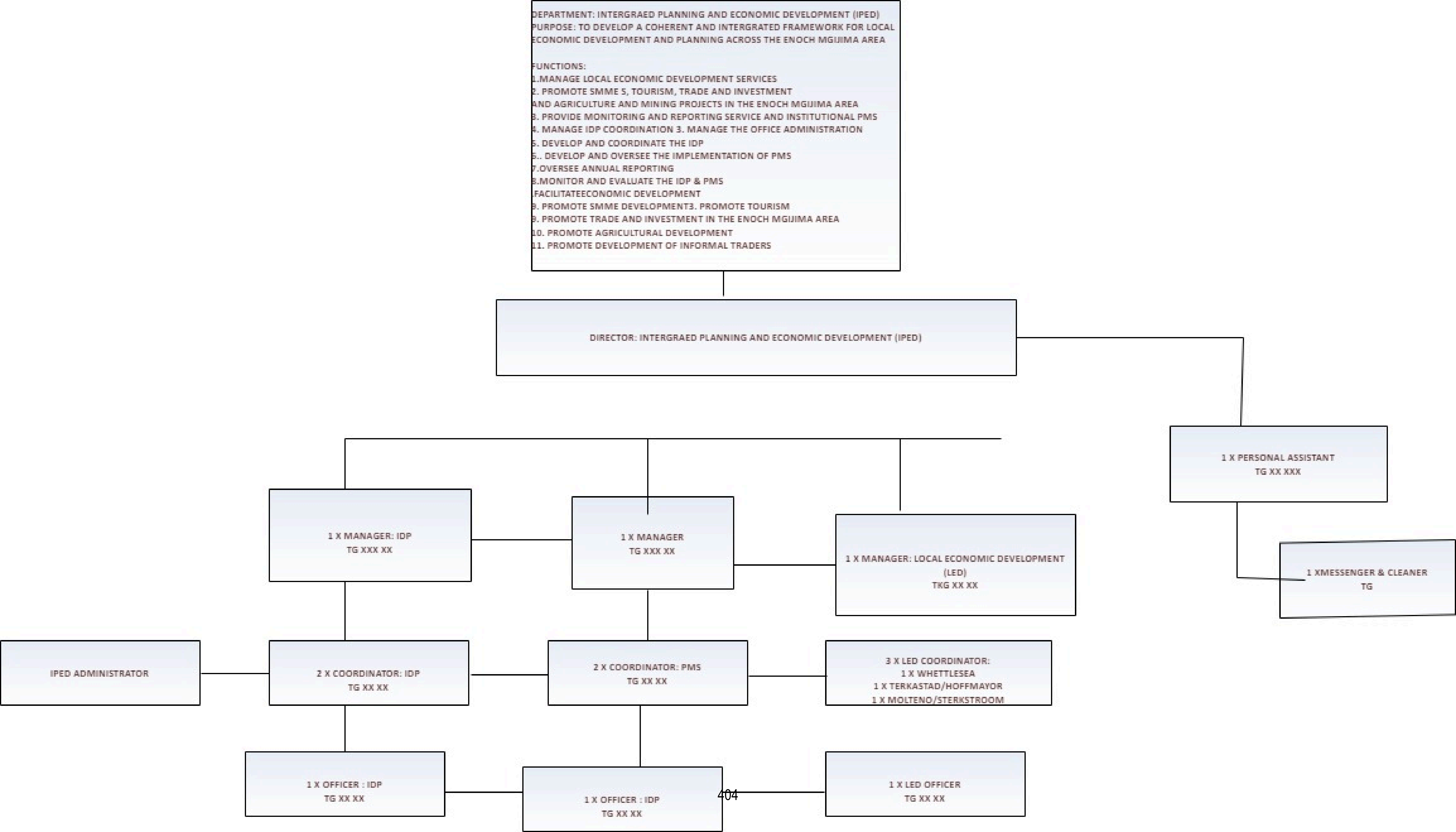
PURPOSE: TO PROVIDE HUMAN SETTLEMENT SERVICES.

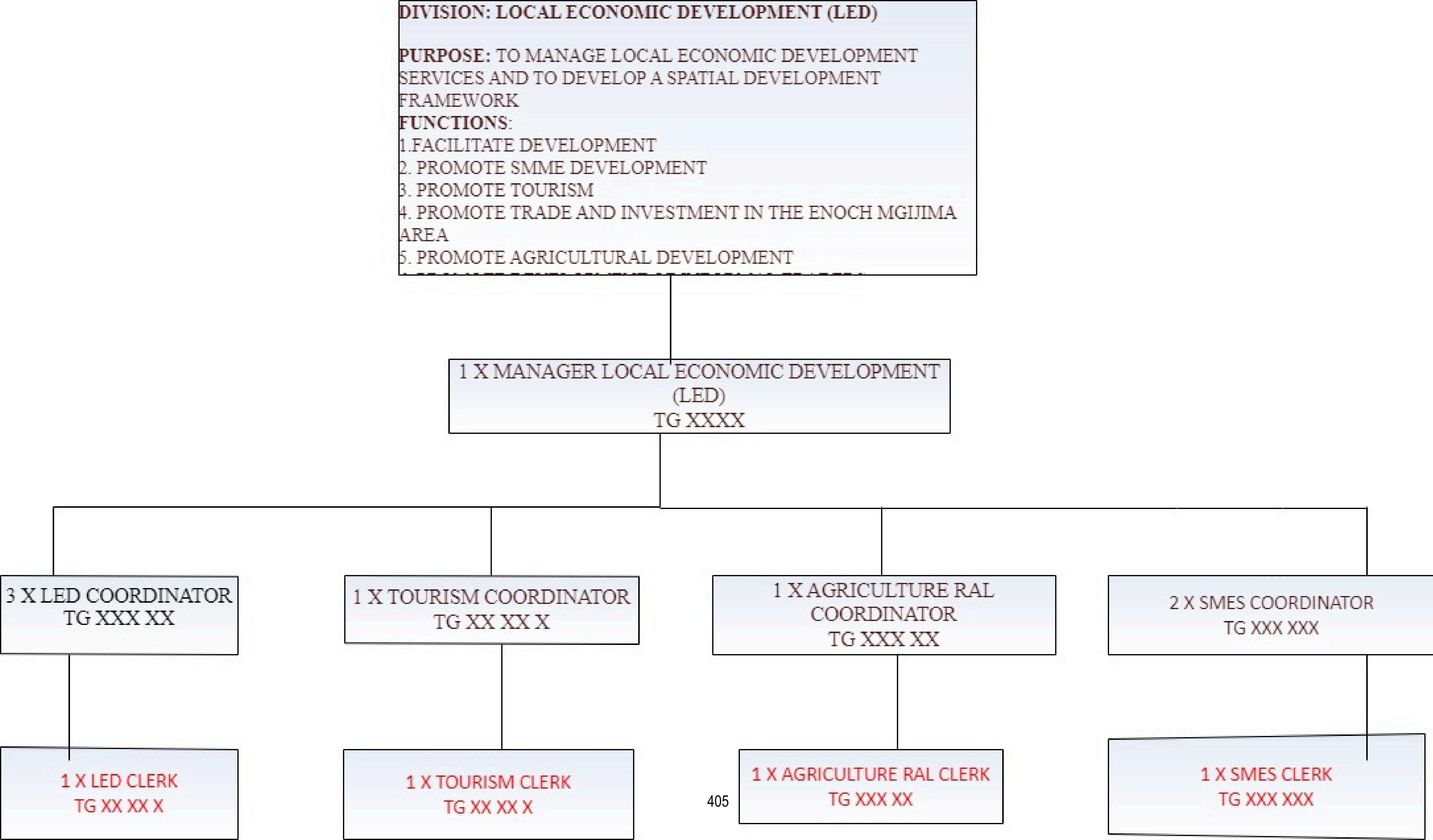
1 X MANAGER HUMAN SETTLEMENT
TG XXX XXX

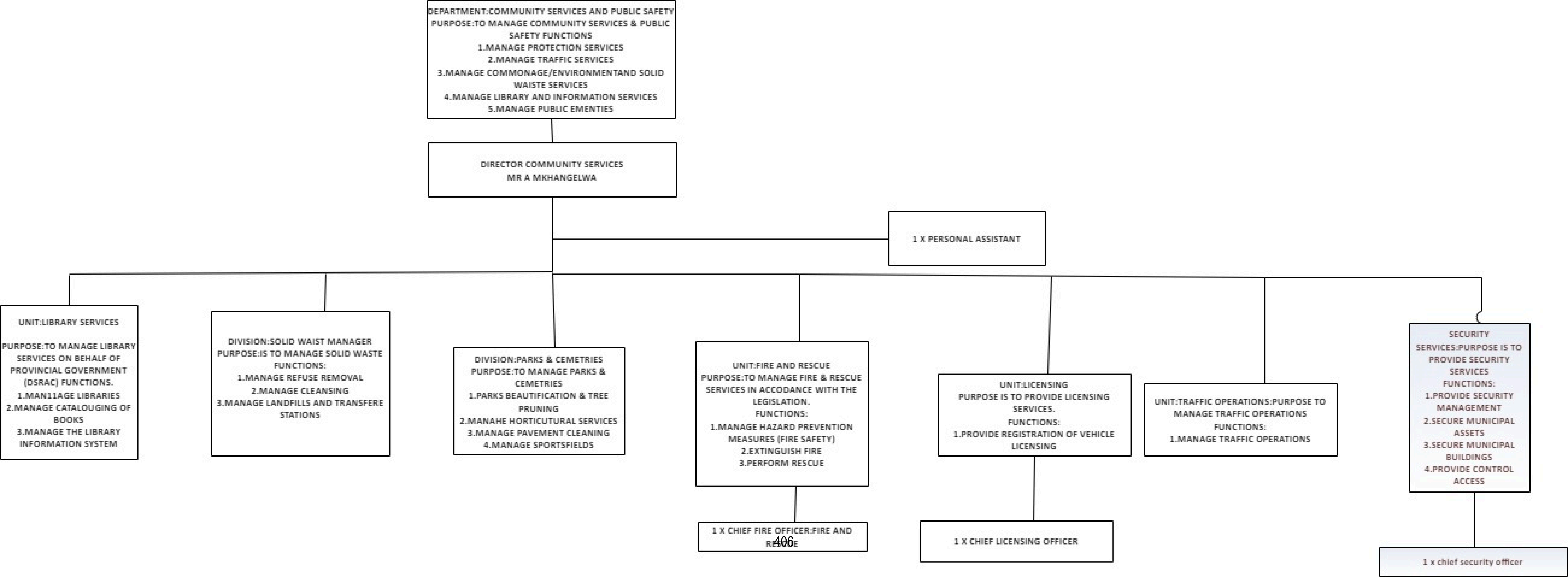

1 X MANAGER HUMAN SETTLEMENT
2 x HOUSING OFFICERS
TG XX XX
1 X HOUSING CLERK
(WHITTLE SEA)
TKG XX XX
1 X HOUSING CLERK
(TARKASTAD &
HOFMEYER)
1 X HOUSING CLERK
(MOLTENO &
STERKSTROOM)
TKG XX XX
1 X HOUSING CLERK
(QUEENSTOWN)
TKG XX XX
DATA CAPTURER
DATA CAPTURER
DATA CAPTURER
2 X DATA CAPTURER



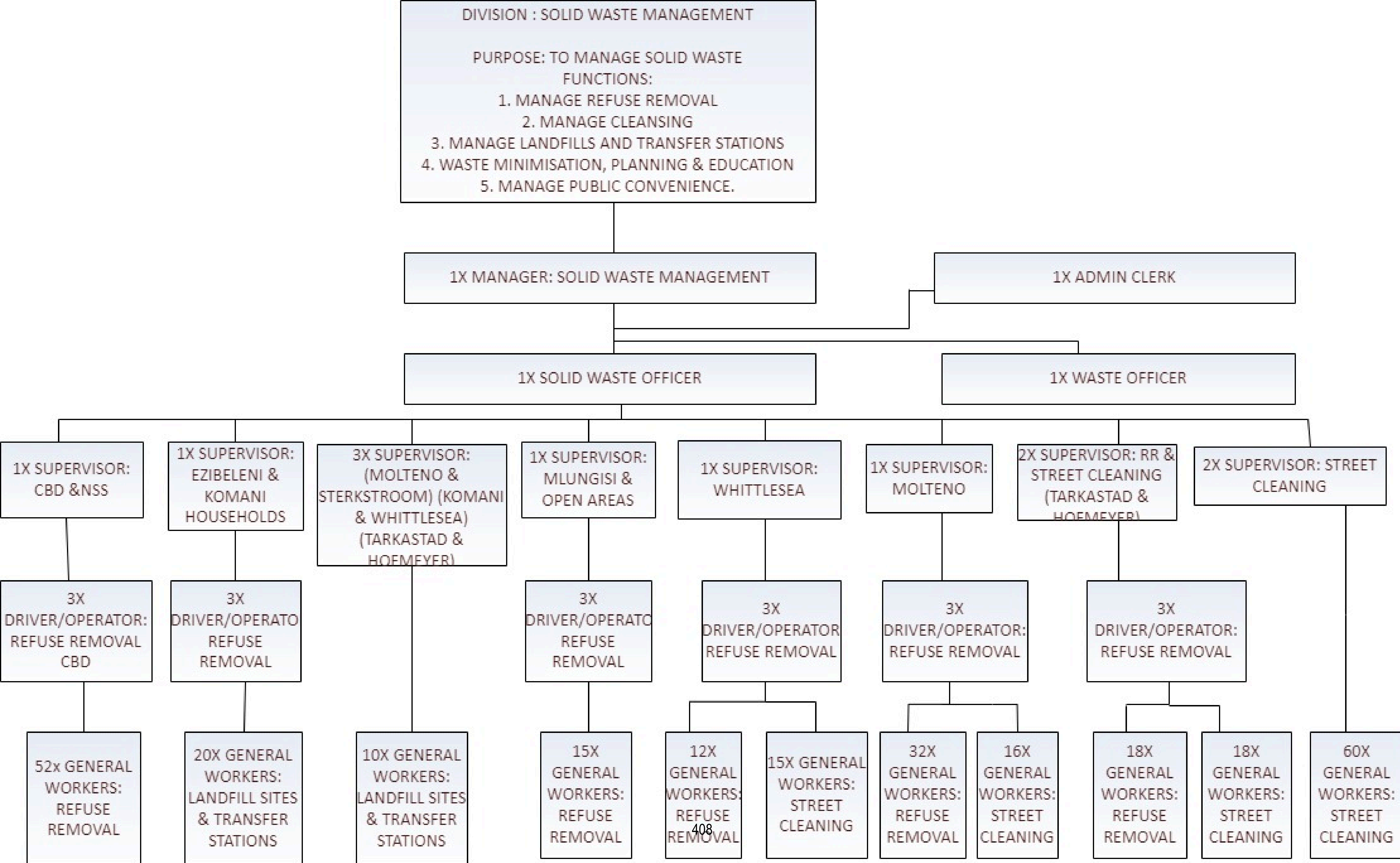
1 X MANAGER : PLANNING & LAND USE
2 X ADMIN OFFICER
TG XXX XX
LAND DISPOSAL & TRANSFER
OFFICER
D MFUNDISI
2 X BUILDING CONTROLLER
TKG XX XX
GEOGRAPHICA
INFORMATION SYSTEM
TECHNICIAN
(PROPOSED)
2 X LAND
COORDINATOR/ENFORCMENT
2 X SDF COORDINATOR/TKG XX
XX
2 X LAND USE COORDINATOR
TG XXX XX
3 X BUILDING INSPECTOR
TKG XX XX
2 X SDF ASSISTANT
TKG XX XX
2 X LAND USE ASSISTANT
TG XXX XX
3 X HANDYMAN
TG XXX XX

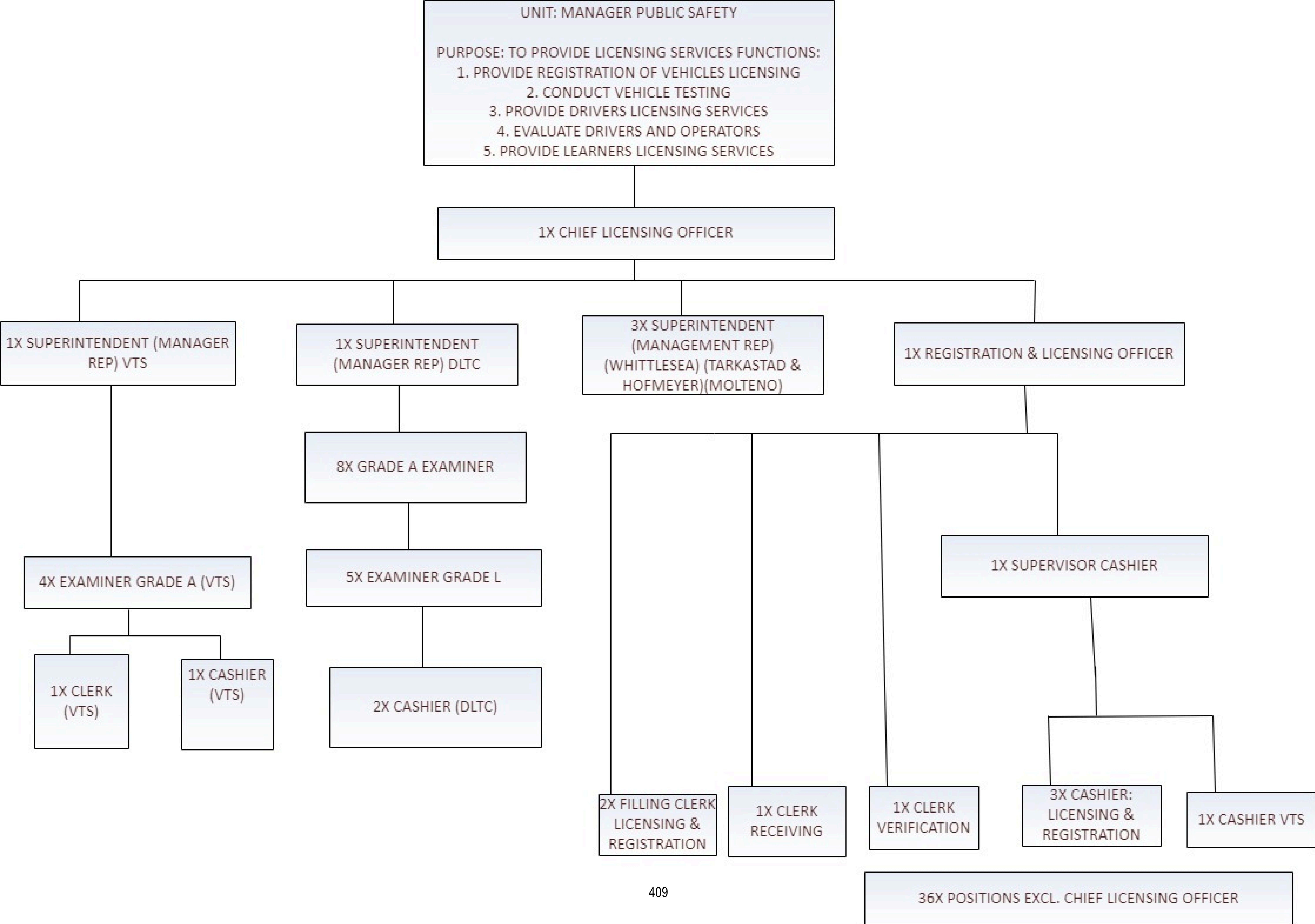

DEPARTMENT: INTERGRAED PLANNING AND ECONOMIC DEVELOPMENT (IPED)
PURPOSE: TO DEVELOP A COHERENT AND INTERGRATED FRAMEWORK FOR LOCAL ECONOMIC DEVELOPMENT AND PLANNING ACROSS THE ENOCH MGIJIMA AREA
FUNCTIONS:
1.MANAGE LOCAL ECONOMIC DEVELOPMENT SERVICES
2. PROMOTE SMME S, TOURISM, TRADE AND INVESTMENT AND AGRICULTURE AND MINING PROJECTS IN THE ENOCH MGIJIMA AREA
3. PROVIDE MONITORING AND REPORTING SERVICE AND INSTITUTIONAL PMS
4. MANAGE IDP COORDINATION 3. MANAGE THE OFFICE ADMINISTRATION
5. DEVELOP AND COORDINATE THE IDP
6.. DEVELOP AND OVERSEE THE IMPLEMENTATION OF PMS
7.OVERSEE ANNUAL REPORTING
8.MONITOR AND EVALUATE THE IDP & PMS
.FACILITATEECONOMIC DEVELOPMENT
9. PROMOTE SMME DEVELOPMENT3. PROMOTE TOURISM
9. PROMOTE TRADE AND INVESTMENT IN THE ENOCH MGIJIMA AREA
10. PROMOTE AGRICULTURAL DEVELOPMENT
11. PROMOTE DEVELOPMENT OF INFORMAL TRADERS
DIRECTOR: INTERGRAED PLANNING AND ECONOMIC DEVELOPMENT (IPED)
1 X PERSONAL ASSISTANT TG XX XXX
1 XMESSENGER & CLEANER TG
1 X MANAGER: IDP TG XXX XX
1 X MANAGER TG XXX XX
1 X MANAGER: LOCAL ECONOMIC DEVELOPMENT (LED) TKG XX XX
IPED ADMINISTRATOR
2 X COORDINATOR: IDP TG XX XX
2 X COORDINATOR: PMS TG XX XX
3 X LED COORDINATOR: 1 X WHETTLESEA 1 X TERKASTAD/HOFFMAYOR 1 X MOLTENO/STERKSTROOM
1 X OFFICER : IDP TG XX XX
1 X OFFICER : IDP TG XX XX
1 X LED OFFICER TG XX XX

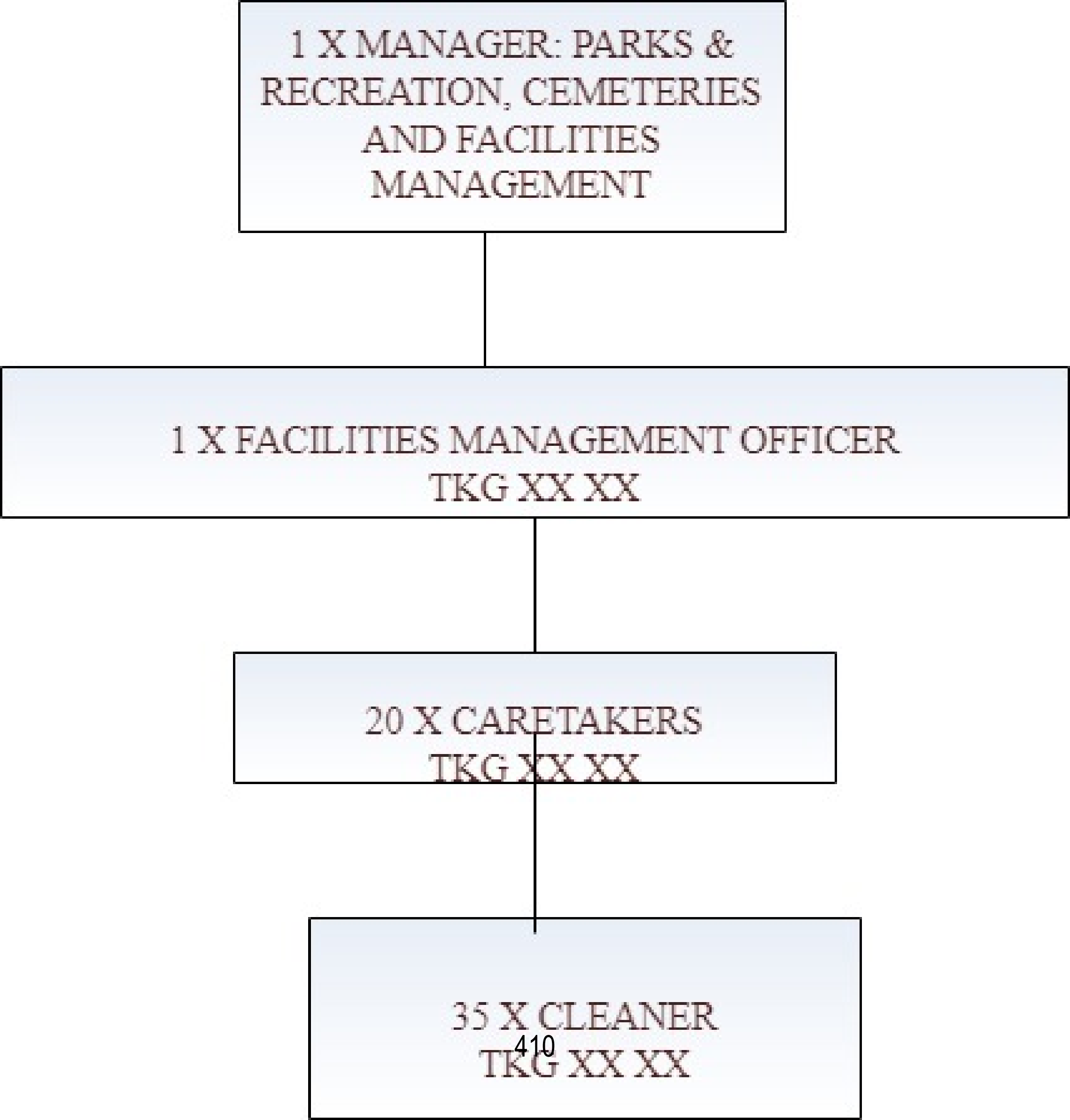

DIVISION: LOCAL ECONOMIC DEVELOPMENT (LED)
PURPOSE: TO MANAGE LOCAL ECONOMIC DEVELOPMENT SERVICES AND TO DEVELOP A SPATIAL DEVELOPMENT FRAMEWORK
FUNCTIONS:
1.FACILITATE DEVELOPMENT
2. PROMOTE SMME DEVELOPMENT
3. PROMOTE TOURISM
4. PROMOTE TRADE AND INVESTMENT IN THE ENOCH MGIJIMA AREA
5. PROMOTE AGRICULTURAL DEVELOPMENT
1 X MANAGER LOCAL ECONOMIC DEVELOPMENT (LED)
TG XXXX
3 X LED COORDINATOR
TG XXX XX
1 X TOURISM COORDINATOR
TG XX XX X
1 X AGRICULTURE RAL COORDINATOR
TG XXX XX
2 X SMES COORDINATOR
TG XXX XXX
1 X LED CLERK
TG XX XX X
1 X TOURISM CLERK
TG XX XX X
1 X AGRICULTURE RAL CLERK
TG XXX XX
1 X SMES CLERK
TG XXX XXX

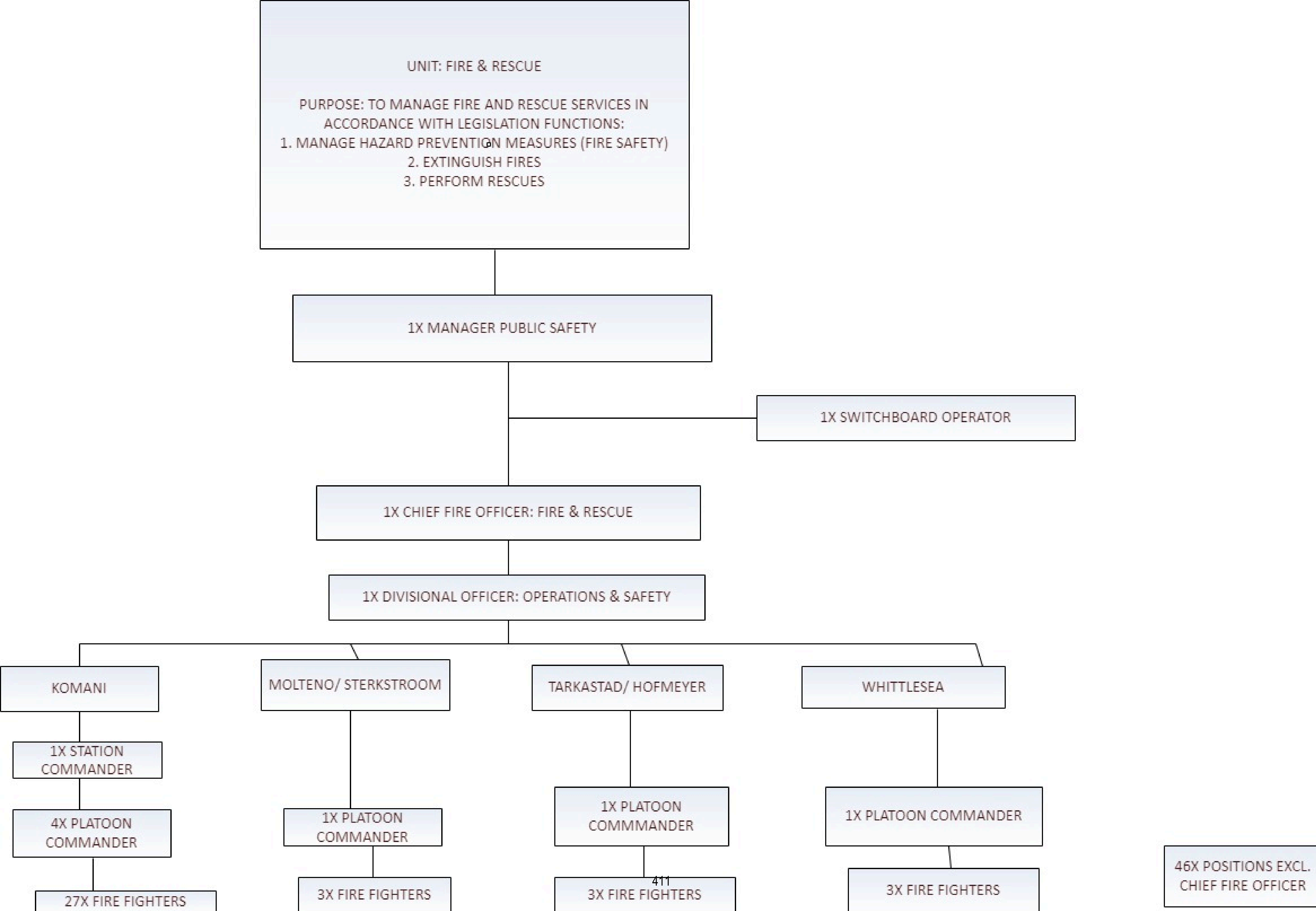

DEPARTMENT:COMMUNITY SERVICES AND PUBLIC SAFETY
PURPOSE:TO MANAGE COMMUNITY SERVICES & PUBLIC SAFETY FUNCTIONS
1.MANAGE PROTECTION SERVICES
2.MANAGE TRAFFIC SERVICES
3.MANAGE COMMONAGE/ENVIRONMENTAND SOLID WAISTE SERVICES
4.MANAGE LIBRARY AND INFORMATION SERVICES
5.MANAGE PUBLIC EMENTIES
DIRECTOR COMMUNITY SERVICES
MR A MKHANGELWA
1 X PERSONAL ASSISTANT
UNIT:LIBRARY SERVICES
PURPOSE:TO MANAGE LIBRARY SERVICES ON BEHALF OF PROVINCIAL GOVERNMENT (DSRAC) FUNCTIONS.
1.MAN11AGE LIBRARIES
2.MANAGE CATALOUGING OF BOOKS
3.MANAGE THE LIBRARY INFORMATION SYSTEM
DIVISION:SOLID WAIST MANAGER
PURPOSE:IS TO MANAGE SOLID WASTE FUNCTIONS:
1.MANAGE REFUSE REMOVAL
2.MANAGE CLEANSING
3.MANAGE LANDFILLS AND TRANSFERE STATIONS
DIVISION:PARKS & CEMETRIES
PURPOSE:TO MANAGE PARKS & CEMETRIES
1.PARKS BEAUTIFICATION & TREE PRUNING
2.MANAHE HORTICUTURAL SERVICES
3.MANAGE PAVEMENT CLEANING
4.MANAGE SPORTSFIELDS
UNIT:FIRE AND RESCUE
PURPOSE:TO MANAGE FIRE & RESCUE SERVICES IN ACCODANCE WITH THE LEGISLATION.
FUNCTIONS:
1.MANAGE HAZARD PREVENTION MEASURES (FIRE SAFETY)
2.EXTINGUISH FIRE
3.PERFORM RESCUE
1 X CHIEF FIRE OFFICER:FIRE AND
UNIT:LICENSING
PURPOSE IS TO PROVIDE LICENSING SERVICES.
FUNCTIONS:
1.PROVIDE REGISTRATION OF VEHICLE LICENSING
1 X CHIEF LICENSING OFFICER
UNIT:TRAFFIC OPERATIONS:PURPOSE TO MANAGE TRAFFIC OPERATIONS
FUNCTIONS:
1.MANAGE TRAFFIC OPERATIONS
SECURITY SERVICES:PURPOSE IS TO PROVIDE SECURITY SERVICES
FUNCTIONS:
1.PROVIDE SECURITY MANAGEMENT
2.SECURE MUNICIPAL ASSETS
3.SECURE MUNICIPAL BUILDINGS
4.PROVIDE CONTROL ACCESS
1 x chief security officer

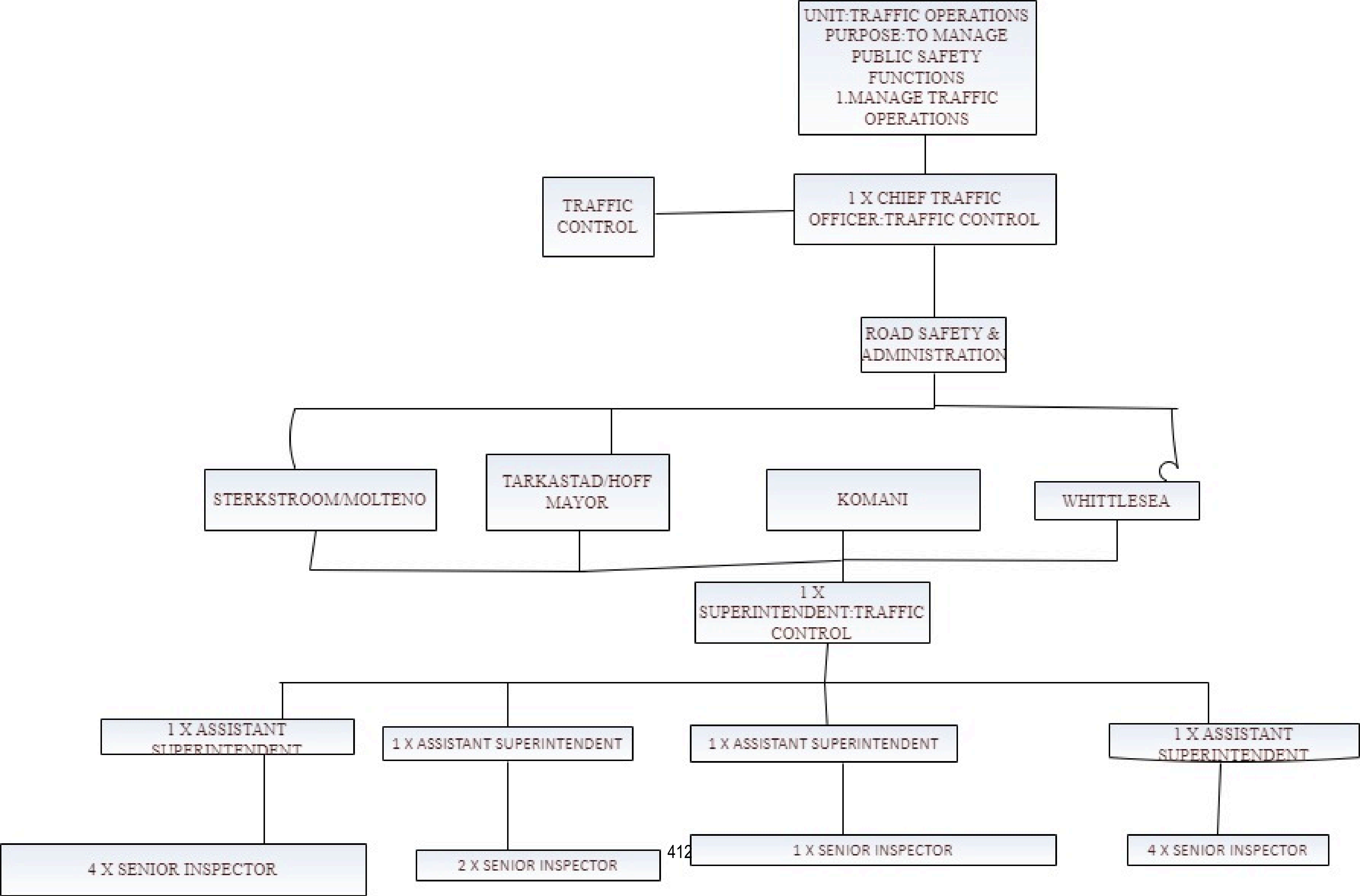
UNIT:LIBRARY SERVICES
PURPOSE:TO MANAGE LIBRARY SERVICES ON BEHALF OF PROVINCIAL GOVERNMENT (DSRAC) FUNCTIONS.
1.MAN11AGE LIBRARIES
2.MANAGE CATALOUGING OF BOOKS
3.MANAGE THE LIBRARY INFORMATION SYSTEM
1 X CHIEF LIBRARIAN:LIBRARY SERVICES
1 X LIBRARIAN
1 X IT TECH LIBRARIAN
5 X LIBRARY ASSISTANT
1 X LIBRARY ASS (BLIND LIB)
1 X LIBRARIAN (MCEULA)
1 X LIBRARY ASSISTANT
1 X LIBRARIAN (BENNINGTON MINDI-EZIBELENI
1 X LIBRARY ASSISTANT
1 X LIBRARIAN (ASHLEY WYNGAARD)
1 X LIBRARY ASSISTANT
1 X LIBRARIAN (STERKSTROOM)
1 X LIBRARY ASSISTANT
1 X LIBRARIAN (WHITTLESEA)
1 X LIBRARY ASSISTANT
1 X LIBRARIAN (MLUNGISI)
1 X LIBRARY ASSISTANT
1 X LIBRARIAN (HOFMEYER)
1 X LIBRARY ASSISTANT
1 X LIBRARIAN (TARKASTAD)
1 X LIBRARY ASSISTANT
1 X LIBRARIAN (MOLTENO)
1 X LIBRARY ASSISTANT
1 X LIBRARIAN (TENDERGATE)
1 X LIBRARY ASSISTANT

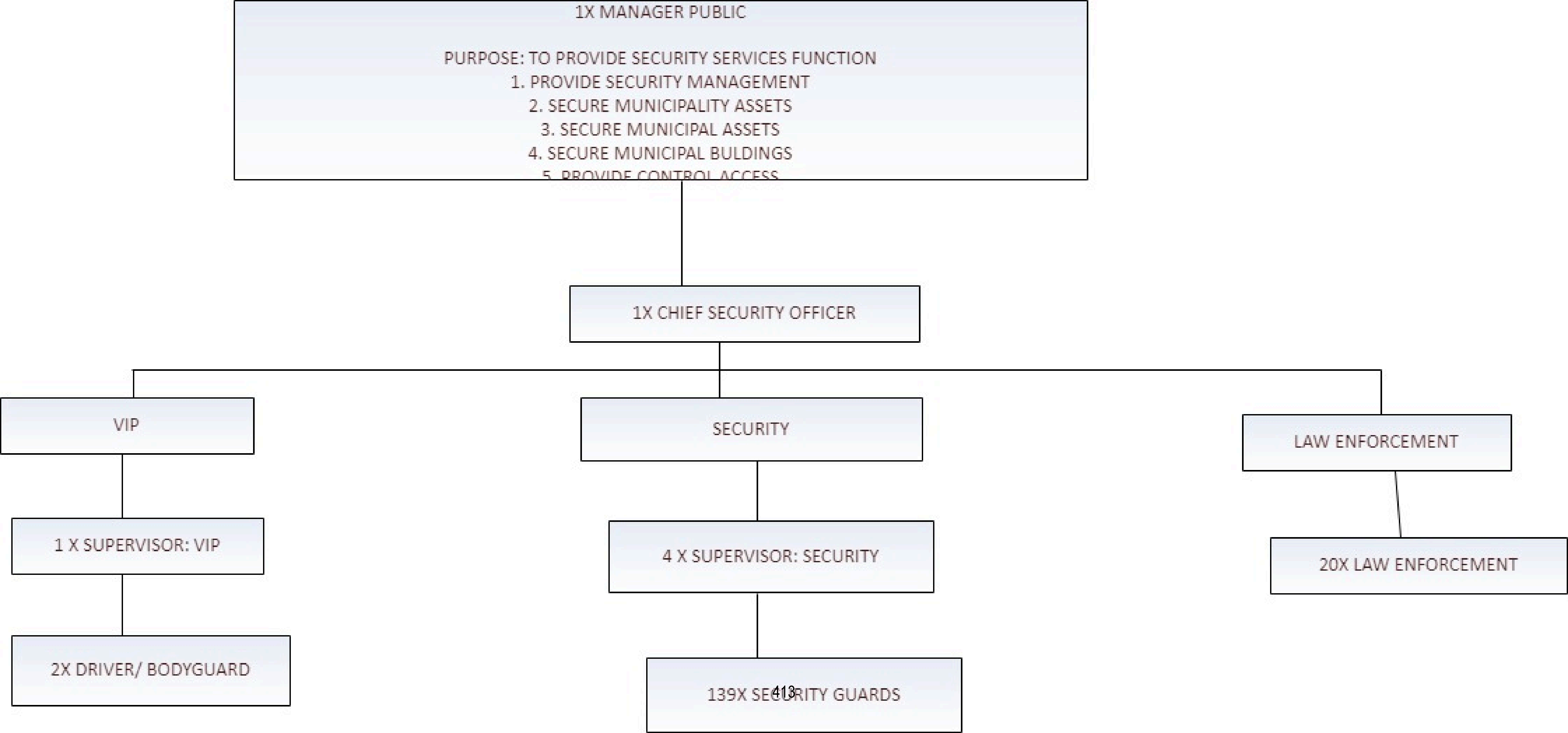

DIVISION : SOLID WASTE MANAGEMENT
PURPOSE: TO MANAGE SOLID WASTE
FUNCTIONS:
1. MANAGE REFUSE REMOVAL
2. MANAGE CLEANSING
3. MANAGE LANDFILLS AND TRANSFER STATIONS
4. WASTE MINIMISATION, PLANNING & EDUCATION
5. MANAGE PUBLIC CONVENIENCE.
1X MANAGER: SOLID WASTE MANAGEMENT
1X ADMIN CLERK
1X SOLID WASTE OFFICER
1X WASTE OFFICER
1X SUPERVISOR: CBD &NSS
1X SUPERVISOR: EZIBELENI & KOMANI HOUSEHOLDS
3X SUPERVISOR: (MOLTENO & STERKSTROOM) (KOMANI & WHITTLESEA) (TARKASTAD & HOEMEYER)
1X SUPERVISOR: MLUNGISI & OPEN AREAS
1X SUPERVISOR: WHITTLESEA
1X SUPERVISOR: MOLTENO
2X SUPERVISOR: RR & STREET CLEANING (TARKASTAD & HOEMEYER)
2X SUPERVISOR: STREET CLEANING
3X DRIVER/OPERATOR: REFUSE REMOVAL CBD
3X DRIVER/OPERATO REFUSE REMOVAL
3X DRIVER/OPERATO REFUSE REMOVAL
3X DRIVER/OPERATOR REFUSE REMOVAL
3X DRIVER/OPERATOR: REFUSE REMOVAL
3X DRIVER/OPERATOR: REFUSE REMOVAL
52x GENERAL WORKERS: REFUSE REMOVAL
20X GENERAL WORKERS: LANDFILL SITES & TRANSFER STATIONS
10X GENERAL WORKERS: LANDFILL SITES & TRANSFER STATIONS
15X GENERAL WORKERS: REFUSE REMOVAL
12X GENERAL WORKERS: REFUSE REMOVAL
15X GENERAL WORKERS: STREET CLEANING
32X GENERAL WORKERS: REFUSE REMOVAL
16X GENERAL WORKERS: STREET CLEANING
18X GENERAL WORKERS: REFUSE REMOVAL
18X GENERAL WORKERS: STREET CLEANING
60X GENERAL WORKERS: STREET CLEANING

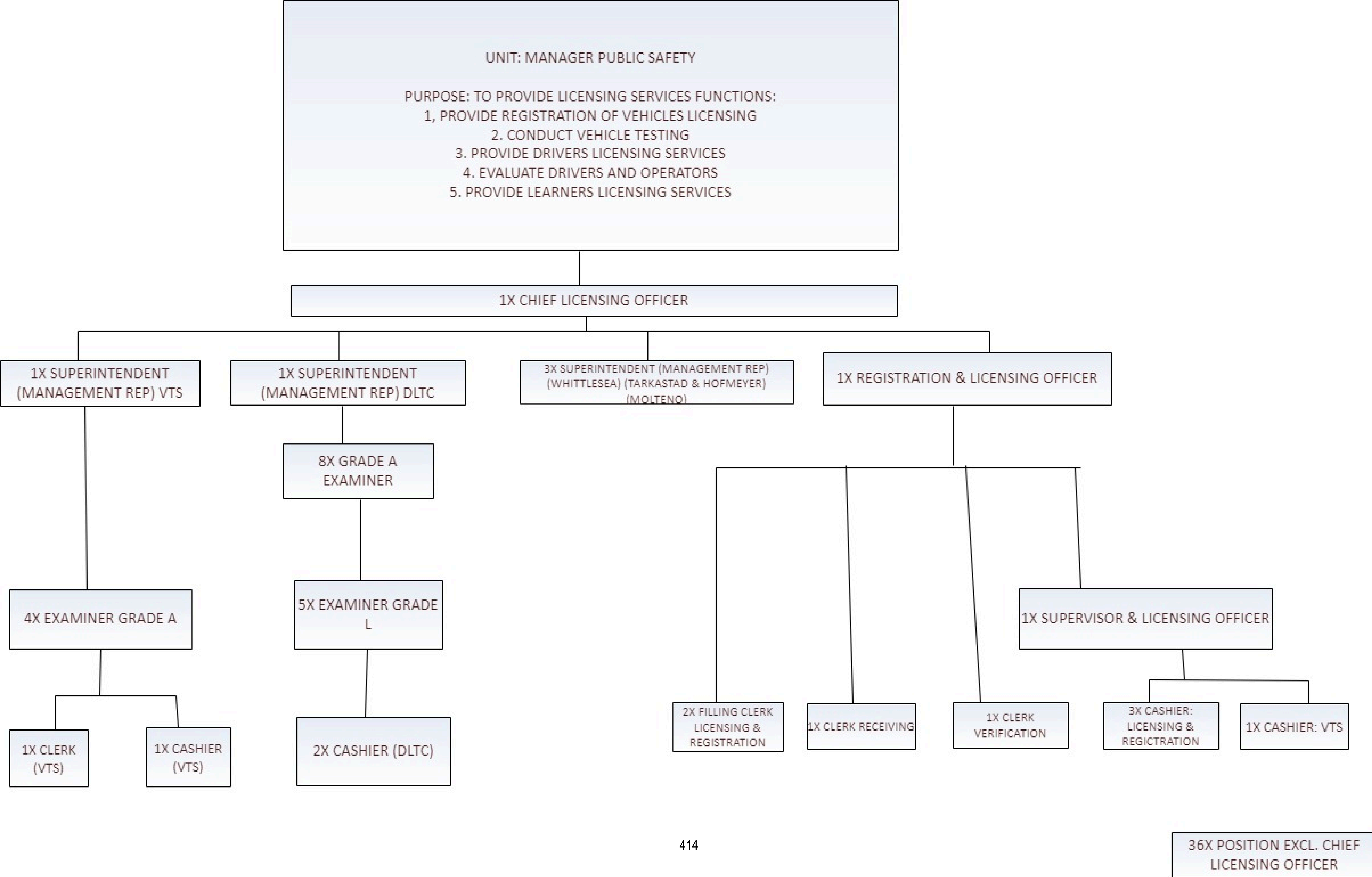

UNIT: MANAGER PUBLIC SAFETY
PURPOSE: TO PROVIDE LICENSING SERVICES FUNCTIONS:
1. PROVIDE REGISTRATION OF VEHICLES LICENSING
2. CONDUCT VEHICLE TESTING
3. PROVIDE DRIVERS LICENSING SERVICES
4. EVALUATE DRIVERS AND OPERATORS
5. PROVIDE LEARNERS LICENSING SERVICES
1X CHIEF LICENSING OFFICER
1X SUPERINTENDENT (MANAGER REP) VTS
1X SUPERINTENDENT (MANAGER REP) DLTC
3X SUPERINTENDENT (MANAGEMENT REP) (WHITTLESEA) (TARKASTAD & HOFMEYER)(MOLTENO)
1X REGISTRATION & LICENSING OFFICER
8X GRADE A EXAMINER
4X EXAMINER GRADE A (VTS)
5X EXAMINER GRADE L
1X SUPERVISOR CASHIER
1X CLERK (VTS)
1X CASHIER (VTS)
2X CASHIER (DLTC)
2X FILLING CLERK LICENSING & REGISTRATION
1X CLERK RECEIVING
1X CLERK VERIFICATION
3X CASHIER: LICENSING & REGISTRATION
1X CASHIER VTS
36X POSITIONS EXCL. CHIEF LICENSING OFFICER

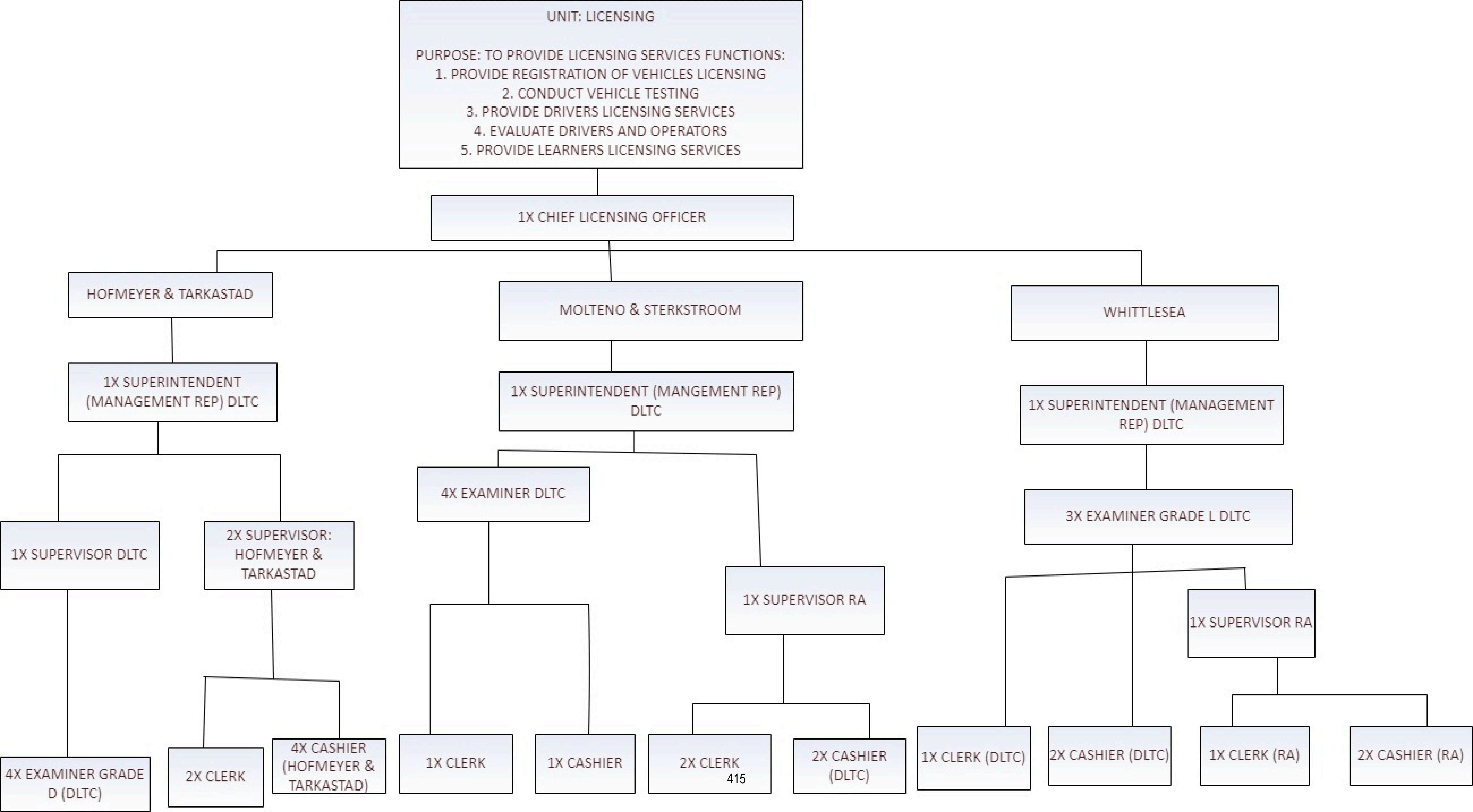

1 X MANAGER: PARKS & RECREATION, CEMETERIES AND FACILITIES MANAGEMENT
1 X FACILITIES MANAGEMENT OFFICER
TKG XX XX
20 X CARETAKERS
TKG XX XX
35 X CLEANER
TKG XX XX

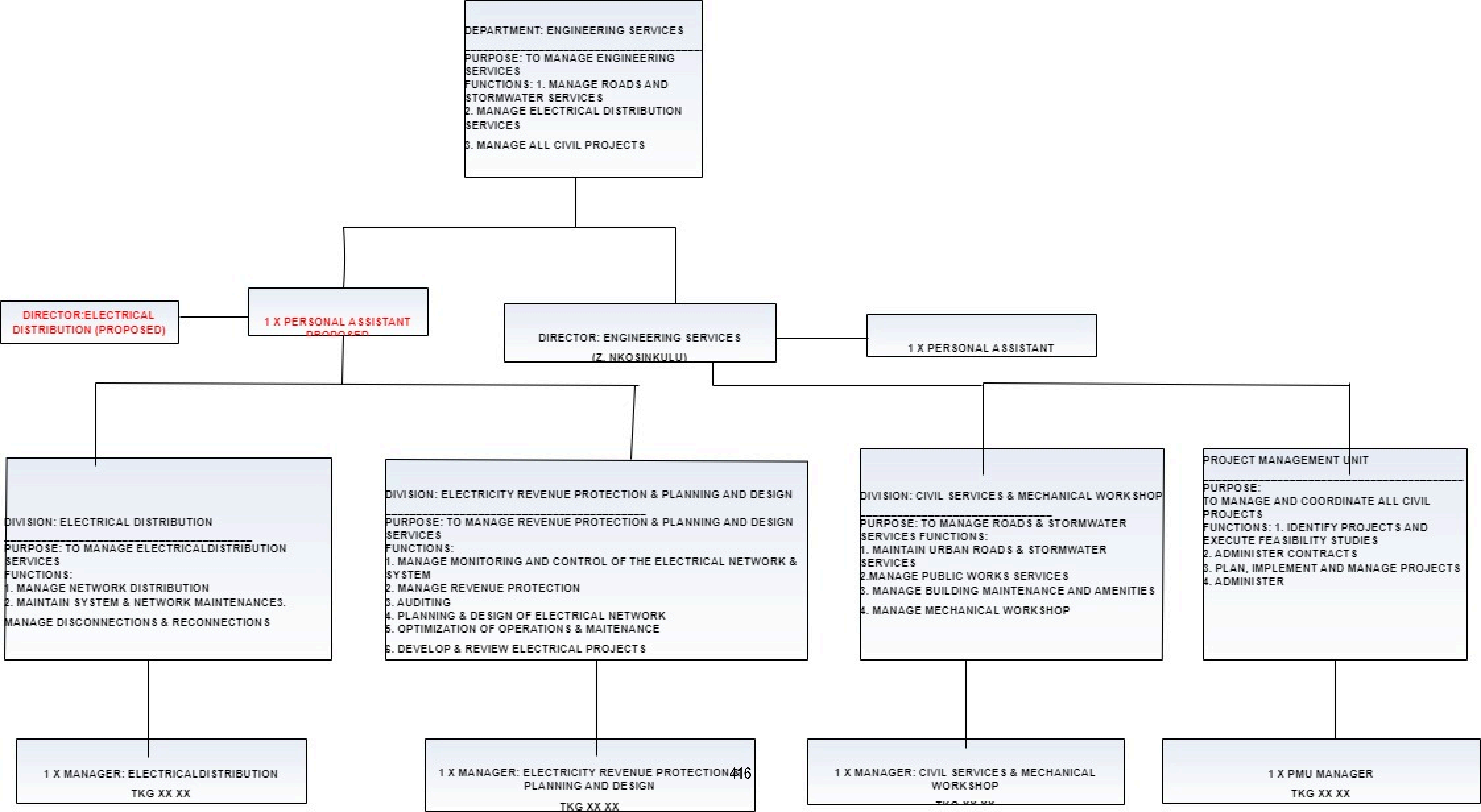

UNIT: FIRE & RESCUE
PURPOSE: TO MANAGE FIRE AND RESCUE SERVICES IN ACCORDANCE WITH LEGISLATION FUNCTIONS:
1. MANAGE HAZARD PREVENTION MEASURES (FIRE SAFETY)
2. EXTINGUISH FIRES
3. PERFORM RESCUES
1X MANAGER PUBLIC SAFETY
1X SWITCHBOARD OPERATOR
1X CHIEF FIRE OFFICER: FIRE & RESCUE
1X DIVISIONAL OFFICER: OPERATIONS & SAFETY
KOMANI
1X STATION COMMANDER
4X PLATOON COMMANDER
27X FIRE FIGHTERS
MOLTENO/ STERKSTROOM
1X PLATOON COMMANDER
3X FIRE FIGHTERS
TARKASTAD/ HOFMEYER
1X PLATOON COMMMANDER
3X FIRE FIGHTERS
WHITTLESEA
1X PLATOON COMMANDER
3X FIRE FIGHTERS
46X POSITIONS EXCL. CHIEF FIRE OFFICER

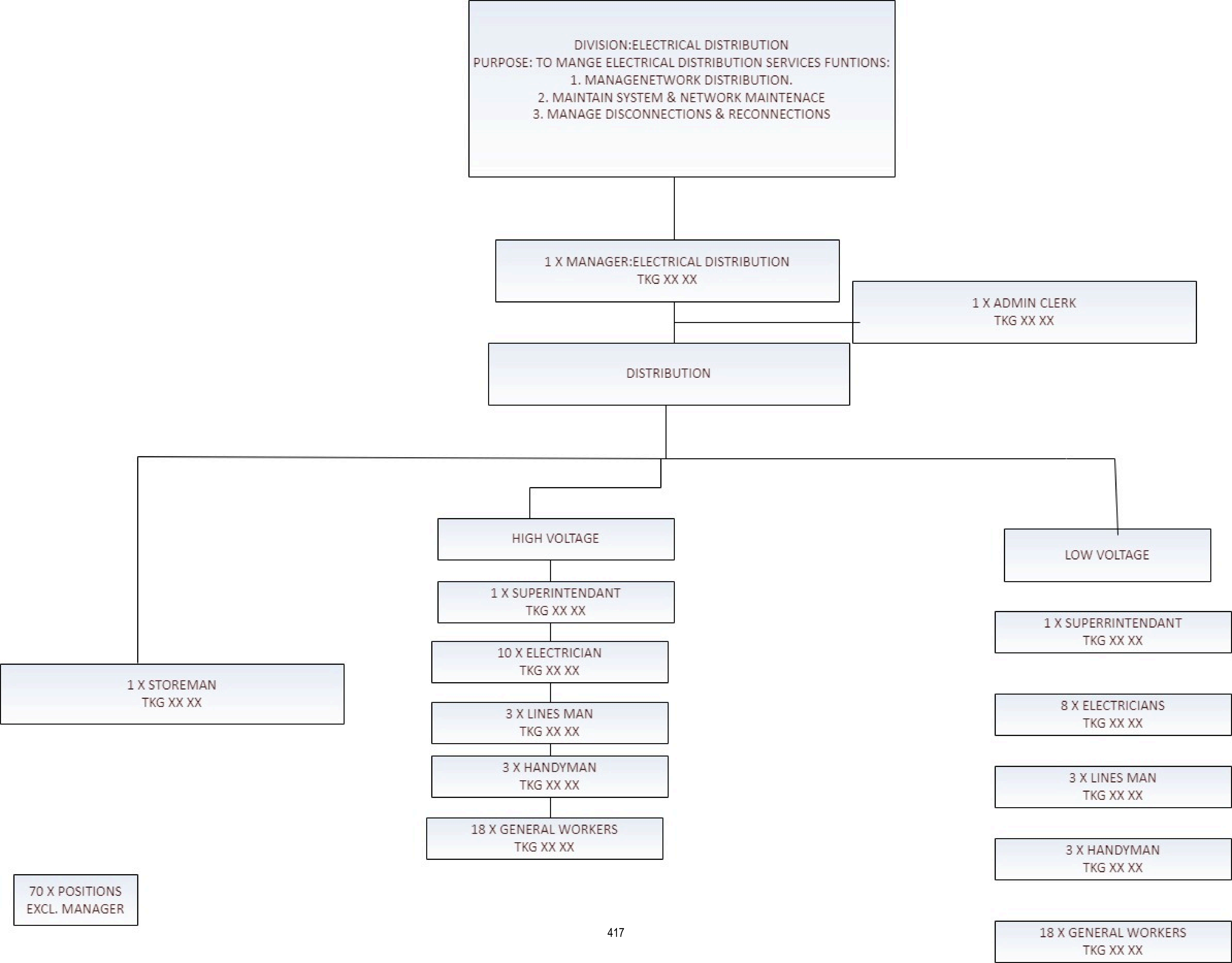

UNIT:TRAFFIC OPERATIONS
PURPOSE:TO MANAGE PUBLIC SAFETY FUNCTIONS
1.MANAGE TRAFFIC OPERATIONS
TRAFFIC CONTROL
1 X CHIEF TRAFFIC OFFICER:TRAFFIC CONTROL
ROAD SAFETY & ADMINISTRATION
STERKSTROOM/MOLTENO
TARKASTAD/HOFF MAYOR
KOMANI
WHITTLESEA
1 X SUPERINTENDENT:TRAFFIC CONTROL
1 X ASSISTANT SUPERINTENDENT
1 X ASSISTANT SUPERINTENDENT
1 X ASSISTANT SUPERINTENDENT
1 X ASSISTANT SUPERINTENDENT
4 X SENIOR INSPECTOR
2 X SENIOR INSPECTOR
1 X SENIOR INSPECTOR
4 X SENIOR INSPECTOR


1X MANAGER PUBLIC
PURPOSE: TO PROVIDE SECURITY SERVICES FUNCTION
1. PROVIDE SECURITY MANAGEMENT
2. SECURE MUNICIPALITY ASSETS
3. SECURE MUNICIPAL ASSETS
4. SECURE MUNICIPAL BULDINGS
5. PROVIDE CONTROL ACCESS
1X CHIEF SECURITY OFFICER
VIP
SECURITY
LAW ENFORCEMENT
1 X SUPERVISOR: VIP
4 X SUPERVISOR: SECURITY
20X LAW ENFORCEMENT
2X DRIVER/ BODYGUARD
139X SECURITY GUARDS


UNIT: MANAGER PUBLIC SAFETY
PURPOSE: TO PROVIDE LICENSING SERVICES FUNCTIONS:
1, PROVIDE REGISTRATION OF VEHICLES LICENSING
2. CONDUCT VEHICLE TESTING
3. PROVIDE DRIVERS LICENSING SERVICES
4. EVALUATE DRIVERS AND OPERATORS
5. PROVIDE LEARNERS LICENSING SERVICES
1X CHIEF LICENSING OFFICER
1X SUPERINTENDENT (MANAGEMENT REP) VTS
1X SUPERINTENDENT (MANAGEMENT REP) DLTC
3X SUPERINTENDENT (MANAGEMENT REP) (WHITTLESEA) (TARKASTAD & HOFMEYER) (MOLTENO)
1X REGISTRATION & LICENSING OFFICER
8X GRADE A EXAMINER
4X EXAMINER GRADE A
5X EXAMINER GRADE L
1X SUPERVISOR & LICENSING OFFICER
1X CLERK (VTS)
1X CASHIER (VTS)
2X CASHIER (DLTC)
2X FILLING CLERK LICENSING & REGISTRATION
1X CLERK RECEIVING
1X CLERK VERIFICATION
3X CASHIER: LICENSING & REGICTRATION
1X CASHIER: VTS
36X POSITION EXCL. CHIEF LICENSING OFFICER


UNIT: LICENSING
PURPOSE: TO PROVIDE LICENSING SERVICES FUNCTIONS:
1. PROVIDE REGISTRATION OF VEHICLES LICENSING
2. CONDUCT VEHICLE TESTING
3. PROVIDE DRIVERS LICENSING SERVICES
4. EVALUATE DRIVERS AND OPERATORS
5. PROVIDE LEARNERS LICENSING SERVICES
1X CHIEF LICENSING OFFICER
HOFMEYER & TARKASTAD
MOLTENO & STERKSTROOM
WHITTLESEA
1X SUPERINTENDENT (MANAGEMENT REP) DLTC
1X SUPERINTENDENT (MANGEMENT REP) DLTC
1X SUPERINTENDENT (MANAGEMENT REP) DLTC
1X SUPERVISOR DLTC
2X SUPERVISOR: HOFMEYER & TARKASTAD
4X EXAMINER DLTC
1X SUPERVISOR RA
3X EXAMINER GRADE L DLTC
1X SUPERVISOR RA
4X EXAMINER GRADE D (DLTC)
2X CLERK
4X CASHIER (HOFMEYER & TARKASTAD)
1X CLERK
1X CASHIER
2X CLERK
2X CASHIER (DLTC)
1X CLERK (DLTC)
2X CASHIER (DLTC)
1X CLERK (RA)
2X CASHIER (RA)


DEPARTMENT: ENGINEERING SERVICES
PURPOSE: TO MANAGE ENGINEERING SERVICES
FUNCTIONS: 1. MANAGE ROADS AND STORMWATER SERVICES
2. MANAGE ELECTRICAL DISTRIBUTION SERVICES
3. MANAGE ALL CIVIL PROJECTS
DIRECTOR:ELECTRICAL DISTRIBUTION (PROPOSED)
1 X PERSONAL ASSISTANT PROPOSED
DIRECTOR: ENGINEERING SERVICES
(Z. NKOSINKULU)
1 X PERSONAL ASSISTANT
DIVISION: ELECTRICAL DISTRIBUTION
PURPOSE: TO MANAGE ELECTRICALDISTRIBUTION SERVICES
FUNCTIONS:
1. MANAGE NETWORK DISTRIBUTION
2. MAINTAIN SYSTEM & NETWORK MAINTENANCES3.
MANAGE DISCONNECTIONS & RECONNECTIONS
DIVISION: ELECTRICITY REVENUE PROTECTION & PLANNING AND DESIGN
PURPOSE: TO MANAGE REVENUE PROTECTION & PLANNING AND DESIGN SERVICES
FUNCTIONS:
1. MANAGE MONITORING AND CONTROL OF THE ELECTRICAL NETWORK & SYSTEM
2. MANAGE REVENUE PROTECTION
3. AUDITING
4. PLANNING & DESIGN OF ELECTRICAL NETWORK
5. OPTIMIZATION OF OPERATIONS & MAITENANCE
6. DEVELOP & REVIEW ELECTRICAL PROJECTS
DIVISION: CIVIL SERVICES & MECHANICAL WORKSHOP
PURPOSE: TO MANAGE ROADS & STORMWATER SERVICES FUNCTIONS:
1. MAINTAIN URBAN ROADS & STORMWATER SERVICES
2.MANAGE PUBLIC WORKS SERVICES
3. MANAGE BUILDING MAINTENANCE AND AMENITIES
4. MANAGE MECHANICAL WORKSHOP
PROJECT MANAGEMENT UNIT
PURPOSE:
TO MANAGE AND COORDINATE ALL CIVIL PROJECTS
FUNCTIONS: 1. IDENTIFY PROJECTS AND EXECUTE FEASIBILITY STUDIES
2. ADMINISTER CONTRACTS
3. PLAN, IMPLEMENT AND MANAGE PROJECTS
4. ADMINISTER
1 X MANAGER: ELECTRICALDISTRIBUTION
TKG XX XX
1 X MANAGER: ELECTRICITY REVENUE PROTECTION & PLANNING AND DESIGN
TKG XX XX
1 X MANAGER: CIVIL SERVICES & MECHANICAL WORKSHOP
1 X PMU MANAGER
TKG XX XX


DIVISION:ELECTRICAL DISTRIBUTION
PURPOSE: TO MANGE ELECTRICAL DISTRIBUTION SERVICES FUNTIONS:
1. MANAGENETWORK DISTRIBUTION.
2. MAINTAIN SYSTEM & NETWORK MAINTENACE
3. MANAGE DISCONNECTIONS & RECONNECTIONS
1 X MANAGER:ELECTRICAL DISTRIBUTION
TKG XX XX
1 X ADMIN CLERK
TKG XX XX
DISTRIBUTION
1 X STOREMAN
TKG XX XX
HIGH VOLTAGE
1 X SUPERINTENDANT
TKG XX XX
10 X ELECTRICIAN
TKG XX XX
3 X LINES MAN
TKG XX XX
3 X HANDYMAN
TKG XX XX
18 X GENERAL WORKERS
TKG XX XX
LOW VOLTAGE
1 X SUPERRINTENDANT
TKG XX XX
8 X ELECTRICIANS
TKG XX XX
3 X LINES MAN
TKG XX XX
3 X HANDYMAN
TKG XX XX
18 X GENERAL WORKERS
TKG XX XX
70 X POSITIONS
EXCL. MANAGER

Division: ELECTRICITY REVENUE PROTECTION & PLANNING AND DESIGN

PURPOSE: TO MANAGE REVENUE PROTECTION & PLANNING AND DESIGN SERVICES FUCTIONS:
1.MANAGE MONITORING AND CONTROL OF THE ELECTRICAL NETWORK & SYSTEM
2.MANAGE REVENUE PROTECTION
3. AUDITING
4PLANNING & DESIGN OF ELECTRICAL NETWORK
5. OPTIMIZATION OF OPERRATIONS & MAINTENANCE
6. DEVELOP & REVIEW ELECTRICAL PROJECTS

1 X MANAGER: ELECTRICITY REVENUE PROTECTON & PLANNING AND DESIGN
TKG XX XX

1 X ADMIN CLERK
TKG XX XX

REVENUE PROTECTION

2 X TECHNICIAN:REVENUE PROTECTION
TKG XX XX

2 X PROETCTION OFFICER
TKG XX XX

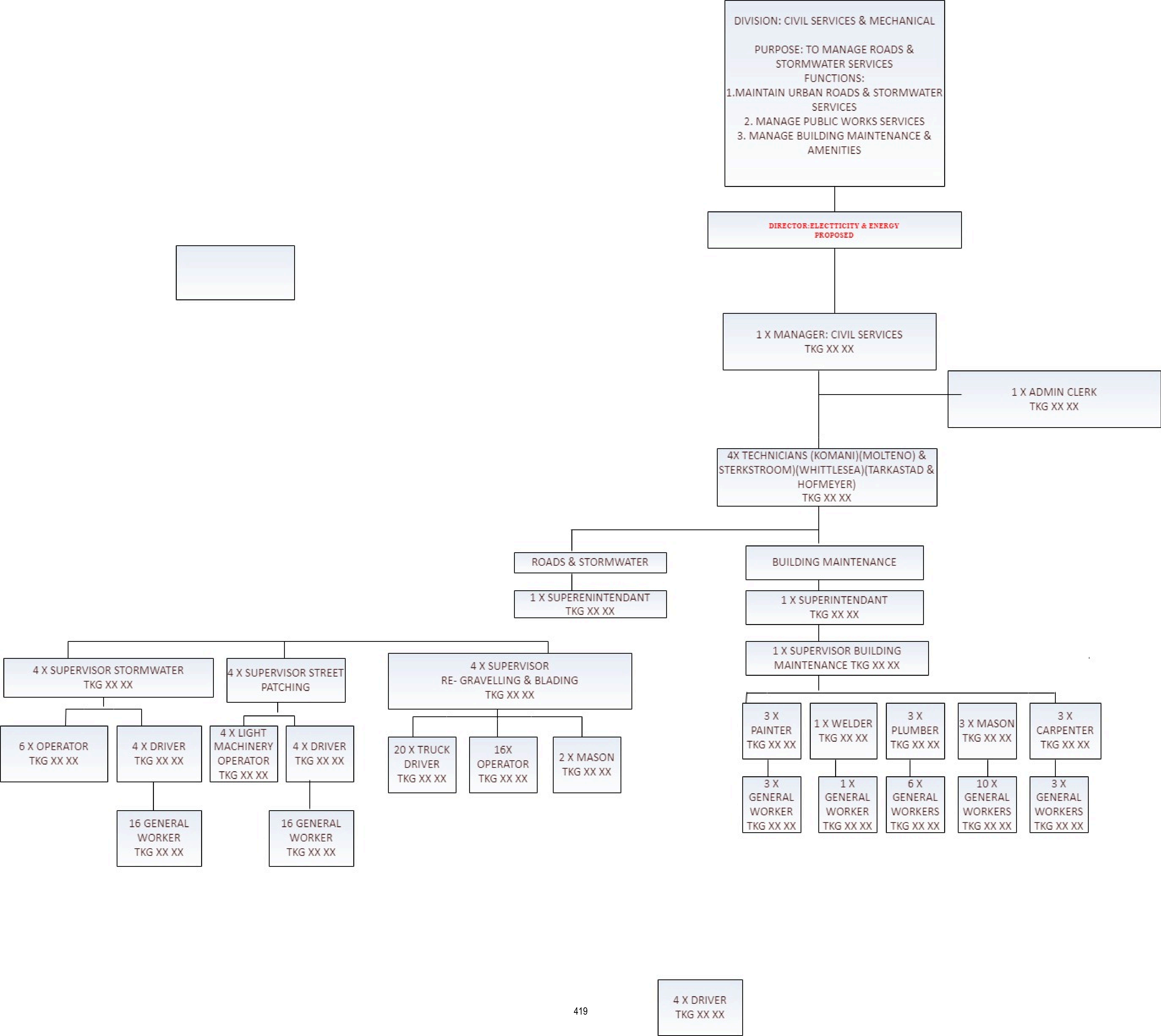
8 X METER INSPECTOR
TKG XX XX

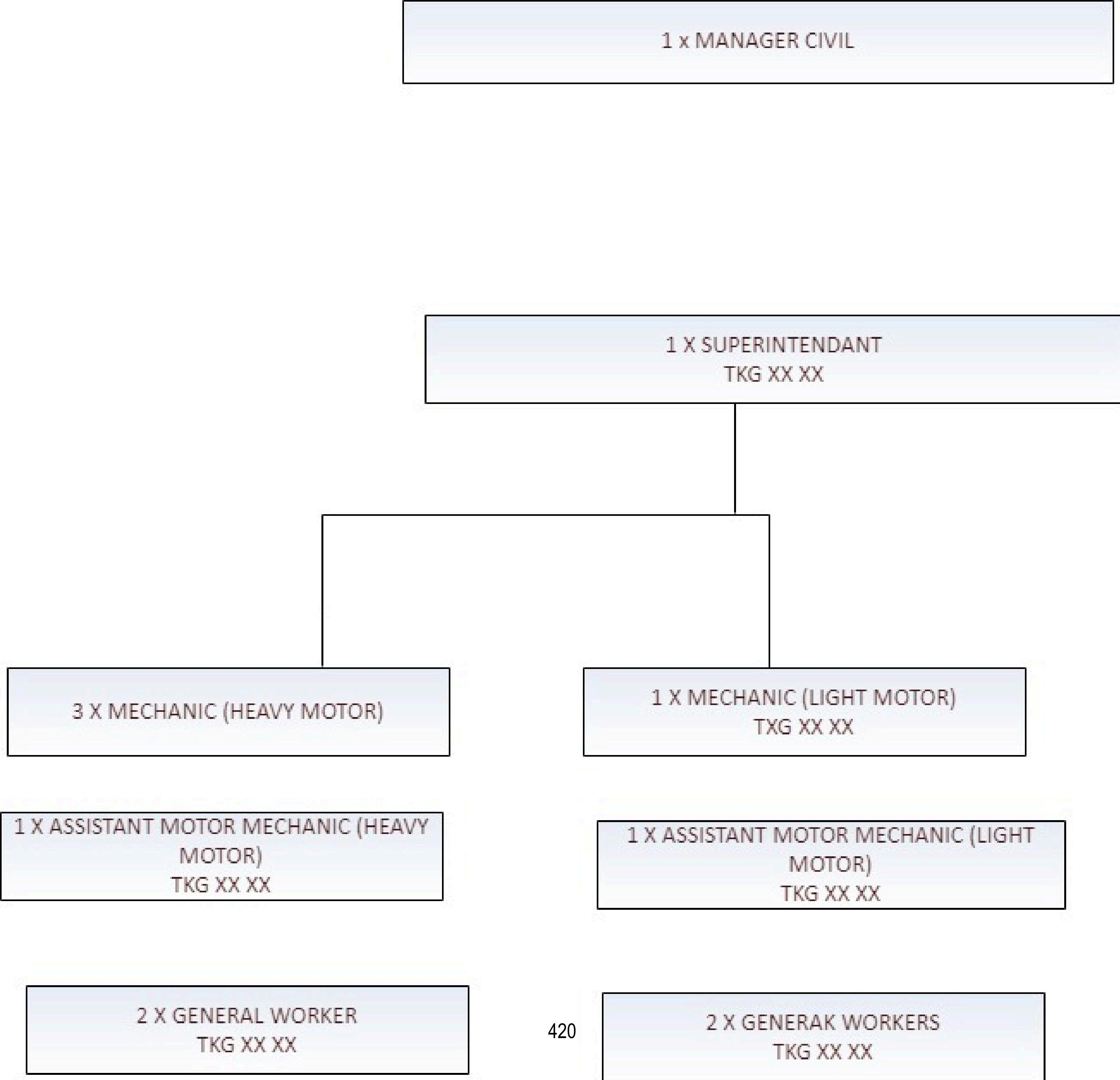
PLANNING AND DESIGN & PROJECTS

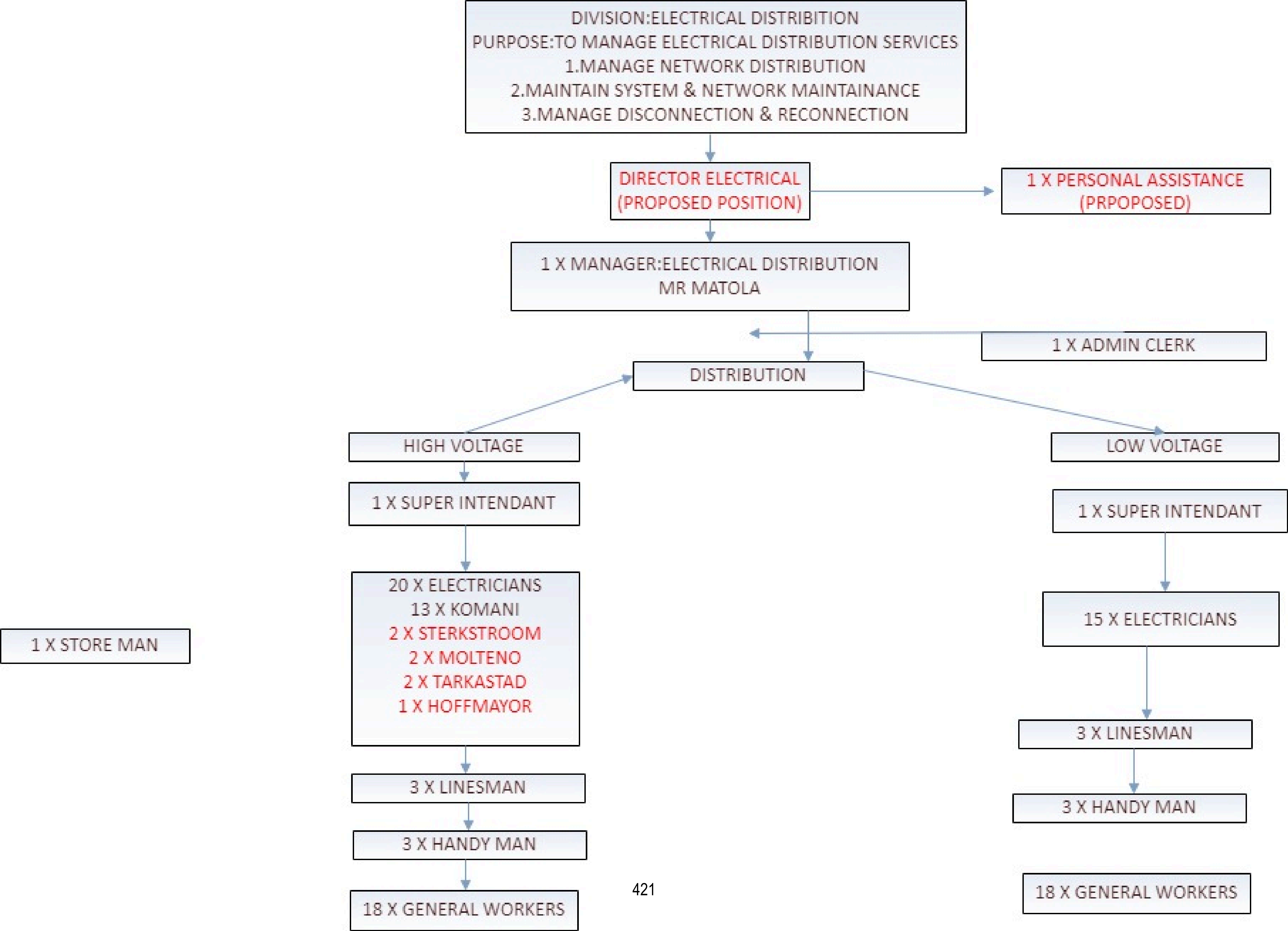
1 X TECHNICIAN: PLANNING AND DESIGN & PROJETS
TKG XX XX

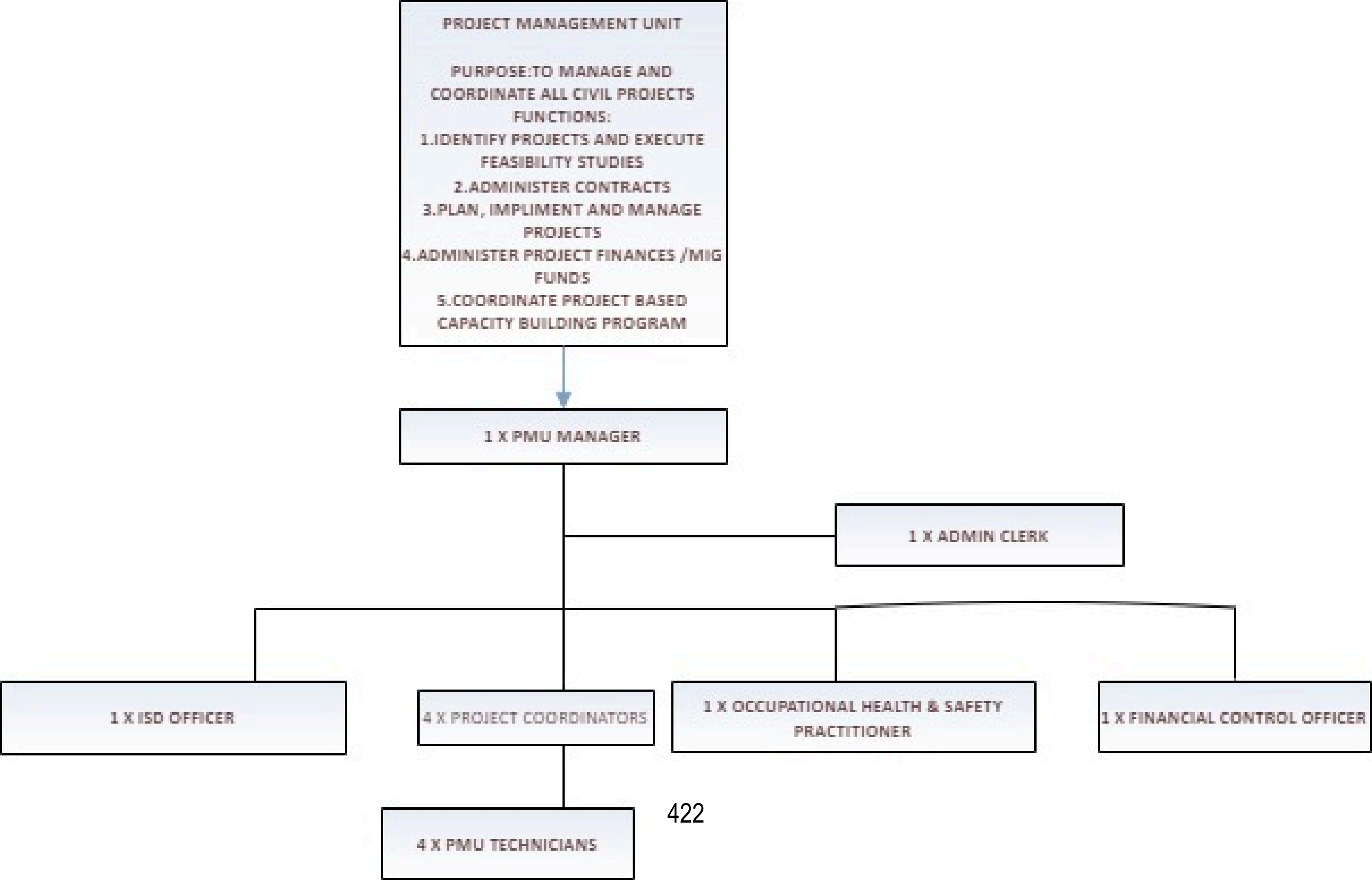
1 PLANNING AND DESIGN OFFICER
TKG XX XX

15 X POSITIONS
EXCL.MANAGER


DIVISION: CIVIL SERVICES & MECHANICAL
PURPOSE: TO MANAGE ROADS & STORMWATER SERVICES
FUNCTIONS:
1.MAINTAIN URBAN ROADS & STORMWATER SERVICES
2. MANAGE PUBLIC WORKS SERVICES
3. MANAGE BUILDING MAINTENANCE & AMENITIES
DIRECTOR:ELECTTICITY & ENERGY PROPOSED
1 X MANAGER: CIVIL SERVICES TKG XX XX
1 X ADMIN CLERK TKG XX XX
4X TECHNICIANS (KOMANI)(MOLTENO) & STERKSTROOM)(WHITTLESEA)(TARKASTAD & HOFMEYER) TKG XX XX
ROADS & STORMWATER
1 X SUPERENINTENDANT TKG XX XX
BUILDING MAINTENANCE
1 X SUPERINTENDANT TKG XX XX
1 X SUPERVISOR BUILDING MAINTENANCE TKG XX XX
4 X SUPERVISOR STORMWATER TKG XX XX
4 X SUPERVISOR STREET PATCHING
4 X SUPERVISOR RE- GRAVELLING & BLADING TKG XX XX
6 X OPERATOR TKG XX XX
4 X DRIVER TKG XX XX
16 GENERAL WORKER TKG XX XX
4 X LIGHT MACHINERY OPERATOR TKG XX XX
4 X DRIVER TKG XX XX
16 GENERAL WORKER TKG XX XX
20 X TRUCK DRIVER TKG XX XX
16X OPERATOR TKG XX XX
2 X MASON TKG XX XX
3 X PAINTER TKG XX XX
3 X GENERAL WORKER TKG XX XX
1 X WELDER TKG XX XX
1 X GENERAL WORKER TKG XX XX
3 X PLUMBER TKG XX XX
6 X GENERAL WORKERS TKG XX XX
3 X MASON TKG XX XX
10 X GENERAL WORKERS TKG XX XX
3 X CARPENTER TKG XX XX
3 X GENERAL WORKERS TKG XX XX
4 X DRIVER TKG XX XX


1 x MANAGER CIVIL
1 X SUPERINTENDANT
TKG XX XX
3 X MECHANIC (HEAVY MOTOR)
1 X MECHANIC (LIGHT MOTOR)
TXG XX XX
1 X ASSISTANT MOTOR MECHANIC (HEAVY MOTOR)
TKG XX XX
1 X ASSISTANT MOTOR MECHANIC (LIGHT MOTOR)
TKG XX XX
2 X GENERAL WORKER
TKG XX XX
2 X GENERAK WORKERS
TKG XX XX


DIVISION:ELECTRICAL DISTRIBITION
PURPOSE:TO MANAGE ELECTRICAL DISTRIBUTION SERVICES
1.MANAGE NETWORK DISTRIBUTION
2.MAINTAIN SYSTEM & NETWORK MAINTAINANCE
3.MANAGE DISCONNECTION & RECONNECTION
DIRECTOR ELECTRICAL (PROPOSED POSITION)
1 X PERSONAL ASSISTANCE (PRPOSED)
1 X MANAGER:ELECTRICAL DISTRIBUTION MR MATOLA
1 X ADMIN CLERK
DISTRIBUTION
HIGH VOLTAGE
LOW VOLTAGE
1 X SUPER INTENDANT
1 X SUPER INTENDANT
20 X ELECTRICIANS
13 X KOMANI
2 X STERKSTROOM
2 X MOLTENO
2 X TARKASTAD
1 X HOFFMAYOR
15 X ELECTRICIANS
1 X STORE MAN
3 X LINESMAN
3 X LINESMAN
3 X HANDY MAN
3 X HANDY MAN
18 X GENERAL WORKERS
18 X GENERAL WORKERS


PROJECT MANAGEMENT UNIT
PURPOSE:TO MANAGE AND COORDINATE ALL CIVIL PROJECTS
FUNCTIONS:
1.IDENTIFY PROJECTS AND EXECUTE FEASIBILITY STUDIES
2.ADMINISTER CONTRACTS
3.PLAN, IMPLIMENT AND MANAGE PROJECTS
4.ADMINISTER PROJECT FINANCES /MIG FUNDS
5.COORDINATE PROJECT BASED CAPACITY BUILDING PROGRAM
1 X PMU MANAGER
1 X ADMIN CLERK
1 X ISD OFFICER
4 X PROJECT COORDINATORS
1 X OCCUPATIONAL HEALTH & SAFETY PRACTITIONER
1 X FINANCIAL CONTROL OFFICER
4 X PMU TECHNICIANS

ENOCH MGIJIMA
LOCAL MUNICIPALITY

DIRECTORATE: CORPORATE SERVICES.
Physical Address: 70 Cathcart Road, Town Hall, Komani 5320
Postal Address: Private Bag X 7111, Queenstown 5320

OUR REFERENCE: 2/5/1
YOUR REFERENCE

EXTRACT OF MINUTES OF THE SPECIAL COUNCIL MEETING OF ENOCH MGIJIMA MUNICIPAL COUNCIL HELD ON THURSDAY, 16 MAY 2024 AT 10:00 VIRTUALLY VIA MICROSOFT TEAMS

ADOPTION OF FINAL INTERGRATED DEVELOPMENT PLAN REVIEW (2024/25)

RESOLVED

"(a) That Council adopts the Final IDP review (2024/25) as specified in the Council adopted IDP/Budget/PMS process plan.

(b) That the final IDP review (2024/25) be submitted to relevant authorities (MEC Cogta, PT).

(c) That the final IDP review copies be advertised in a newspaper, placed in libraries, municipal website, and offices in all towns within the jurisdiction of the municipality."

CERTIFIED A TRUE COPY OF THE EXTRACT OF MINUTES OF THE SPECIAL MEETING OF THE ENOCH MGIJIMA MUNICIPAL COUNCIL HELD ON THURSDAY, 16 MAY 2024

SPEAKER: ______________________ **DATE:** ______________________

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