

# UMZIMVUBU LOCAL MUNICIPALITY



**INTEGRATED DEVELOPMENT PLAN  
2017/2018 FINANCIAL YEAR  
FIRST IDP DEVELOPMENT FOR THE PERIOD: 2017 – 2022**

***(PRESENTED TO COUNCIL ON THE 29<sup>TH</sup> MAY 2017)***

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## **CHAPTER 1 - STRATEGIC OVERVIEW**

### **1.1 MAYORS' FOREWORD**

I am privileged to present the Integrated Development Plan for 2017/2018 financial year. This document is the first IDP Development for this newly elected Council and it is for the period 2017 to 2022. We appreciate the strides made by the previous Council in trying to change the lives of the citizen of Umzimvubu for the better. We will take where they left off and continue with the good work.

We acknowledge and appreciate the citizen of Umzimvubu for the giving this Council the mandate on the 03<sup>rd</sup> August 2016 on the polls. We do not disregard their trust, hope and faith they have in these democratically elected leaders. We shall strive on to do our best to change the prevailing circumstances of the scourge of poverty, unemployment, underdevelopment and crime.

The Municipal Systems Act No. 32 of 2000 mandates Councils to develop and review their IDP's for their current term of office. The system of local government in South Africa fortifies the partnership between the governed and those who govern, making a reality - Chapter 4 of the Municipal Systems Act No. 32 of 2000. Furthermore, the MSCOA Circular requires municipalities to present to Councils the Draft IDP's by end November 2016. As such, this document is prepared in response to that compliance requirement as we the municipality that upholds and the rule of law.

A collective of Umzimvubu Local Municipality Council has embarked on 2 IDP Outreach programmes in collaboration with the Alfred Nzo District Municipality in November 2016 and May 2017. These were meant to solicit ward priorities as part of the Analysis Phase. The priorities will form the basis for the projects that will be implemented by this Council, in close consideration of the available Budget. After the Draft Budget was tabled to Council, the municipality conducted the 2<sup>nd</sup> outreach to communicate projects for implementation as anticipated in the draft budget preparation. This IDP will become a contract between government and the public. In terms of this contract, democratically elected leaders do not reduce democratic citizenship to regular exercise of *voting*, but rather involve the electorate in determination of priorities, determination of development trajectories, and formulation of programmes.

We did this so that the Draft IDP will find expression in the delivery of services to our people which is our key function as the local sphere of government. We need to put in place processes and mechanisms to boost our institutional capacity. This would surely enable us to broaden access to service delivery. The IDP is our bold statement of governance and commitment to serve our community to the best of our ability. Our intention is that the infrastructure we develop must create jobs for the local community, improve the rural economy, improve accessibility and alleviate poverty.

We will continue to achieve visible advances with improving the quality of life of all our people through a consultative and participatory process. More significantly, as elected leaders, we have an obligation to be transparent and accountable about service delivery, budget plans and allocations, as well as report on progress on a structured and consistent basis. This will help ensure that the local community is well informed of all our activities and programmes that have a direct impact on their lives. Whenever we fall short on delivering on our mandate, we will consult our

We do not cease to applaud the contribution made by other spheres of government and or sector departments in our jurisdiction to improve the lives of our people. We are grateful of the surfacing done by SANRAL on N2 which cuts across our municipality. We expect the 2<sup>nd</sup> phase of this initiative to start soon from Ngcweneni in Mt Ayliff to Mt Frere.

We applaud the development of human settlements, improvement and access to health facilities, rural development initiatives, improved access to electricity - to mention but a few. Despite the strides we have made, challenges such as crime, underdevelopment, clean governance still remain. We need to partner in dealing with such challenges in order for us to triumph.

Our IDP focus relates more strongly to the capital budget in infrastructure development. We remain determined and dedicated to serve the populace of Umzimvubu to meet the expectations of our people through this integrated approach of development.

**Cllr B.P. Mabengu**  
**Mayor, Umzimvubu Local Municipality**

## 1.1. Introduction

In terms of the Municipal Systems Act, 2000 Chapter 5, Municipal Councils are expected to develop their Integrated Development Plans within a prescribed period into office. The Council of Umzimvubu Local Municipality has adopted a process plan in June 2016 that guides processes towards development of its Integrated Development Plan that informs development trends in the municipal space for the period of 5 year IDP in alignment with the current term of Council.

The Integrated Development Planning is a process that is a central planning tool for local government, and is the door-way comprehensive service delivery programme of government. Integrated Planning has been developed as a consolidated municipal wide planning process that provides a framework for planning of future development in a Municipality.

The IDP provides a platform for horizontal and vertical co-ordination, alignment and integration of delivery programmes across the all spheres of government: be it National, Provincial and Local Government. Moreover, it will be based on the national and provincial development imperatives such as the five priorities of government derived from the manifesto of the ruling party, the Medium Term Strategic Framework (MTSF), the Provincial Strategic Framework (PSF), the National Outcomes Approach, that National Spatial Development Perspective (NSDP), Accelerated and Shared Growth Initiatives for South Africa (ASGISA) and the Eastern Cape Provincial Growth the Development Strategy (PGDS) and the Alfred Nzo District Strategic Goals.

Umzimvubu Local Municipality considers Community participation and stakeholder involvement as one of the pillars to achieving a credible and implementable integrated development plan as enshrined in the Chapter 4 of the Municipal Systems Act of 2000. These pillars are critical in the development of the IDP as the municipality endeavours to bring about responsive, developmental and accountable local government. The IDP will molded by inputs from communities in a form of ward priorities and civil society, as well as direction from the new political leadership.

In the development of our IDP for 2017 to 2022, the following have been considered:

- The NDP Vision 2030
- Umzimvubu Municipality Vision 2030
- The IDP Framework Guide
- Stats SA – Census results 2011
- Stats SA – Community Survey 2016
- Comments from the MEC for the previous IDP assesment
- Municipal boundaries as per the municipal demarcation board
- Ammendments in response to changing circumstances and
- Improving the IDP process and content
- Maximum participation of sector departments
- Institutional issues
- Municipal Standard Chart of Accounts
- Sector plan and associated spatial framework
- IDP and budget link and
- Ward based Priorities

In accordance with a philosophy behind the Municipal structures act, 1998, section 84 (i) that states A local Municipality has the following functions and powers:-

- (a) Integrated Development Planning for its area of jurisdiction.

The Municipal Finance Management Act 56 of 2003 section 21 (1)(a) provides that the Mayor of the Municipality must:

- (a) Co-ordinate the processes for preparing the annual budget and for developing and reviewing the Municipality's Integrated Development Plan and budget related policies to ensure that the tabled budget and any revisions of the Integrated Development Plan and budget related policies are mutually consistent and credible.
- (b) At least ten months before the start of the budget year, table in the municipal Council a time schedule outlining key deadlines for :-
- (ii) (aa) the annual review of the Integrated Development Plan in terms of section 34 of the Municipal Systems Act 32 of 2000.

The Municipal Systems Act 32 of 2000 section 34 provides that a Municipal Council:-

(a) Must review its Integrated Development Plan

- (i) Annually in accordance with an assessment of its performance measurements in terms of section 41 and
- (ii) To the extent that changing circumstances so demand; and
- (iii) May amend integrated development plan in accordance with a prescribed process.

Section 27 (1) of the Municipal Systems Act, further states that, each district municipality, within a prescribed period after the start of its elected term and after a consultative process with local municipalities within its area, must adopt a framework for integrated development planning in the area as a whole”.

### **Objectives**

- To draw up a process plan that would engender inclusivity and transparency;
- To encourage participation by all stakeholders and communities;
- To solicit and determine priorities of the Municipality; and
- To enhance service delivery and development.

### **1.3 Organisational Arrangements**

#### **(a) Role players**

The following role players will be involved in the IDP review process:

- Council
- Mayor
- Executive Committee
- Municipal Manager
- IDP Steering Committee
- IDP Technical Steering Committee
- Ward Councilors and ward committees
- Community Development Workers
- IDP Representative Forum (residents, communities and other stakeholders)
- ANDM
- Provincial Government Departments in terms of their sector programmes

#### **(b) Roles and Responsibilities**

##### **(i) Council**

The Council will consider and adopt the process plan.

##### **(ii) The Honorable Mayor**

The Honorable Mayor must ensure that the IDP is developed and reviewed annually.

Chairs the IDP Representative Forum

Chairs the IDP Steering Committee

##### **(iii) Executive Committee**

The Council of Umzimvubu Municipality through the Mayor and his/her Executive Committee is legally responsible for managing and formulating the Municipality's IDP. In terms of Section 30(b) of the Systems Act, 2000 this responsibility can be delegated to the Municipal Manager.

**(iv) Municipal Manager**

The Municipal Manager has delegated the function of the IDP development, review and implementation to the Assistant Director IDP, IGR and Municipal Performance under the Municipal Manager's Office; therefore the division of IDP, IGR and Municipal Performance will co-ordinate the IDP review process for 2011/2012.

**The terms of reference include:**

- Preparing the process plan
- Undertaking the overall management and co-ordination of the planning process ensuring:
  - ⇒ Participation and involvement of all different role players
  - ⇒ That time frames are adhered to
  - ⇒ That the planning process is aligned to the Provincial Growth and Development Strategy
  - ⇒ Conditions for community participation provided
  - ⇒ That the results of the planning and IDP review process are documented.
- Responding to comments on the draft IDP from the public and other spheres of Government to the satisfaction of the municipal Council
- Accommodates and consider IDP comments and proposals from the office of the MEC for Housing, Local Government and Traditional Affairs

**(v) IDP Steering Committee**

The IDP Steering Committee will assist the Honorable Mayor in guiding the review process. It comprises of the following members:

- Honorable Mayor
- Selected relevant Executive Committee Portfolio Heads
- Municipal Manager
- Assistant Director IDP, IGR and Municipal Performance
- Budget and Treasury Office Manager
- Deputy CFO
- Corporate Services Manager
- Citizens and Community Services Manager
- Infrastructure Planning and Development Manager
- Chief Operating Officer
- Local Economic Development Manager

**Terms of reference**

The terms of reference for the IDP Steering Committee shall be the following:

- To draw terms of reference for the various planning activities
- Establish sub-committees
- Commission research studies
- Consider and comment on:
  - Inputs from sub-committees, study teams and consultants
  - Inputs from provincial sector departments and support providers
- Processes, summarize and document inputs
- Make content recommendations
- Define the terms of reference for the IDP Representative Forum
- Inform the public about the establishment of the IDP Representative Forum
- Identify stakeholders to be part of the Forum in such a way that the public is well represented
- Providing relevant technical, sector and financial information for analysis and for determining priority issues



- Contributing technical expertise in the consideration of financial strategies and identification of projects
- Providing operational and capital budget information
- The IDP Steering Committee is chaired by the Honorable Mayor or his/her delegate. The secretariat for this committee will be Corporate Services Department.
- The IDP Steering Committee may delegate some or all its responsibility to the IDP Technical Steering Committee.

**(vi) IDP Representative Forum**

The IDP Representative Forum of Umzimvubu Municipality is the organizational mechanism for discussions, negotiations and decision-making between stakeholders within our municipal area. It is envisaged that the following organizations and/or stakeholders may be involved:

- Councilors
- Ward Committees
- Community Development Workers
- Inter Governmental Forums
- Traditional Leaders
- Ministers Fraternal
- Stakeholder Representatives of Organized Groups
- Advocates of Unorganized Groups
- Community Representatives
- Resource Persons
- Traditional Leaders

**Terms of Reference**

The terms of reference for the IDP Representative Forum shall be as follows:

- Represent the interests of their constituents in the IDP process
- Provide an organizational mechanism for discussion, negotiation and decision-making between stakeholders including municipal government
- Ensure communication between all stakeholders including municipal government
- Monitor the performance of the planning and implementation process.
- Provide a platform for engagement, input and feedback to stakeholders on the IDP and PMS.

The IDP Representative Forum is chaired by the Mayor or duly delegated Councilor.

The Secretariat for the IDP Representative Forum shall be an official from the Corporate Services Department of the Municipality duly appointed or delegated such function by the Manager Corporate Services.

**Code of Conduct**

The IDP Representative Forum needs to have a code of conduct which will regulate such issues as:

- Meeting schedule (frequency and attendance) based on phases of the IDP
- Agenda, facilitation and documentation of meetings
- Understanding by members of their role as representatives of their constituencies
- Feedback to their constituencies
- Resolution of disputes
- Conditions of attendance of meetings

**(vii) IDP Technical Steering Committee**

Our IDP Technical Steering Committee will do the ground work and feeds the information into the IDP Steering Committee, it will involve:

- Municipal Manager
- HOD's
- MANCO members,
- Relevant officials

**Terms of reference**

The Terms of reference for this committee shall be as follows:

- ❖ Collect and collate information for IDP Steering Committee
- ❖ Conduct research and
- ❖ Advises the IDP Steering Committee

**1.4 The IDP Technical Steering Committee shall focus on the following KPA:**

KPA	PRIORITY ISSUES
<b>Municipal transformation and Institutional Development</b>	<ul style="list-style-type: none"> <li>• Municipal Administration</li> <li>• Human Resources</li> <li>• Research</li> <li>• Legal Services</li> <li>• Information &amp; Communication Technology</li> </ul>
<b>Financial Viability and Management</b>	<ul style="list-style-type: none"> <li>• Budget and Treasury</li> <li>• Revenue Enhancement</li> <li>• Supply Chain Management</li> <li>• Clean Audit</li> </ul>
<b>Socio-Economic Development</b>	<ul style="list-style-type: none"> <li>• Agriculture</li> <li>• Manufacturing</li> <li>• Tourism</li> <li>• SMME Development</li> <li>• Forestry</li> <li>• Municipal/Environmental health</li> <li>• HIV/ AIDS</li> <li>• Disaster Management and Fire Fighting</li> <li>• Primary Health Care</li> <li>• Environmental Services</li> <li>• Waste Management</li> <li>• Law Enforcement</li> <li>• Community Safety</li> </ul>
<b>Infrastructure Development and service delivery</b>	<ul style="list-style-type: none"> <li>• Water and Sanitation</li> <li>• Roads</li> <li>• Telecommunication and electricity</li> <li>• Land and Housing</li> <li>• Public Transport</li> <li>• Community Facilities</li> <li>• Building Control</li> </ul>
<b>Good governance and public participation</b>	<ul style="list-style-type: none"> <li>• Intergovernmental Relations</li> <li>• Communications</li> <li>• IDP Co-ordination</li> <li>• Performance Management System</li> <li>• Public Participation</li> <li>• Special Programmes</li> </ul>

1.5

**Mechanism and Procedures for Public Participation**

Umzimvubu Local Municipality comprises a large geographical area with many people. This situation requires that public participation be structured.

The structure for public participation in as far as the IDP process is concerned is the IDP Representative Forum. In order to ensure that there is representation of the various organized and unorganized groups within our municipal area. The following approach shall be used:

- Placing adverts in our local newspaper(s), including the Daily Dispatch, in English and isiXhosa which people and organizations to be part of the Representative Forum
- In order to reach those parts of our community that do not read newspapers, the information of the Representative Forum will be announced through radio stations such as Alfred Nzo Community Radio Station and Umhlobo Wenene
- Making use of other methods such as flyers, ward councilors, ward committees and community development workers, announcements through church gatherings and community based organizations, posters etc.
- Making an effort to reach unorganized groups and marginalized groups to ensure that their voices are heard. We will do this by approaching non-governmental organizations that represent the need of such groups.
- Our Local Communicators Forum will be utilized as another platform to mobilize for these meetings.

The IDP Representative Forum will meet throughout the IDP process with most meetings being held in the first, second and third phases of the review. The frequency of meetings will be highlighted in the "Action Programme" section.

It is envisaged that all meetings will be held at Umzimvubu Local Municipality, or alternatively, determined as and when need arises.

In order for members of the IDP Representative Forum to report to their constituencies, three weeks after each meeting will be allowed to make responses and comment on what is presented at the meeting, that is, should what is discussed at the meeting require a feedback.

Inputs to the IDP Representative Forum will be in the form of documentation, presentations and other forms deemed acceptable.

## **1.6 MECHANISMS AND PROCEDURES FOR ALIGNMENT**

<b>Phase</b>	<b>Structures Involved</b>	<b>Activity</b>
<b>Analysis</b>	Category B's and the District Municipality	<ul style="list-style-type: none"> <li>• Re-defining priority issues</li> <li>• Incorporating aspects of sector information (assessing plans from relevant sectors)</li> <li>• Agree on parallel process</li> </ul>
<b>Strategies</b>	Category B's and the District Municipality	<ul style="list-style-type: none"> <li>• Vision, goals and objectives</li> <li>• Aligning strategies to the ISRDS, Social Plan etc.</li> </ul>
<b>Projects</b>	Relevant Government Departments, Sector Specialists, Project Task Teams – Category B's and District	<ul style="list-style-type: none"> <li>• Technical inputs by relevant sectors and governments</li> <li>• Relevant sector plans in order to align with project proposals accordingly</li> <li>• Business plans</li> </ul> <p>Project proposals with budgets</p> <ul style="list-style-type: none"> <li>• Alignment of projects and plans with government department plans and budget</li> </ul>
<b>Integration</b>	Category B's, District Municipality and Government departments – Technical Specialists	<ul style="list-style-type: none"> <li>• Screening of project proposals and making the necessary adjustments</li> <li>• Developing integrated programmes</li> </ul>
<b>Approval</b>	Category B's, District Municipality	Final comments and adjustments and approval by the Council.

### 1.7 Monitoring And Amending

It is critical that the monitoring and review mechanisms be catered for in the planning process. The following with regards to monitoring and amendment of the Process Plan is recommended:

- That the Municipal Manager and IDP Manager coordinate and monitor the whole process;
- Progress to be reported to the Municipal Manager and any deviations from the municipality's process plan be highlighted;
- The Mayor be mandated by Council to make amendments to the process plan should these be required.

### 1.8 Action Programme

In line with the district framework plan and process, the action plan has begun with the drafting and adoption of this process plan by the end of August 2012. Our action plan, programme and the overall process plan has been aligned with the budget process plan. The action programme will be developed in consultation with the Steering Committee and will be reviewed from time to time when necessary

### 1.9. IDP & BUDGET PROCESS PLAN FOR 2017 TO 2018

The table below provides a concise summary of the critical deadline / milestone dates for the IDP process. It provides an overall strategic timeline indicating key activities. The process plan was adopted by Council in June 2016.



**IDP Review Process Plan 2017/2018**

ACTIVITY	LATEST RECOMMENDED DATE	
<b>July 2016</b>		
Compilation of Draft IDP Review Process Plan	29 <sup>st</sup> July 2016	
Draft IDP review process plan submitted to MANCO for comment		
<b>August 2016</b>		
Meeting with ANDM for alignment of IDP and Budget process plan	30 <sup>th</sup> August 2016	
Finalizing of IDP process plan by integrating time schedules in the IDP process plan		
IDP Steering Committee and IGR/Rural Development meeting		
Draft IDP Process Plan presentation to EXCO		
<b>Council consider the adoption of the IDP Review process plan for 2017/2018</b>		
<b>September 2016</b>		
Submission of IDP Review Process Plan to ANDM, AG, NT and DPLGTA	12 <sup>th</sup> September 2016	
<b>Advertise IDP Review Process Plan</b>		
Situational analysis discussions and Data collection (Ward Priority Review)	30 <sup>th</sup> September 2016	
<b>October and November 2016</b>		
Situational analysis discussions and Data collection (Ward Priority Review)	31 <sup>th</sup> October 2016	

<b>ACTIVITY</b>	<b>LATEST RECOMMENDED DATE</b>	
Presentation of the 1 <sup>st</sup> Quarter Assessment Report		
IDP and Budget Steering Committee and Rural Development Meeting	30 <sup>th</sup> November 2016	
<b>December 2016</b>		
IDP & Budget Steering Committee and Rural Development Programme	16 <sup>th</sup> December 2016	
Preparation of the Draft Annual Report and tabling of Section 72 reports		
<b>January 2017</b>		
Strategic Planning Session for IDP and Budget Steering Committee for adjustment budgeted, half year report and SDBIP Turnaround.	25 <sup>th</sup> January 2017	
Mayor tables MFMA s72 report to justify necessity for municipal adjustments budget, resolutions, SDBIP Review, and proposed revisions to IDP.		
<b>February 2017</b>		
IDP Technical Steering Committee meeting to deal with Objectives and Strategies, Key Performance Indicators and Targets, Programmes and Projects linked to Budget (Capital and Operating)	28 <sup>th</sup> February 2017	
IDP and Budget Steering Committee to align IDP with Budget and produce Draft IDP and Budget And Rural Development Programme		
IDP Rep Forum to review progress on IDP implementation for 2017/2018		
IDP Steering Committee, drafting of IDP inputs from Sector Plans, IDP operational and financial plans		
Presentation of draft reviewed IDP to the Standing Committee and Rural Development Programme		
<b>March 2017</b>		
IDP and Budget working committee	20 <sup>th</sup> March 2017	
Presentation of draft reviewed IDP to the Executive Committee		
<b>Adoption of Draft IDP by Council</b>	31 <sup>st</sup> March 2017	

<b>ACTIVITY</b>	<b>LATEST RECOMMENDED DATE</b>	
<b>April 2017</b>		
Submission of Draft IDP document to MEC for comments after the adoption		
<b>IDP advertised for public comments, public meetings and consultation and Outreach Programme</b>	10 <sup>th</sup> April 2017	
IDP Steering Committee and Rural Development Programme		
IDP Outreach Programme	29 <sup>th</sup> April 2017	
<b>May 2017</b>		
<b>Final draft Reviewed IDP presented to IDP and Budget Steering Committee</b>		
IDP Rep Forum		
Final draft presentation to Executive Committee		
<b>Final Draft presented to Council for final adoption</b>	31 <sup>st</sup> May 2017	
<b>June 2017</b>		
Final SDBIP approved by Mayor within 28 Days from the adoption of the budget	26 <sup>th</sup> June 2017	
IDP, Budget and SDBIP submitted to National , Provincial Treasury and ANDM		
IDP, MTREF Budget, Budget related policies, annual report, performance agreements, service delivery agreements, Long Term Borrowing contracts published on Council website.		



**Budget Process Plan for 2017/2018**

Month	Municipality Activity	Objective	Accountability	Target Date
July 2016	Budget implementation	Budget implementation	CFO & HOD's	1st July 2016
August 2016	<p>Mayor begins planning for next three-year budget in accordance IDP</p> <p>Mayor tables in Council the schedule of budget key deadlines setting the timetable for: preparing, tabling and approving the budget; developing IDP (as per s 34 of MSA) and budget related policies and consultation processes.</p> <p><b>MFMA s 21,22, 23;</b></p> <p><b>ISA s 34, Ch 4 as amended</b></p> <p>Council establishes IDP and budget committees for the process</p> <p>Municipality submits AFS for 2015/2016 financial year for audit to the OAG.</p>	<p>To review of the previous years' budget process and completion of the Budget Evaluation Checklist</p> <p>To prepare the schedule of key deadlines, align the IDP and Budget process</p> <p>To allocate responsibilities to all internal stakeholders</p>	<p><b>Mayor – s53 MFMA</b></p> <p><b>AO, CFO &amp; HOD's- 68, 77 MFMA</b></p> <p><b>AO, CFO &amp; HOD's- s76- 81 MSA</b></p>	29 <sup>th</sup> August 2016
September 2016	Municipality review options and contracts for service delivery Council through the IDP development process determines strategic objectives for service delivery and development for next three-year budgets including review of provincial and national government sector and strategic plans	<p>For the BTO to determine revenue projections and proposed rates and service charges and draft initial allocations to functions and departments for the 2009&amp; 10 financial year after taking into account strategic objectives</p> <p>For the Manco to engage with Provincial and National sector departments on specific programmes for alignment with municipalities plans (schools, libraries, clinics, water, electricity, roads, etc)</p>	<p><b>Mayor</b></p> <p><b>AO, CFO &amp; HOD's</b></p>	30 <sup>th</sup> September 2016
October and November 2016	<p>Council engages on consultative processes for IDP development</p> <p>Council reviews budget plans to be national policies potential price increases of bulk resources</p>	For the AO to do initial alignment of national policies and budget plans and potential price increases of bulk resources with municipal functions and departments	<p><b>AO, CFO &amp; HOD's- MFMA s 35, 36, 42; MTBPS</b></p>	28 <sup>th</sup> November 2016
December	Council considers tariff (rates and service	For the AO to consider departmental		

<p><b>2016 and January 2017</b></p>	<p>charges) policies for next Financial year. <b>MSA s 74, 75</b> Mayor tables MFMA s72 report to justify necessity for municipal adjustments budget, resolutions, SDBIP Review, and proposed revisions to IDP.</p>	<p>submissions for adjustment budget  For the AO to consider Performance targets and SDBIP's review</p>	<p><b>Mayor</b>  <b>AO, CFO &amp; HOD's</b></p>	<p>25<sup>th</sup> January 2017</p>
	<p>Council considers approval and adoption of adjustments budget and reviewed SDBIP's</p>	<p>For the AO to submit adjustment budget, reviewed performance targets and reviewed SDBIP's to council approval</p>	<p><b>Mayor</b>  <b>AO, CFO &amp; HOD's</b></p>	
<p><b>February 2017</b></p>	<p>Council budget committees consider initial budget drafts</p>	<p>For the AO to incorporate the recent mid-year review and any corrective measures proposed as part of the oversight report for the previous years' audited financial statements and annual report</p>	<p><b>Mayor</b>  <b>AO, CFO &amp; HOD's</b></p>	<p>27<sup>th</sup> February 2017</p>
<p><b>March 2017</b></p>	<p>Council adopts tabled draft budget on before 31<sup>st</sup> March</p>	<p>Accounting officer incorporates any changes in prices for bulk resources as communicated by 15 March  <b>MFMA s 42</b></p>	<p><b>Mayor</b>  <b>AO, CFO</b></p>	<p>31<sup>st</sup> March 2017</p>
<p><b>April 2017</b></p>	<p>Community participation process and input soliciting and interaction on the budget  Exco and budget committees to deal with inputs from consultation process</p>	<p>To involve community and seek ownership and buy-in  To incorporate all concerns to budget where possible</p>	<p><b>Mayor</b>  <b>AO, CFO</b></p>	<p>30<sup>th</sup> April 2017</p>
<p><b>May 2017</b></p>	<p>Council considers views of the local community, NT, PT, other provincial and national organs of state and neighbouring municipalities. Mayor to be provided with an opportunity to respond to submissions during consultation and table amendments for council consideration. Council to consider approval of budget, related policies and plans at least 30 days before start of budget year.  <b>MFMA s 23, 24; MSA Ch 4 as amended</b></p>	<p>For the AO to prepare the final budget for consideration and approval by council  For the Council to approve annual budget by resolution, setting taxes and tariffs, approving changes to IDP and budget related policies, approving measurable performance objectives for revenue by source and expenditure by vote before start of budget year  <b>MFMA s 16, 24, 26, 53</b></p>	<p><b>Mayor</b>  <b>AO, CFO</b></p>	<p>28<sup>th</sup> May 2017</p>
<p><b>June 2017</b></p>	<p>Mayor must consider for approval SDBIP and ensure that annual performance contracts are concluded in accordance with s 57(2) of the MSA.</p>	<p>For the AO to submit to the mayor no later than 14 days after approval of the budget a draft of the SDBIP and annual performance agreements required by s</p>	<p><b>Mayor</b>  <b>AO, CFO</b></p>	<p>26<sup>th</sup> June 2017</p>

	<p>Mayor to ensure that the annual performance agreements are linked to the measurable performance objectives approved with the budget and SDBIP. The mayor submits the approved SDBIP and performance agreements to council, MEC for local government and makes public within 14 days after approval.</p> <p><b>MFMA s 53; MSA s 38-45, 57(2)</b></p> <p>Council must finalize a system of delegations.</p> <p><b>MFMA s 59, 79, 82; MSA s 59-65</b></p>	<p>57(1)(b) of the MSA.</p> <p><b>MFMA s 69; MSA s 57</b></p> <p>For the AO of municipality to publish adopted budget and plans</p> <p><b>MFMA s 75, 87</b></p>		
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### 1.10 THE ACTION PLAN

Each phase of the IDP development will be initiated by the Steering Committee meeting followed by the Representative Forum. The action plan with activities and proposed dates for such activities is by law, binding to the municipality as its custodian is the municipal council.

The integrated development planning methodology comprises five interrelated phases namely;

- ⇒ Analysis
- ⇒ Strategies
- ⇒ Projects
- ⇒ Integration
- ⇒ Approval

The analysis phase aims to assess the existing level of development within the Municipality through analysis of the prevailing environment and impact of the prevailing environment on the inhabitants of the Municipality. The analysis process facilitates the identification and analysis of the environmental challenges facing the municipality and allows the municipality to accurately prioritise these challenges.

The ensuing phases of the integrated development planning process build on the analysis phase, and it is therefore imperative that the analysis phase be compiled accurately. Planning, budgeting, decision making and service delivery are largely informed by the existing environment and its inherent challenges. A plan that is not based on an accurate understanding of the current environment will lack credibility and efficacy.

This report will contain a comprehensive analysis of the Umzimvubu Local Municipality including the legislative and policy environment, the new municipal vision and mission, the geographic positioning and composition of the study area, and an environmental analysis in the broadest sense of the word that includes a demographic, socio economic, spatial and biophysical environmental analysis. An analysis will also be done of service provision including infrastructural services, community services and community facilities.

Economic growth and development will be analysed with specific reference to current trends in terms of poverty, employment trends and the predominant sectors. An analysis of the institutional and governance environment as well as the financial viability of the Umzimvubu Local Municipality will also be done to ascertain its capacity to provide sustainable service delivery.

## 2. CHAPTER 2 - LEGISLATIVE AND POLICY FRAMEWORK

Municipalities are subject to a myriad of policy and legislation. This section aims to provide an overview of legislation and policy that is directly relevant to the integrated development planning process. A brief overview will also be provided of other legislation and policy that Municipalities need to take cognisance of.

### 2.1 Republic of South Africa Constitution Act 108 of 1996

The Republic of South Africa Constitution Act provides a fundamental legal framework that Municipalities must adhere to and uphold. Section 239 of the Constitution defines an organ of state as any “department of state or administration in the National, Provincial or Local sphere of Government”. All references to organs of state in the Constitution therefore include the local sphere of government.

**Chapter 2** of the Constitution contains the Bill of Rights. The Bill of Rights applies to all law and binds the legislature, the executive, the judiciary and all organs of state<sup>1</sup>. The state has an obligation to respect, promote and fulfil the rights contained in the Bill of rights<sup>2</sup>. Municipalities, being an organ of state must comply with these obligations.

**Chapter 3** of the Constitution deals with the principle of co-operative governance. The Government of the Republic comprises a National, Provincial and Local sphere of Government which are distinctive interdependent and interrelated. This chapter sets out a number of principles which collectively provide the co-operative governance framework that all spheres of government must adhere to<sup>3</sup>.

**Chapter 7** regulates the local sphere of government. Section 152 stipulates the local government objectives which a municipality must endeavour to achieve within the confines of its financial and administrative capacity. These objectives are:

- ⇒ “To provide democratic and accountable government to the communities
- ⇒ To ensure the sustainable provision of services to the community
- ⇒ To promote social and economic development
- ⇒ To promote a safe and healthy environment
- ⇒ To encourage communities and community organisations to get involved in local government matters”

Section 153 provides that municipalities have a developmental duty. This duty entails managing and structuring the budget, administration and planning processes of the municipality in a manner that prioritises the basic needs of the community while promoting the social and economic development of the community. Municipalities are required to participate in National and Provincial development programmes.

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<sup>1</sup> Republic of South Africa Constitution Act 108 of 1996: (8)

<sup>2</sup> Republic of South Africa Constitution Act 108 of 1996: (7)(2)

<sup>3</sup> Republic of South Africa Constitution Act 108 of 1996 (40 &41)

Section 154 expounds the role of municipalities within the cooperative governance framework by requiring national and provincial governments to support and strengthen the capacity of municipalities to manage their own affairs, exercise their powers and perform their functions.

## **2.2 Municipal Legislation**

The following paragraph gives an overview of municipal legislation that is most relevant to the IDP process; namely the Municipal Structures Act 1998, Municipal Systems Act 2000, the Municipal Performance Management and Planning Regulations 2001 and the Municipal Finance Management Act 2003.

### **2.2.1 Local Government Municipal Structures Act, 117 Of 1998**

**Chapter 3** deals with municipal councils. Section 19(1) reiterates the Constitutional obligation of municipalities to achieve the objectives of local government. Municipalities are required to review the needs and priorities of their communities on an annual basis. Municipalities must set priorities to enable them to meet the needs of their people, develop processes for involving the community in the determination of these needs and establish organisational and delivery mechanisms for meeting the needs of the community and evaluating their overall performance in achieving the objects of local government as required by the Constitution. Section 19(3) obliges a municipality to develop mechanisms to consult the community and community organisations in performing its functions and exercising its powers.

**Chapter 4** deals with internal structures and functionaries. Section 73 provides for the establishment of Ward Committees. The duties of Ward Committees entail making recommendations on matters affecting their wards to the Ward Councillor or to the Executive Mayor /Executive Committee or Municipal Council through the Ward Councillor. Ward Committees they are integral to the local IDP process.

**Chapter 5** deals with functions and powers of municipalities. Section 84 regulates the division of powers and functions between local and district municipalities. Subsection (1)(a) provides that a district municipality must do integrated development planning for the district as a whole, which includes developing a framework for the integrated development plans of the local Municipalities who share a jurisdiction with the district municipality. District municipalities and the local municipalities within the area of a district municipality must co-operate with one another by assisting and supporting each other.<sup>4</sup>

### **2.2.2 Local Government Municipal Systems Act, 32 Of 2000**

**Chapter 2** regulates the legal nature, rights and duties of a municipality. Section 2 defines the legal nature of a municipality and provides that a municipality is composed of the political structures, administration and the community of the municipality. The emphasis of this provision is that the community form an integral part of the municipality.

**Chapter 4** is devoted entirely to the regulation of community participation. A municipality is required to develop a culture of community participation by encouraging and creating conditions for the local community to participate in the municipality's affairs. Section 16(1) (a) stipulates certain activities of the municipality where public participation must be encouraged and includes the preparation, implementation and review of the integrated development plan.

**Chapter 5** deals with the principle of integrated development planning. Integrated development planning is one of the core functions of a municipality in the context of its developmental mandate.

Section 24 requires municipalities to adopt an inclusive plan for the development of municipality which;

- ⇒ “Links, integrates and coordinates plans and takes into account proposals for the development of the municipality;
- ⇒ Aligns the resources and capacity of the municipality with the implementation of the plan;
- ⇒ Forms the policy framework and general basis on which annual budgets must be based; and
- ⇒ Is compatible with national and provincial development and planning requirements that are on the municipality in terms of legislation”

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<sup>4</sup> Local Government Structures Act 117 of 1998: 88

All municipalities are required to adopt an IDP which is the key strategic planning tool of the municipality. A municipality must give effect to its IDP and conduct its affairs in a manner consistent with its approved IDP<sup>5</sup>

The integrated development plan is defined as:

“The principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development in the municipality”.<sup>6</sup>

Municipalities are legally obliged to give effect to their integrated development plan and conduct their affairs in a manner which is consistent with their integrated development plan.<sup>7</sup>

An integrated development plan must be reviewed on an annual basis and adjusted and revised in accordance with the monitoring and evaluation of existing performance and changing circumstances. The development and review of an IDP must take place within the parameters of a prescribed process. Section 27 requires a district municipality to adopt a framework for integrated development planning in the area as a whole. Section 28 requires all municipalities to adopt a process plan that guides the planning, drafting, adoption and review of the integrated development plan.

**Chapter 6** deals with performance management. It requires all municipalities to establish a performance management system that is in line with the priorities, objectives, indicators and targets as contained in its IDP. Municipalities must also create a culture of performance management within their administration, council, political structures and political office bearers. The performance of the municipality in relation to its achievement of the objectives as contained in the IDP must be monitored, reviewed and reported on annually.

### **2.2.3 Local Government Municipal Planning And Performance Management Regulations, 2001**

These regulations supplement the provisions of the Municipal Systems Act by outlining the requirements and core components of the performance management framework and integrated development plan.

### **2.2.4 Local Government Municipal Finance Management Act, 56 Of 2003**

The Municipal Finance Management Act (MFMA) seeks to regulate financial planning and management in municipalities as public institutions. The object of this Act is to secure sound and sustainable management of the fiscal and financial affairs of municipalities and its entities by establishing norms and standards and other requirements for;

- ⇒ ensuring transparency, accountability and appropriate lines of responsibility in the fiscal and financial affairs of municipalities and municipal entities
- ⇒ the management of their revenues, expenditures, assets and liabilities and the handling of their financial dealings
- ⇒ budgetary and financial planning processes and the co-ordination of those processes with the processes of organs of state in other spheres of government
- ⇒ borrowing
- ⇒ the handling of financial problems in municipalities
- ⇒ supply chain management
- ⇒ Other financial matters.

Section 21(1) of the MFMA requires municipalities to coordinate the process of preparing the annual budget and revising the IDP to ensure that there is integration between the two. MFMA also provides for the drafting of a Service Delivery Budget Implementation Plan (SDBIP). The SDBIP is a detailed plan approved by the Mayor/Executive Mayor of the municipality for the implementation of service delivery in accordance with the annual budget. The SDBIP should include monthly revenue and expenditure projections, quarterly service delivery targets and performance indicators.

### **2.2.5 Inter-Governmental Relations framework, Act 13 of 2005**

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

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<sup>5</sup> Local Government Municipal Systems Act 32 of 2000 section 36

<sup>6</sup> Local Government Municipal Systems Act 32 of 2000 section 35 (1)

<sup>7</sup> Local Government Municipal Systems Act 32 of 2000 section 36

## 2.2.6 Development Facilitation Act, Act 65 Of 1995 (DFA)

Chapter 1 of the DFA sets out a number of principles, which apply to all land development. The following principles would apply to the formulation and content of a Spatial Development Framework:

- A. Policies, administrative practice and laws should:
  - i. Provide for urban and rural land development;
  - ii. Facilitate the development of formal and informal, existing and new settlements;
  - iii. Discourage the illegal occupation of land, with due recognition of informal land development processes;
  - iv. Promote speedy land development; and
  - v. Promote efficient and integrated land development in that they:
    - ⇒ Promote the integration of the social, economic, institutional and physical aspects of land development
    - ⇒ Promote integrated land development in rural and urban areas in support of each other;
    - ⇒ Promote the availability of residential and employment opportunities in close proximity to or integrated with each other;
    - ⇒ Optimize the use of existing resources including such resources relating to agriculture, land, minerals, bulk infrastructure, roads, transportation and social facilities;
    - ⇒ Promote a diverse combination of land uses, also at the level of individual erven or subdivisions of land;
    - ⇒ Discourage the phenomenon of “urban sprawl” in urban areas and contribute to the development of more compact towns and cities;
    - ⇒ contribute to the correction of the historically distorted spatial patterns of settlement in the Republic and to the optimum use of existing infrastructure in excess of current needs; and
    - ⇒ Encourage environmentally sustainable land development practices and processes.
- B. Members of communities affected by land development should actively participate in the process of land development.
- C. The Skills and capabilities of disadvantaged persons involved in land development should be developed
- D. Policy, administrative practice and laws should promote sustainable land development at the required scale in that they should:
  - i. Promote land development which is within the fiscal, institutional and administrative means of the Republic;
  - ii. Promote the establishment of viable communities;
  - iii. Promote sustained protection of the environment
  - iv. Meet the basic needs of all citizens in an affordable way; and
  - v. Ensure the safe utilization of land by taking into consideration factors such as geological formations and hazardous undermined areas
- E. Each proposed land development area should be judged on its own merits and no particular use of land, such as residential, commercial, conservational, industrial, community facility, mining, agricultural or public use, should in advance or in general be regarded as being less important or desirable than any other use of land.
- F. Land development should result in security of tenure, provide for the widest possible range of tenure alternatives, including individual and communal tenure, and in cases where land development takes the form of upgrading an existing settlement, not deprive beneficial occupiers of homes or land or, where it is necessary for land or homes occupied by them to be utilized for other purposes, their interests in such land or homes should be reasonably accommodated in some other manner.
- G. A competent authority at national, provincial and local government level should coordinate the interests of the various sectors involved in or affected by land development so as to minimize conflicting demands on scarce resources.
- H. Policy, administrative practice and laws relating to land development should stimulate the effective functioning of a land development market based on open competition between suppliers of goods and services.

## 2.3 Policy And Development Initiatives

2.3.1 The mandate for the current term of government focus on five key priorities (**manifesto priorities**).

- Creation of decent work and sustainable livelihoods
- Education
- Health

- Rural development, food security and land reform, and
- Fight against crime and corruption

### **2.3.2 Medium Term Strategic Framework**

- The Medium Term Strategic Framework (MTSF) translates the electoral mandate into a clear and time-bound government delivery programme.
- MTSF is a statement of intent identifying the developmental challenges facing the country and outlining the medium-term strategy for improvements.
- MTSF is meant to guide planning and resource allocation across all spheres of government.
- National and provincial departments' five-year strategic plans and budget requirements take into account MTSF imperatives.
- Similarly, municipalities are expected to adapt their Integrated Development Plans (IDPs) in line with the national medium-term priorities.



### 2.3.3 Medium Term Strategic Framework 10 Priorities

1. Speed up economic growth & transform the economy to create decent work & sustainable livelihoods
2. Massive programmes to build economic and social infrastructure
3. A comprehensive rural development strategy linked to land and agrarian reform and food security
4. Strengthen the skills & human resource base
5. Improve the health profile of society
6. Intensify the fight against crime and corruption
7. Build cohesive, caring and sustainable communities
8. Pursue regional development, African advancement and enhanced international cooperation
9. Sustainable resource management and use
10. Build a developmental state, including improving of public services & strengthening democratic institutions.

### 2.3.4 The Provincial Strategic Framework

- Taking the tune from MTSF, the Provincial Strategic Framework (PSF) was endorsed by the Provincial Executive in June 2009.
- It is a **high level medium term strategic framework** that responds to the provincial challenges by translating the electoral mandate into a government programmes.
- It allows for the cascading of the current national Medium Term Strategic Framework (MTSF) into the province.
- In the context of the planning in the province, the PSF is a strategic framework that unpacks the strategic objectives, priorities and targets of an electoral term.
- PSF have links to other planning instruments, which includes the PGDP and the Programme of Action.

The PGDP is a blue-print that focuses on a longer term vision of the province.

### 2.3.5 Provincial Strategic Priorities

- Strategic Priority 1:** Speeding up growth and transforming the economy to create decent work and sustainable livelihoods
- Strategic Priority 2:** Massive programme to build social and economic infrastructure
- Strategic Priority 3:** Rural development, land and agrarian reform and food security
- Strategic Priority 4:** Strengthen education, skills and human resource base
- Strategic Priority 5:** Improving the Health profile of the Province
- Strategic Priority 6:** Intensifying the fight against crime and corruption
- Strategic priority 7:** Building a developmental state and improving the public services, and strengthening democratic institutions
- Strategic priority 8:** Building cohesive, caring and sustainable communities

### 2.3.6 National Outcomes Approach

- National outcomes – government constantly seeks to improve its ability to delivery services for a better life for all
- Introduce Measures to improve its ability to plan and monitor in the long term through  
a coherent and efficient manner
- National outcomes aim to directly lead to the achievement of expected real improvements in the lives of all South Africans rather than just carrying out of its functions.
- It clarifies what Government is expected to achieve, how it is expected to achieve it  
and how government will know whether it is achieving it

### **2.3.7 Twelve (12) distinct priority outcomes emerge from the Manifesto and MTSF**

- Quality basic education
- A long and healthy life for all South Africans
- All people in South Africa are and feel safe
- Decent employment through inclusive economic growth
- Skilled and capable workforce to support an inclusive growth path
- An efficient, competitive and responsive economic infrastructure network
- Vibrant, equitable, sustainable rural communities contributing towards food security for All
- Sustainable human settlements and improved quality of household life
- Responsive, accountable, effective and efficient Local Government system
- Protect and enhance our environmental assets and natural resources
- Create a better South Africa, a better Africa and a better world
- An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship

**The table below is the alignment of LG KPA'S to Strategic Priorities of National and Provincial Government**

## ALIGNMENT OF LG KPAS TO STRATEGIC PRIORITIES OF NATIONAL & PROVINCIAL GOVT

National Priorities	Provincial Priorities	Local Gov. KPA	Outcomes
<p>Improve health profile of the nation.</p> <p>Comprehensive rural development strategy linked to land and agrarian reform &amp; food security.</p> <p>Massive programme to build economic &amp; social infrastructure; Sustainable resource management and use.</p>	<p>Improve the health profile of the province.</p> <p>Rural development, land and agrarian transformation, and food security.</p> <p>Massive programme to build social and economic and infrastructure.</p> <p>Building a developmental state.</p>	<p>Basic Service Delivery and Infrastructure Development.</p>	<p>An efficient, competitive and responsive economic infrastructure network.</p> <p>A long and healthy life for all South Africans.</p> <p>Sustainable human settlements and improve quality of household life.</p> <p>Protect and enhance our environmental assets and natural resources.</p>

## ALIGNMENT OF LG KPAS TO STRATEGIC PRIORITIES OF NATIONAL & PROVINCIAL GOVT, cont

National Priorities	Provincial Priorities	Local Gov. KPAs	Outcomes
<p>Speeding up economic growth &amp; transforming economy to create decent work and sustainable livelihoods;</p> <p>Comprehensive rural development strategy linked to land and agrarian reform &amp; food security.</p>	<p>Speeding up growth &amp; transforming the economy to create decent work &amp; sustainable livelihoods;</p> <p>Rural development, land &amp; agrarian reform and food security;</p> <p>Massive programme to build social &amp; economic infrastructure.</p> <p>Building cohesive &amp; sustainable communities.</p> <p>Building a developmental state.</p>	<p>Local Economic Development</p>	<p>Decent employment through inclusive economic growth.</p> <p>An efficient competitive and responsive economic infrastructure network.</p> <p>Vibrant, equitable, sustainable rural communities contributing towards food security for all.</p> <p>Sustainable human settlements and improve quality of household life.</p> <p>Protect and enhance our environmental assets and natural resources.</p>

## ALIGNMENT OF LG KPAS TO STRATEGIC PRIORITIES OF NATIONAL & PROVINCIAL GOVT, cont

National Priorities	Provincial Priorities	Local Gov K PA	Outcomes
<p>Intensifying the fight against crime and corruption.</p> <p>Build cohesive, caring and sustainable communities.</p> <p>Pursuing African advancement and enhanced international cooperation.</p> <p>Building a developmental state including improvement of public services and strengthening democratic institutions</p>	<p>Intensify the fight against crime and corruption.</p> <p>Building cohesive and sustainable communities.</p> <p>Building a developmental state including improvement of public services and strengthening democratic institutions</p>	<p>Good Governance and Public Participation</p>	<p>Vibrant, equitable, sustainable rural communities contributing towards food security for all.</p> <p>Responsive, accountable, effective and efficient LG System.</p> <p>An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.</p> <p>Create a better South Africa, better Africa and a better world</p>

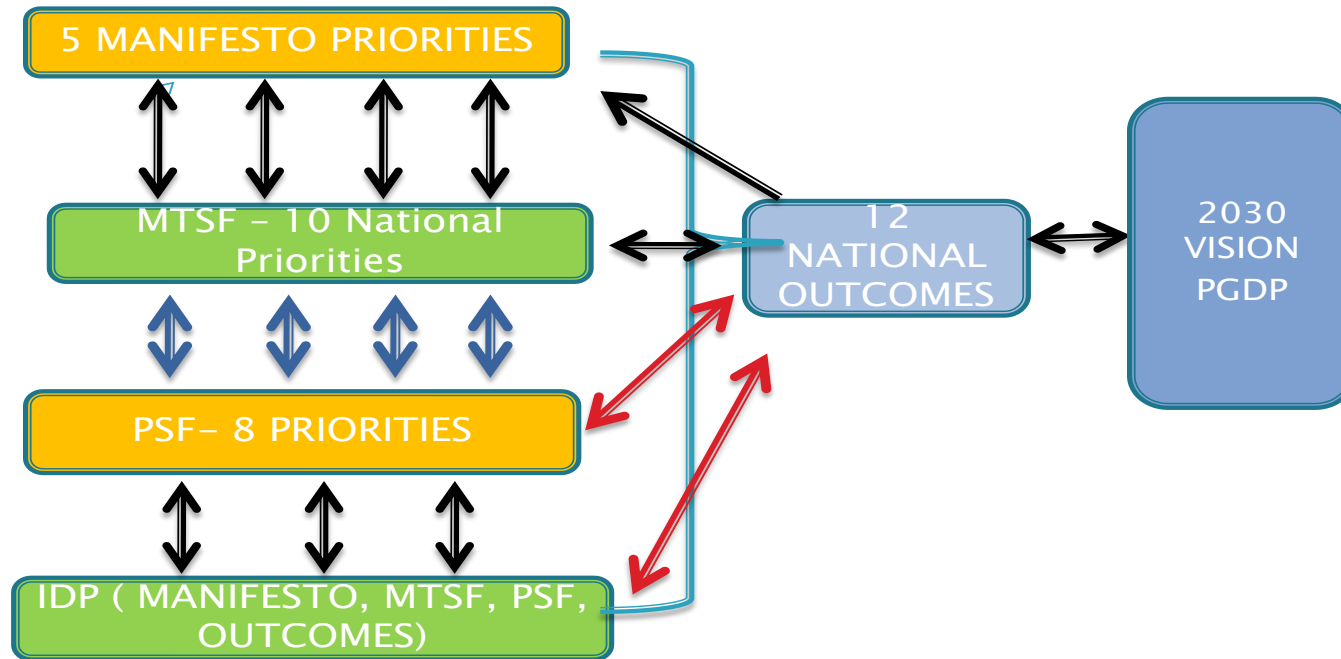
## ALIGNMENT OF LG KPAS TO STRATEGIC PRIORITIES OF NATIONAL & PROVINCIAL GOVT, cont

National Priorities	Provincial Priorities	Local Gov. KPA	Outcome
<p>Strengthen skills and human resource base.</p> <p>Pursuing African advancement and enhanced international cooperation.</p> <p>Building a developmental state including improvement of public services and strengthening democratic institutions.</p>	<p>Massive programme to build social and economic infrastructure.</p> <p>Strengthen education skills and human resources base.</p> <p>Building a developmental state and improving the public service and democratic institutions</p> <p>Building cohesive, caring and sustainable communities</p>	<p>Municipal Transformation and Institutional Development</p>	<p>Quality basic education.</p> <p>Skilled and capable workforce to support an inclusive growth path.</p> <p>All people in SA are and feel safe.</p> <p>Responsive, accountable, effective and efficient LG System.</p> <p>An efficient, effective and development oriented public service and an empowered fair and inclusive</p>

National Priorities	Provincial Priorities	Local Gov KPA	Outcome
Intensify the fight against crime and corruption;	Intensifying the fight against crime & corruption;	Municipal Financial Viability and Management	Responsive, accountable, effective and efficient Local Government System



## THE NATIONAL, PROVINCIAL IMPERATIVES TO LOCAL GOVERNMENT SPHERE



The following paragraphs provide an overview of National and provincial policy frameworks most relevant to the IDP process

### **2.3.8 National Spatial Development Perspective (NSDP)**

The key priorities for the new Government were for the increase in economic growth and promote social inclusion. National Spatial Development Perspective (NSDP) is a critical instrument for policy coordination, with regard to the spatial implication of infrastructure programmes in national, provincial and local spheres of government.

NSDP has been approved as an indicative tool for development planning in government. In order to contribute to the growth and development policy objectives of the government, the NSDP puts forward a set of 5 normative principles:

**Principle 1:** Rapid economic growth that is sustained and inclusive is a pre-requisite for the achievement of other policy objectives, amongst which poverty alleviation is key.

**Principle 2:** Government has a constitutional obligation to provide basic services to all citizens (e.g. water, energy and education facilities) wherever they reside.

**Principle 3:** Government spending on fixed investment should be focused on localities of economic growth and/or economic potential in order to gear up private sector investment, stimulate sustainable economic activities and create long-term employment opportunities.

**Principle 4:** Efforts to address past and current social inequalities should focus on people, not places. In localities where there are both high levels of poverty and demonstrated economic potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities. In localities with low demonstrated economic potential, government should, beyond the provision of basic services, concentrate primarily human capital development by providing social transfers such as grants, education and training and poverty relief programmes and reducing migration cost by providing labour market intelligence so as to give people better information opportunities and capabilities to enable people to gravitate, if they chose to, to localities that are likely to provide sustainable employment and economic opportunities.

**Principle 5:** In order to overcome the spatial distortions of Apartheid, future settlement and economic development opportunities should be channeled into activity corridors and nodes that are adjacent or link to the main growth centres. Infrastructure investment should primarily support localities that will become major growth nodes in South Africa and the SADC region to create regional gateways to the global economy.

### **2.3.9 Provincial Growth And Development Plan (PGDP)**

The provincial growth and development Plan (PGDP) for the decade 2004-2014 focuses on opportunities to rapidly improve the quality of life of the poor. The plan sees opportunities in:

- Natural resource development particularly in the former homelands of Ciskei and Transkei. The plan suggests irrigation of 32 000ha from under-used (sic) rivers as well as forestry schemes of 120 000ha. It also proposes the allocation of state and prime land to Community Public and Private Partnership (CPPPs) for the establishment of natural resource enterprise (e.g. onshore or inland fisheries, nature reserves, cultural sites, tourism) within the existing land tenure system. Rural enterprises are identified as small-scale irrigation, rainwater harvesting, home gardening, maize and mixed cropping, local mining, agro-forestry, diary, small stock and poultry. The Transkei Rapid Impact programme (TRIP) is set to expand forestry production through support to small scale saw millers and 50 000ha of individual and community woodlots are planned for development.

- The plan is a strategic document that focuses on the exploitation of natural resources without due consideration of the limitation on the carrying capacity of the natural environment, or the impact of the proposed schemes.
- Industrial diversification. The plan proposes the expansion of agricultural production is set to support agro-processing industries such as food processing, leather goods, wood products, furniture production, wool and mohair clothing, crafts and tourism.

#### Tourism development

- The plan recognizes the eco-tourism potential of the province and acknowledges the challenges of protecting environmental assets while optimizing socio-economic benefits to local communities. The PGDP acknowledges constraints to development opportunities as presented by:
  - Poverty (defined as “a lack of access to opportunities for a sustainable livelihood”) particularly in the former Ciskei and Transkei regions;
  - Skewed income distribution and inequality in income generation;
  - Low annual economic growth that is insufficient to address backlogs and increasing unemployment;
  - Constraints on provincial expenditure resulting from a limited revenue base, static fiscal transfers from the National Government, lack of financial management capacity within the provincial government and municipalities and huge and increasing social and economic needs of the population co-existing with budget in the provincial treasury;
  - Lack of development and social infrastructure in the former homelands of Ciskei and Transkei during the Apartheid era that has resulted in deep structural poverty in these areas and a low capacity for state delivery;
  - Fragmentation in the labour market into the core consumer economy (manufacturing, government and other industries) and marginal modern sectors (commercial agriculture, domestic services and mining) together with a decline in formal employment opportunities has led to large numbers in the peripheral labour force (subsistence agriculture, informal sector and the unemployed);
  - Under-development of agricultural potential in the province particularly in the former homelands; and
  - The HIV/AIDS pandemic and its impact on economic growth

Implications for the Umzimvubu Local Municipality in as far as Umzimvubu Local Municipality is concerned, the implication of the PGDP is that the majority of the opportunities and constraints identified by the plan are in many ways applicable to Umzimvubu Local Municipality. However the implementation of projects and programmes which may be facilitated by the PGDP must be sustainable and must take into consideration recommendation of the SDF.

#### **2.3.10 Eastern Cape Provincial Spatial Development Plan (ECPSDP)**

The Eastern Cape Provincial Spatial Development Plan (ECPSDP) gives guidance on the principle that should underpin the strategic approach to spatial development and management. The ECPSDP proposes a hierarchy of nodes and development areas based on a range of socio-economic indicators analysis of development potentials. The rationale is to reinforce nodes of existing development strength and areas of development potential to guide public investment in infrastructure and services.

Three levels of services are proposed:

1. **Basic Need to All** – whereby the provision of basic services based on constitutional rights are targeted at areas of highest need.
2. **Building Capacity** – whereby public sector investment, particularly economic infrastructure, is prioritized in areas of growth and opportunity
3. **Targeted Focus Area** – in which public investment is used to “crowd in” private sector investment in areas of high growth potential.

#### **2.3.11 Accelerated And Shared Growth Initiative For South Africa (Asgisa)**

ASGISA has economic and social objectives. Economically, it aims to achieve economic growth of four comma five percent (4, 5 %) in the first phase of development from 2005 to 2009. Also, economic growth of six percent (6%) should be reached by 2014. Social objectives on the other hand include the improvement of the environment and opportunities for labour –absorbing and ensure that the fruits of growth are shared in such a way as to eventually eliminate poverty.

AsgiSA recognizes some of the binding constraints against which the policy operates. These include:

- The volatility and level of the currency.
- The cost, efficiency and capacity of the national logistics system.
- Shortage of suitably skilled labour amplified by the cost effects on labour of apartheid spatial patterns.
- Barriers to entry, limits to competition and limited new investment opportunities.
- Regulatory environment and the burden on small and medium businesses.
- Deficiencies in state organization, capacity and leadership.

Also, the policy highlights a series of interventions to counter these constraints.

The following are the six categories into which the interventions were grouped:

- Macroeconomic issues;
- Infrastructure programmes;
- Sector investment strategies (or industrial strategies);
- Skills and education initiatives,
- Second economy interventions; and
- Public administration issues.

Other strategic interventions in the infrastructure arena include further development of the country's research and development infrastructure, and further improvement in the modalities for public-private-partnerships in the development and maintenance of public infrastructure. Public sector infrastructure spending has considerable potential spin-offs in terms of the generation or regeneration of domestic supply industries, small business development and empowerment. Government is seeking to maximize the positive impact of these spin-offs on the domestic economy.

In addition to the general infrastructure programmes, provinces were asked to propose special projects that would have a major impact on accelerating and sharing growth. A set of projects has been selected for finalization of implementation plans. Also, the policy introduced sector strategies that aim at promoting private sector investment. These are inclusive of the following:

- ***A broader National Industrial Policy framework:*** Two sectors were identified for special priority attention: business process outsourcing (BPO) and tourism, and a third which is at a less advanced stage of development, biofuels. What all of these industries have in common is that they are labour intensive, rapidly growing sectors world wide, suited to South African circumstances, and open to opportunities for Broad Based Black Economic Empowerment (BBBEE) and small business development.
- ***Education and Skills Development:*** For both the public infrastructure and the private investment programmes, the single greatest impediment is the shortage of skills—including professional skills such as engineers and scientists, managers such as financial, personnel and project managers; and skilled technical employees such as artisans and IT technicians. The shortfall is due to the policies of the apartheid era and the slowness of our education and skills development institutions to catch up with the current acceleration of economic growth.

- **Eliminating the second economy:** Without interventions directly addressed at reducing South Africa's historical inequalities, growth is unsustainable. Interventions to address deep-seated inequalities and that target the marginalized poor are interventions to bridge the gap with the second economy, ultimately eliminating the second economy.

Of importance with regards to the governance and institutional interventions, the framework for the planning and management of land use was highlighted as a key area for institutional reform. Many investment projects are unnecessarily held up by the weakness of local or provincial planning and zoning systems, or the cumbersome Environmental Impact Assessment system. The EIA system is being reformed so that it will reduce unnecessary delays, without sacrificing environmental standards. A complimentary activity must be improvements in the planning and zoning systems of provincial and local governments.

### 2.3.12 Framework Guide For Credible IDP's

The National Department: Provincial and Local Government (DPLG) prepared an Evaluation Framework for credible IDPs. This Evaluation Framework is intended to serve as a tool to guide the assessment of a credible IDP and the core criteria to demonstrate municipal strategy, vision and compliance with both legislative and policy intent have been crafted to assist the assessors during the analysis process.

This framework is not intended to serve the purpose of a performance measurement tool, but rather a reference tool or guideline towards establishing the quality of a credible IDP. Umzimvubu Local Municipality has taken cognizance of the Credible IDP Evaluation/assessment Framework as a guide in the development of its IDP for 2012 to 2017. The following aspects are considered to be relevant in respect of the preparation of the credible IDP:

- Consciousness by the Umzimvubu Local Municipality of its constitutional and policy mandate for developmental local government, including its powers and functions;
- Awareness by Umzimvubu Municipality of its role and place in the local, regional, provincial and national context and economy;
- Awareness by Umzimvubu Municipality of its own intrinsic characteristics and criteria for success;
- Comprehensive description of the Umzimvubu Municipal Area in terms of the environment and the spatial characteristics;
- A clear strategy, based on local developmental needs;
- Insights into the trade-offs and commitments that are being made regarding economic choices, establishment of Sustainable Human Settlements, integrated service delivery, etc.;
- The key deliverables for the next five (5) years;
- Clear measurable budget and implementation plans aligned to the SDBIP
- A monitoring system;
- Determining the capacity and capability of Umzimvubu Local Municipality;
- Communication, participatory and decision making mechanisms;
- The degree of intergovernmental action and alignment to government wide priorities.

**The framework outlines six key focus areas namely;**

- ⇒ Spatial Development Framework
- ⇒ Service Delivery
- ⇒ Sustainable Economic Growth and Development and LED
- ⇒ Financial Viability
- ⇒ Institutional Arrangements
- ⇒ Governance and Organisational Development

### 2.3.13 Other relevant legislation

There is a myriad of other legislation making that municipalities need to take cognizance of during their planning. The following table provides an overview of these statutes and their purpose. This is not an all inclusive list.

**Table 1: Legislative overview**

<b>Legislation</b>	<b>Overview</b>
<b><i>Legislation giving effect to Constitutional rights</i></b>	
Promotion of Access to Information Act, 2000	To control and regulate the right of all persons to access to information in terms of the Constitution of the Republic of South Africa 1996
Promotion of Fair Administrative Justice Act, 2000	To give effect to the right to administrative action that is lawful, reasonable, and procedurally fair in terms of the Constitution of the Republic of South Africa 1996
Promotion of Equality and Prevention of Unfair Discrimination Act, 2000	To promote equality and to eliminate unfair discrimination and to prevent and prohibit hate speech and to provide for matters connected therewith in terms of the Constitution of the Republic of South Africa 1996
<b><i>Municipal legislation</i></b>	
Local Government: Municipal Demarcation Act, 1998	To provide for the demarcation of boundaries of municipalities for the establishment of new municipalities
Organised Local Government Act, 1997	To provide for the recognition of National and Provincial organisations representing the different categories of municipalities and the designation of representatives to participate in the National Council of Provinces.
Promotion of Local Government Affairs Act, 1983	To provide for the co-ordination of functions of general interest to local authorities and of those functions of local authorities which should be co-ordinated in national interest
Local Government Property Rates Act 6 , 2004	To regulate general property valuation and collection of rates
Municipal Accountants' Act, 1988	To provide for the establishment of a Board for Municipal Accountants, registration of Municipal Accountants and the control of their profession
<b><i>Legislation that applies to all organs of state</i></b>	
Development Facilitation Act, 1995	To provide for Integrated Development Plans, reflecting current planning and to institutionalise development tribunals for evaluating applications
Electoral Act, 1998	To manage and regulate elections on national, provincial and local government level
Division of Revenue Act	To provide for a fair division of revenue to be collected nationally between national, provincial and local government spheres for each financial year and for matters connected therewith
National Environmental Management Act, 1998	To provide for co-operative environmental governance by establishing principles for decision making on matters affecting the environment and to provide for matters connected therewith
National Building Regulations and Building Standards Act, 1977	To provide for the promotion of uniformity in the law relating to the erection of buildings in the areas of jurisdiction of local authorities and for the prescribing of building standards
National Water Act, 1998	To provide for fundamental reform of the laws relating to water resources
Water Services Act, 1997	To provide for the rights of access to basic water supply and sanitation, national standards and norms for tariffs and services development plans
Electricity Act, 1987	To provide for and regulate the supply of electricity and matters connected thereto

<b>Legislation</b>	<b>Overview</b>
Disaster Management Act, 2002	To provide for an integrated, coordinated and common approach to disaster management by all spheres of government and related matters
Fire Brigade Services Act, 1987	To provide for the rendering of fire brigade services and certain conditions to the rendering of the service
Gatherings and Demonstration Act, 1993	To control public gatherings and procession of marches
Prevention of Illegal Eviction from and Unlawful Occupation of Land Act, 1998	To provide for the eviction of unlawful occupants of land and the protection of the rights of such occupants under certain conditions
South African Police Service Act, 1995	To provide, inter alia, for a municipal (city) police and Community Police Forums
Health Act, 1977	To provide for the promotion of the health of the inhabitants of the Republic, for the rendering of health services, to define the duties, powers and responsibilities of certain authorities which render such services and for the co-ordination of the services
National Road Traffic Act, 1996	To regulate traffic on public roads, the registration and licensing of motor vehicles and drivers, including fitness requirements and incidental matters
National Housing Act 107,1999	To facilitate a sustainable housing development process; establish general principles of housing development in all spheres of government and define the functions of national provincial and local governments in housing delivery
<b><i>Employment and labour relations</i></b>	
Occupational Health and Safety Act, 1993	To provide for occupational health and safety in the work place and the protection of persons outside the work place against hazards to health and safety arising from activities of persons at the work place
Employment Equity Act, 1998	To promote the constitutional right of equality and the exercise of true democracy  To eliminate unfair discrimination in employment  To redress the effect of unfair discrimination in the work place to achieve a workforce representative of the population
Basic Conditions of Employment Act, 1997	To give effect to the right to fair labour practice  To provide for the regulation of basic conditions of employment
Compensation of Occupational Injuries and Diseases Act, 1993	To regulate the categories of persons entitled to compensation for occupational injuries and diseases, and to determine the degree of disabled employees
Labour Relations Act, 1995	To regulate the organisational rights of trade unions, the right to strike and lock-outs, to promote and facilitate collective bargaining and employee participation in decision making and to provide simple procedures for labour disputes
Skills Development Act, 1998	To provide for the implementation of strategies to develop and improve the skills of the South African workforce, to provide for learnerships, the regulation of employment services and the financing of skills development
Skills Development Levies Act, 1999	To provide for the imposition of a skills development levy and for matters connected therewith

Legislation	Overview
South African Qualifications Authority Act, 1995	To provide for the establishment of a National Qualifications Framework and the registration of National Standards Bodies and Standards Generating Bodies and the financing thereof
Unemployment Insurance Act, 1966	To provide for the payment of benefits to certain persons and the dependants of certain deceased persons and to provide for the combating of unemployment

### 2.3.14 POWERS AND FUNCTIONS

Umzimvubu Local Municipality is a Category B Municipality as defined under Section 3 of the Local Government: Structures Act No. 117 of 1998. The municipality is authorized to perform the following functions: **(P) indicating function performed**

- Air pollution
- Building regulations P
- Child care facilities
- Local tourism P
- Municipal airports
- Municipal planning P
- Municipal public transport
- Storm water P
- Trading regulations
- Billboards and the display of advertisements in public places P
- Cemeteries, funeral parlours and crematoria P
- Cleansing P
- Control of public nuisance P
- Control of undertakings that sell liquor to the public P
- Facilities for the accommodation, care and burial of animals P
- Fencing and fences P
- Licensing of dogs
- Licensing and control of undertakings that sell food to the public P
- Local amenities P
- Local sports facilities P
- Markets P
- Municipal abattoirs
- Municipal parks and recreation P
- Municipal roads P
- Noise pollution P
- Pounds P
- Public places P
- Refuse removal refuse dumps and solid waste management P
- Street lighting P
- Street trading P
- Traffic and parking P



### **3. CHAPTER 3 SITUATIONAL ANALYSIS**

Analysis of the current situation or status quo within the study area forms an integral and important part of strategic planning exercise. Situation analysis ensures that decisions and recommendations are based on knowledge of availability and accessibility to resources that influence development within the municipal area as well as priorities as identified by the communities.

**The status quo analysis will address the following:**

- The Study area
- Settlement patterns
- Demographics
- Socio economic
- Infrastructure
- Environment
- Local Economic Development
- Institutional Development and Transformation
- Financial Viability

#### **3.1 THE STUDY AREA**

The study area shall be the Umzimvubu Local Municipality (EC442). The municipality is one of four local municipalities situated within the Alfred Nzo District Municipality (DC44). The municipality is located in the Eastern part of the Eastern Cape Province. The municipal area covers an area approximately 2506 km<sup>2</sup> with a total

population of about 191 620 of which 10% of the total population live in the urban area. The municipal area accommodates a significant rural/traditional population, both community-based and communal farming.

ULM is an inland Local Municipality in the North-Eastern extremities of the Eastern Cape Province, neighboring the Kwa-Zulu Natal province. The municipal area comprise of 27 administrative wards and two main urban centers known as Mount Frere and Mount Ayliff. The municipality is located in the Alfred Nzo District Municipality, as presented in Figure 3.1.1 and is bordered by the following local municipalities:

- Matatielle to the North
- Kokstad to the North-East
- Ntabankulu to the East
- Mhlontlo to the South-East
- Elundini to the west

**Figure 3.1.1 Locality of Umzimvubu in the Eastern Cape**

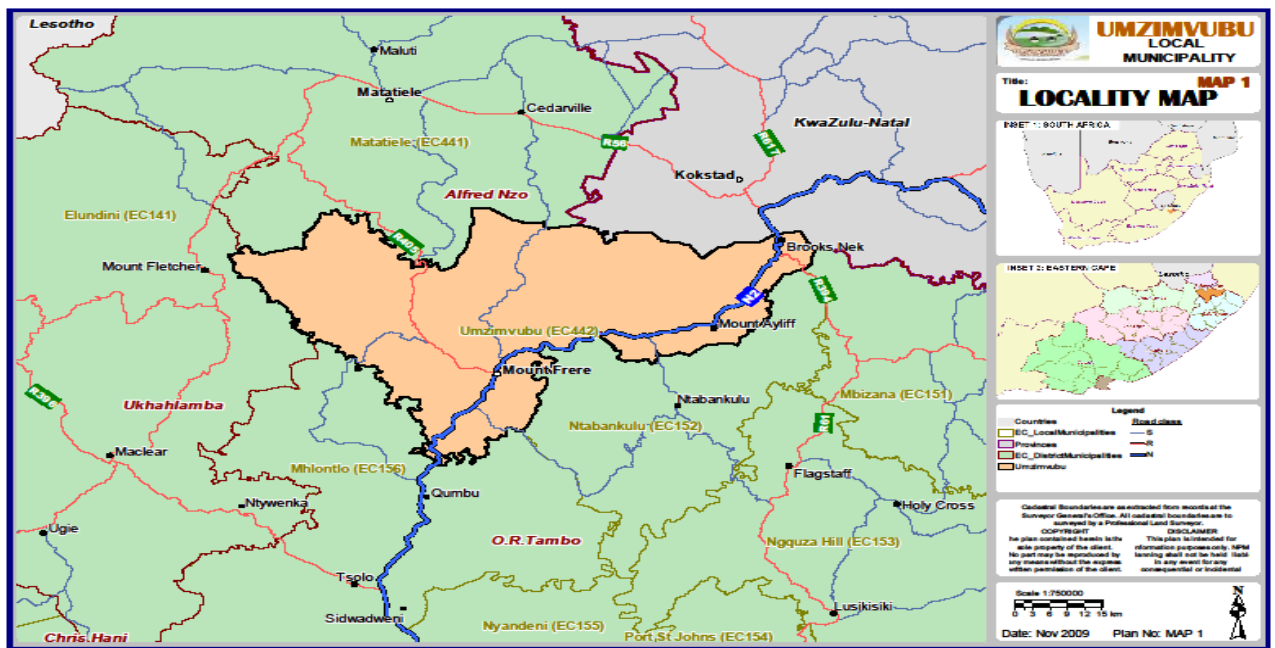
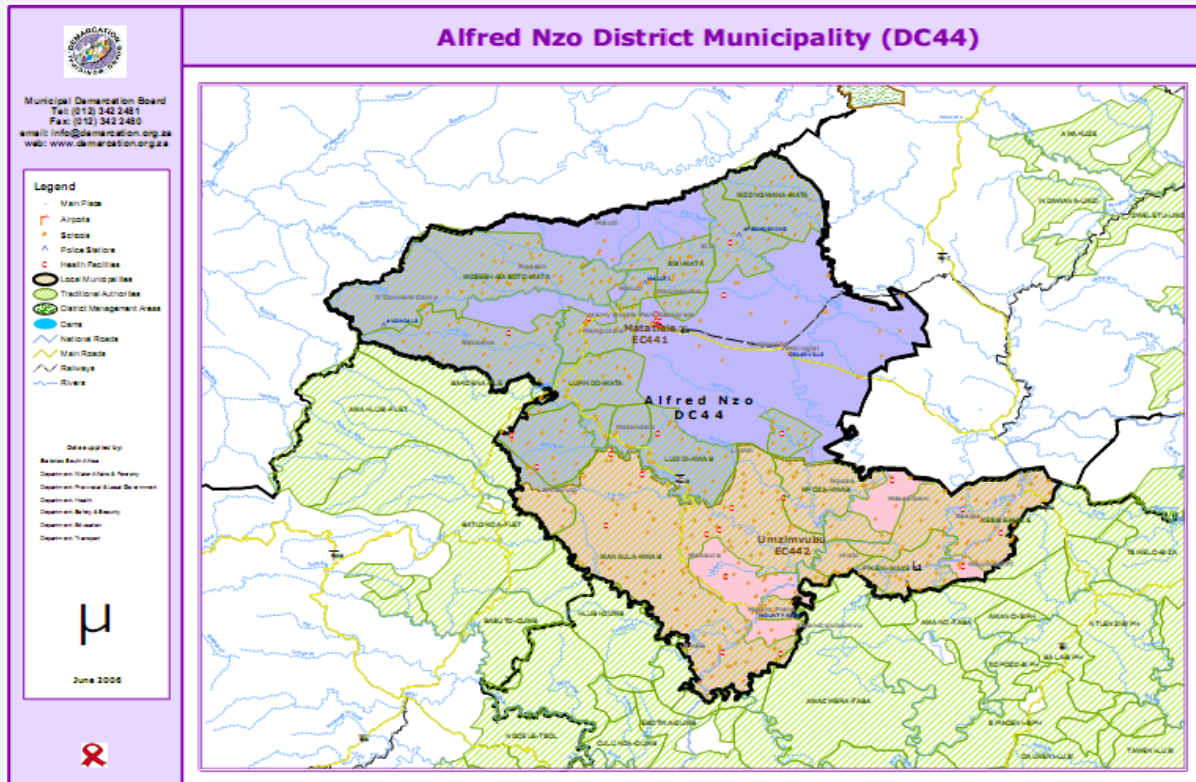


Figure 3.1.2 shows the umzimvubu as one of four municipalities in the Alfred Nzo District, with three other local municipalities being Matatielle, Mbizana and Ntabankulu. The municipal area covers an area of approximately 2506 km<sup>2</sup>. The national road (N2) traverses the southern part of the municipality, and provides connectivity between Mthatha and East London and on a broader scale the cities of East London and Durban. There is no rail linkage within umzimvubu and no operational airstrip. There are two primary settlement nodes in Umzimvubu, the town of Mount Frere and Mount Ayliff which are both situated along the national N2 road. Mt frere is the larger town and serves administrative functions for the municipality, as well as functioning as a retail hub for the area. Mt ayliff is the other urban area and is seen as a 'gateway' town to Kokstad and the Kwa-Zulu Natal province. The municipal area comprises of 27 administrative wards and secondary nodes in the municipality are found in Phakade and Phuti junction.



Umzimvubu is a largely rural municipality, with an estimated 90% or more of the population residing in villages. There are 250 villages which spread throughout the geographical extent of the municipality. The climate in the summer rainfall ranges from very pleasant warm summers to mild winters. Annual rainfall ranges between 650mm to 1100mm with thunderstorms and hail being a common feature in summer. The municipality is a malaria free area.

Umzimvubu accounts for 23% of the total square meters of the district.

Municipality	Area K m <sup>2</sup>	Percentage of the district area
Matatiele Local Municipality	4352	39%
Mbizana Local Municipality	2806	25%
Umzimvubu Local Municipality	2506	23%
Ntabankulu Local Municipality	1455	13%
Alfred Nzo District Municipality	11119	100%

### 3.2 SETTLEMENT PATTERNS

There are two levels of settlement of hierarchy identified in Umzimvubu Local Municipality viz. urban and rural settlement. The urban settlements are the main service centers i.e. Mount Frere and Mount Ayliff. A broad appraisal of land use and settlement patterns within Umzimvubu Local Municipality indicates that the urban settlement is dominated by the residential settlement with the secondary urban area being central business district (CBD). Non urban land within the municipality is characterized by either distinctive enclaves of rural settlement where rural and peri-urban settlements accommodate over 90% of the total municipal population. The rural settlement comprises of at least 250 villages throughout the municipal area. Each village consists of between 50 and 250 homestead. The remainder of land is owned and utilized communally for grazing and subsistence farming.

The municipality comprises of only the primary and secondary nodes. These are areas where economic potential currently exist. We will elaborate further on these in the following chapter.

#### Primary Node:

Mount Frere, and  
 Mount Ayliff  
**Secondary Node:**  
 Pakade, and  
 Phuti Junction

### 3.2.1 Mount Frere

Mount Frere is known as a service center providing a range of land uses from residential through institution to business, health and educational facilities. Therefore Mount Frere town is classified as a primary node. The table below sets out an indication of the range and variety of land use found in Mount Frere urban area.

LAND USE	NO OF SITES	AREA (m <sup>2</sup> )	AREA (ha)
Abandoned Building	1	4151	0.415
Agricultural	49	4163370	416.337
Bed & Breakfast	6	13940	1.394
Builders Yard & Dwelling Unit	1	2856	0.286
Bus Rank	1	2179	0.218
Business	83	195547	19.555
Cemetery	1	7992	0.799
Clinic	1	17338	1.734
Dwelling Unit	513	629908	62.991
Dwelling Unit & Business	5	9932	0.993
Dwelling Unit & Car Wash	2	8010	0.801
Dwelling Unit & Flats	1	1524	0.152
Dwelling Unit & Hair Salon	1	3452	0.345
Dwelling Unit & Hardware Shop	1	1577	0.158
Dwelling Unit & Offices	1	3447	0.345
Dwelling Unit & Restuarant	1	3447	0.345
Dwelling Unit & Shops	1	2947	0.295
Dwelling Unit & Surgery	2	4633	0.463
Dwelling Unit (Under Construction)	77	37434	3.743
Filling Station	4	18452	1.845
Fire Station	2	6469	0.647
Flats	93	120020	12.002
Government	1	12843	1.284
Gym	1	2042	0.204
High School	1	52014	5.201

Hotel	1	3191	0.319
Kraal	1	862	0.086
Offices + Flats	1	1995	0.199
Open Space	6	139397	13.940
Parking Garage	3	30156	3.016
Place of Worship	9	50799	5.080
Police Station	1	27479	2.748
Pre-School	3	32027	3.203
Primary School	4	17337	1.734
Prison	1	8564	0.856
Remainder Allotment	2	12585259	1258.526
School	4	5914	0.591
Sports ground	1	60815	6.081
Street	38	244799	24.480
Surgery	2	2708	0.271
Telkom Station	1	629	0.063
Under Construction	5	8739	0.874
Vacant	560	494242	49.424
Water Reservoir	1	2781	0.278
Workshop	1	2420	0.242
<b>Total</b>	<b>1495</b>	<b>19045634</b>	<b>1904.563</b>

**Table 3.1 Mt Frere Land use survey (2010)**

### 3.2.3 Mount Ayliff

Mount Ayliff is known as a service center providing a range of land uses from residential through institution to business, health and educational facilities. Therefore Mount Ayliff town is classified as a primary node.

The table below sets out an indication of the range and variety of land use found in Mount Ayliff urban area.

LANDUSE	NO OF SITES	AREA (m <sup>2</sup> )	AREA (ha)
Abandoned Factory	1	43700	4.370
Abandoned Funeral Parlour	1	991	0.099
Alfred Nzo Fire Rescue	1	2000	0.200
Bed & Breakfast	2	3001	0.300
Business	32	72906	7.291
Correctional Services	2	28705	2.871
Dwelling House & Hair Salon	1	1082	0.108
Dwelling Unit	927	624571	62.457
Dwelling Unit & Business	1	1135	0.114
Dwelling Unit & Flats	1	1985	0.199

Dwelling Unit & Place of Worship	1	1971	0.197
Dwelling Unit & Shop	3	4053	0.405
Eskom Station	1	1203	0.120
Filling Station	1	4118	0.412
Flats	19	26642	2.664
Government Offices	2	13499	1.350
Home Based Care	1	1895	0.189
Hospital	1	161024	16.102
Hotel	2	5323	0.532
Municipal Offices	2	23212	2.321
National Road	1	97717	9.772
Open Space	4	106604	10.660
Place of Worship	7	33918	3.392
Police Station	2	52248	5.225
Post Office	1	3924	0.392
Remainder Allotment	2	18072852	1807.285
Road	2	509	0.051
School	4	132257	13.226
Scrap yard	1	991	0.099
Vacant	274	1864490	186.449
Water Reservoir	1	1070	0.107
<b>Total</b>	<b>1301</b>	<b>21389596</b>	<b>2138.960</b>

**Table 3.2 Mt Ayliff Land use survey**

### 3.2.4 Rural Area

The municipal area is characterized by rural areas in which a large number of the population resides. At least 90% of the municipal population resides in these areas with inadequate resources and very poor infrastructure. The rural areas encompasses dispersed settlements and free-range grazing, however these areas are increasingly gaining access to potable water, electricity. Houses in these areas are built of mud blocks, poles and thatch, alongside cement blocks and corrugated iron roofing.

### 3.2.5 Land Ownership

According to the Statistics South Africa Community Survey 2007, 50.9% of the Umzimvubu population owns their homes. This is under par with the District norm of 60% and the Provincial norm of 63%.

The Umzimvubu Municipality faces numerous challenges in terms of security of tenure. The traditional settlements that constitute the majority of the district are primarily subject to traditional forms of tenure such as PTOs (Permission To Occupy Certificates), 99 year leases and quitrent arrangements. These provide little in the form of secure tenure as it is understood in urban centres, where ownership by title deed is the norm. However, the traditional laws and community structures ensure that each household has recognized membership of the community and has the right to obtain access to household and arable land. Widows do not lose their homes and arable lands upon the death of their husbands.

There is a high prevalence of rural community land claims which delay development, even though the municipality has had some positive outcomes in the processing of these land claims which was very slowly due to the complexity of the history and current socio-political relationships prevalent amongst land claimant groups. Another factor is that there is a dire shortage of alternative land near enough to claimant communities as almost all land has land right allocations in place, some of them of very long standing. The prevalence of land claims has a crippling effect on the development opportunities and economic opportunities in the area and hampers housing delivery. This is, in part, due to the land restitution legislation that makes it very difficult, if not impossible, to legally undertake developments on land under claim.

The municipality has however developed a strategy in partnership with traditional leaders and land claims commission to resolve pending land claims. In the past year, i.e. 2012/13 the municipality has made some strides in resolving the issue of land claims wherein an agreement was drawn between the municipality and communities who were implicated to release land for development purposes in exchange for a project such as building a community hall for the community.

The Provincial Land Reform Office of the National Department of Land Affairs has recently completed the Area Based Planning Project that has identified the distribution of state land, land under claim and other forms of tenure. This information will soon be available to the District and Local Municipalities for use in planning.

### 3.2.6 Urbanisation

Urbanisation trends are led by migration of people from their rural to urban areas to seek better education, better jobs and better life style. This urbanisation leads to increase in informal houses on available vacant land adjacent to the town. The Municipality is currently formalizing all informal settlements in the two urban areas. The Department of Human Settlement is currently constructing rural housing to curb migration of people to urban areas. The municipality is also disposing off land for residential and business developments in both towns.

### 3.3 DEMOGRAPHIC PROFILE

There are various estimates for the population of the Umzimvubu Municipal area. For the purpose of the situation analysis the official Census 2011 and Community survey 2007 and Urban-Econ EC Calculations based on Quantec, 2010 will be used and these figures are widely used within all spheres of government.

#### Population Estimates

Umzimvubu Local Municipality has a total population of approximately 191 620 people on 2506 square kilometers area, 99.8% are Africans and the remaining 0.2% of the population includes the Coloureds, Asians and Whites. The average population density of Umzimvubu Municipality is 88 people per square kilometers which is higher than the district average of 70 people per square kilometers but is relatively low.

#### 3.3.1 Population Profile and Household Trends

This section will briefly discuss trends and changes in the Umzimvubu populace. These are characterized in Table below within the district's standing, and allow for a better understanding of the area as an investment destination.

**Table 3.3.1 Population profile**

Indicator	Year	Umzimvubu LM	Alfred Nzo DM
Area km <sup>2</sup>			
Population Size	2009	223 330	481 601
	1999	205 779	413 853
Number of households	2009	50 969	108 060
	1999	46 511	95 513
Population Density p/km	2009	89	70
Household Density (h/h p/skm)	2009	20	15
Average H/H Size (people)	2009	4.3	4.4
Average Population Growth Rate per year (1995-2009) 2009 0.85% 1.64%	2009	0.85%	1.64%
Age structure	2009	<b>0-14:</b> 40.3% □□ <b>15-34:</b> 36% □□ <b>35-64:</b> 17.9% □□ <b>65+:</b> 5.6%	<b>0-14:</b> 40.3% □□ <b>15-34:</b> 35.5% □□ <b>35-64:</b> 18.7% □□ <b>65+:</b> 5.3%

(Urban-Econ EC Calculations based on Quantec, 2010)

The Umzimvubu IDP (2010/2011) estimates that **90% of the population reside in rural areas**, with the rest being found in the two urban centres of Mt Frere (15 444 people) and Mt Ayliff (6 618).

The area has a large population given its rural nature and relatively **spatial extent**, as seen through the population and household densities. The population grew at a slow rate between 1999 and 2009, both in absolute and relative terms, mirroring Eastern Cape provincial trends. The average household size brings out the rural nature of the area. With regards to the municipality's age structure, it emerges that juvenile cohort (0-14) have a high level of representation. Converse experienced individuals are to be found

17.9% of the population. What thus stands out is thus the area has a youthful population, which is a factor to be characteriz in the economic development of Umzimvubu

### 3.3.2 Age and Gender Profile

The age profile for age groups 0 – 14, 15 – 65 and 65 and up is reflected in the table format below. These categories represent infants and school going age category, school leaving and economically active category and retired category, respectively.

The municipality comprises of 54% female and 46% male of the total population.

Age	Male	Female	Total	%
0 – 14	47 924	45 803	93 727	42
15 – 65	48 811	62 886	111 697	51
65 and up	4 992	10 214	15 206	7
<b>Total</b>	<b>101 727</b>	<b>118 903</b>	<b>220 630</b>	<b>100</b>

Table 3.3.2 Age and Gender profile (CS 2007)

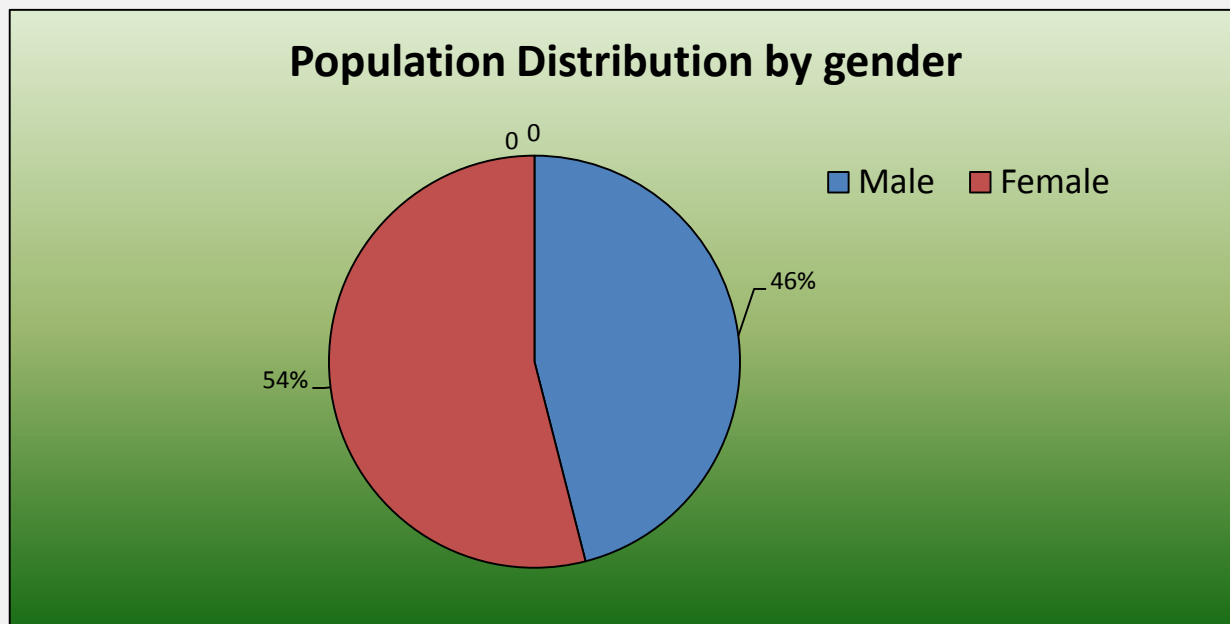


Figure 3.3.1 Population Distribution by Gender

### 3.3.3 Racial Profile

The population of Umzimvubu municipal areas is predominantly African. African people constitute 99.8% of the population. The table below reflects the overall race breakdown of the population in the municipal area.



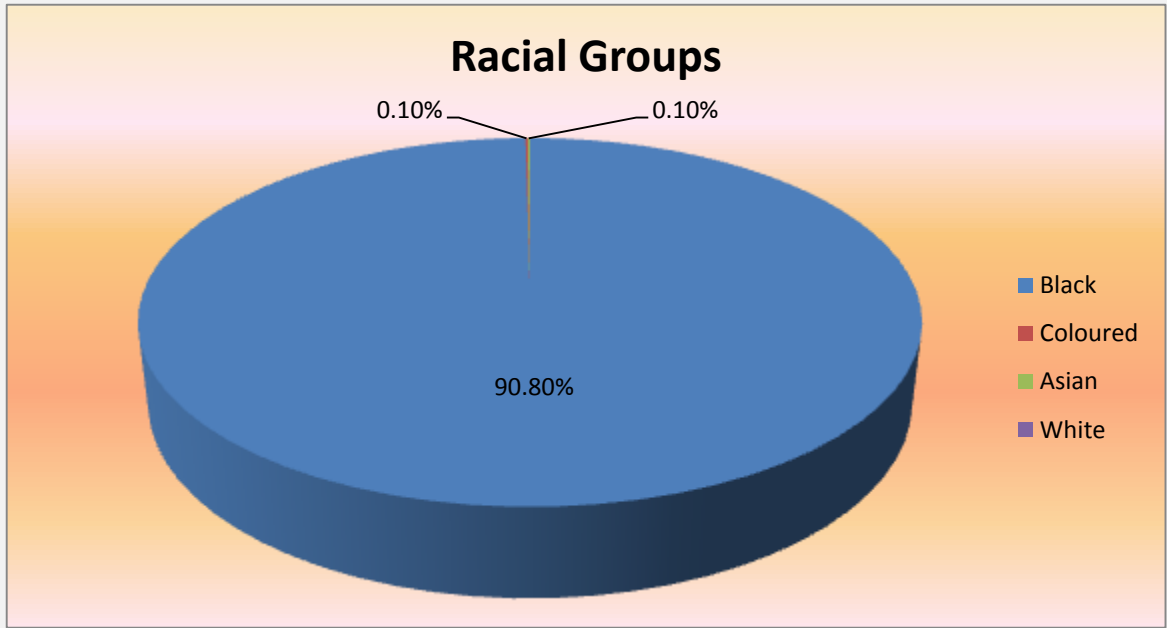


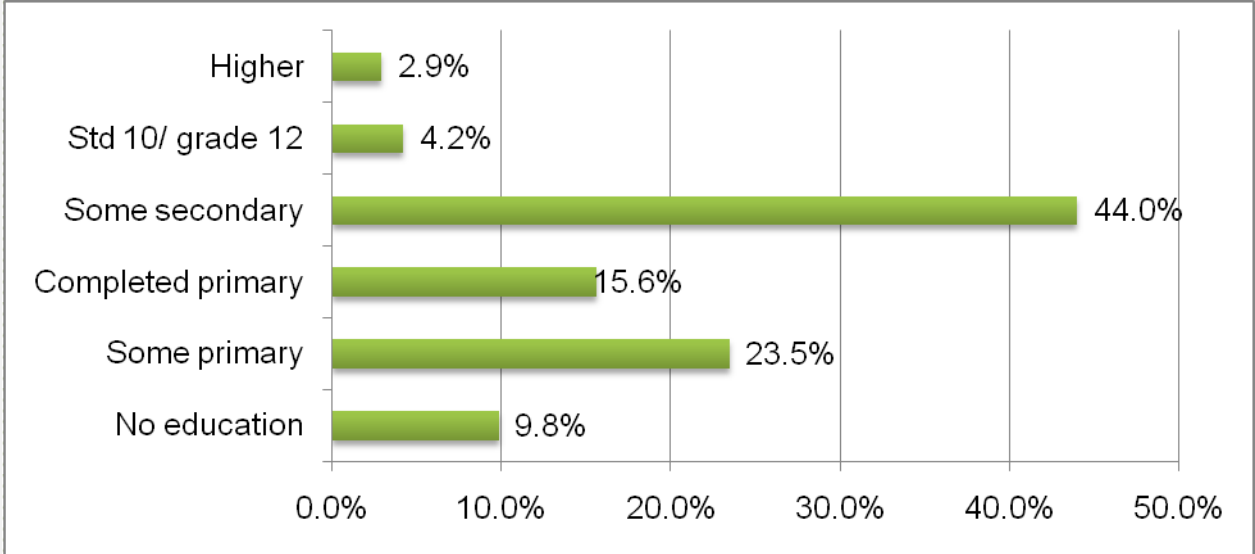
Figure 3.3.3 Racial Groups

**3.4 SOCIO – ECONOMIC ANALYSIS**

This section considers salient features that define the Umzimvubu area. The characteristics of an area determine its present investment climate, and also have a bearing on its suitability for various forms of economic activity in the future. If the planning principles and guidelines brought out in the previous section are to be implemented effectively, a good understanding of the area’s socio-economic traits is needed, as will be developed in brief in this section.

**Level of Education and literacy**

The education levels achieved by a group of individuals are indicative of the level of human development within a population group. It furthermore serves as **the potential of the population** generate an income, thereby increasing the capital (social and otherwise) circulating in the micro-economy. The average educational attainment levels of residents of the Umzimvubu area are presented in Figure 3.4.1. The area has a low number of high and primary schools (SDF, 2010), as well as one higher learning institute (Ingwe Training College).



From the figure above it can be seen that the area has **low levels of educational achievement**, with only 7.1% of the population having completed Matric or higher. This compares poorly against the Eastern Cape and is less than half of the provincial average of 16.5%. This has implications on the worker profile, as individuals that have not reached a certain level of educational attainment are often faced with barriers to entry into the formal employment market. This has further bearing on the nature of investment activity that will be feasible and sustainable in the area. Without the provision of adequate education and training, a skills deficit may constrain future development within the umzimvubu area.

Although there appear to be an adequate number of primary education facilities in the district, there is a conspicuous lack of senior secondary schools with less than 10% percent of schools providing secondary level education. This is aggravated by poor access to these facilities. The only tertiary education facility is a FET College in Mount Frere.

This lack of secondary and tertiary education facilities contributes significantly to the low literacy and education levels and lack of graduates in the area..

### 3.4.2 Employment Status & Occupation

As was indicated in the education profile, education levels have an impact on employment levels in an area. Employment in turn has an impact on household income levels and the **overall economic structure** of an area. An investment plan such as this takes due characterized of the relationship between the levels of education and how these translate into characterized economy employment opportunities for the residents of the area. Any actions by the Umzimvubu local municipality must thus consider the current state of employment in the area.

For the purposes of this section, people's employment status may be categorized as employed, unemployment and not economically active. These statuses may be defined as:

**Employed** have within the last seven days performed work for pay.

**Unemployed** (i.e. Those people within the economically active population who: did not work during the seven days prior to the interview; want to work and are available to start work within two weeks of the interview; and have taken active steps to look for work or to start some form of self-employment in the four weeks prior to the interview.)

**Not economically active** (i.e. A person who is not working and not seeking work not available for work)

Umzimvubu has a working age population of approximately 118 122 individuals. However, given the low levels of functional literacy in the area (adult population that has gained at least a grade six level of education), the **quality of the Umzimvubu labour poor is compromised**, giving rise to a small base of employable individuals from the area.

Employment levels are very low, with fewer than one in three adult residents engaged in gainful employment of a formal or informal nature. It is further estimated that almost a quarter of all employment in the area is informal in character. This leads to a **low labour force participation rate** of 38% in the area (Quantec, 2010)

It can be seen from the high percentage of individuals classified as 'not economically active' that there is a **high level of worker discouragement in the area**, which are those individuals that have given up their attempts to gain employment, because of perceived futility in the action. This undermines the otherwise low level of unemployment and puts to the fore the reality of

Skills mismatch (given the educational profile of the area)

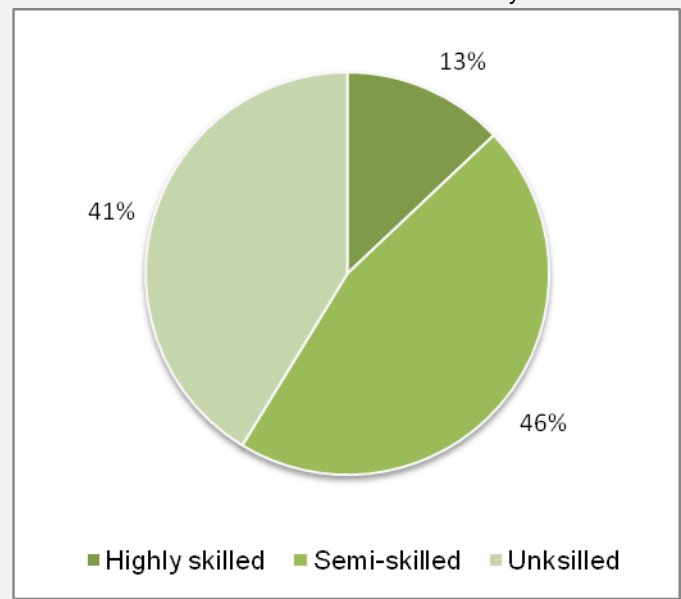
New entrants into the labour market (given the youthful population demography of the area)

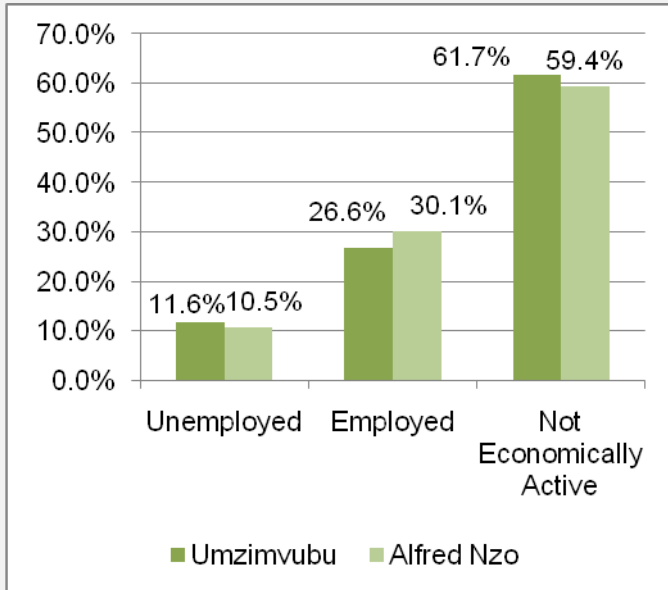
Barriers to entry into the job market (geographic and financial, especially given the rural nature of the area)

Low wages in the area in comparison to wages commanded in other places such as Kokstad.

The high level of economic inactivity and de facto unemployment is a structural issue that is to be addressed by planning documents such as this investment plan

**Figure 3.4.2: Employment Levels**





The nature of employment in the area is presented above, with most employment opportunities arising for semi-skilled individuals. The implication of this is that: There are limited opportunities for highly skilled labour to be employed in the area, which may perpetuate structural brain drain. The majority of the population which is unskilled is also not fully catered for through labour-absorbing opportunities. These two factors serve to undermine the quality and robustness of the Umzimvubu labour pool.

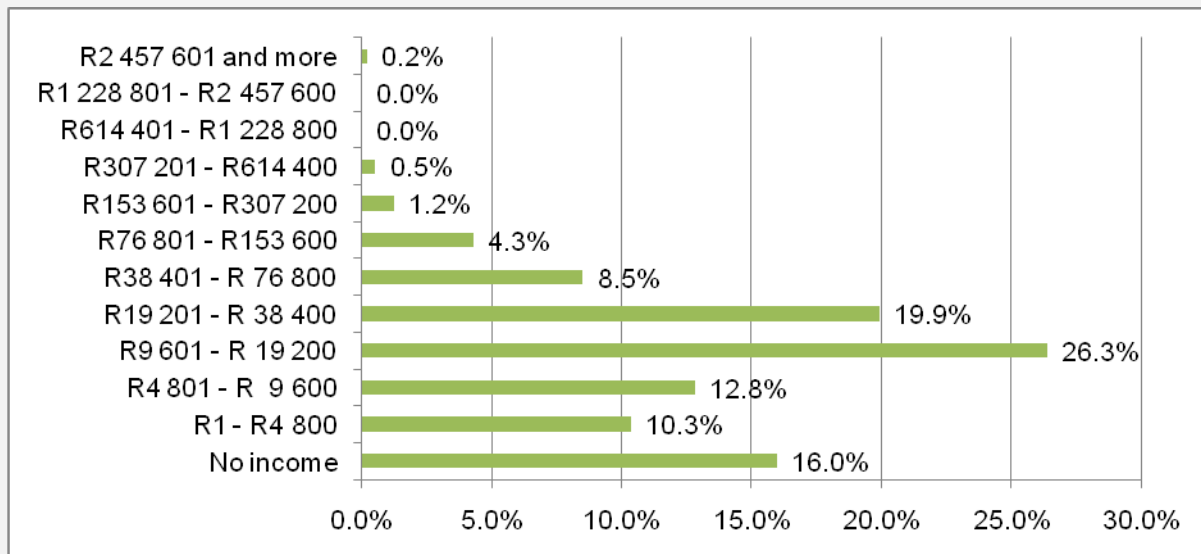
### 3.4.3 Household Income

The demographic make-up of an area, coupled with its educational characteristics and employment trends all have an impact of household incomes. Household incomes in the context of this report are important insofar as they function as a proxy that reveals the extent of poverty in the area. An investment (social, infrastructural, financial or otherwise) that takes place in Umzimvubu will be undertaken within the socio-economic parameters enforced by poverty and income levels of local households.

Household income is defined as the combined income of all members of a household. The determination of the income includes:

- Labour remuneration
- Income from property
- Transfers from government (including pensions)
- Transfers from incorporated businesses
- Transfers from other sources

Figure 3.4.3 shows the distribution of households per different income categories in the Umzimvubu locality.



Household income is concentrated and compressed in the lower brackets, with a cumulative 65.4% of all households earning less than R1 600 per month. Although South African government does not prescribe to any universal measure of poverty, based on the Bureau of Market Research's Minimum Living Level and the UNDP's parity US\$1 per day, **over 65.4% of all households subsist to varying degrees in income poverty.**

The low levels of income have wide-ranging ramifications on the Umzimvubu economy, perpetuating depressed HDI score cycles and limited access to economic opportunities within the area. This corresponds with a high percentage of the population being dependant on grants, subsidies and other forms of transfer payments from the government for their daily livelihoods.

The low levels of household income negatively affect the effective dependency ratios, which compares the portion of those in the population not able to work with those that make up the productive labour pool in Umzimvubu

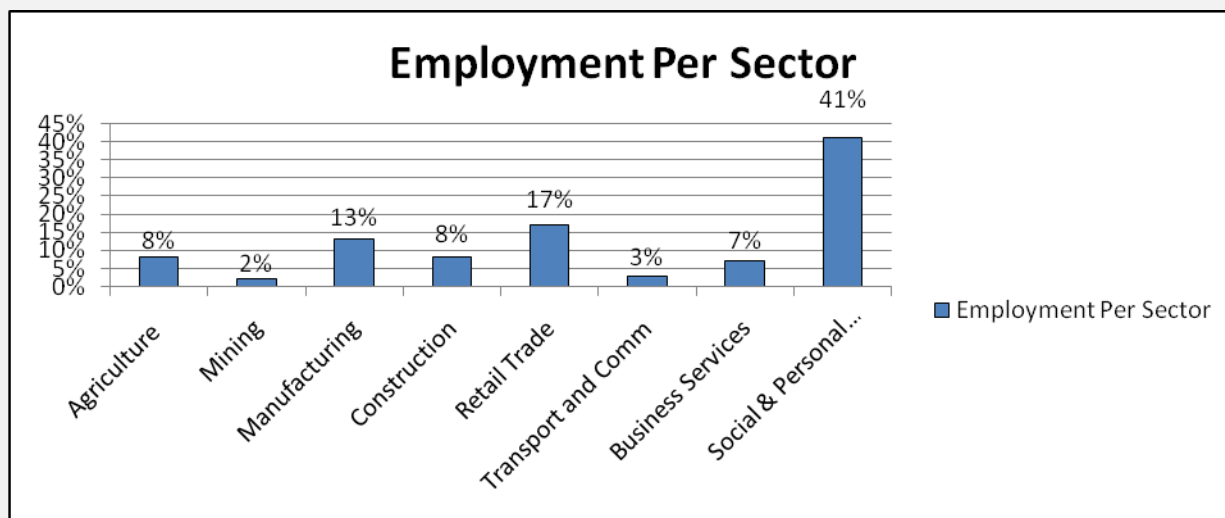
### 3.4.4 Employment per Sector

The employment per sector categories for the study area reflected in the column graph below. The information is derived from the 2007 community survey.

The employment sector is dominated by elementary occupations and occupations requiring low skills levels.

Elementary occupations constitute 34.3% of the employment sector. Craft and related workers, service shop market and sales workers, and clerks jointly constitute a further 22.5% of the employment sector. Professionals, technicians and associate professionals and legislators /senior managers jointly constitute only 36.8 % of the employment sector. If one compares Matatiele Local Municipality to Umzimvubu Municipality, there is a significantly higher number of the latter group in Umzimvubu Local Municipality which is probably attributable to a high number of government services in the municipal area, including a Local Municipality, District Municipality and the District offices of several Government Departments as Mt Ayliff was declared by the Provincial Legislature as the home of district offices of sector departments.

This dominance of elementary and other low level occupations is testimony to the low skills base of the area. This is aggravated by an absence of tertiary educational institutions which contribute significantly to the low levels of graduates in the area. Consequently there is an acute shortage of skilled artisans, engineers, project managers, business management skills and technical skills in agriculture, tourism, forestry and environmental management.



### 3.4.5 Dependency On Social Grants

There is a high level of dependency on social grants. 79789 people or 31.3 % of the population are dependant on social grants which include the following;

- Old age pension
- Disability grants
- Child support grants
- Care dependency grants
- Foster care grants
- Grant in aid
- Social relief

Child support grants and old age pensions respectively constitute 68.6% and 20.9% of the allocated grants. Only 2.7% of the population is receiving disability grants as compared to the 4% of the population who have a disability.

Given the high poverty levels, the Municipality needs to facilitate a process to ensure that all potential beneficiaries of grants receive what they are entitled to.

#### Poverty Levels

Increasing levels of absolute poverty have been recorded in the Eastern Cape and 74% of the people of the Eastern Cape live below the poverty line of R800 or less a month. Poverty levels in the Alfred Nzo District are higher than the Provincial norm at 82.3%. Poverty levels within Umzimvubu Local Municipality are 81.1% which is higher than the Provincial norm but on a par with the District norm. High poverty levels imply a high dependency on social assistance in the form of grants. Municipal planning therefore needs to focus strongly on poverty alleviation mechanisms.

### 3.5 SOCIAL INFRASTRUCTURE

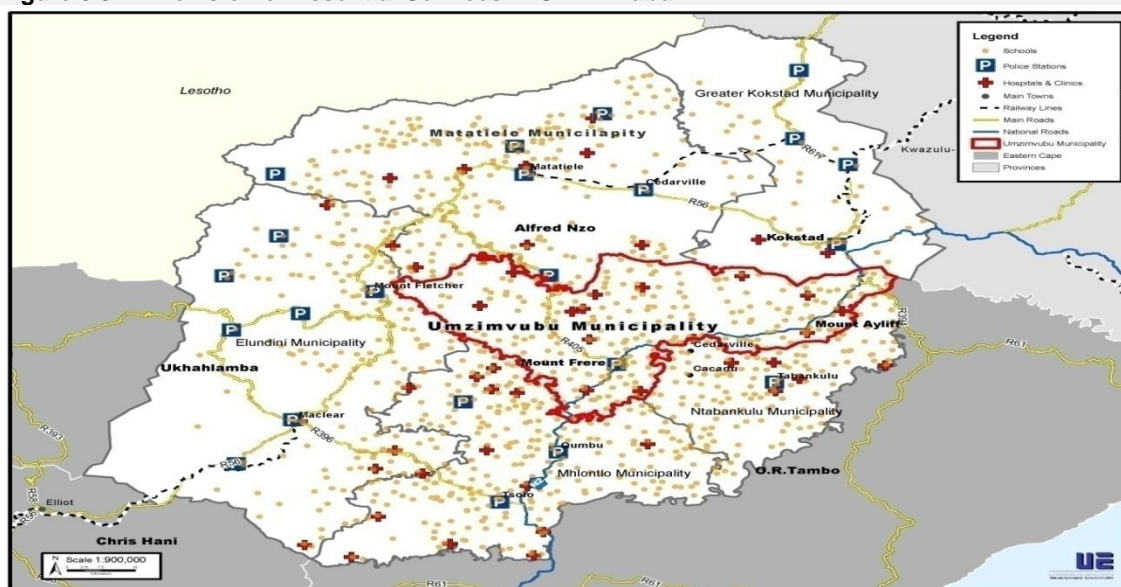
Investment decisions are based on the availability of resources, infrastructure that supports the extraction and processing of such resources and a third element which is often under-looked, but plays a pivotal in shaping the Umzimvubu business environment. Social and institutional capital factors have a bearing on the Umzimvubu business environment is of far as they:

- Influence investment decisions based on 'soft' issues such as perceptions
- Determine the working environment from which entrepreneurs will either be supported and thrive, or stifled and fail
- Affect the quality of life enjoyed or endured by residents of the locality.

#### 3.5.1 Social Services

The socio-economic profile reviewed some pertinent developmental indicators that determine the quality of life enjoyed by residents of Umzimvubu. This section will look at the provision of various form of social infrastructure. The provision of social services has a bearing on the quality of life and whether a labour-force can be sustained to enjoy fulfilling lifestyles out of the workplace.

Figure 3.5.1: Provision of Essential Services in Umzimvubu



(Municipal demarcation Board, 2009)

Figure 3.5.1 shows the provision of various essential services in Umzimvubu. This is illustrated through the location of police stations, hospitals and clinics throughout the locality of the municipality.

From Figure 3.5.1 an indication of the following can be garnered:

- **The adequacy of health institutions**

One factor that influences the investment decision is the provision of health facilities in an area, as proximity to these often affects the quality of healthcare afforded to one's workforce. There are district hospitals in Mt Frere and Mt Ayliff as well as 20 fixed premise and 2 mobile clinics in Umzimvubu.

- **Safety and security**

From Figure 3.5.1 it can be seen that there are 2 police stations in Umzimvubu's urban areas. The location of police stations has a strong impact on crime prevention and community safety, which are both factors that affect the decision to relocate to a certain area or not. In Umzimvubu the risks and dangers of burglary at residential premises and stock theft in non-urban areas are cited by stakeholders as often affecting business location decisions. There is local safety forum which operates under Intergovernmental Relations Framework Act. The forum deals with issues in the community safety plan.

- **Education**

The decision to do business in an area is affected by the provision of educational facilities insofar as they influence the quality of one's labour pool, and the quality of education that one's dependants may receive if one relocates to an area. In the Umzimvubu Local Municipality area there are approximately 245 educational facilities. Of these facilities there are 7 Junior Primary Schools, 29 Senior Primary Schools, 172 Junior Secondary Schools and 21 Senior Secondary Schools. (There are 13 other schools such as preschools) In total, these educational facilities have 80445 learners and 1281 educators.

Although there appear to be an adequate number of primary education facilities in the district, there is a conspicuous lack of senior secondary schools with less than 10% percent of schools providing secondary level education. This is aggravated by poor access to these facilities. The only tertiary education facility is a FET College in Mount Frere. This lack of secondary and tertiary education facilities contributes significantly to the **low literacy and education levels** and lack of graduates in the area.

- **Library Services**

The municipal area is currently developing Two Libraries to assist in the provision and promotion of a culture of reading, library usage and learning so as to enrich communities. Umzimvubu Municipality in collaboration with Coega Development Agency (an implanting agent contracted by Department of Sport, Recreation, Arts and Culture ) to develop a Library in Mount Frere and Mount Ayliff town, they are both on their final stages awaiting for an official hand-over.

- **Museums**

Umzimvubu Local Municipality in collaboration with the Department of Sport, Recreation, Arts and Culture are currently developing a Regional Museum in Mount Ayliff in an attempts to bring about an interactive system for the management and empowerment of society to nurture and conserve 'their heritage resource so that they may be bequeathed to future generation.

- **Sport & Recreation Facilities**

The Municipality is managing two sports fields (one in Mount Ayliff and 1 in Mount Frere). They are both valued for its contribution to the sporting, recreation and social life of the people of Umzimvubu Local Municipality, visitors and surrounding areas. It is also valued for the benefits it will bring for future generations. The Mount Ayliff sports field artificial turf development is completed and handed over. Badibanise sports field in Mt Frere is currently under-developed, even though there are plans in place to develop the facility starting with phase one in 2013/14. However, general maintenance has been done. There are no proper sports fields in some rural areas, which poses a concern as our population is largely characterised by youth.

There are plans underway to develop a multi-purpose centre in Mt Ayliff sports field which will include a tennis court, swimming pool... This upgrading of the facilities and the will cater for school and local community events.

Public, Social and Recreationl facilities and amenities play a major role in the overall social development of the society such that these activities moral discipline, keep youth out of the streets. The ever – increasing crime and other social ills (i.e. teenage pregnancies, drug abuse etc.) gave rise to the importance of these activities and they should be viewed as the productive alternative that the youth can engage itself with. Although there is a lack of adequate standard sports and recreational facilities within the Municipal area, Umzimvubu's existing sports facilities hosted various sports events including school, local community events and inter-municipal sports competitions.

- **Parks and Public Open Spaces**

The Municipality is operating and managing two Parks to provide active and passive recreation to communities. Ntsizwa Park upgrade is completed, Sophia recreational Park Development is under construction phase.

A number of public open spaces have been maintained, the activities include amongst other things the followings:

- Trees and shrubs that obstruct streets, alleys and sidewalks cutting and proning.
- Grass cutting.
- Landscaping and greening maintenance.

- **Cemeteries**

Umzimvubu Local Municipality has continued to operate and manage four Cemeteries (two Mt Ayliff and Two Mount Frere), and they are all maintained on regulars basis. The maintenance activities include the following:

- Landscaping and Greening
- Grass cutting,
- Removal of unwanted vegetation,
- Grave digging and allocation, and
- Access control
- The operation activities involve the following:
- Cemetery management System

- **Community Halls**

A large number of community multi-purpose halls are available for use by community members.

This is where the municipality obtains some of its revenue by letting these halls. There are approximately 26 halls existing in the area. However these halls are not equally shared amongst the 27 administrative boundaries. At least 5 wards do not have halls and some wards have more than one hall. The halls are in a good to fair state.

The municipality prioritized construction of two halls in two wards in 2013/2014. The halls have been completed and awaiting handing over.

- **Integrated Solid Waste Management (ISWM)**

- **Domestic Waste Collection**

Umzimvubu Municipality is responsible for Domestic Waste collection in their own area of jurisdiction. The Municipality do waste collection services (Street sweeping, litter picking, refuse bag provision/curb side collection and waste bin provision/servicing) in 2 urban centers or towns and 8 rural areas, 5 days a week in residential area and 7 days a week in urban areas.

At present the municipality collects an estimated 11% of the sorted and unsorted Municipal waste from households, suitable properties and businesses to waste facilities (GCB-) for recycling and final disposal. The higher waste collection backlog percentage is sitting with rural areas and illegal waste dumps.

In an attempt to address the backlogs the municipality should prioritise:

- Identification of new/additional rural areas using EPWP Food for waste programme and other EPWP under Environmental and Cultural Sector.
- Embark on process to rehabilitate illegal dumping sites;
- Full implementation of ULM Integrated Waste Management Plan

During the year under review the municipality has engaged itself in lot of activities which included the following; refuse removal and transportation, Landfill Site Management, Illegal dumping site rehabilitation, Waste Information System, Waste Recycling, By- Law Enforcement and Education and Communication.

In light of the above, Umzimvubu has plant, equipment, tools, facilities, man power, waste collection crew and operations systems to ensure effective and efficient domestic waste collection service. During this period ULM was able to install 85 waste side bins for temporally storage of waste and to cab littering. Other activities included the following kerb collection services, street sweeping, litter picking and workers are operating on their schedules and adhere to waste collection map. Business waste is collected on daily basis and on residential sites waste is collected twice a week.

ULM works under a licensed land fill site which was a great achievement during the financial year of review and has appointed a service provider for the supply and installations of WIS that will assist the municipality to capture routine data on tonnages of waste generated, recycled and disposed on monthly and annual basis

There are wide ranges of recycling initiatives that took place during the year under review in relation to waste minimization. To the year end 4 permits have been issued in an attempt to promote sustainable waste minimization programs and to regulate salvaging on land fill sites. Scavenging is only permitted at both sites from 16: 30 daily after operations on site have ceases for the health and safety purposes. Waste by back center has been developed and is in operation indicating that some amounts of money are generated per month. We have entered in services level agreement with 3 cooperatives running the centre so as to be able ascertain the waste stream recycled in terms of waste volumes, type and money generated in the process so as to enable to plan, report and enhance programme. Mthe following is the more detailed description of some activities under ISWM:

- **Refuse Removal and Transportation.**

Two Refuse standard Trucks, two Refuse Compactor Trucks, 7 operating on time, on schedule and adhered to refuse removal map. All waste collection points and suitable properties were serviced; the refuse has been transported to our waste facilities for a final disposal off. Furthermore, we are working on FM GPS refuse truck tracking unit installation for accurate records travel times and distances, Geo-fences, and a detailed telemetry information (Accurately recording speeds, times, cadastral, locations, and distances) to develop reports. To this end the unit has been procured and installed.

- **Landfill site Management**

The Municipality operates and manages two GCB- waste facilities, they are both permitted. We are currently working on four working faces/landfill cells for a final waste disposal off and cell operations (compaction, covering and litter picking), controlling and directing waste vehicles from households and businesses for proper working face areas. access control, logging of vehicles that access the facilities and direct vehicles for proper working face.

- **Illegal Dumping sites**

Approximately 200 active illegal waste dumping sites have been identified and mapped, estimates that over 150 of these sites are within 20-30 metres of schools, homes and sensitive biodiversity areas. To this end, the Municipality is working/rehabilitating almost all the sites.

- **Waste information System**

WIS provides a mechanism for obtaining accurate waste balance information through online submission of data by waste facilities. Our Waste Information System is currently up and running as required in terms of Section 60 of the Waste Act. This system is used by ULM to capture routine data on tonnages of waste generated, recycled and disposed of on a monthly and annual basis. To this end, both Mount Frere and Ayliff waste data have captured.

- **Waste Buy Back Centre**

Solid waste buy back centre assist in addressing the challenges of dealing with increase generation of solid waste and the scarcity of land for disposal. This centre also reduces the challenges of unemployment through promoting entrepreneurs to operating waste recycling businesses. To date, tonnages of recyclable material have been diverted from landfill.



Cooperatives have been established to deal with waste recycling for economic purposes. Partnerships have been formed with international companies with regards to construction of buy back centres in the municipal area. There is a food for waste programme that is aligned to EPWP Principles that implements waste practices.

According to the Statistics South Africa Community Survey 2007, only 4% of households have access to a weekly refuse removal service. 84% of households make use of their own refuse dumps which implies a high level of indiscriminate dumping and little regard for the impact on the environment. In spite of this, the municipality has installed “**no illegal dumping**” signs in areas that were identified to have high volumes of dumping. Waste bins have been installed in both towns, and the public response in using the bins is well commendable.

- **Disaster Management**

The Alfred Nzo District Municipality is responsible for the provision of Disaster Management and Fire Services in the District. ANDM has a Disaster Management plan in place to effectively manage disasters which stem primarily from natural causes (tornadoes, storms and winds etc). Services are rendered from the central disaster management centre in Mount Ayliff and a satellite centre in Mount Frere urban area both serve the Umzimvubu Local Municipality. However, the municipality has a disaster management plan. The Local Municipality cooperates with the ANDM in the provision of these services.

- **Roads and transportation**

It is important to consider the state and extent of road networks in Umzimvubu. Roads serve as a gateway into the Umzimvubu interior, allow access to natural resources, and facilitate the transportation of goods out of sites of economic activity to their intended markets.

The impact of roads on the nature of economic activity in Umzimvubu is presented in Figure 3.5.2 which overlays population density upon the area's road network. From Figure 3.5.2 it can be seen that the N2 national road and the R405 serve as a spine from which settlement patterns in the area is determined. Both town centres of Mt Frère and Mt Ayliff are fully accessible by road and from the Figure shown below and it can be deduced that **the road network in Umzimvubu thus has a strong bearing on the spatial spread of economic activity.**

**The provision of roads is thus an important factor that stimulates economic activity in Umzimvubu.** The provision of tarred and well graded gravel roads throughout the municipality is also essential. These would take the form of secondary roads that provide access to settlements other than Mt Frere and Mt Ayliff. Good quality and well maintained secondary roads are important in Umzimvubu as they allow:

- Tourists to venture to different areas
- Villagers to transport agricultural produce to market areas
- Forestry stakeholders to access land in which plantations may be established
- Cheap carriage and delivery of essential retail goods to villages spread throughout the locality

**Figure 3.5.2: population density and transport routes**

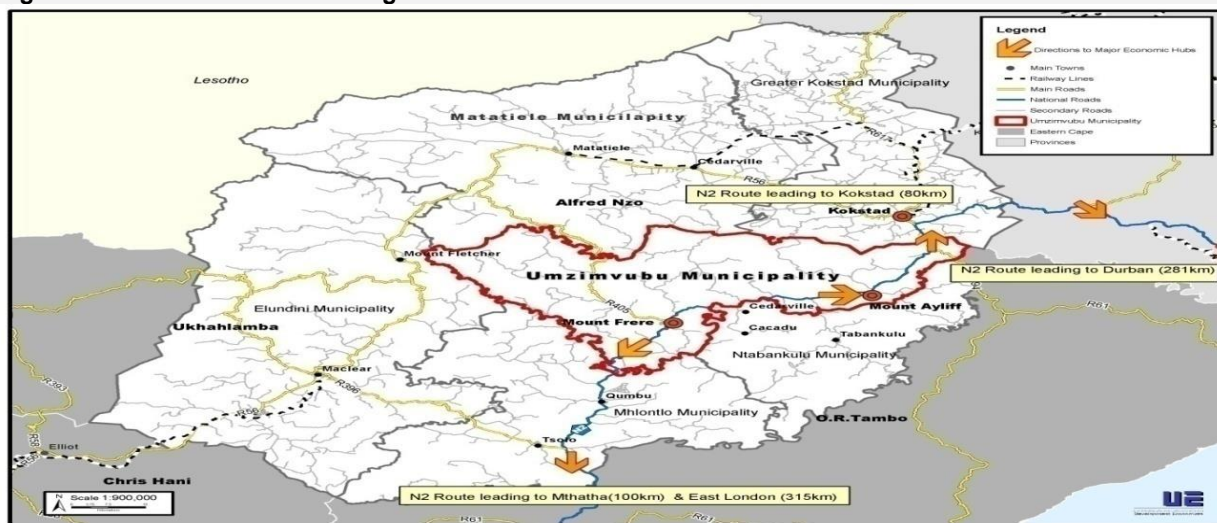


Figure 3.5.2 shows the extent of the secondary road network in Umzimvubu as compared to that in neighbouring municipalities. Umzimvubu has 658.68km of secondary roads that provide access to a municipal area of 2506 km<sup>2</sup>. This is a low figure when consideration is made of the fact that Umzimvubu has over 250 village settlements within its locality. The implication is thus that very few communities are fully accessible by road, with those that are located in close proximity to the N2 and the R405. These areas include the secondary nodal points of Shinta, Phakade and Rode.

From Figure 3.5.2 it is evident that Umzimvubu has a markedly lower level of internal connectivity (from village to village) than its neighbouring municipalities. This has implications on the real and effective costs of doing business, and **compromises the competitiveness of Umzimvubu as an investment destination**. In addition, a low level of connectivity places a ceiling on the level of economic participation that is afforded to residents of Umzimvubu. Having considered the extent of the road network, the next factor to look at is the quality of the roads that are available. The quality of roads has a strong bearing on how business is done in Umzimvubu as it has an impact on the willingness of and cost at which entrepreneurs conduct business. Poor quality roads increase fleet maintenance costs and accelerate the rate at which motor vehicle assets depreciate, increase delivery times, and may function as de facto physical barriers to market access.

The Department of Roads and Public Works has however invested on surfacing the road to Siphethu Hospital. This will have a positive impact on our road users from the municipal area.

Figure 3.5.3: Road distances to regional destinations



Only 2.65% of roads in Umzimvubu are tarred, which provides an indication of the state of roads in the area. The SDF (2010) states that poorly constructed and maintained rural gravel roads are frequently water logged and do not survive heavy rains in the summer, which is compounded by the absence of a comprehensive after care programs. This in effect becomes a physical trade barrier in Umzimvubu. It must however be noted that part of the reason why there is a low level of connectivity is found in Umzimvubu's terrain being mountainous particularly in the central and northern parts of the municipality, which increases the cost and difficulty of road construction.

Figure 3.5.3 also shows the distance from Mt Frere to key regional destinations. The following routes have been earmarked in various planning documents (Annual reports, Integrated Development Plans and spatial Development Frameworks) as needing newly constructed or upgraded roads. The absence of good quality routes that link up these areas is seen as a formidable barrier to development. Given the areas' tourism potential, physical features (such as rivers) access to natural resources, large populations and proximity to municipal nodal growth points, the following routes have been identified as priority roads:

- Mt Ayliff to Madzikane, Qwidlana falls and Nopoyi
- Umzimvubu valley e.g. route linking to Mbiyana-shared initiative
- Route linking Ncome to Matatiele
- Siqhingeni to Ndakeni
- Nkungwini to Ntlabeni
- Sipolweni to Cabazana
- Ngwetsheni – Mt. White

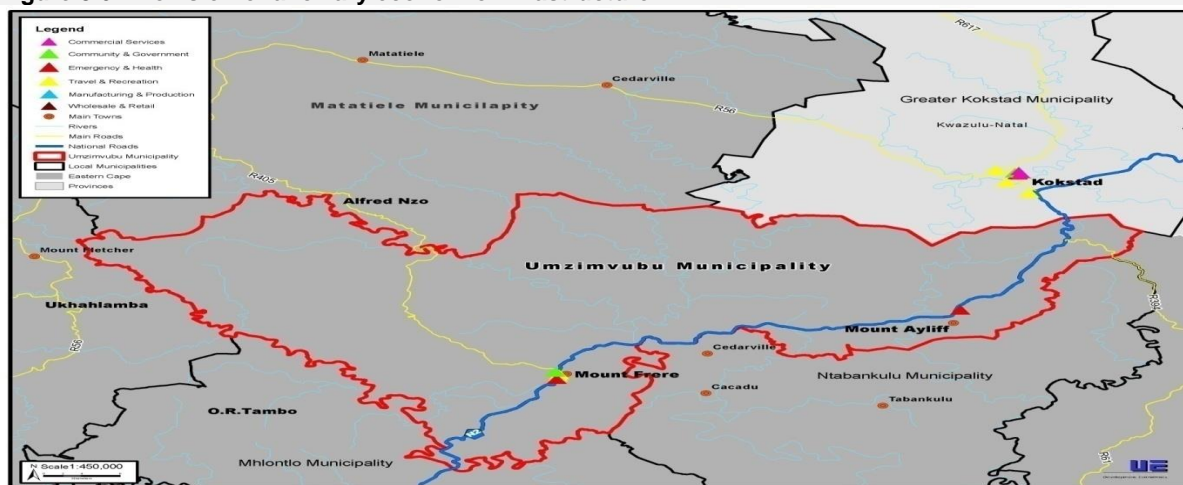
- **Comprehensive Infrastructure Plan**

The municipality has Comprehensive Infrastructure Delivery Plan. The CIP give effect to services that are rendered by Umzimvubu Local Municipality and those of the Alfred Nzo District Municipality and other sector departments.

### 3.6 PROVISION OF ANCILLARY ECONOMIC INFRASTRUCTURE

This section shall briefly consider the supply and quality of auxiliary services that are necessary for the creation of an environment that is conducive to the sustainability of business activity. The figure below shows the provision of various services in Umzimvubu and Kokstad as per DPLG classification of different settlements in South Africa. Comparison can thus be made between the two municipalities with regards to the provision of various services.

**Figure 3.6: Provision of ancillary economic infrastructure**



(DPLG, 2007)

From Figure 3.6.1 it is evident that Mt Frere and Mt Ayliff are only classified as having significant economic infrastructure for Community services, Emergency & Health, small scale manufacturing. In comparison, Kokstad is

classified by the DPLG as having economic infrastructure for wholesale and retail, commercial services and travel and recreation, in addition to that which is provided for in Umzimvubu.

Umzimvubu this performs poorly in comparison to Kokstad in the provision of essential ancillary economic infrastructure which serves as a determinant for economic growth. Although Umzimvubu does have some commercial services, wholesale and retail and travel and recreation, it fails to achieve critical mass in the provision of facilities to support such activity. This undermines the ability of clustering and agglomeration advantages to be exploited.

### **3.6.1. Water**

Infrastructure for water and sanitation services to the Umzimvubu municipality area is the responsibility of the district municipality. Therefore ANDM is the Water service Authority (WSA) for the area under its jurisdiction. The Water Service Development Plan (WSDP) 2007/08 reflects that out of 47, 000 total households 12, 000 household have no water, 6, 000 are provided water but below RDP standard and 22, 000 are provided with water according and above RDP standards.

### **3.6.2 Sanitation Infrastructure**

The ANDM's mandate is to also provide the sanitation services to the municipal area. The WSDP 2007/8 reflects that out of 47 000 total household 19, 000 household are served by flush toilets, VIP or septic tanks and 27, 000 households are deemed to be un-served.

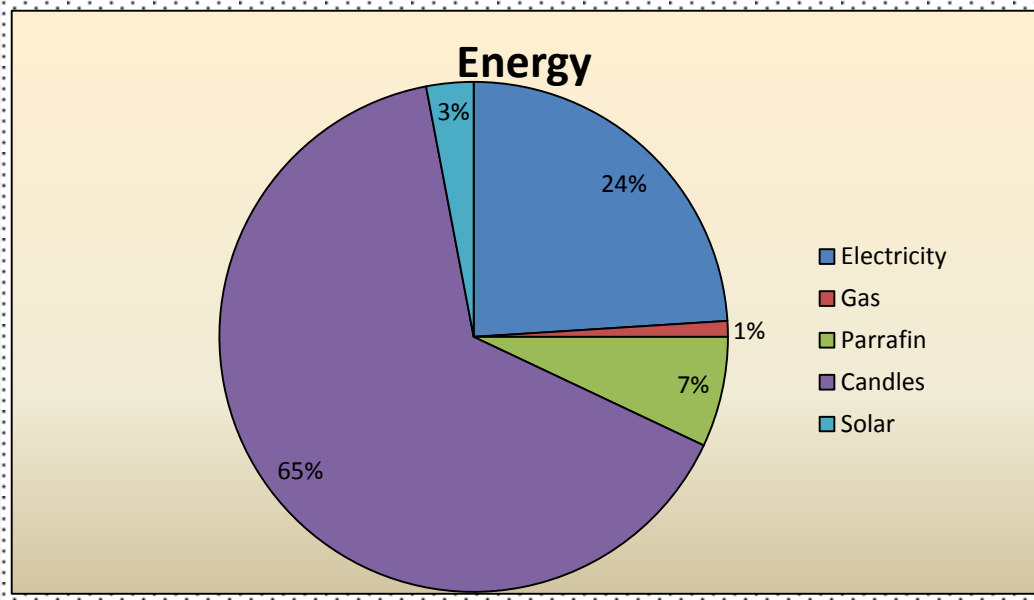
### **3.6.3 Electricity**

Eskom is responsible for provision of electricity to the municipal area. The Figure below illustrates the number of household that have access to electricity for lighting purposes.

The access to electricity for lighting has improved from 2001 (24.1%) to 45.2% in 2011, (census 2011). Despite the improvement, there still remains a huge backlog within the area. Households without access to electricity use a range of alternatives for lighting and cooking, such a candles, gas, paraffin, and solar forms of energy. Communities have lost patience and resort to strikes and other forms of communicating their dissatisfaction because of electricity challenges/backlog.

### **Implementation of the Indigent Policy**

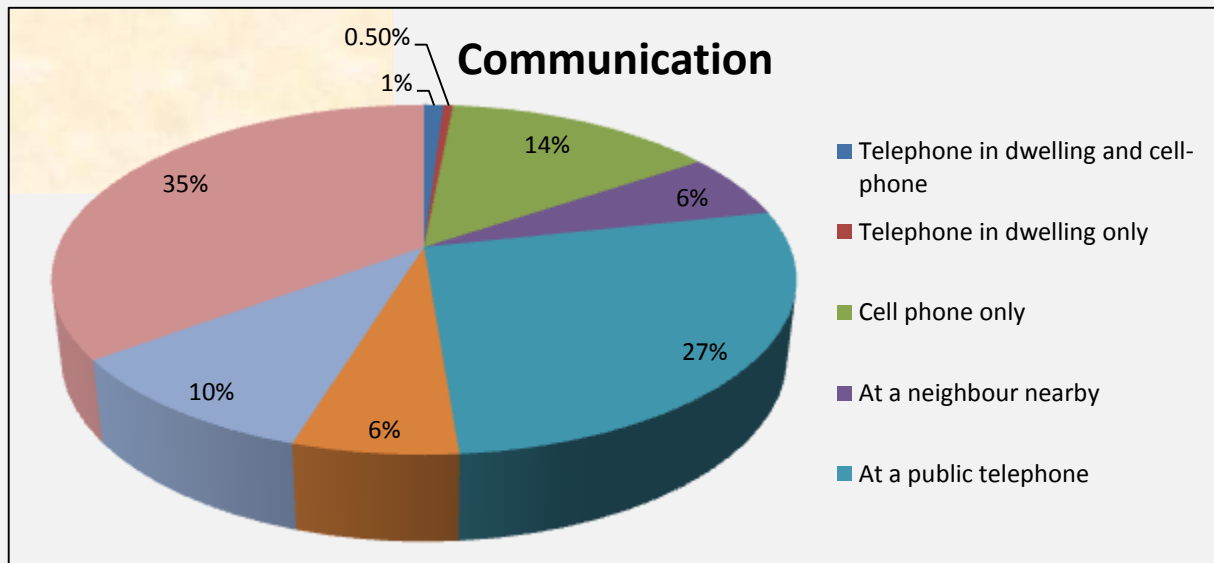
- The municipality has an indigent policy in place and it was approved by council.
- The indigent register is reviewed annually whereby all beneficiaries are invited to verify their economic status.
- The municipality is providing Free Basic Services in a form of a Gel and oil lamp to designated beneficiaries.
- There is a cooperative that was established to deal with FBS by being distributors locally.
- Grid electricity beneficiaries are benefiting from Eskom when they buy electricity.



**Figure 3.6.3 Access to Energy**

### 3.6.4 Telecommunication

Figure 3.6.4 below illustrates the number of household that have access to Telecommunications. The information is based on the Census 2001. Access to telephone is assessed by the quality of cellular network reception in an area. Although fixed land lines are available in some communities, the cell phone network remains the largest telephone medium by far.



**Figure 3.6.4 Access to telecommunications**

### 3.6.5 Public transport

Despite some investments in new roads and maintenance there remain local communities who are isolated and disconnected due to poor road infrastructure. This has significant consequences in terms of local economic development as well as service delivery, especially accessibility to emergency ambulance services.

Transport whether motorized or non-motorized faces many challenges within the Municipal area. These can be summarized as follows:

- Poor conditions of roads
- Inadequate pedestrian signs and markings and off loading areas especially within the few urban areas
- Limited traffic calming measures within areas of high accidents
- An absence of traffic lights, especially at major intersections
- Unavailability of adequate public transport facilities especially for the disabled
- Lack of cooperation between public transport operators and the municipal authorities
- Lack of institutional capacity at Local and District Municipal level to manage transport planning and implementation
- Outdated/non-existent information at the taxi registrar
- Lack of pedestrian and non-motorized transport facilities

In spite of the above, the municipality and the Department of Roads and Transport have initiated some of the following initiatives:

- Paving of streets in the urban areas that is implemented along with surfacing of streets in urban areas.
- Development of underway bridges.
- The Shova Kalula bicycle project which benefited a number of schools in the District.
- The AB 350 which established 12 busses on various routes in Umzimvubu.
- Scholar transport was operated by a number of schools in the Municipal area.
- Airstrips in Mt Ayliff
- The municipality also utilizes some of its own funds (municipal revenue) for development of roads infrastructure.

### 3.7 NATURAL RESOURCE MAPPING

As a rural economy in which livelihoods are linked to land, the natural resources in Umzimvubu have a strong bearing on development. The combination of the physical contextual characteristics of the Umzimvubu Area, including land, water systems, climate and vegetation, has a direct effect on economic activity (in particular related to settlement patterns, agricultural production and tourism). This section will thus seek to profile the natural resources available in Umzimvubu, insofar as they are linked to present economic activity and any future potential investment that may take place.

#### 3.7.1 Land

A key issue that affects the nature and form of business activity in Umzimvubu is land use and land cover, predicated on:

- The availability of land to purchase or lease within urban and rural areas
- Management and planning to guide the spatial development of the Municipality
- The capability of land to undertake different economic activities
- The security of land tenure

**Table 3.7.1: Land cover in Umzimvubu**

Description	Hectares	%
<b>Cultivated: commercial dryland</b>	84	0.03
<b>Cultivated: semi-commercial/ subsistence</b>	30 672	12.22
<b>Degraded: unimproved grassland</b>	82 589	32.89
<b>Forest</b>	3 041	1.21
<b>Forest plantations</b>	5 587	2.23
<b>Thicket and bushland</b>	12 284	4.89
<b>Unimproved grassland</b>	106 398	42.38
<b>Urban/ built up land</b>	10 010	3.99
<b>Water bodies</b>	41	0.02

(DAFF, 2010)

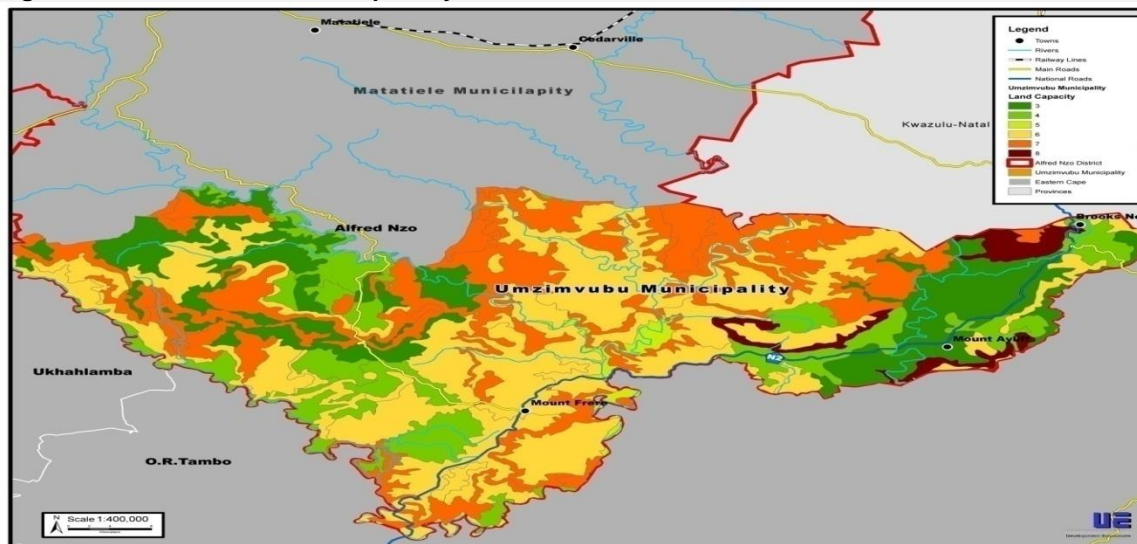
Table 3.7.1 shows the different land cover classifications in Umzimvubu, and reveals that :

- A negligible amount of land is currently used for commercial agriculture
- **Almost a third of all land is categorized as degraded.** This is made up of permanent or seasonal man-induced changes such as removal of trees, bush or herbaceous cover in comparison to surrounding natural vegetation.



- Land covered by forests is limited and comparable in extent to that occupied by the built up areas.
- The availability of land to purchase or lease is a significant impediment to development in Umzimvubu.
- In urban areas vacant land is often under-utilised because of delays in zoning applications and a reluctance by present land-owners in and around urban areas to either sell their land or develop it. This means that **land (which is well situated, serviced and accessible to markets) as a factor of economic production is under-supplied in Umzimvubu**. Areas that are earmarked for the expansion of urban areas cannot be developed.
- In rural areas **unresolved land claims** limit the potential for private sector involvement in agricultural and tourism initiatives as most land is under tribal authority through various occupation and usage regimes.
- These two factors mean that the ease of doing business in Umzimvubu is reduced by difficulty in acquiring land
- The municipality has put in place a draft policy to combat land invasion.

Figure 3.7.1: Umzimvubu land capability



(AGIS, 2010)

Figure 3.7.1 shows land capability for various activities in Umzimvubu. Land capability is determined by the collective effects of soil, topography, hydrology and climate features. It indicates the most intensive long-term and sustainable use of land and at the same time highlights the permanent limitations associated with different land use classes as shown in the Table below. This shows the nature of agricultural activity that can be feasibly undertaken throughout the municipality.

From Figure 3.7.1 it can be seen that vast tracts of land in Umzimvubu are suitable for:

- Moderate crop production
- Livestock grazing in pastures
- Rain-fed Forestry and plantation

Table 3.7.2: Classification of Land capability

Land Capability		Intensity of use for rain-fed agriculture						
		Grazing and Forestry			Crop Production			
Non-Arable	Classes	Forestry	Veld	Pastures	Limited	Moderate	Intensive	Very Intensive
	I	x	x	x	x	x	x	x
	II	x	x	x	x	x	x	
	III	x	x	x	x	x		
	IV	x	x	x	x			
	V	x	x	x				
VI	x	x						

VII	x	x					
VIII	x						

(Directorate of Agriculture Land Resource Management, 2002)

Umzimvubu land thus has the capacity to support various forms of agriculture. **Access to land is however a major impediment to this capacity being tapped into and 64haracte.**

### 3.7.2 Water Systems

As part of the assessment of natural resources in Umzimvubu, it is important to consider water resources in Umzimvubu. Umzimvubu has a well developed river system which forms a foundation for aesthetic appeal and high environmental quality. Perennial streams in the area converge to form the primary tributaries of the upper Umzimvubu catchment area. The major rivers in Umzimvubu are:

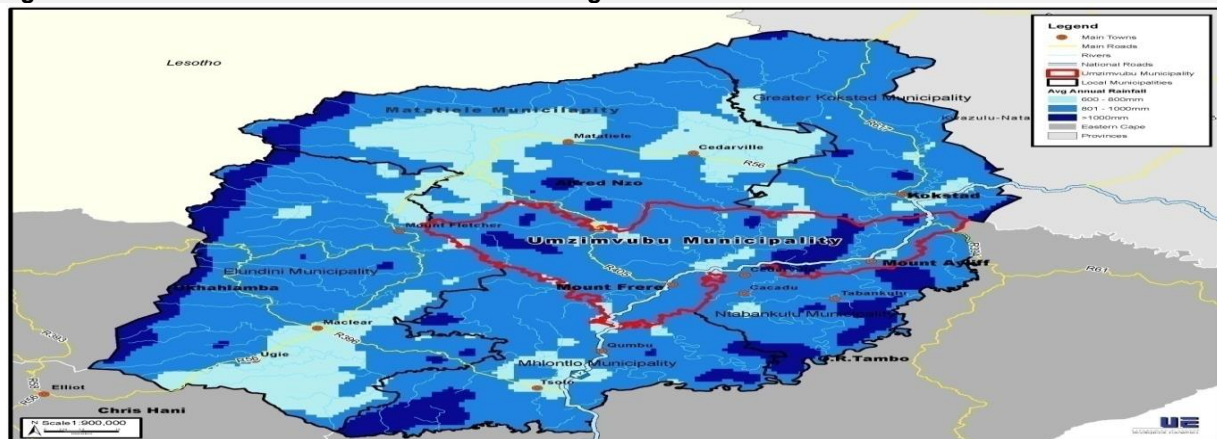
- The perennial Umzimvubu River which crosses from the North-East to the South-Western. It is crossed by three bridges at Ndarala, Mhlotsheni and the N2 between Rode and Mount Frere.
- The Umzintlava river which cuts across the eastern boundary
- The Mkemane and Mvenyane rivers which flow from north west, and join the Umzimvubu south of the N2.
- The Kinira river which joins the Umzimvubu river near Rode

Umzimvubu has high levels of rain in comparison to neighbouring municipalities such as Ntabankulu, Matatiele, and Greater Kokstad. **Mean Annual Precipitation for the municipality is 780mm**, ranging from 620-816mm in the dryer and wetter parts respectively. Rainfall is a key variable that shapes the developmental landscape in Umzimvubu by affecting:

- Rural livelihoods
- Tourism
- Subsistence agriculture
- Commercial agriculture

(SDF, 2007)

**Figure 3.7.2: Rainfall in Umzimvubu and surrounding areas**



(Agis, 2008)

Water resources provide a variety of direct and indirect ecosystem services. Not only is drinking water essential to human survival, but water resources are also critical to cultivation, processing and manufacturing. In addition the river systems of Umzimvubu contribute to the sense of the place of the Umzimvubu river valley and in the future may become important tourist and recreational resource.

At present the nature of business in Umzimvubu is not influenced by the area's river systems, rainfall patterns or hydrology to a great extent. Recreational tourism linked to the river systems (such as seasonal rafting on the Kinira and Umzimvubu rivers, cliff diving and visits to Tshisa springs) does not take place on a commercially notable scale.

Commercial agriculture that uses irrigation from the rivers or summer rainfall is also not taking place on a notable scale. In addition to this, subsistence agriculture is based primarily more on settlement patterns (the location of villages which is often based on historical factors) than rainfall patterns as depicted in Figure 2.5. The land issues



highlighted in the previous section are cited as the main contributory factors that lead to the private sector not 65characterize on the economic opportunities linked to the river systems in Umzimvubu.

It is worth noting that the high rainfall in Umzimvubu when considered in light of poor livestock grazing techniques can potentially lead to high levels of land degradation through top soil erosion and the formation of gulleys.

### **3.8 Climate and Vegetation**

The vegetation in an area represents an integration of climate, soil and a number of other biological factors. Physical factors including geomorphology and geology also act as variables that determine vegetation types and biodiversity. Climate and vegetation in this section are seen as determinants of:

- Forestry
- Livestock farming
- Crop farming

Umzimvubu lies in a subtropical climatic zone, meaning that the area is characterized by warm summers and cool winters. The average temperature ranges from 7°C to 10 °C in winter and 18°C to 25°C in summer. (SDF, 2007)

Umzimvubu Municipality is composed of a blend of three biomes (grassland, thicket and forest margin) and has the following main types of vegetation:

East Griqualand Grassland 61%  
Drakensberg Foothill Moist Grassland 31%  
Eastern Valley Bushveld 7%  
Southern Mistbelt Forest 1%  
(SDF, 2007)

Soils are mostly red–yellow apedal freely drained soils and provide the best cropping lands due to their high levels of iron and other minerals. The soils found widely in this area are however subject to severe erosion with a thin topsoil

The temperature range means that a wide range of agricultural produce may be grown and cultivated in Umzimvubu. This is supported by the high rainfall levels and good soils.

This potential is however limited by the fact that the soils are vulnerable to erosion, which may be a contributory factor to 32% of the land in Umzimvubu being classified as degraded. Often the land is degraded in rural areas due to poor agricultural practices by farmers. These rural farmers then often move onto other patches of land, in many cases earmarked for private sector activity. Such circumstances often lead to land claims, which take long period of times to be resolved, and ultimately limit the amount of private sector activity in Umzimvubu agriculture.

The area in which the thicket and grassland biomes meet close to Rode and Ntsizwa has a high level of fauna diversity. This creates the possibility of eco-tourism.

In the context of the area's vegetation, agriculture and tourism have not been pursued by the private sector in Umzimvubu because of a lack of direction in terms of environmental regulation, enforcement and management. The Umzimvubu municipality does not have an adequate environmental policy framework in place to govern development, and this is further hindered by the lack of human resource capacity that is involved with environmental affairs. This leads to a delay in the pace of development as permits for environmental compliance are often delayed by capacity bottlenecks.

This may be illustrated by the fact that permits for forestry activity in Umzimvubu take an average of 9-24 months due to delays in acquisition of various environmental permits as per the National Environmental Management Act, National Water Act and the conservation of Agricultural Resources Act. (DEDEA, 2010)

### **3.9 AGRICULTURE AND FORESTRY**

Agricultural activities taking place in the municipal area are in the form of livestock farming (sheep, goats and cattle) and crop farming (maize, potatoes, cabbage and spinach) at a subsistence level. There is no large scale/commercial farming. Some of the land that has been utilized for agricultural has been depleted due to unsound agricultural practise. The major agricultural zones are adjacent to Umzimvubu and Kinira Rivers.

It is notable that there are large pieces of vacant arable land within the municipal area. These pieces of land need to be explored and utilized to the fullest. The employed population in the agriculture sector is very low but has potential to grow should the municipality invest more.

The grazing vegetation (grasses) covers most of the study area therefore the study area could capitalise mostly on in extensive livestock farming. The study area however is not very typical forest vegetation therefore not a lot of forestry takes place within the study area.

There seems to be scattered wildlife agricultural potential within the municipal area. This is an opportunity for game farming and could boost the tourism sector and employment opportunities.

The major forestry zones are adjacent the National Road (N2) in Intsizwa area and the Regional Road (R405). Forestry is available in the form of indigenous forest and commercial plantation. Indigenous forest representation is very limited in Umzimvubu and consists of mainly of the mistbelt forest known for its fine yellowwood specimens. This specimen is found in the Intsizwa area. The indigenous forests are not well protected as it should be.

The District Municipality is responsible through its Disaster management - fire services to curb veld and forest fires. They often assist in Communities in making fire-belts.

The topography of Umzimvubu Municipality is directly influenced by two main geomorphological formations i.e. River Valleys and Mountainous formations. The Municipality is mainly drained by the Umzimvubu River Basin, comprised of a number major river including the Umzimvubu River, Mzintlava River, Tina River, the Kinira River, and other small tributaries which traverse through the Municipality. The river basins range from a low of 600m – about 1400m above sea level, while the Plateau and Steep slopes and ridges in the western side of the Umzimvubu Municipality leading towards the Drakensberg Mountains rise up to above 1800 – 2000m above sea level. A slope map showing the topography of the Municipality shows that large portions of the Municipality lie within fairly steep areas.

### **3.10 GEOLOGY & SOILS**

Mudstone and sand stone of the Beaufort Group of the Karoo Sequence predominate, but sedimentary rocks of the Molteno, Elliot and Clarens Formations are also present. The dominant soils on the sedimentary parent material are well drained, with a depth of 500-800 mm and clay content from 15-55%. The soils are Hutton, Clovey, Oatsdale forms on sediments and Shortlands on dolerite. Most common land types Fa and Ac.

### **3.11 ECONOMIC DEVELOPMENT ANALYSIS**

This section seeks to bring out relevant features and characteristics of the Umzimvubu development landscape as it is expressed through the local economy, social factors and planning imperatives. The Umzimvubu economic development is aligned to multi-tier governmental strategic documents. As such our economic analysis is comprised of several sections, namely the:

- **Policy and planning context;**
- **Economic sector baseline**

Data will be obtained from a number of databases developed by Quantec Research (Pty) Ltd. These databases have compiled data from several surveys conducted by StatsSA including the 2001 Census and the annual Labour Force surveys. The 2007 Community Survey is used as the primary source of data. However it is 66 characters that due to the smaller sample size used in the survey, figures presented may be Under/over stated. The static analysis provides a detailed picture of the state of the Umzimvubu developmental landscape

### **3.12 POLICY AND PLANNING CONTEXT**

This section will review key documents whose outcomes and resolutions have a bearing on the investment climate. A key outcome of this section will be the gaining of an improved 66 characters of strategic imperatives that emanate from different tiers of government that will have an impact on the development of Umzimvubu Local Municipality.

### 3.12.1 Eastern Cape Industrial Strategy

The Eastern Cape Industrial Strategy (ECIS) is a strategy that was developed to guide industrial development in the province. It is based on the national and provincial policy strategies that deal with regional growth, industrial development, the manufacturing sector, inclusive community development and other such strategies. In this light, the provincial strategy is in fact a means of articulating the national and provincial developmental policy framework. This framework is constituted of documents such as the Accelerated Shared Growth Initiative For South Africa (ASGISA) Provincial Growth and Development Plan (PGDP), Integrated Sustainable Rural Development Strategy (IRSDS), Regional Industrial Development Strategy (RIDS). As a practical manifestation of the policy framework it provides guidelines for intervention, based on economic analyses. From a broad perspective, the strategy will contribute towards achievement of the ASGISA's and PGDP's targets of 6% growth and halving unemployment by 2014. The strategy then effectively becomes a 'landing strip' for policy initiatives.

### 3.12.2 The Eastern Cape Provincial Spatial Development Plan (ECPSDP)

This plan gives guidance on the principles that should underpin the strategic approach to spatial development and management. To this end, a targeted and phased approach to development is recommended based on:  
Settlement hierarchy: This involves focusing investment strategically at three levels of support. The plan promotes identification of nodes and corridors with opportunity and targets development initiatives which promote consolidation of settlements to facilitate cost effective development.

**Flexible zoning:** allowing for flexibility for special kinds of investment.

**Resources sustainability:** Monitoring of the use of resources to ensure sustainability and minimization of environmental impacts in all land developments

**Restricted development zone:** identification of environmentally sensitive areas and ensuring that developments do not occur, for example wetlands, state forest, dune systems, river estuaries, game and nature reserves, heritage sites etc.

**Spatial Integration:** promotion of integrated development with maximum spatial benefits, integrating communities and the spatial economy.

### 3.12.3 Eastern Cape Rural Development Strategy

The Eastern Cape Rural Development Strategy is a sustained and long-term programmatic intervention in response to endemic poverty in the province. It is premised on the belief that through self 67characterize of communities, government, the private sector and other actors in the developmental arena, inroads can be made in the fight against chronic poverty in the province.

The rationale for a rural development strategy that caters to the specific needs of the province can be found in the status of:

- Structural factors that lead to 67characterized67i of societies and inequality of opportunities
- The historical political economy, whose legacy in rural hinterlands is experienced through low levels of economic integration
- Land and agrarian relations, which give rise to a skewed distribution of natural resources
- Settlement and migration patterns that lead to a divide between rural and urban areas
- A marked need for improved food security, based on agrarian transformation linked to indigenous ways of life
- Past initiatives, that have had mixed fortunes in their ability to deliver a lasting impact on rural development

In order to achieve the dual goals of transformed rural areas that are socially and economically developed, and a conducive institutional environment for rural development, the following pillars will give effective articulation to the rural development strategy:

- Land reform
- Agrarian transformation
- Non-farm rural economy
- Infrastructure development
- Social and human development
- Enabling environment

### 3.12.4 Alfred Nzo District Municipality Spatial Development Framework

With relevance to the Umzimvubu Local Economic Development, this document focuses on the following principles as being important in unlocking the area's potential:

**Access Routes as investment lines:** The hierarchies of access routes represent the spines around which development will be attracted and which provides guidance to levels of development as well as its intensity.

**A service centre strategy:** creating a hierarchy of service centre offering a range of facilities and activities throughout the municipality. Three levels of centres are suggested to include primary, secondary and tertiary centres accommodating both economic and institutional development, amenities and facilities as well as an appropriate range of residential accommodation.

**Environmental integration:** the natural environment is regarded as prime asset and resource base for the district. Environmental sustainability, restoration and rehabilitation and appropriate usage forms the basis for this approach. The 68 characteriz of natural resources is suggested to inter alia contribute to appropriate local economic and social development. The natural environment needs to be integrated into development approaches of other development components.

**Establishing a management Framework:** Such guidance should include the identification of primary land use zones such as environmental conservation zones, agricultural zones, areas for residential settlement, a hierarchy of nodal development, tourism nodes etc.

### 3.12.5 Alfred Nzo District Growth and Development Summit Agreement

In response to the National Growth and Development Summit (GDS) held in June 2003 and the Eastern Cape Provincial Jobs Summit in February 2006, the Alfred Nzo District Municipality hosted a District Growth and Development Summit at which a range of agreements entered into by development stakeholders from across the spectrum. The objective was to consult stakeholders for a common growth and development path, and reach broad agreement on a growth and development plan for the District, including identification of areas of priority and areas of potential in the short- medium- and long term.

With regards to economic growth and the broader focus of this document of investment planning, declarations were made regarding:

- Promoting business activity
- Access to Finance
- Facilitating ASGISA Interventions
- Cooperatives Development
- Land Reform
- Addressing Human Resource Challenges in the Public Services
- Commercial Property Development
- Environmental Management

### 3.12.6 Alfred Nzo District Local Economic Development Strategy

The vision for local economic development of ANDM as developed in this strategy is:

*"To develop a vibrant and sustainable local economy for the benefit of the local population through creating sustainable business growth, infrastructure development and creation of jobs".*

This vision is articulated through several goals, which speak to the development of human capital, positioning the ANDM as one of the Eastern Cape's eco, cultural and adventure tourism destinations, investment attraction and place marketing To achieve this, the strategy puts forth programmes for:

- Small business promotion, expansion and retention
- Business development strategy
- Agriculture revival
- Developing tourism potential

### 3.12.7 Umzimvubu Spatial Development Framework

The Umzimvubu Spatial Development Framework outlines guiding principles, strategies, approaches and concepts pertaining to nodal development, clustering, investment and urban edges within the locality. The Umzimvubu SDF focuses on the following themes:

- Human and socio-economic development;
- Community capacity building and empowerment;
- Appropriate service provision;
- Improved characterization of existing and potential future development opportunities of the local municipality;
- Rural and urban development; and
- Increased tourism development

It identifies Mt Frère & Mt Ayliff as primary nodes for investment in infrastructure.

Cancele and Pakade are selected as secondary nodes where concerted feasibility study on the establishment of intensive economic development in these areas is to be considered.

Municipal mobility routes are identified along the N2 from Mthatha – Kokstad and along the R405 from Mount Frere to Matatiele. The Mount Frere Main Road (N2) and the Mount Ayliff Main Road are further selected as activity routes. In the context of this of local economic development, some gaps in the planning environment are also highlighted in the SDF, and these include the facts that:

The municipality does not have a **land development programme** that would avail serviced sites to those who want to engage in construction activities.

There is no sectoral plan for the development of heritage sites and areas as part of a broader **tourism plan**, which would include more detailed spatial development guidelines (than those contained in the SDF) to guide development of such areas. Furthermore investment in infrastructure development as part of its Integrated Development Plan at such sites cannot take place until such a plan is in place.

The effectiveness of the implementation of the proposals and programmes contained in the SDF and IDP depends to a great extent on their facilitation via a land acquisition and assembly process linked to a **land reform programme**.

In the absence of such clear land tenure programmes, many future development proposals and programmes may be hindered by tenure and land administration complications.

The lack of **zoning** for different land uses has resulted in expansion of inappropriate uses for specified land types.

The Municipality has an **environmental management plan**

The Municipality has a **land use management system (LUMS)** to provide development control measures for future development.

### 3.12.8 Umzimvubu Economic Development Policy

Economic development policy of the Umzimvubu Municipality is founded on the shared economic vision for the area of:

*“a diverse and resilient economy, able to exploit the competitive advantages of the municipality while building appropriate skills”*

The policy recognizes the importance of Local Economic Development in coordinating, facilitating and implementing integrated service delivery programs through community involvement and resource mobilization for sustainable livelihoods.

It proposes that the LED function focus on Investment promotion, Agriculture and agrarian reform, Agro- based industry, SMME development, Community Based Forestry, Tourism and Environmental Waste Management. With regards to implementation strategies for the policy, it states that the Umzimvubu Local Municipality shall:

- Ensure that economic fundamentals such as an appropriate trade and investment regime, property rights, political stability, good infrastructure and skilled workforce are in place.
- Ensure that the Umzimvubu Local Economic Development Strategy will be used as a tool to promote, attract and monitor the broader impact of investment into the area.
- Develop a policy implementation framework that favors the application of incentives to attract and retain existing businesses in line with the Public Finance Management Act.

### 3.12.9 Umzimvubu Trade & Investment Policy

The purpose of this policy is to attract new private sector investment into key priority

Economic sectors and help retain existing investment into the municipal area.

Among the measures included in this policy is a commitment by the ULM to

Partner ASGISA EC in packaging of hydro and agri-tourism investment opportunities and attracting investment into the Umzimvubu Development Zone.

Establish a functional interdepartmental Task Team consisting of LED, Finance and Infrastructure /Engineering departments to co-ordinate matters relating to investor applications, investor support and red-tape reduction in municipal investment processes.

### 3.12.10 Umzimvubu Industrial Development Policy

This policy is intended to assist the Umzimvubu Local Municipality in targeting the following sectors:

- Tourism
- Paper Industry
- Milling Industry
- Quarrying

### 3.13 ECONOMIC SECTOR BASELINE

This section looks at the local economy of the Umzimvubu area. The performance of the local economy over time is considered, as is its current configuration. The objective of this analysis is to identify the key economic drivers in the area and sectors that provide opportunities for growth. The present state of the various sectors that comprise the Umzimvubu economy will also be discussed in order to understand the dominant features.

The economic performance in the region is usually evaluated by means of the Gross Geographical Product (GGP), which is a measure of the value of final goods and services produced within the geographical area. Classification of economic activity in this report shall be based on the South African Standard Classification of all Economic Activities (SIC) approach, under which similar forms of economic activity are organised together

### 3.14 OVERALL ECONOMIC PERFORMANCE OF ULM

Table 4.14.1 shows the performance of the Umzimvubu economy over time. Comparison is made to the provincial GGP. The comparison is made in order to characterize the performance of the Umzimvubu economy in terms of how the other municipality within the Alfred Nzo district and the Eastern Cape Province as a whole changed between grew or shrunk between 1995 and 2009.

It must be characterized that the figures presented in Table 4.14.1 are approximations based on statistics made publicly available by Statistics South Africa in its quarterly bulletins. Although the values set out in Table 4.14.1 may not be completely accurate to the last rand, they are useful in so far as they allow comparison and contrasting of the performance of different localities, as well as the performance of different output sectors of the economy.

**Table 3.14.1: Overall economic performance**

Year	1995	2002	2009
Umzimvubu GGP (R'000 at 2000 prices)	459 270	472 091	621 215
Umzimvubu Average Annual GGP Growth Rate	1995-2002: <b>0.09%</b>	2002-2009: <b>5.26%</b>	1995-2009: <b>2.52%</b>
Eastern Cape Average Annual GGP Growth Rate	1995-2002: <b>2.61%</b>	2002-2009: <b>4.34%</b>	1995-2009: <b>3.19%</b>

(Urban-Econ EC Calculations based on Quantec, 2010)

From Table 3.14.1 it can be seen that:

- **The Umzimvubu economy grew at a slow pace**

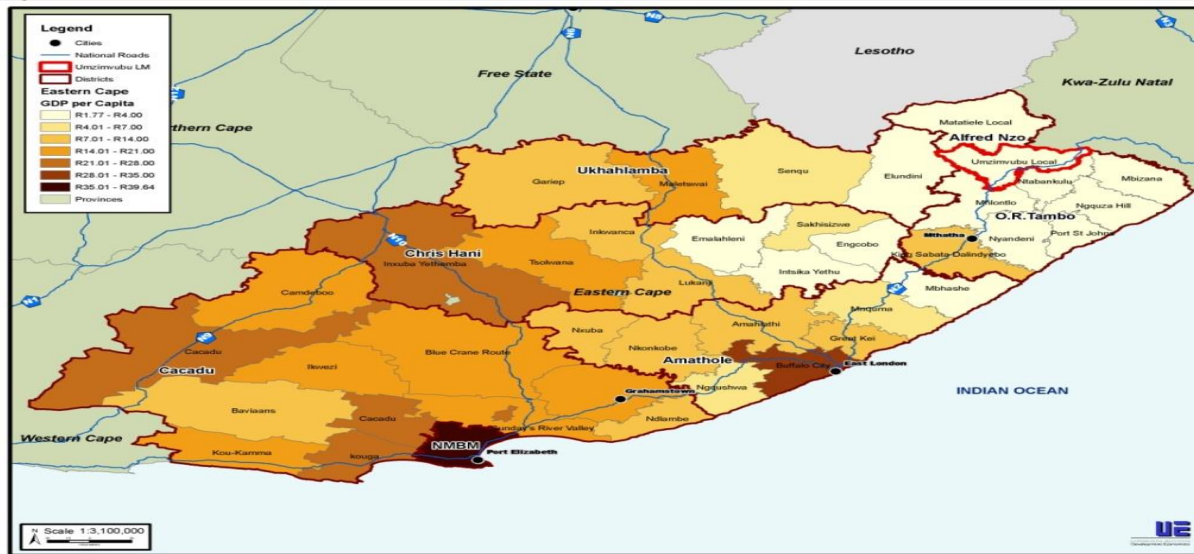
Formal sector output lagged the province throughout the period from 1995 to 2009, despite this growth coming off a small base to begin with. It also grew at a slower pace than its neighboring locality, Matatiele in the same time period.

- **Umzimvubu has a small economy, with a formal sector output of just over half a billion rand**

The approximate value of output from the Umzimvubu area of R621 215m may be compared with surrounding local municipalities, and it comes out lowest when juxtaposed to those of Mhlontlo (R901 526m), Matatiele (R1 007 305m) and Kokstad (R 1 324 845m).

This point is further emphasized in the figure below, which shows per-capita GGP output throughout the Eastern Cape Province. The map reveals an approximate value of the goods and a service produced per person in the Eastern Cape and is based on the output and populations of each Local Municipality in the province

**Figure 3.14.2 GGP per Capita in the Eastern Cape**



(Urban-Econ EC Calculations based on Quantec, 2010)

The map shows that Umzimvubu’s GGP per capita is below the provincial average, which may point to low levels of worker productivity. Figure 3.14.2 also reveals how Umzimvubu’s stunted economic output mirrors surrounding LMs, which is symptomatic of endemic poverty

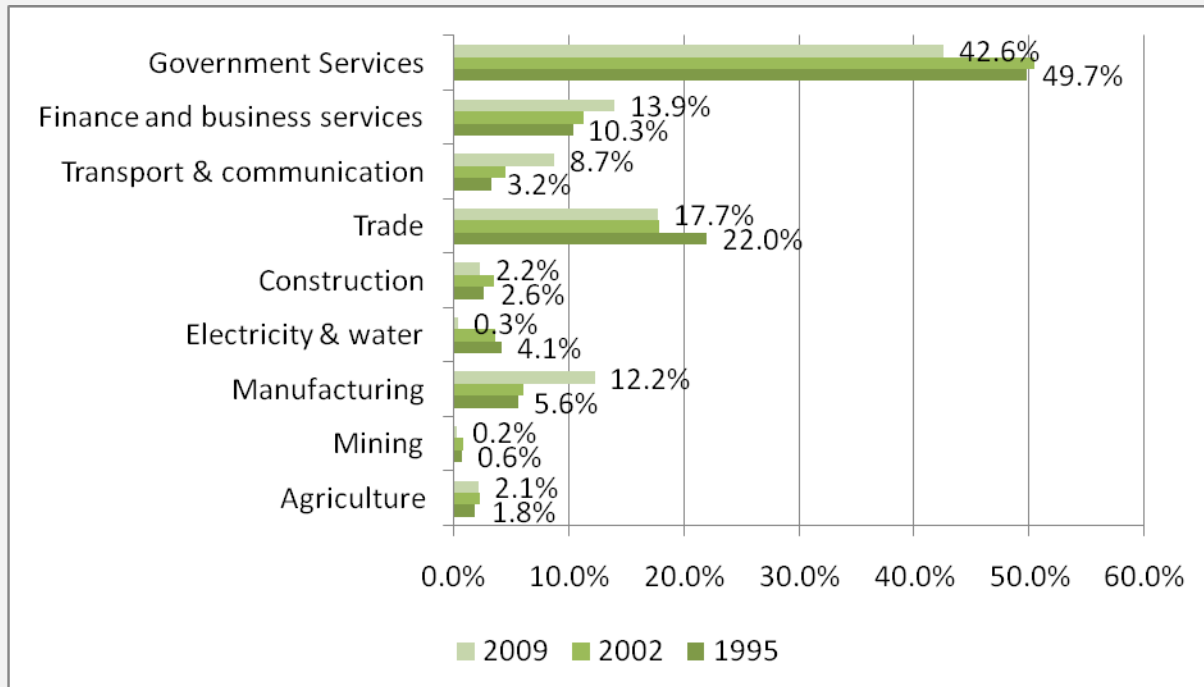
The poor performance of the Umzimvubu economy from 1995 to 2009 will have been detrimental to efforts to accelerate output growth as set out in the policy and planning context. Slow growth means that the economy may not generate and sustain enough activity to balance out the youth population growth discussed in the socio-economic profile, and hence increase the probability of chronic poverty being perpetuated

### 3.15 UMZIMVUBU ECONOMIC STRUCTURE

This section will look at which sectors of the economy are most active and dominant in the Umzimvubu area. The relative contribution of each economic sector to GGP shows how important each is to the overall functioning of the local economy.

Figure 3.15.1 shows historic trends of how much each economic sector has contributed over the period 1995 to 2009. It must be noted that official statistics only show activity in the formal economy, and do not reveal the full extent of activity in the informal economy.

**Figure 3.15.1: Sector contribution to GGP 1995-2009**



(Quantec, 2010)

From Figure 3.15.1 it can be seen that:

- **Slow growth translated into inter-sectoral stagnation**

Overall from 1995 to 2009, the structure of Umzimvubu's economy has remained largely static, with little evidence of a structural shift or a change in focus of activity. A structural shift would be represented by a significant change in the contributions of either the primary, secondary or tertiary sectors. A change in focus of activity would be evidenced by a large change in the composition of the economy in terms of specific sectors. It can then be said that the Umzimvubu economy experienced inter-sector stagnation, as none of them managed to effectively grow by a large absolute amount.

- **Almost half of all economic activity in the area can be attributed to, or has its origins in the public sector**

Government services accounted for 42.6% of all economic activity in Umzimvubu. Although this contribution has gone down since 1995, it is still high, and underscores the reliance of society on government driven initiatives in this area.

- **A dual economy operates within Umzimvubu**

As a largely rural area, access to urban areas, markets, and formal sector business is limited for most residents of the municipality. This means that while figure XX reveals official output statistics, the existence, importance and value of the informal second economy in Umzimvubu must not be excluded or undermined

- **The primary sector makes a small contribution to formal output**

Agriculture (which also incorporates forestry and fishing) and mining make up what are known as the primary or extractive sectors of the economy. These are based on resource-intensive activity, and are intrinsically linked to the area's natural attributes. In Umzimvubu, these two sectors make a combined contribution of 2.3% of all formal value addition in Umzimvubu. It is important to note that emphasis is made on **formal** output, as agriculture and mining do in fact have an important role in sustaining household socio-economic existence in Umzimvubu, albeit mostly through informal activity that is not recorded in the national accounts.

### 3.16 RELATIVE IMPORTANCE OF SECTORS

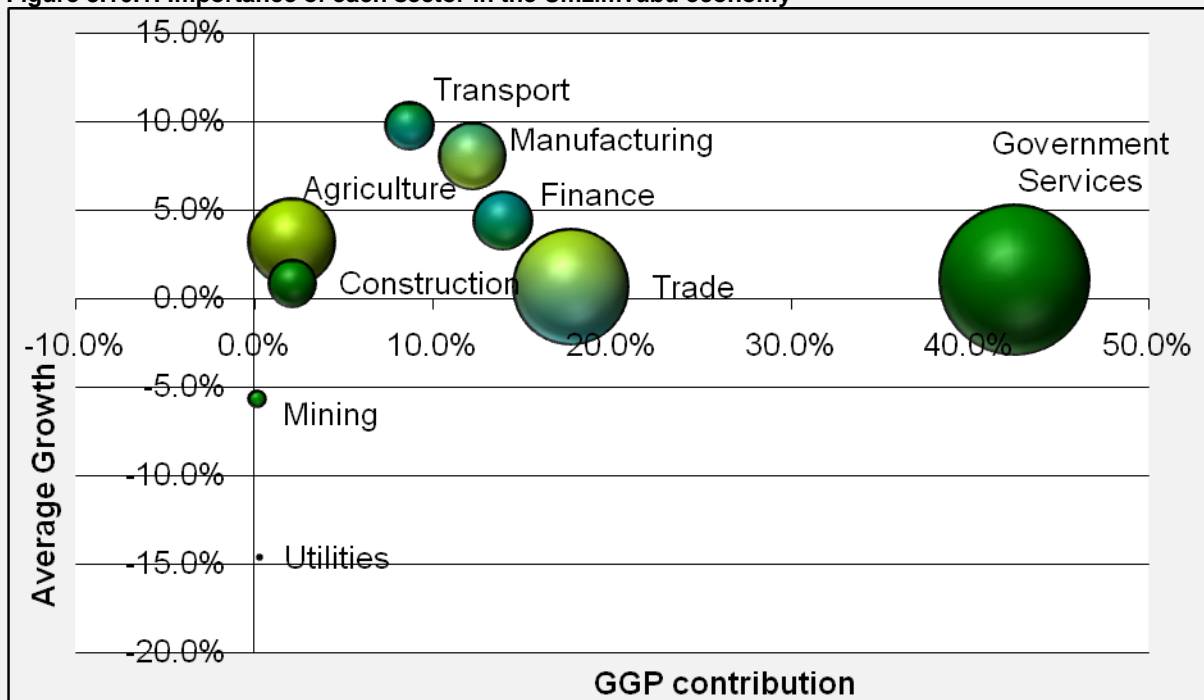


It is prudent to consider how sectoral employment compares with sectoral output and growth. This will allow identification of those sectors that are capital or labour intensive and thus driving potentially driving job creation in Umzimvubu

Figure 3.16.1 reveals the relative importance of different economic sector in Umzimvubu as seen through their: Average R-GDP Growth rates from 1995 to 2007  
Average contribution to R-GDP from 1995 -2007  
Average employment contribution

The ideal situation for the local economy would be one in which the bubbles (which each represent an economic sector in the study area) are of a similar size, and are clustered around a proximal region on the x-axis and high up on the y-axis. This would indicate a highly diversified economy that is characterized by high output growth, and a balanced distribution of employment creation opportunities.

**Figure 3.16.1: Importance of each sector in the Umzimvubu economy**



(Urban-Econ EC Calculations based on Quantec, 2010)

From the Figure above, it can be seen that the bubbles representing different economic sector are of varying sizes, and are interspersed throughout the plot area of the graph. It can be deduced that:

### 3.17 THE STUDY AREA HAS AN UNDER-DEVELOPED ECONOMY

The reliance on and dominance of unproductive sectors is seen in Figure 3.16.1 with government featuring as the largest employer, and contributor to GGP. The second largest contributor to GGP is trade, which in Umzimvubu is characterized by consumptive 73 haracte. The importance of government intervention in the local economy is thus underscored by Figure 3.16.1.

- **Government services, trade and manufacturing are the three largest employing sectors**

As the largest bubbles, these sectors employ the most people in Umzimvubu. This is in line with expectation for Government services and trade, which are the two largest contributors to economic output.

- **Productivity in the agricultural sector is low**

The high levels of employment in the agriculture sector when copared with its minute contribution to total GGP output indicate a low level of worker productivity. Agriculture in the area can thus be said to be labour intensive.

- **None of the sectors experienced high levels of growth**

The manufacturing sector experienced the highest levels of growth for the productive sectors, albeit from a small initial base. All the other sectors experienced otherwise mediocre rates of output growth.

- **The economy is concentrated in a few forms of activity**

A commonly used measure that indicates the level of concentration or diversification of the economy is the **Tress index**. The Tress index will allow the importance of the sectors shown in Figure 3.16.1 to be quantified, so as to show how mixed the range of activity in Umzimvubu is. A Tress index of 0 (zero) indicates a totally diversified economy, while a number closer to 100 indicates a high level of concentration in the economy.

The Umzimvubu Tress index was calculated at 65.5, and above the provincial average. It has however, been declining since 1995, which is a positive development that indicates sectors other than government services playing a more important role in the local economy.

### 3.17 Comparative advantage

Comparative advantage refers to a local economy's ability to produce a particular good or render a service at a lower opportunity cost and more efficiently than another local economy. The comparative advantage that a specific sector has in the economy may be measured through the calculation of a location quotient.

The location quotient compares the relative contribution of a sector in the local economy, with the contribution of the sector to the regional economy. By interpretation, a location quotient of more than one (1) would indicate that the local economy enjoys a comparative advantage in that particular sector, and vice versa. A location quotient, as a tool, does not take into consideration external factors, such as government policies, investment incentives and proximity to markets etc., which can influence the comparative advantages of an area.

The location quotient can be interpreted as follows:

A Location Quotient greater than 5 is very high and suggests a high level of local dependence on this sector.

If the location quotient is greater than 1.25, than that sector is serving the needs that extend beyond the boundaries of the local area. This sector is therefore likely to be 'exporting' goods and services.

If the location quotient is between 0.75 and 1.25, the community is self-sufficient in this sector.

A Location Quotient of 1 occurs when local percentage employment is equal to provincial percentage employment.

If the location quotient is less than 0.75, local needs are not being met by the sector and the municipality is 'importing' goods and services in that sector.

Table 2.3 presents the location quotients (LQ) of employment for each economic sector in the Umzimvubu municipality for 1999 and 2009.

**Table 3.17.1: Location Quotient**

Sector	1999	2009
Agriculture	1.48	1.34
Mining	5.53	3.64
Manufacturing	0.69	0.83
Utilities	1.37	0.59
Construction	1.89	1.09
Trade	2.09	1.87
Transport & communication	1.85	1.71

Finance and business services	1.10	1.00
Government	0.20	0.37

(Urban-Econ EC Calculations based on Quantec, 2010)

The location quotient figures calculated in Table 3.17.1 must not be taken at face value, but rather be interpreted as follows:

The somewhat high location quotient for agriculture is in line with Umzimvubu being a rural area, which is dependant on subsistence agriculture for household livelihoods

The high value computed for mining is in line with the Eastern Cape being at a comparative disadvantage in the extraction of mineral resources, and is not indicative of Umzimvubu being particularly proficient in this form of activity  
The high value for the trade sector may be attributed to Mt Frere serving as a retail shopping hub destination for its rural dwellers.

Despite the area's dependence on government sector activity, severe capacity constraints have the effect of rendering it at a comparative disadvantage when compared to the provincial level.

- **Exploit comparative and competitive advantage for industrial activities**

The LED Department has business retention and expansion strategy, the main purpose of this plan is to carefully analyze and practical identification of the "infrastructural grid" required by business for sustainable development based on sound service delivery;-

1. To identify of the needs, opportunities, constraints and barriers to business development ;
2. To analyze Sector specific issue analysis and linkages to district and regional value chain opportunities;
3. For clear identification of credible sector specific opportunities; and
4. Ensuring business sector satisfaction across the municipal area and with potential partners at regional and international levels.

To date there is trading facility in Ward 07 in Mt Ayliff, the structure that can accommodate 6 new businesses that were only found in Kokstad and Mthatha in that way economic leakage is plugged.

There is a development of Mt Ayliff Mall – ward 07 underway that would ensure that retail shops that were ordinarily not found in Umzimvubu Area are attracted and are retained within the local space.

There is initiation of a development of a shopping, truck in stop, filling station and other facilities in Ward 11 – Rode A/A of Umzimvubu Local Municipality. This development would ensure that the dream of rural development is attained in our local communities with people developing themselves in areas where they reside. The Hlubi Traditional Council are the main drivers of the project with secondary stakeholders such as the municipality and all other departments that would need to render their support in line with their legislative mandate.

There is Peach Value Addition business based in Ward 01 Mt Ayliff where peaches will be processed into jams, peach juices and dried fruit and some will be planted in order to supply them as fruit.

Aloe processing plant in Ward 04 Mt Ayliff is intending at adding value to local grown aloe into aloe ferox, shampoo, aloe juice and perfumes.

Commercial Nursery in Ward 17 Mt Frere is selling seedlings and fruit trees to local businesses and communities

Fresh Produce Market, which is Ward 18 Mt Frere, is aiming at selling fresh fruit and vegetables, fresh milk and eggs

Mobile Pole treatment Plant based in ward 20 treats pole trees and is aiming at processing trees into furniture

Responsible tourism plan has a clearly vision " to be preferred tourism destination" The Municipality is exploring competitive advantage through diverse culture that it possess, there is tourism DVD and brochure showcasing our unique products and as such each year there are tourism celebrations at Emaxesibeni craft centre.

About competition the municipality understands that development knows no boundaries hence programmes are linked with other municipality in order to complement each other

About 30 functional co-operatives are operating within the municipality and small business association in each town. NAFCOOC is dominated by medium to well established businesses while FABCOSA is predominantly dominated by young people in business

- **Intensify Enterprise support and business development**

With regards to business development the municipality is offering quarterly workshops on tender filling and BEE awareness. SMME's in catering are also assisted with training of catering health and hygien which results in them being graded. There are also business and agrarian seminars, which are looking at providing business, support to SMME's.

Annually the municipality has flea market where by institutions that are offering business support showcase with the assistance targeting them. With regards to SMME's established within the municipality about 60 & benefitted and on EPWP 340 people were employed.

- **Support Social investment program**

Currently there is a gap between first and second economy however plans to curb the challenge is in place, much emphasis is towards providing support to local SMME's and co-operatives in terms of securing markets so that job opportunities can increase. Database for local unemployed people is available on a ward basis.

- **Sector Profiles**

This section provides a brief overview of all the economic sectors in Umzimvubu, profiling the nature and extent of activity to be found as well as their defining traits. This step is undertaken so as to inform the analysis of potential and constraints within the Umzimvubu economy, to be undertaken at a later stage in this document.

It must be noted that this section is largely developed using available information and data from stakeholders. Procurement of specific information in some sectors was encumbered by information availability challenges

### **3.19 AGRICULTURE**

The agricultural sector includes all activities related to growing of crops, gardening and horticulture, farming with animals, agricultural husbandry services, hunting, trapping and game propagation, forestry and logging, fishing and operation of fish hatcheries

Agriculture in Umzimvubu may be classified under the following categories:

- Commercial agriculture
- Emerging farmer livestock rearing
- Subsistence mixed cultivation

### **3.20 FORESTRY**

This is in line with variables such as proximity to urban areas, distance to markets, extent of available land and environmental factors

Official statistics approximate the value of all agricultural activity in the area at only 2% of GGP. It must be 76haracteri that these figures only account for formal sector activity, and do not reflect the rural subsistence nature of agriculture in Umzimvubu. These official figures also do not make provision for agricultural produce that originates within the Umzimvubu area, is sold in neighbouring Local Municipalities (such as Matatiele and Kokstad), and thus only shown in the GGP figures of these other localities and not of Umzimvubu. This caveat is of importance in Umzimvubu where there is often limited market access for agricultural produce, driving farmers to sell their produce and livestock in surrounding areas outside of Umzimvubu.

### **3.21 COMMERCIAL AGRICULTURE**

Commercial agriculture is a marginal form of activity in the locality, with some commercial enterprise situated in the north-western parts of the Umzimvubu municipality engaged in mixed farming (crop and stock farming) .

The scope for commercial agriculture in the area is severely reduced by a sub-optimal land tenure system. This hinders inward private sector investment as potential farmers often have no guarantee regarding their ownership or use-rights of land.

This is evidenced by the presence of vast tracts of under-utilised agricultural land in many parts of the municipal area: Limited access to land, uncertainty surrounding title deeds and on-going land disputes hamper massive commercial crop production and productivity in this municipal area.

### **3.22 EMERGING FARMER LIVESTOCK REARING**

Emerging farmers represent previously disadvantaged individuals (PDIs) who operate on commonages leased out from the Umzimvubu Municipality, the Department of Agriculture or through various arrangements with their local chieftains. Group and cooperative activity dominates as the most common form of 77characterize due to limited resources (such as land and equipment) and skills)

Beef cattle form the largest percentage of livestock kept (approximately 60%), with goats, sheep, donkeys and horses making up the rest of the distribution. Goat farming has seen a marked increase since 2004, as a result of various programmes The Umzimvubu Livestock Farmers Association is an organisation that seeks to advance the cause of emerging farmer livestock rearing through various means and structures. The National Emergent Red Meat Producers Organisation (NERPO) also provides assistanceintended to assist in maximising the profitability and market share of locally produced red meat and meat products. (DAARD, 2010)

This form of agriculture has faced constraints in the form of:

- Shortage of adequately equipped stock handling facilities in the remote rural areas with limited connectivity. Well managed sales pens and auctions, abattoirs and slaughter houses are far (with the nearest being in Cedarville and Kokstad) and do not specifically cater to the particular needs of emerging farmers, which increases the effective cost of engaging in this form of agriculture.
- A Lack of dipping and allied veterinary services to protect beasts against diseasesDifficulty in transforming activity to meet commercial standards because of an unmet need for red-meat feedlots
- Limited understanding of modern farming methods and practices, which compromises the quality of the cattle raised in the municipal area as seen through symptoms such as overgrazing,
- A genetically low quality stock of animals because of the effects of poor animal husbandry .often good quality cattle breeds are compromised by regular mixing of cattle during breeding periods. This lowers the demand for the cattle that are born in the process.
- Poor commonage management techniques leading to land degradation

### **3.23 SUBSISTENCE MIXED CULTIVATION**

This form of agriculture is premised on the good quality of Umzimvubu's soil as well as its favourable climatic conditions, which give rise to significant potential for highly productive cultivation of various crops. As such the bulk of the Umzimvubu locality has been designated as undertaking subsistence agriculture by the Department of Agriculture, as depicted in Figure 3.23.1.

Subsistence mixed cultivation is often undertaken with the homestead, village commonage as the centre of production. The dominant form of production is dryland cropping, with a heavy dependence on summer rainfall and the river systems. By definition, this form of agriculture is made up of people residing in villages and townships that use agriculture as a means to supplement their food and income requirements. This form agriculture receives support from a range of stakeholders, including the Department of Agriculture and Rural Development, ASGISA-EC and the ECDC

The Umzimvubu SDF identifies major agricultural zones adjacent to the Umzimvubu and Kinira Rivers as well as in the Kinira-Mpoza area. The mixed cultivation takes the form of extensive monoculture maize for grain, potatoes, vegetables and orchard fruits (mainly deciduous such as peaches), based on family unit needs, as well as seed availability and silage requirements. (DAARD, 2010)

**Figure 3.23.1: Agriculture in surrounding Local Municipalities**



The socio-economic profile revealed a youthful population that often migrates from rural to urban areas to seek economic opportunities. The impact of this has been a reduction in the popularity of home garden production (for daily vegetable consumption and seasonal crop cultivation) because of a substitution effect caused by remittances from urban areas. While this has kept households at an income equivalence point, a negative outcome of this development has been a loss of traditional knowledge linked to agricultural practices.

There has also been a significant shift from crop cultivation to pasture and fodder production of low-maintenance grasses as cropland has been transformed for livestock rearing purposes in the last fifteen years. The total area under formal agriculture has fluctuated over time, with yields and production dependent on factors including: Availability of storage facilities for the preservation of crop products, especially maize, as this affects the price at which yearly harvests are sold for in relation to true market values and food security (linked to vagaries of the weather and the treat of some insect populations).

Accessibility of milling plants in areas where they are needed the most

Provision of modern farming machinery such as tractors, fuel, electricity and implements

The state of the fields to be planted, as influenced by land and soil productivity, desertification and soil erosion (DAARD, 2010)

### 3.24 FORESTRY

The fourth form of agricultural activity that takes place in Umzimvubu as per the SIC is forestry. This involves both commercial plantations managed by various entities for profit, and natural forests used by communities around the locality for their household consumption.

The DWAF has undertaken a Strategic Environmental Assessment (SEA) of areas that are biophysically suitable for forestry in Water Management Area 12 which includes Umzimvubu as well as the majority of the Eastern Cape Province. The study also looked at the current state of forestry in the province. Table 2.24.1 shows the ownership of plantations in Umzimvubu while Table 2.4 provides information on their quantity, geographical extent and labour absorbing capacity. The bulk of information is from the DWAF SEA, but where applicable this has been updated through interaction with local forestry sector stakeholders (including Hans Merensky).

**Table 3.24.1: Ownership of plantations in Umzimvubu**

Ownership	Hectares	Percentage of total
Private	419	12.3
State	2 812	64.1

Community	203	5.96
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(DWAF, 2007)

Most of the state plantations are operated under category A leases, which allow for private sector management of resources. As the largest owner of plantations in the municipality, the state has an important role to play in facilitating development through:

Speedy processing of applications for 79 characterized 79 ion of local natural forests and plantations,

Expediting of the process of transferring forests and forestry plantations to private operators,

Commissioning of feasibility studies and environmental impact assessments, the development of policies and by-laws has been done.

**Table 3.24.2: Status Quo of forestry**

Type	Total geographical extent (Ha)	Number	People permanently employment
Commercial plantation	3 149	6	118
Woodlot	285	26	
Natural forest	4 597	-	3

From Table 3.24.2 it can be seen that the area does have a notable amount of forestry activity underway in its agricultural sector. In addition to this, the DWAF has identified 159 035 Ha. Of afforestation potential of which 27 746ha of this is deemed as good, the rest being of a moderate quality. The areas with forestry potential were identified on the basis of biophysical criteria after filtering out existing forestry, areas of high biodiversity, conservation value, socio-economic value, hydrological restrictions, infrastructural constraints, and urban and residential settlements (Scott, 2010)

Umzimvubu is notable as being the area with the highest forestry potential and where the hydrological impacts are likely to be lowest in the Eastern Cape and Kwa-Zulu Natal, which are the DWAF's focus areas for future afforestation. Umzimvubu has one of the lowest total requirements for water in the country, due to relatively high rainfall and low levels of economic activity.

### 3.25 MINING

This sector includes the extraction and beneficiation of minerals occurring naturally through underground and surface mines, quarries and all supplemental activities for dressing and beneficiating for ores and other crude materials.

The municipality does not have economically exploitable deposits of any valuable mineral or metallic resources. There is thus very little mining activity, and this often takes the form of quarrying for various rocks and sands used in the construction industry. As such, Quantec (2010) notes that this sector only contributes towards approximately 0.2% of all formal economic activity in the area.

It is worth noting that a lot of quarrying activity does take place illegally in the area through unregulated pit excavations undertaken by unregistered operators. The various materials that are extracted like river sand and stone are used in construction projects such as the building of houses both urban and rural areas.

Several planning documents including the municipal SDFs and IDPs have indicated that this illegal activity has the potential to permanently scar the local landscape and lead to irreparable land degradation. This comes about from the fact that quarrying is often undertaken in environmentally sensitive areas such as close to rivers.

### 3.26 MANUFACTURING

This sector is broadly defined as the physical or chemical transformation of materials or compounds into new products and can be classified into 10 sub-groups namely:

1. Food, beverages and tobacco
2. Textiles, clothing and leather goods
3. Wood and paper; publishing and printing
4. Petroleum products, chemicals, rubber and plastic
5. Other non-metal mineral products
6. Metals, metal products, machinery and equipment
7. Electrical machinery and apparatus
8. Radio, TV, instruments, watches and clocks



- 9. Transport equipment
- 10. Furniture and other manufacturing

The Manufacturing sector is thus the sector where natural resources and other intermediate goods are converted through value adding processes into final products for the Trade sector

As has been discussed previously in this document, the Umzimvubu municipality is a predominantly rural area with limited economic activity underway. This situation results from a combination of low levels of human capital, low investment inflows and limited provision of economic infrastructure.

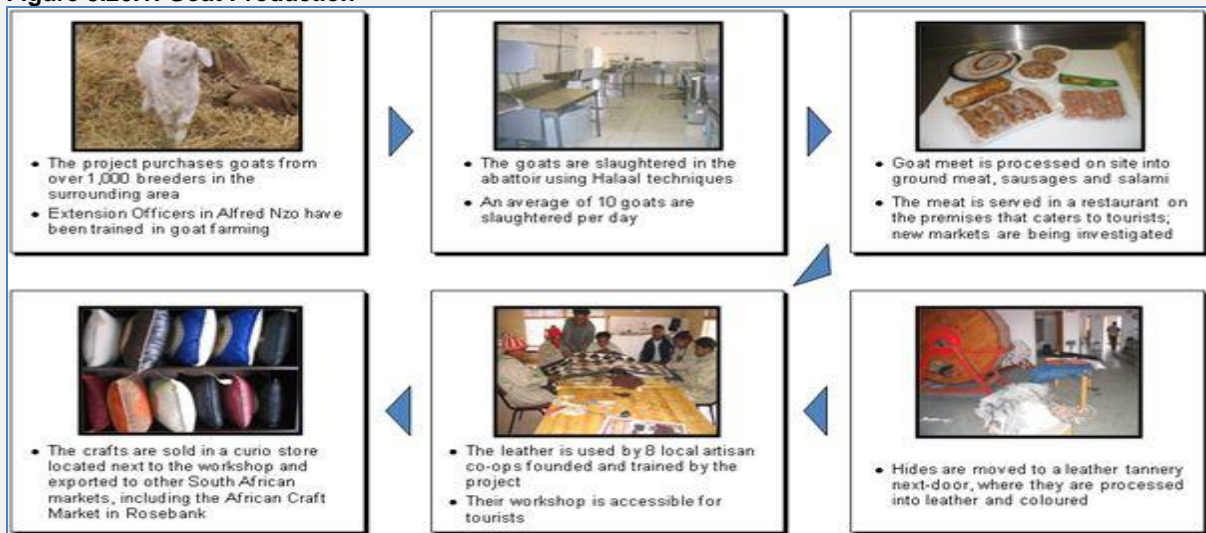
As such, most of the manufacturing sub-sectors listed above are not present in Umzimvubu, with the only activity linked to **food**, **textiles** and **wood** products. These forms of activity are not capital intensive, and are linked to the area's rural background which involves resource-intensive production.

*Food and textiles*

The Umzimvubu goats project which needs revival is an ISRDP poverty node anchor project that came about from multi-stakeholder collaboration. The Umzimvubu goat project represents manufacturing activity in the **food** and **textiles** subsectors. Goat that are raised by cooperatives throughout the local municipality are brought to a central processing facility whereby value addition is undertaken through the following, as presented in Figure 3.26.1:

- Abattoir
- Meat processing plant
- Leather tannery
- Craft workshop

**Figure 3.26.1: Goat Production**



(Alfred Nzo Development Agency, 2010)

Although this operation has been faced by operational constraints, it represents a significant investment into the manufacturing sector with potential for employment creation, sustainable income creation, value chain 80characterize clustering and agglomeration. Employment creation may arise from the need for people to undertake duties such as meat processing, leather tanning, and animal slaughtering. Sustainable income creation may arise from further use of the cooperative model to advance rural development. Value chain 80characterize may come from an expansion of the range of activity undertaken.

(ANDA, 2010)

Small scale artisanal manufacturing is also represented through a crafts hub and garment manufactures (ANDM IDP)

- **Wood products**

Umzimvubu has 4 established sawmills that are involved in the transformation of trees grown in the forestry sector into different **wood** products. Mt Ayliff hosts the Alfred Nzo district's only sawmills, which provides it with a district-wide absolute advantage in the manufacturing of wood products.



The medium sized sawmill in Mt Ayliff has a peak production capacity of 13 500m and the three small sawmills have a combined capacity of 3 600 m.

It must be noted that the manufacturing of wood products in Umzimvubu has an uncertain growth trajectory as other components of forestry cluster development such as a timber processing and chipboard plant are to be found in Elundini and Kokstad, which are both in close proximity to Umzimvubu. Research is currently underway into the feasibility of a pole treatment plant in Mt Ayliff, which would help to capture and secure important elements of the wood products value chain.

In addition to this, charcoal production was recently added to the area's manufacturing capacity. The charcoal production involves the use of waste-products from the various forestry activities in the area as an input. Where the sawmills represent more capital intensive manufacturing in Umzimvubu, the charcoal production has a higher labour intensity in its production methods. (Scott, 2010)

The goats project which began in 2000 and the operation of sawmills in the area have led to an increase in the still small manufacturing sector of Umzimvubu. This is seen in how the sector's contribution to GGP has increased from 5.2% in 1995 to 12.2% in 2009. Despite this, it must still be characterised that Umzimvubu has no large or medium-scale manufacturing activity as a result of its underdeveloped resource intensive primary sector.

### **3.27 CONSTRUCTION**

The construction sector includes activities related to site preparation, construction of buildings, building installations, building completion and the renting of construction equipment. The range of activity contained within the construction sector thus includes shop fitting, plumbing, electrical contracting, painting and decoration

It must be noted that the construction sector has a 'derived productivity'. The performance of the construction sector can thus be taken to be an indicator of the general amount of developmental activity taking place within an economy. The Umzimvubu construction sector has in the recent past registered stagnant growth, with the value of output only increasing from approximately R12m in 1995 to R13.5m in inflation adjusted terms. The construction sector is underdeveloped, as a result of generally low levels of public and private sector investment into the area, which are seen through low levels of economic growth.

The value of output for the local construction sector at approximately R13.5m in 2009 is a low amount that is not inclusive of the value of all construction activity that took place in Umzimvubu in 2009. This means that construction of a value of more than R13.5m took place in Umzimvubu in 2009, but was remitted to other areas. This is because a shortage of qualified, registered and skilled firms offering construction services in Umzimvubu often drives investors to contract construction firms based outside of Umzimvubu in areas such as Kokstad and Mthatha.

Umzimvubu has an excess supply of construction firms with elementary skills such as bricklaying and the construction of simple buildings. However, for more complicated projects requiring competencies such as plumbing and electrical wiring, there are no suitably qualified construction firms in Umzimvubu. This is reflected in the fact that there is no single construction firm in Umzimvubu that is a member of the Eastern Cape Master Builders Association. (MBA, 2010)

### **3.28 TRADE**

The trade sector is defined as the resale (sale without transformation) of new and used goods to the general public for personal or household consumption or use by shops, department stores, stalls, hawkers etc.

The trade sector entails wholesale, commission trade, retail trade and repair of personal household goods; sale, maintenance and repair of motor vehicles and motor cycles; hotels, restaurants, bars, canteens, camping sites and other provision of short-stay accommodation. It can thus be seen that this sector involves a broad spectrum of activity which is diverse and varied in nature.

The retail trade sector is the second largest economic sector in Umzimvubu, and is centered mostly in Mt Frere, which functions as service centre for local residents' small scale shopping needs. The local retail sector is based on

transactional requirements of residents of Mt Ayliff, Mt Frere and the villages in close proximity to these two nodal points.

The retail trade sector is dominated by the sale of some lower order services, perishables and semi-durables with very limited provision of durables and high-order services.

The trade sector is a derived demand because it is dependent on the amount of income the consumer has at his/her disposal to engage in a trading transaction. Trade, in its turn, is not only a function of the amount of money available within a population, but is also influenced by non-economic considerations such as personal taste, availability of alternatives and the current fashions. For this reason, the sector can be used as a crude measure of economic performance and the confidence the people and industry have in the local economy.

From 1995 to 2009 the Umzimvubu trade sector grew at a pace of only 0.71% per year on average. It can thus be deduced that as a crude measure of economic performance, the Umzimvubu trade sector was symptomatic of the general malaise and low levels of investor confidence in the local economy.

Umzimvubu has high levels of poverty, which limit the ability of people to spend on retail goods and services. In addition to this, there is a significant amount of expenditure leakage to other towns as those that do have relatively high levels of income often choose to spend in Kokstad and Mthatha. The local retail sector is characterized by owner-managed shops that deal as liquor stores, butcheries, cell phone shops and hair salons. There are also some national retailers involved in the sale of furniture, cosmetic products, supermarket groceries, hardware, clothing and take-aways. Wholesalers also make up a significant amount of the retail supply in Mt Frere and Mt Ayliff as they cater to the needs of rural villagers and spaza shop operators. These target the low-income market given the area's socio-economic profile:

**Table 3.28.1: Umzimvubu retail**

Type of business	Example	National/ local
Take away	Captain Dorego's	National
Furniture	Barnetts	National
	Stop discount furnisher shop	Local
Hardware	Cash build	National
Butchery	Eat sum meat	Local
Supermarket	Boxer super store	National
	Solis super spar	Local
Clothing and accessories	Jumbo Fashion shop	Local
	PEP	National
Personal care	Just-on cosmetics	National

### 3.29 FINANCE AND BUSINESS SERVICE

The finance and business services sector includes activities related to obtaining and redistributing funds, including for the purpose of insurance, real estate or commercial and business services. Some of the activities that fall under this sector include financial intermediation; insurance and pension funding; real estate activities; renting or transport equipment; computer and related activities; research and development; legal; accounting; bookkeeping and auditing activities; architectural, engineering and other technical activities; and business activities not classified elsewhere. The Service sector supports primary and secondary sectors by providing the 'soft' components of any economy.

In Mt Frère this sector is dominated by financial service providers with organisations that cater both to mainstream banking needs (such as FNB, Standard Bank and Capitec) and community-oriented lending facilities (through entities such as Finbond microfinance, Eyethu community finance and Marang financial services ). It is worth noting that at

the time of the compilation of this report, Capitec bank was in the process of expanding its branch network in Umzimvubu, with the launch of a branch in Mt Ayliff to support the already operational Mt Frere branch. Business oriented services such as accountants, estate agents, architects and lawyers and other professional entities do not have a strong presence in Umzimvubu. This is because of the low levels of demand for such services. Business services in Mt Frere are thus often provided for by firms in nearby Mthatha, Matatiele and Kokstad. (Ngoyini, 2010)

### 3.30 GOVERNMENT SERVICES

The government services sector includes **community, personal and social services** rendered by private and public institutions. Activities classified within this sector include public administration and defence activities, activities of government, government departments and agencies; education, public and private; health and social work; sewage and refuse disposal, sanitation and similar activities.

This sector accounts for 42% of all economic activity in Umzimvubu and as such is currently the most important sector of the economy. The government sector is also the largest employer of workers in Umzimvubu.

The contribution of the government sector shows the importance of public sector- funded expenditure in sustaining economic activity in the study area. The rural nature of the area means that economic infrastructure and necessary capital that would create a conducive environment for private sector activity does not exist. It is for this reason that government services, through departmental spending and poverty alleviation efforts, makes such a significant contribution to the local economy. This dependence and reliance on government sourced expenditure is underscored by the fact that in 2007 79 789 grant payments were made in Umzimvubu, an area with a population of 223 330 (ANDM IDP, 2010)

Government in this instance refers to

Local governing bodies (The Umzimvubu Local municipality and the Alfred Nzo district municipality, with offices in both Mt Frere and Mt Ayliff)

Sector departments (The departments of Social development, Home affairs, and Education, all have offices within the municipal bounds and other departments without offices in the area are often engaged in various activities within Umzimvubu)

Agencies (such as SEDA, which has offices in Umzimvubu and others such as ECDC and, ASGISA-EC)

Health and Educational facilities (such as Ingwe FET College)

### 3.31 TOURISM

The Standard Industrial Classification (SIC) used to classify economic sectors in the South Africa economy does not recognise tourism as a separate sector. This is because the tourism industry is a consumption based service industry that does not produce a tangible product. It does however, utilise the products and services of other classified industries including Trade, Transport and Business Services. Due to its increasing importance as an income and employment creator in South Africa, this report will discuss Tourism separately from the other sectors.

Tourism is a sector that has been mooted in multiple district and local level policies and strategies as a sector to be prioritised and developed within Umzimvubu.

However despite strategic prioritisation, tourism in Umzimvubu is underdeveloped, with a low number of tourists visiting the area.

(Matolweni, 2010)

The nature of tourism in Umzimvubu is predominantly business-oriented, with people spending time in the area when on business there. Umzimvubu is not seen by tourists as a stop-over destination because of its proximity to larger service centres in Kokstad and Mthatha, as well as the small number of accommodation and dining facilities on offer.

Local tourism sector is not governed or guided by a sector plan, and on a municipal level, there is no tourism information assistance office or support post. The local tourism sector has thus not grown much in the last fifteen years.

(Matolweni, 2010)

There is however, significant potential for tourism growth in the area, based on several traits that Umzimvubu possesses such as:

Forest scenery between the grassland and subtropical thicket biomes particularly in the Rode and Ntsizwa areas  
 Unique vegetation in the Mdeni-Siroqobeni valley, and the Nkanje valley, north-west of Mount Ayliff  
 Mountain ranges, such as the 1976m high Nungi mountain range allow for hiking trails at Ntsizwa and Mvenyane  
 River systems based on the Umzintlava, Kinira and Mvenyane Rivers which make water sports a possibility  
 Wildlife such as rare bat species in the Ntsizwa mine area  
 Cultural and heritage including Bhaca food, (SDF, 2007)

### 3.32 DEVELOPMENTAL INSTITUTIONS

The business environment in Umzimvubu is also influenced by the actions of various development institutions. These stakeholders undertake programmes and projects that may make some forms of business activity more lucrative, and provide a disincentive to engage in other forms of business enterprise. This section shall briefly discuss the activities of various stakeholders in the Umzimvubu development arena, as presented in Table 4.32.1.

**Table 3.32.1: Developmental interventions**

Organisation	Focus area	Projects currently or recently undertaken
Alfred Nzo Development Agency (ANDA)	Local Economic Development	Goat project Livestock and poultry production programmes Vegetable production programmes
ASGISA-EC	Rural development	Integrated dry-land cropping programme: Maize
Department of Agriculture and forestry	Emerging farmer support	Afforestation CASP Land care Massive Siyakhula Siyazondla Letsima
Department of Economic Development and Environmental Affairs (DEDEA)	Agricultural value addition	Peach value addition Pole treatment
Thina Sinako	Institutional capacity	Local government support fund
Small Enterprise Development Agency (SEDA)	SMME development	Training of cooperatives
Independent Development Trust (IDT)	Livelihoods support	EPWP
Eastern Cape Development corporation (ECDC)	Agricultural value addition	Horticultural tunnel farming
LED forum	Local Economic Development	Stake holder engagement Management and Accountability to all LED initiatives

The organisations listed in Table 3.3.4 all have an important role to play in fighting poverty, improving competitiveness and inducing economic growth in Umzimvubu, as per their respective mandates.

The planning and implementation of programmes has a strong bearing on the business environment as programmes in Umzimvubu may

**Improve the returns** of engaging in certain form of agriculture (e.g. productive assets and infrastructure for goat farming)

**Create perverse incentives that militate** against certain forms of economic activity (e.g. tragedy of the commons in maize farming)

It is important to outline the nature of the projects listed in Table 3.4, as well as their outcomes. Whilst the list in Table 3.4 only shows projects currently or recently undertaken, it will be prudent for the Umzimvubu municipality to create a database of all previous projects undertaken by development institutions. This recommendation will be discussed in later chapters of this report. This will allow investment decisions to be made based on all available information (symmetry) as it pertains to:

Undertakings that have taken place in the past

Reasons for the success and failure of such undertakings

Existing infrastructure (physical or otherwise) that was put in place to support such initiatives

How future investment by the private sector may feed into present activity to take advantage of clustering or agglomeration advantages.

## **4. CHAPTER 4**

### **4.1 LESSONS LEARNT FROM PROVINCIAL IDP ASSESSMENT**

#### **4.1.1 The MEC for Local Government comments on the analyzed draft Integrated Development Plan (2012/13)**

The IDP analysis session took place from the 16<sup>th</sup> – 20<sup>th</sup> April 2011 by Sector Departments according to their departmental specific expertise from both Provincial and National Departments as well as State Owned Enterprises.

#### **4.1.2 IDP Analysis Rationale**

In compliance with Section 32(2) of the Municipal Systems Act, No. 32 of 2000 as amended, the MEC for Local Government may within 30 days after receipt of a copy of the IDP or an amendment to the plan make some adjustment proposals to the Municipal Council. In this regard, I hereby submit some suggestions and advice based on the findings of the analysis.

The MEC comments are basically meant to ensure that priorities of government spheres are clearly articulated and aligned by all spheres to ensure the optimal utilization of government resources to accelerate service delivery. This could only be achieved through the crafting of credible IDPs.

#### **4.1.3 IDP Analysis Methodology**

The IDP Assessment process was once again provincially centralised and municipal delegates participated in the analysis process and this interactive engagement approach has enabled collective agreement on scores and pollination of information at a peer level and from specialists in various disciplines for improved and accelerated service delivery.

Six commissions composed of delegates from district and local municipalities, Provincial and National sector departments and state owned entities were established in line with the following Key Performance Areas as contained in the IDP Analysis Tool.

Based on their findings, each Commission was requested to allocate an objective overall rating per Key Performance Area.

**4.1.4 The ratings ranged from low, medium to high within the following context:**

Score/ Rating	Performance Description	Action Required
Low	Poor	Immediate intervention
Medium	Satisfactory	Support required
High	Good	Benchmarking

**4.1.5 The municipality score per KPA as follows:**

KPA	RATING 2009/10	RATING 2010/11	RATING 2011/12	RATING 2012/13	RATING 2013/2014	RATING 2014/2015	RATING 2015/2016
Spatial Development Framework	Medium	Medium	High	High	High	High	High
Service Delivery	Medium	Medium	Medium	High	High	High	High
Financial Viability	Low	Medium	High	High	High	High	High
Local Economic Development	Low	Medium	High	High	High	High	High
Good Governance & Public Participation	High	Medium	High	High	High	High	High
Institutional Arrangements	Low	Medium	High	High	High	High	High
Overall Rating	Medium	Medium	High	High	High	High	High

## **5. CHAPTER 5 - THE OVERARCHING STRATEGY**

### **5.1 VISION OF THE MUNICIPALITY**

This vision statement of the municipality captures the ideal and long term dream of the municipality. It represents its futuristic and ambitious goal, hope and change for the municipality, constituencies, communities and citizens. Accordingly, the ultimate intention of this vision statement is the following specific goals;

It creates a single point of departure for the coordination of service delivery and development programmes within the municipality by all three spheres of government and the private sector,

It is intended to provide the broader community of umzimvubu with hope for the future,

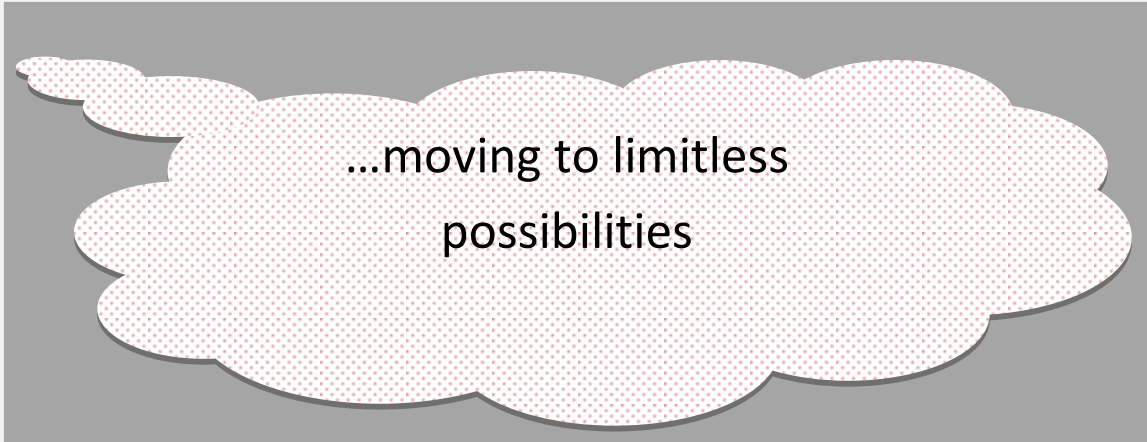
It creates a unified and single minded long term goal of where the leadership wants to take the municipality in the next five years and far beyond,

It helps to galvanise support and unity of purpose for the attainment of the long term goal for those inside and outside of the municipality,

It inspires both the leadership and the officials in the municipality to relate their everyday efforts in pursuit of the greater good of the municipality and the communities in it and therefor to maintain their focus on the goals at all times,

It is a confidence builder to everybody in the municipality and those who have relations with the municipality.

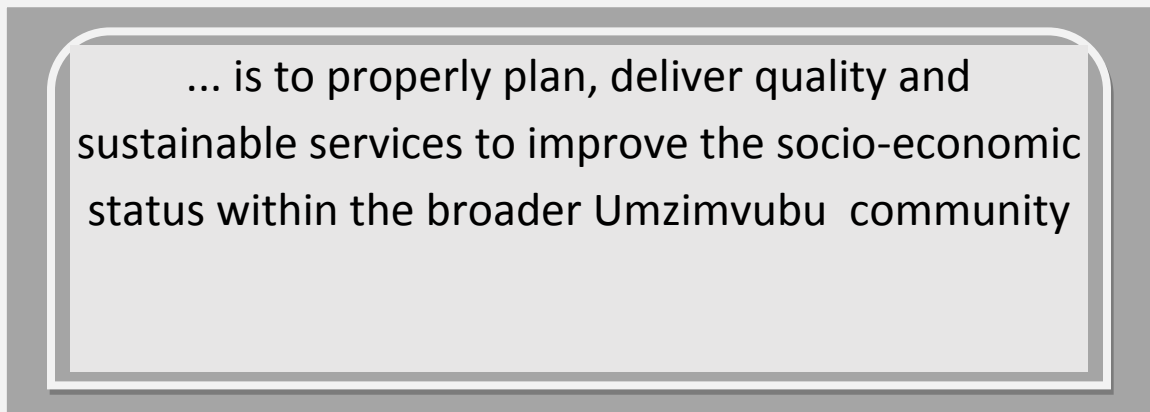
Figure 5.1.1 - the vision



## 5.2 THE MISSION STATEMENT

Essentially this mission statement captures the essence of the mandate and business of the municipality and provides the first tangible step towards the realisation of the vision statement of ULM. In a very high levelled manner the mission statements clarifies the critical questions of what it is that the municipality is doing to realise the goal of moving to limitless possibilities.

Figure 5.2.1 - the mission



## 5.3 THE STRATEGIC GOALS

The formulation of the strategic goals of the umzimvubu local municipality has been framed to coincide with the key performance areas (kpa) for the local government sector in South Africa. The figure below provides an illustration of the five (5) KPA's.

**Figure5.3.1 - 5 local government KPA's**





In terms of this local government analogy each kpa represents a strategic goal for achievement by the municipality. Simply translated to the next five year period the municipality's strategic goals are as follows:

To achieve the goal of financial viability of the municipality where the twin responsibilities of revenue and income generation and prudent financial control will subscribe to the highest standards,  
 To improve the municipality's good governance capacity by ensuring that all institutions of the council and municipality fulfil their constitutional and administrative role with distinction,

To effectively manage the institutional development and transformation of the umzimvubu municipality to fully align with the challenges of developing a modern and developmental organisation,  
 To improve the economic development of the municipality by mainstreaming led initiatives as a catalyst for the modernisation of the local economy and improvement of the quality of life across the board,

To rationalise the municipality's service delivery mechanism and consolidate the delivery of services to all the stakeholders and communities equally across the municipality.

The fulfilment of the strategic goals will be achieved through a protracted implementation process that will see these goals being broken further down to enable an incremental implementation, monitoring and evaluation of performance of the five year period.

The table below provides a further delineation of the strategies required to take the municipality a step further in its quest to being the best.

Table 1 - strategic goals and supporting objectives

<b>Strategic goals</b>	<b>Supporting strategic objectives</b>
<b>Financial viability</b>	To achieve a 100% of rate collections by the end of the 2017, Consistently (over the five years) maintain the unqualified audit status rating by the auditor general and to earn the clean audit political tag,
<b>Good governance</b>	To strengthen the ULM's IGR participation and influence to improve collaboration with government departments at provincial and national levels in order to coordinate service delivery on concurrent and functions performed by other spheres, To enhance public participation and inclusivity in support of ulm programmes to deepen democracy and the partnership between the municipality, communities and all stakeholders,
<b>Institutional development and transformation</b>	To build the municipality's profile as a caring and employer of choice to current and prospective employees (through skills retention, skills development, wellness programmes, sound labour relations, recognition of good performance, etc), To undertake the transformation of the municipality's systems and policies across the board, as a cornerstone of building a modern and world-class developmental organisation,

<b>Strategic goals</b>	<b>Supporting strategic objectives</b> To promote, deepen and champion the understanding of pacd values and batho pele principle as the foundation for transforming the way things are done and the things that are done in and on behalf of the municipality,
<b>Local economic development</b>	The development of agriculture as a primary and number one economic base for the municipality, To sustain epwp financed and run programmes and project beyond the partnership through effective planning and prudent budgeting, To create conditions that are conducive for investment and to attract investors for job opportunities and other economic development, To increase business opportunity of local businesses (smme) through ulm scm policies and processes, To develop a comprehensive spatial planning f(environment) or the entire municipality including rural areas, The development of the smakamaka mountain lodge and entertainment centre, To build the municipality's human capital by lobbying for increased provisioning of educational institutions to cater for the needs of the municipality,
<b>Service delivery improvements</b>	To facilitate the development of middle income and social housing in the two urban towns of the municipality to create space to a boom of middle income citizens brought by the relocation of provincial departments to the municipality, To facilitate the development of middle income and social housing in the two urban towns of the municipality to create space to a boom of middle income citizens brought by the relocation of provincial departments to the municipality, To develop a modern civic centre with conference facilities to ensure the reduction of reliance on other municipality's and the kzn province, To sustain the access roads maintenance programme and build on this success in coordinating efforts to modernise the municipality's road network, To expand the municipality's service offerings to include municipal services previously not performed by the municipality, To coordinate bulk services provisioning and eradication of backlogs .e.g. Electricity, water and sanitation to.

## 5.4 THE MUNICIPALITY'S VALUES

As umzimvubu local municipality we recognise that our ability to achieve the broad strategic direction for the next five years and beyond will depend to a very large extent on the kind of values that permeate our organisation both a group and individual level.

Accordingly, although intangible our values are the flip side of our tangible (vision, mission and goals) reality. They will help define and sustain an environment within which our leaders (political and administrative) and officials will conduct their business, interface with their clients and the general public as well as assess how well they are achieving their tangible goals.

The municipality fully commits itself to the wholesale facilitation of the pacd values to achieve a single-minded goal of ensuring that every single employee and leader of the municipality is fully oriented to their strategic place in its everyday business.

To help internalise the pacd values the slogan **"we are pacd for you"** will become a cliché used by all in the organisation to demonstrate their unqualified support for the values and provide a rally point everyday application of these values.

Table 5.4.1 - pacd values

	<b>Value</b>	<b>Our context at umzimvubu</b>
<b>P</b>	Assion	Our employees and councillors are driven by passion. A passion for our work, for serving the community and our municipality. We will at all times demonstrate our readiness and pleasure for serving.
<b>A</b>	Ccountability	Through our actions and attitudes, we will demonstrate the highest standards of accountability to our clients and the community of umzimvubu. Our service will be reliable, accurate and friendly as it will

	Value	Our context at umzimvubu
C		be inspired by batho pele principles.
	Ompetitiveness	In line with the vision of our municipality to move to limitless possibilities, our employees and leaders will strive for excellence and to be competitive in their endeavours.
D	Iversity	Our municipality is a hub of different cultures. We will always respect this diversity, nurture it and promote it to be the defining character of our service approach to our people.

## 5.5 STRENGTH AND WEAKNESS OF THE MUNICIPALITY

	Strength	Weaknesses
Political Factors	One ruling party with a vision of better life for Political stability in the municipal area Public participation is enhanced, Establishment of active community structures	Understanding of the local government spheres owing to many new councillors to the councillors after local government elections,
Economic Factors	Major roads that goes through the municipality and connects with the towns and provinces, e.g. N2, R 56, T17 LED policies in place and adopted by Council, Increased EPWP created jobs, Existing potential market for economic expansion, Growing trade and retail centres in the two towns within the municipality, The natural beauty and cultural heritage found in the municipal area, Umzimvubu river basin	Low levels of education amongst the population of the municipality, Reliance on social grants by the majority of the citizens within the municipality, High levels of unemployment and economic inactive by many citizens, Low household incomes by the majority of the citizens of the municipality, Low and provisioning of bulk services especially electricity, water and sanitation, Traffic congestion in Mt Frere,
Social Factors	Social cohesion and unity in diversity within the municipality, Public participation through structures of people's power through formalised structures and policies , Formal participation of traditional leaders in the business of the council and municipality,	Coordination of traditional and cultural activities within the municipality, e.g. initiation schools, Limited availability of community facilities/amenities, e.g. child care facilities, recreational facilities, sport grounds, swimming pools, etc.
Legislative Factors	The constitution of the republic that provides that basis for the existence of municipalities and delineates their powers and functions, Strong legislation that governs the business of municipalities, e.g. ; Municipal Systems Act, Municipal Structures Act, Division of Revenue Act, Municipal Finance Management Act, Municipal by-laws and policies, Fixed assets register,	Non-compliance with some legislations that prescribes the performance of legislative functions, Failure to enforce municipal by-laws, Non-compliance with some policies of the municipalities, Lack of understanding of legislation by communities and individual citizens, Over legislation.

## 5.6 OPPORTUNITIES AND THREATS

Opportunities	Threats
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	<b>Opportunities</b>	<b>Threats</b>
<b>Political Factors</b>	Better empowerment of the councillors on the understanding and knowledge of the local government environment External funding has been forthcoming due to political stability, e.g. DBSA, Interrelations with higher structures from other spheres of government, Improvement working relations between the municipality and traditional leaders.	Intra-political squabbles within the ruling party spills over to council, Limited funding for service delivery purposes,
<b>Economic Factors</b>	Development of agriculture into a major economic activity in the municipality, Take fully advantage of the forestry opportunities available in the municipality, The N2 road with the traffic that goes through the municipality, Potential for afforestation, The availability of EPWP funding for roads maintenance and beautification projects, Agriculture a huge value addition potential for the municipal economy,	Climate change and the effects of delayed rain in the municipality affects food production, HIV/AIDs and other communicable diseases prevalence amongst the economically active citizens, Continued increase of fuel and food costs, Dependency on social grants, The relocation of the N2 road away from the municipality,
<b>Social Factors</b>	Sector departments have moved their offices to the municipal jurisdiction, , The realisation of the objectives of the IGR act,	Poor intergovernmental relations within the district and provincial government departments Limited funding for the delivery of services, Land invasions and land claims, Poverty and its manifestations like crime, Unemployment and low literacy level, Moral degeneration, Housing and settlement patterns with more people moving to slums in urban areas away from rural areas.
<b>Legislative Factors</b>	Prohibition of public servants from involvement government tenders will open opportunities for SMME's, EPWP funding and job creation programmes, Sector departments have moved their offices to the municipal jurisdiction, Latest SCM regulations act.	Application of National Environment Act, Land claims that undermine and delay development within the municipality, Equitable share formula and its failures to acknowledge the unique and dire situation of small rural municipalities, Divisions of powers and functions between the municipality and other sphere of government and public entities, Ineffective Intergovernmental Relations amongst parties within the district and provincially,

## 5.7 POLICY ENVIRONMENT

The following policies were adopted by Council. Yearly reviews are performed as and when the need arise.

KPA	POLICY/BY-LAW	POLICY OBJECTIVE/	STATUS QUO
<b>Institutional Development and Organizational Transformation</b>	Organizational Structure	<ul style="list-style-type: none"> <li>To fulfill the strategic management task of the Organization i.e. linking input to outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>Organogram adopted</li> <li>Recruitment done as per the adopted organogram</li> </ul>
	Employment Equity Plan	<ul style="list-style-type: none"> <li>To institute strategic measures that seek to ensure equitable representation of suitable qualified people in all occupational categories and level of the municipality as requires by the act.</li> </ul>	<ul style="list-style-type: none"> <li>The EEP was developed. Annual report is submitted to the Dept. of Labour.</li> <li>The EEP is always considered during recruitment process</li> </ul>
	Smoking Policy	<ul style="list-style-type: none"> <li>To establish a smoke-free environment for non-smoking employees, visitors and clients</li> </ul>	<ul style="list-style-type: none"> <li>The Policy was developed and adopted by Council.</li> <li>It is being implemented</li> </ul>
	Sexual Harassment Policy	<ul style="list-style-type: none"> <li>To encourage and promote the development and implementation of policies and procedures that will lead to creation of the workplace that is free of any form of harassment where the Municipality and its employees respect one another's integrity, privacy and the right to equality in the workplace</li> </ul>	<ul style="list-style-type: none"> <li>The Policy was developed and adopted by Council.</li> <li>It is being implemented</li> </ul>
	Occupational health and Safety Policy	<ul style="list-style-type: none"> <li>To ensure that Health and Safety functions are completely integrated in Management practices and principles and therefore form part of the daily management activities and responsibilities.</li> </ul>	<ul style="list-style-type: none"> <li>The Policy was developed and adopted by Council.</li> <li>It is being implemented</li> </ul>
	Municipal Bereavement & Funeral Policy	<ul style="list-style-type: none"> <li>To provide a framework for management of bereavement processes for a deceased municipal Councillor and employee.</li> </ul>	<ul style="list-style-type: none"> <li>The Policy was developed and adopted by Council.</li> <li>It is being implemented</li> </ul>
	Inclement Weather Policy	<ul style="list-style-type: none"> <li>To establish and maintain a safe and healthy work environment for Municipal employees on bad weather days and to provide regulations for managing work environment on bad weather days.</li> </ul>	<ul style="list-style-type: none"> <li>The Policy was developed and adopted by Council.</li> <li>It is being implemented</li> </ul>
	HIV and AIDS policy	<ul style="list-style-type: none"> <li>Ensure the efficient and effective delivery of services, in spite of the prevalence of HIV AND AIDS within the</li> </ul>	<ul style="list-style-type: none"> <li>The Policy was developed and adopted by Council.</li> </ul>

		<p>Municipality, and minimising the impact of HIV AND AIDS within the Municipality at all levels of employment by supporting national efforts to minimise the spread of the virus.</p> <ul style="list-style-type: none"> <li>• Provide support for employees who are affected and/or infected by the virus</li> </ul>	<ul style="list-style-type: none"> <li>• It is being implemented</li> </ul>
	Employee Assistance Policy	<ul style="list-style-type: none"> <li>• To offer confidential assistance to employees who have the potential to be adversely affected by personal problems and work related problems</li> </ul>	<ul style="list-style-type: none"> <li>• The Policy was developed and adopted by Council.</li> <li>• It is being implemented</li> </ul>
	Training and development Policy	<ul style="list-style-type: none"> <li>• To equip Municipal Human Capital with the necessary skills for better service delivery.</li> </ul>	<ul style="list-style-type: none"> <li>• The Policy was developed and adopted by Council.</li> <li>• It is being implemented</li> </ul>
	Subsistence Abuse Policy	<ul style="list-style-type: none"> <li>• To minimize/eliminate the abuse and dependence on Alcohol and/or Drugs amongst employees and to assist, where possible, in the rehabilitation of those who have an alcohol and/or drugs problem</li> </ul>	<ul style="list-style-type: none"> <li>• The Policy was developed and adopted by Council.</li> <li>• It is being implemented</li> </ul>
	Standby Policy	<ul style="list-style-type: none"> <li>• To ensure that there is always personnel that is on standby for all emergency services</li> </ul>	<ul style="list-style-type: none"> <li>• The Policy was developed and adopted by Council.</li> <li>• It is being implemented</li> </ul>
	Overtime Policy	<ul style="list-style-type: none"> <li>• To regulate circumstances under which overtime, undertime and flexitime are worked within the Municipality</li> </ul>	<ul style="list-style-type: none"> <li>• The Policy was developed and adopted by Council.</li> <li>• It is being implemented</li> </ul>
	Dress code, uniforms and protective clothing Policy	<ul style="list-style-type: none"> <li>• To ensure that uniforms and protective clothing shall be issued in terms of Municipal policy and the schedule of issuing clothing shall be approved by the Management and amended from time to time</li> </ul>	<ul style="list-style-type: none"> <li>• The Policy was developed and adopted by Council.</li> <li>• It is being implemented</li> </ul>
	Acting Policy	<ul style="list-style-type: none"> <li>• To provide a framework for appointing employees to act in senior positions within the Municipality</li> </ul>	<ul style="list-style-type: none"> <li>• The Policy was developed and adopted by Council.</li> <li>• It is being implemented</li> </ul>
	Recruitment Policy	<ul style="list-style-type: none"> <li>• To inject uniform, transparent, fair and sound recruitment</li> </ul>	<ul style="list-style-type: none"> <li>• The Policy was developed</li> </ul>

		procedures and practices	and adopted by Council. <ul style="list-style-type: none"> <li>It is being implemented</li> </ul>
	Performance Management Policy	<ul style="list-style-type: none"> <li>To set a scene/platform for management and monitoring of organizational and individual performance.</li> <li>To set rules, regulations and standards for effective and successful management of performance in the work place</li> </ul>	<ul style="list-style-type: none"> <li>The Policy was developed and adopted by Council.</li> <li>It is being implemented</li> </ul>
	Induction Policy	<ul style="list-style-type: none"> <li>To introduce new permanent /contract employees to the organisational culture of the Municipality i.e. norms and values of the Council, Strategic goals, Municipal legislation, Municipal Policies as well as co-workers, activities and tasks of the employees</li> </ul>	<ul style="list-style-type: none"> <li>The Policy was developed and adopted by Council.</li> <li>It is being implemented</li> </ul>
	Retention Strategy	<ul style="list-style-type: none"> <li>Retaining municipal employees and also attracting employees to join the municipality</li> </ul>	<ul style="list-style-type: none"> <li>The Strategy was developed and adopted by Council.</li> <li>It is being implemented</li> </ul>
	Leave Policy	<ul style="list-style-type: none"> <li>To ensure that leave is taken by all the employees accordingly</li> </ul>	<ul style="list-style-type: none"> <li>The Policy was developed and adopted by Council.</li> <li>It is being implemented</li> </ul>
	Human Resources Strategy	<ul style="list-style-type: none"> <li>To ensure that there is a match between the municipality's needs, the budget and the individual needs resulting into an outcome which will result in improved service delivery</li> </ul>	<ul style="list-style-type: none"> <li>The Strategy was developed and adopted by Council.</li> <li>It is being implemented</li> </ul>
	Records Management Manual	<ul style="list-style-type: none"> <li>To ensure that institutional memory is always sustained through a sound records management system</li> </ul>	<ul style="list-style-type: none"> <li>The Manual was developed and adopted by Council.</li> <li>It is being implemented</li> </ul>
	Delegation framework	<ul style="list-style-type: none"> <li>In respect of good governance and to ensure democratic and accountable local government for local communities and based on basic values and principles governing public administration, as required by the Constitution, the Municipal Council of the Umzimvubu Local Municipality, sets responsibilities within a legal</li> </ul>	<ul style="list-style-type: none"> <li>The framework was developed and adopted by Council.</li> <li>It is being implemented</li> </ul>

		framework	
	Rules of order	<ul style="list-style-type: none"> <li>Setting general council and special council and committee procedures and setting the rights of residents and human rights</li> </ul>	The Rules were developed and adopted by Council and they are being implemented
	Catering Policy	<p>To indicate:</p> <p>What meetings are allowed to have catering;</p> <p>What other gatherings are allowed to have catering; and</p> <p>What type of catering is allowed</p>	<ul style="list-style-type: none"> <li>The Policy was developed and adopted by Council.</li> <li>It is being implemented</li> </ul>
	Customer Care Policy	<ul style="list-style-type: none"> <li>when customers come into contact with the municipality, they will always experience standards of service excellence</li> </ul>	<ul style="list-style-type: none"> <li>The Policy was developed and adopted by Council.</li> </ul> <p>It is being implemented</p>
	Batho Pele Service Charter	The Charter reflects our commitment to the principles of Batho Pele. It is in this spirit that the municipality wishes to maintain and improve our service delivery by actively engaging in the Batho Pele principles	<ul style="list-style-type: none"> <li>The Charter was developed and adopted by Council.</li> <li>It is being implemented</li> </ul>
	Section 14 Manual	<ul style="list-style-type: none"> <li>foster a culture of transparency and accountability in its affairs by giving effect to the right of access to information;</li> <li>actively promote and create an enabling environment in which requesters have effective access to information</li> </ul>	<ul style="list-style-type: none"> <li>The Manual was developed and adopted by Council</li> <li>It is being implemented</li> </ul>
	Events Management Policy	<ul style="list-style-type: none"> <li>To ensure commitment to the structured and systematic municipal events be it a local, provincial and national events on an ongoing basis to enable them to coordinate events of high standards in an effective and efficient manner</li> </ul>	<ul style="list-style-type: none"> <li>The Policy was developed and adopted by Council.</li> <li>It is being implemented</li> </ul>
	Account and Password Management Policy	<ul style="list-style-type: none"> <li>To prevent unauthorised user access to Umzimvubu local municipality information through deployment of user account and password management processes.</li> </ul>	<ul style="list-style-type: none"> <li>The Policy was developed and adopted by Council</li> <li>It is being implemented</li> </ul>
	ICT Security Policy	<ul style="list-style-type: none"> <li>Establish and maintain management and staff accountability for the</li> </ul>	<ul style="list-style-type: none"> <li>The Policy was developed and adopted by Council</li> </ul>



		protection of information resources	<ul style="list-style-type: none"> <li>It is being implemented</li> </ul>
	ICT Strategy	<ul style="list-style-type: none"> <li>To ensure that the municipality and ICT will allocated resources and establish priorities using the municipalities broader vision to enhance the business processes</li> </ul>	<ul style="list-style-type: none"> <li>The Strategy was developed and adopted by Council</li> <li>It is being implemented</li> </ul>
	Windows 2008 Server Baseline Security Policy	<ul style="list-style-type: none"> <li>To outline the steps you should take to improve the security of computers running Windows 2008 Server either on their own or as part of a Windows NT, or Windows 2008, or Windows Server 2003 domain</li> </ul>	<ul style="list-style-type: none"> <li>The Policy was developed and adopted by Council</li> <li>It is being implemented</li> </ul>
	Backup Policy	<ul style="list-style-type: none"> <li>To protect data in the organization to be sure it is not lost and can be recovered in the event of an equipment failure, intentional destruction of data, or disaster.</li> </ul>	<ul style="list-style-type: none"> <li>The Policy was developed and adopted by Council</li> <li>It is being implemented</li> </ul>
	Change Management Policy	<ul style="list-style-type: none"> <li>To manage changes in a rational and predictable manner so that staff and stakeholders can plan accordingly</li> </ul>	<ul style="list-style-type: none"> <li>The Policy was developed and adopted by Council</li> <li>It is being implemented</li> </ul>
	Cellphone Policy	<ul style="list-style-type: none"> <li>To regulate the procurement for, and use of cell phones by, councillors and staff of the Municipality</li> </ul>	<ul style="list-style-type: none"> <li>The Policy was developed and adopted by Council</li> <li>It is being implemented</li> </ul>
	Landline Telephone Policy	<ul style="list-style-type: none"> <li>To ensure the effective and efficient use of municipal telephones;</li> </ul>	<ul style="list-style-type: none"> <li>The Policy was developed and still has to be adopted by Council on the Council meeting due to sit on 30 May 2013</li> </ul>
	ICT Disaster Recovery Plan	<ul style="list-style-type: none"> <li>To ensure that should the Municipality experience disaster of any nature (e.g., firebreak, power surge or building is damaged etc.), the Municipality has contingency plans for backup systems.</li> </ul>	<ul style="list-style-type: none"> <li>The Plan was developed and adopted by Council</li> <li>It is being implemented</li> </ul>
<b>Basic Service Delivery</b>	Building Regulations/By-Law	<ul style="list-style-type: none"> <li>To fulfill the legislative requirement of National Building Regulation and Building Standards Act, and other relevant legislation</li> <li>For prescribing of building standards within Urban Area jurisdiction and matters</li> </ul>	

		connected therewith.	
	By-Laws relating to dumping, littering and waste collection	<ul style="list-style-type: none"> <li>To guide and regulate refuse removal and dumping</li> </ul>	
	Fencing By-law		
	Hiring of TLB Policy		
<b>Local Economic Development</b>			
	LED Strategy	<p>To provide direction to the LED directorate</p> <p>To emphasises the role of the entire municipality in terms of LED</p> <ul style="list-style-type: none"> <li>Sets LED targets that are aligned to national and provincial priorities</li> <li>Coordinates efforts of private and public sector stakeholders in LED</li> </ul>	Adopted by the Council
	Trading and Investment Policy	<ul style="list-style-type: none"> <li>The and trading Investment Policy of the Umzimvubu Municipality is founded on the shared economic vision for the area – <i>“a diverse and resilient economy, able to exploit the competitive advantages of the municipality while building appropriate skills by 2017.</i></li> <li>To regulate trading in line with applicable legislation</li> </ul>	<ul style="list-style-type: none"> <li>Adopted by Council</li> </ul>
	By laws relating to sale of meals/food, and perishable foodstuffs.	<ul style="list-style-type: none"> <li>To amplify the Council's powers to regulate handling; importation and exportation of foodstuffs, the inspection of food producing institutions, the medical examination of food handlers and the water used for food processing.</li> </ul>	
	Advertising by laws	<ul style="list-style-type: none"> <li>To enable Council in exercising its functions of: <ul style="list-style-type: none"> <li>- regulating, limiting, prohibiting, inspection, supervision and levy moneys with regard to the erection, display and use of advertisements of whatever nature, on or visible from any street or public space</li> </ul> </li> </ul>	

<b>Financial Viability</b>	Credit Control and Debt Management Policy		
	Banking and Investment Policy	To ensure that the municipality's cash resources are managed effectively and efficiently	Procedures developed and implemented.
	Asset Management Policy	To prescribe procedures for the management of assets	
	Budget Policy		
	Revenue Enhancement Strategy		
	Anti-corruption Strategy		
	Catering Policy		
	Supply Chain Management Policy	The policy seeks to ensure adherence to section 217 of the Constitution; and Part 1 of Chapter 11 and other applicable provisions of the Act (MFMA);	Bid Committees established Procedures developed and adhered to.
	Tariff Policy	Regulates levying of fees for a municipal service provided by the municipality or by way of service delivery agreements and which complies with the provisions of the Municipal Systems Act, the Local Government: Municipal Finance Management Act, 53 of 2003 and any other applicable legislation.	
<b>Good Governance &amp; Public Participation</b>	Functioning of ward committee policy	<ul style="list-style-type: none"> <li>- seeks to fulfill the legislative call to ensure</li> <li>- that participatory democracy is encouraged and an enabling environment is created for the optimum functioning of ward committees</li> </ul>	Public Participation Policy was adopted by Council. All the Ward Committees were inaugurated and trained in July 2012.  They report on a monthly basis at the Office of the Speaker.
	Social Assistance Policy	- To provide for the mechanisms of rendering social assistance to persons; and to provide for rendering of immediate relief measures to the needy community members.	
	Pound Policy & Pound By-Law	- Facilitate the implementation of a legally accepted process of controlling stray and trespassing livestock within the Central Business Centre, public roads and private properties within the Local Municipality Jurisdiction	

	Indigent policy	<ul style="list-style-type: none"> <li>- The provision of procedures and guidelines for the subsidization of basic charges and the</li> <li>- provision of free basic energy to indigent households;</li> <li>- The provision of basic services to the community in a sustainable manner within the financial and administrative capacity of the Council</li> </ul>	
	Traffic Policy & Operation and Roads and Traffic By-Law	The policy is intended to complement the Council's Conditions of Service, providing for regulations for the allocation, operation, maintenance and management of department vehicles and equipment	
	Housing Allocation Policy	<p>To set a procedure that will guide the Council to deregister beneficiaries that have not claimed their houses for the period of two months.</p> <ul style="list-style-type: none"> <li>- Promote speedy occupation of the completed houses; thus reallocating unclaimed houses to the next beneficiaries in the list</li> </ul>	
	Cemetery, Funeral Undertakers and Crematoria By-Law	<p>To preserve the heritage value of the cemeteries</p> <ul style="list-style-type: none"> <li>- To improve the management, landscaping and maintenance of the cemetery.</li> <li>- To improve the operation and administration of the cemetery.</li> </ul>	
	Policy on street naming and awarding of council orders	Regulate the naming and renaming of street	
	<p>Risk Management Strategy &amp; Policy &amp; Fraud Prevention Strategy</p> <p>Audit Committee Charter, Internal Audit Charter</p>	- To ensure that the municipality has and maintains a comprehensive risk management strategy that responds to the challenges facing the municipality and has procedures to identify and monitor these risks.	

## 5.8 INSTITUTIONAL ANALYSIS

### **5.8.1 Political Structure Overview**

Umzimvubu Local Municipality is a Category B Municipality as established in terms of Chapter 2 of the Municipal Structures Act 1998. The Municipality functions under the Collective Executive system consisting eight Executive Committee Members and the Mayor, making up a total of nine members. The Umzimvubu Municipal Council has Fifty Four including the Mayor, Speaker, Chief Whip and Executive Committee Members.

There are six portfolio standing committees that have been established in terms of Section 80 of the Local Government Municipal Structures Act, (Act 117 of 1998). Each portfolio committee is headed by a Member of the Executive Committee. There are standing committees for the following portfolios;

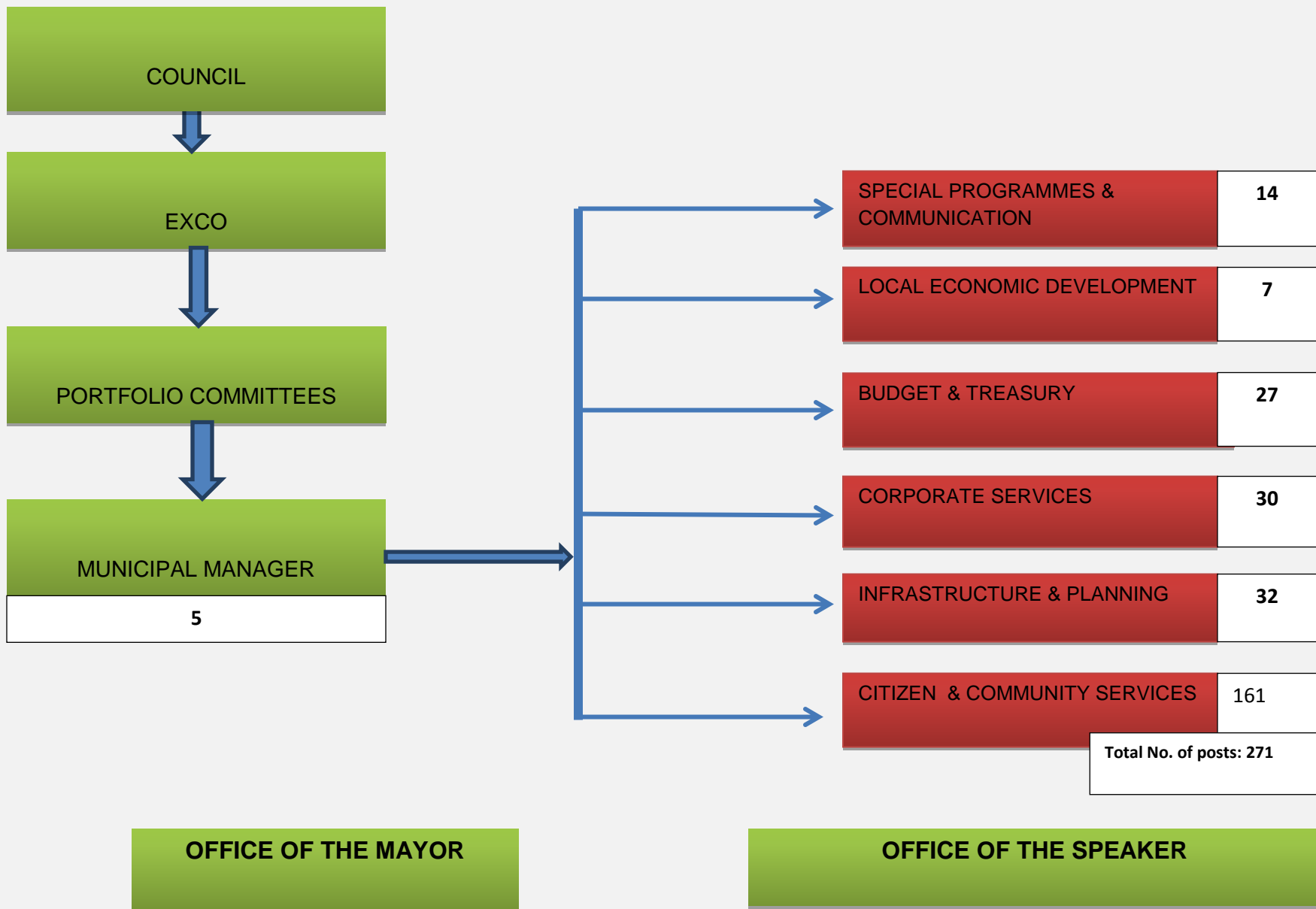
- Infrastructure and Planning
- Corporate Services
- LED and Environmental Management
- Social and Community Development
- Budget and Treasury
- SPU and Communications

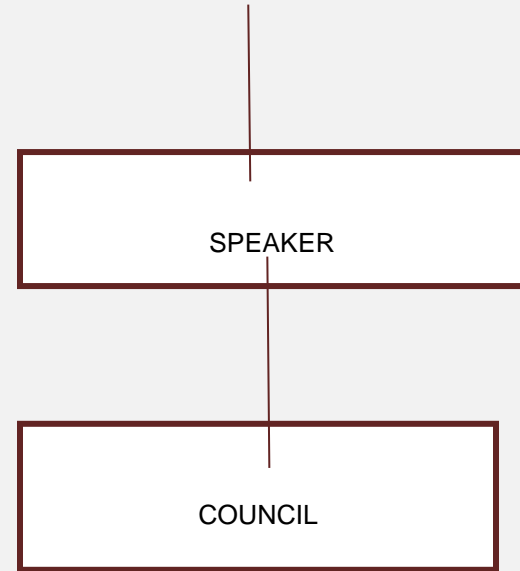
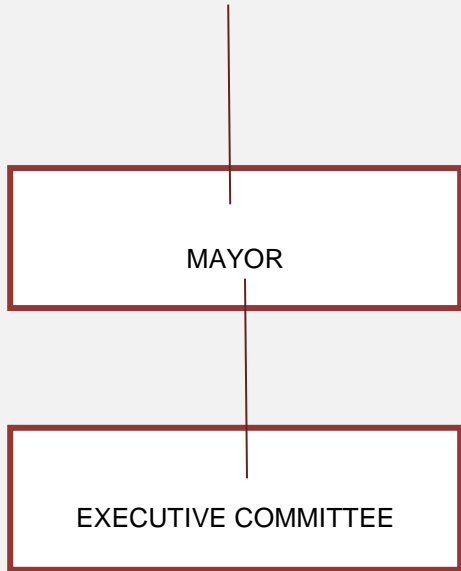
The Municipality also has the Municipal Public Accounts Committee (section 79 Committee). The committee is made up of 11 non-executive councilors from parties in the council. The MPAC Committee is chaired by a councilor from the Opposition party.

### **5.8.2 Municipal Administration**

The municipality has a staff compliment of 271 full time staff as provided in the revised Organogram. The municipal organogram makes provision for a Municipal Manager, 6 Senior Managers (Head of Departments) and 21 Assistant Managers. The figure below is an adopted ULM organogram for 2012/13.

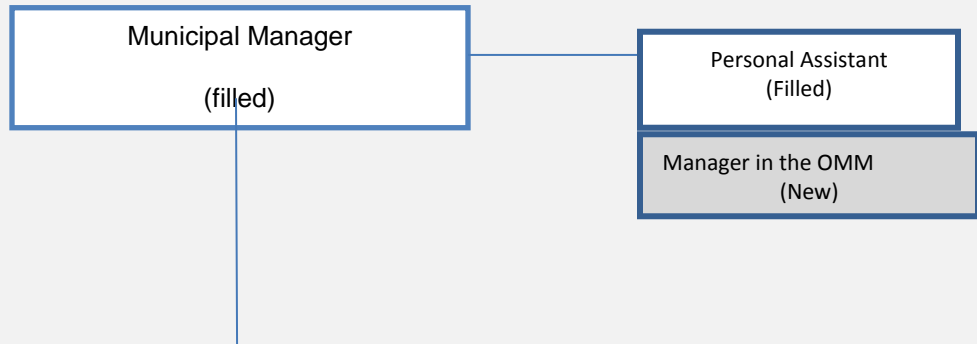
The municipality has a Human Resources Manual/Strategy that guides all human resources issues of the municipality.

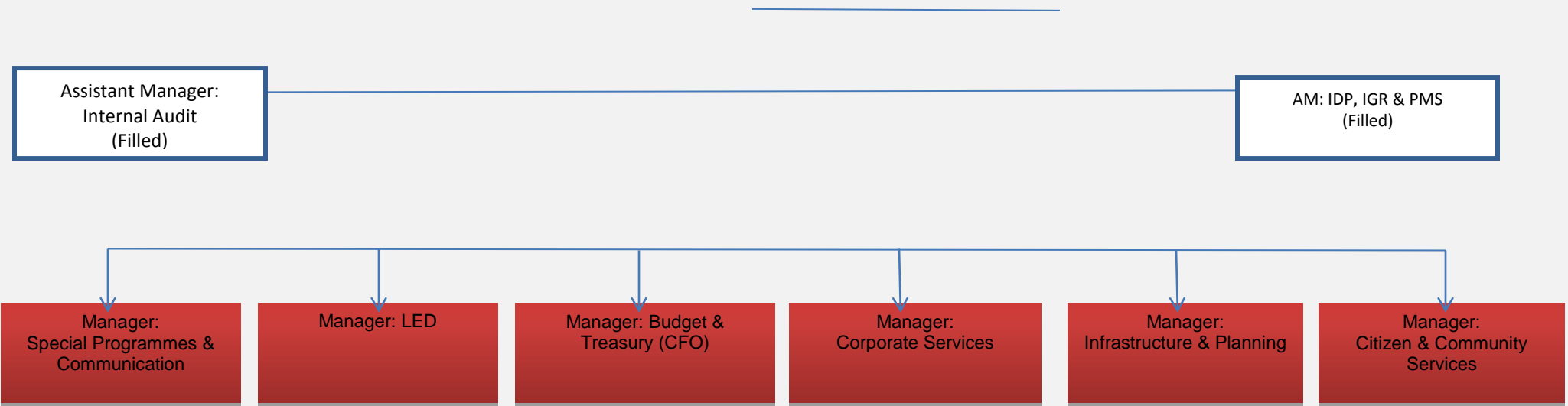




**OFFICE OF THE MUNICIPAL MANAGER**

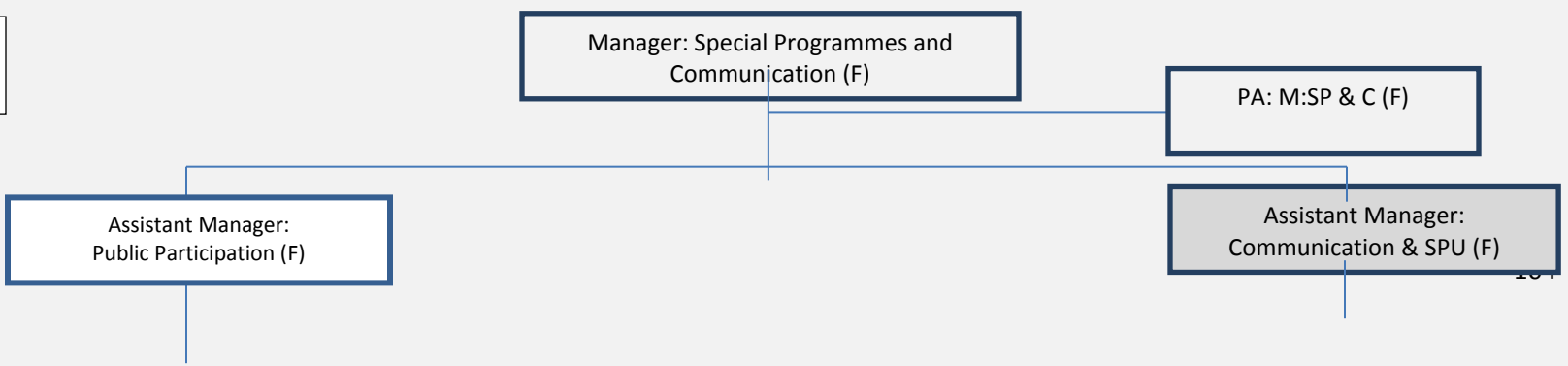
No. of posts: 5



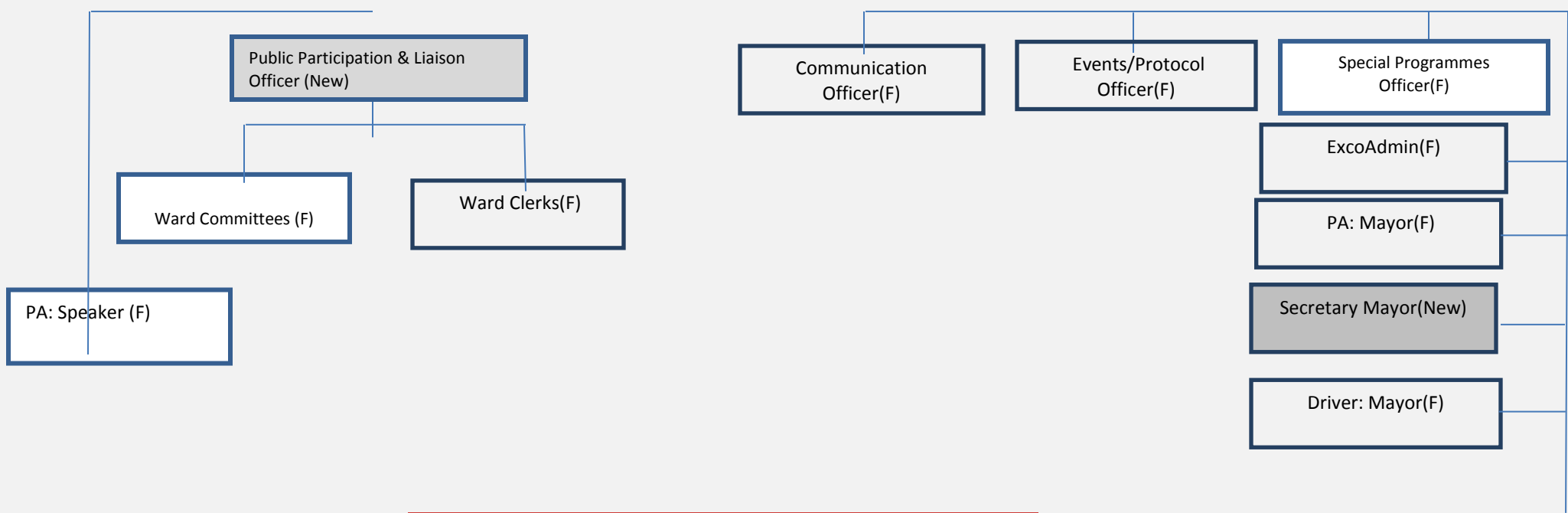


**SPECIAL PROGRAMMES AND COMMUNICATION**

No. of posts: 14

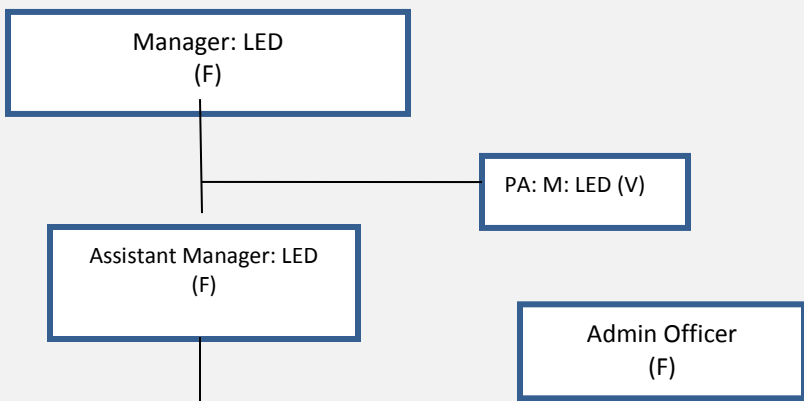






**LOCAL ECONOMIC DEVELOPMENT**

**No of posts: 7**



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## BUDGET AND TREASURY

No. of posts: 27

Manager: Budget & Treasury  
CFO (F)

PA: CFO (F)

Deputy Manager: Budget &  
Treasury (DCFO) (F)

Assistant Manager: Revenue  
& Debt Collection (F)

Assistant Manager: SCM  
(F)

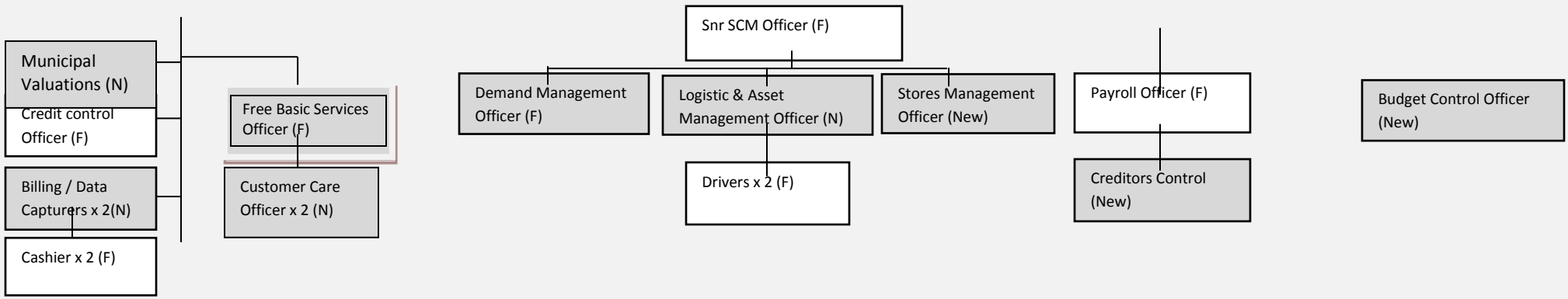
Assistant Manager:  
Expenditure (F)

Assistant Manager:  
Budgeting & Reporting (F)

Accountant: Revenue (F)

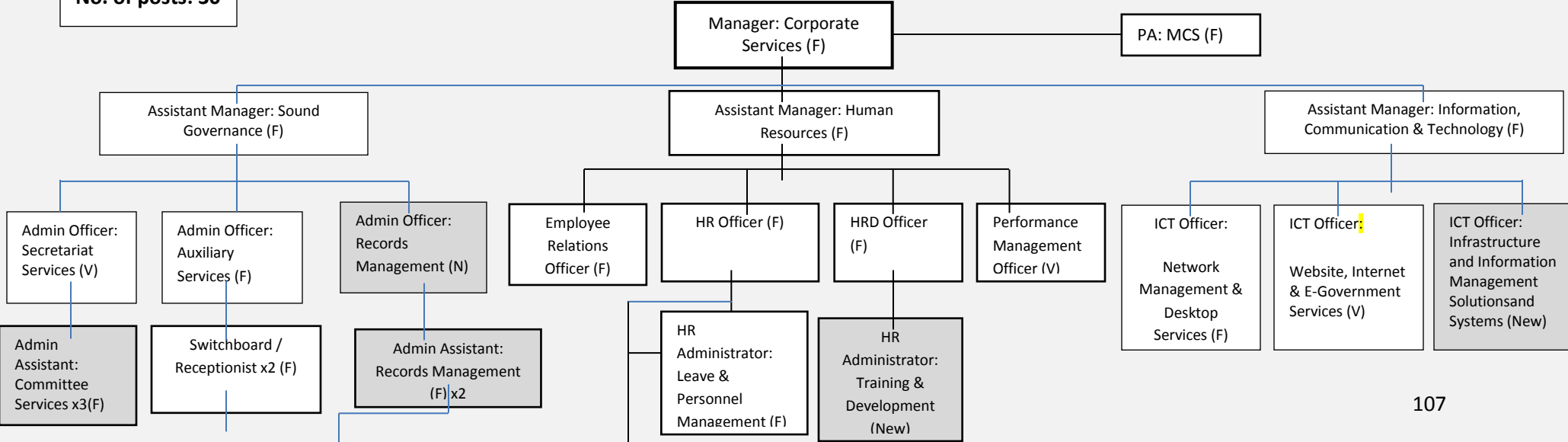
Accountant: Expenditure  
(F)

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**CORPORATE SERVICES**

**No. of posts: 30**



G Assistant: Tea & Cleaning Services x3 (F)

Machine Attendant (Reprographics) (V)

Messenger (V)

HR Administrator: Benefits and Condition of Services (V)

# INFRASTRUCTURE & PLANNING

No. of posts: 32

Manager: Infrastructure & Planning (F)

PA (F)

Assistant Manager: PMU(F)

Senior Town Planner(F)

Assistant Manager: Building & Housing(F)

Project Manager X 2: New Projects (F)

Project Manager: Maintenance (V) Advertized

Town Planner (F)

Senior Building Coordinator(F)

Electricians x 2(V)

Housing Coordinator(F)

Driver: TLB / Grader x 2(F)

Driver: Truck / Tractor/ Grader(F)

Mt Avliff Unit  
Supervisor(F)  
General Assistant X 4(F)

Mt Frere Unit  
Supervisor(F)  
General Assistant X 4(F)

Senior Estate Officer(F)

Officer Advertized

General Assistant x 2(V)

Admin Officer(V) Advertized

**CITIZEN AND COMMUNITY SERVICES – COMMUNITY SERVICES**

Assistant Manager: Community Services (F)

Assistant Manager: Community Services (F)

Admin Clerk (F)

Foreman: Solid Waste Management x2(F)

Foreman Parks and Public Open Space x2(F)

Admin Officer: Community Amenities (F)

Truck Drivers x4 (f)

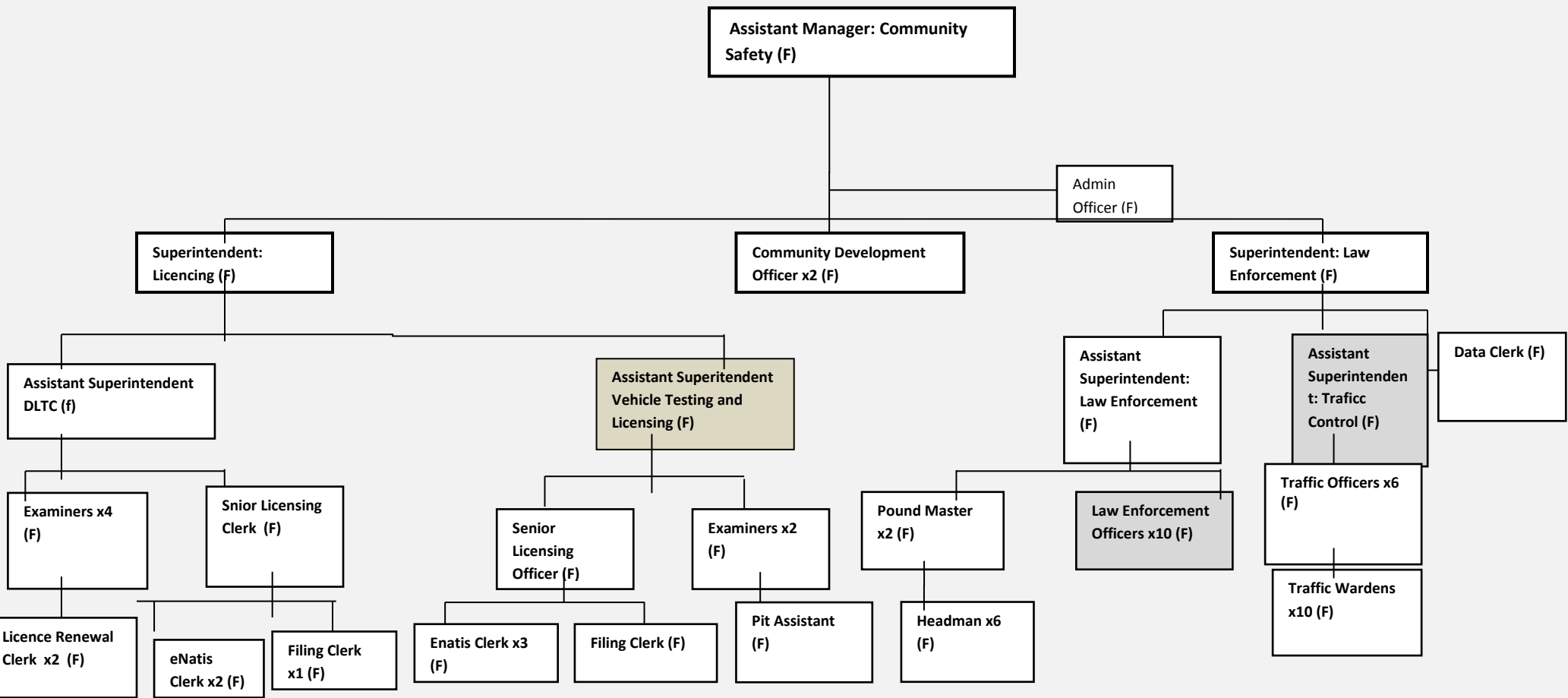
General Assistant x30 (F)

General Assistant x5 (F)

General Assistant x10(F)

General Assistant x3 (F)

General Assistant x10 (F)



**Summary of the Organisational Structure**

**Employee Totals, Turnover and Vacancies**

**Part 1A – Total number of employees and vacant posts in the municipality**

		Number of persons employed				Vacant posts [Funded]	Total
		Full-time <sup>2</sup>		Part-time <sup>3</sup>			
		M	F	M	F		
<b>1.1</b>	<b>All managerial positions</b>						
	<i>(M = Male and F = Female)</i>						
	According to Section 57 .....	04	03	-	-	-	07
	Managers according to Organogram..... <i>(excluding Section 57 managers)</i>	12	07	-	-	02	21
<b>1.2</b>	<b>All non-managerial positions</b>						
	Community & Social Services (Libraries, etc)	12		-		01	13
	Finance & Administration (Corporate, HR etc)	48		38		04	90
	Public Safety (traffic, Fire, etc).....	24		04		-	28
	Road Transport (Road and storm water, etc)...	09		10		-	19
	Waste Management (Refuse removal, landfill)	48		108		02	158
	<b>Sub-total</b>	141		160		07	308
	<i>(excluding managers).....</i>						
	<b>Total employees</b> <i>(including manager).....</i>	161		160		08	336

**Part 1b – Number of councillors**

		Full-time <sup>2</sup>		Part-time <sup>3</sup>		Vacant posts	Total
		M	F	M	F	-	53
<hr/>							

<b>All councillors</b> <i>(Excluding Executive Mayor/Mayor)</i> <i>(M = Male and F = Female)</i>	<b>03</b>	<b>05</b>	<b>24</b>	<b>21</b>		
	<b>Full-time<sup>2</sup></b>		<b>Part-time<sup>3</sup></b>		<b>Vacant posts</b>	<b>Total</b>
	<b>M</b>	<b>F</b>	<b>M</b>	<b>F</b>		
<b>Executive Mayor/Mayor</b> <i>(M = Male and F = Female)</i>	<b>-</b>	<b>01</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>01</b>

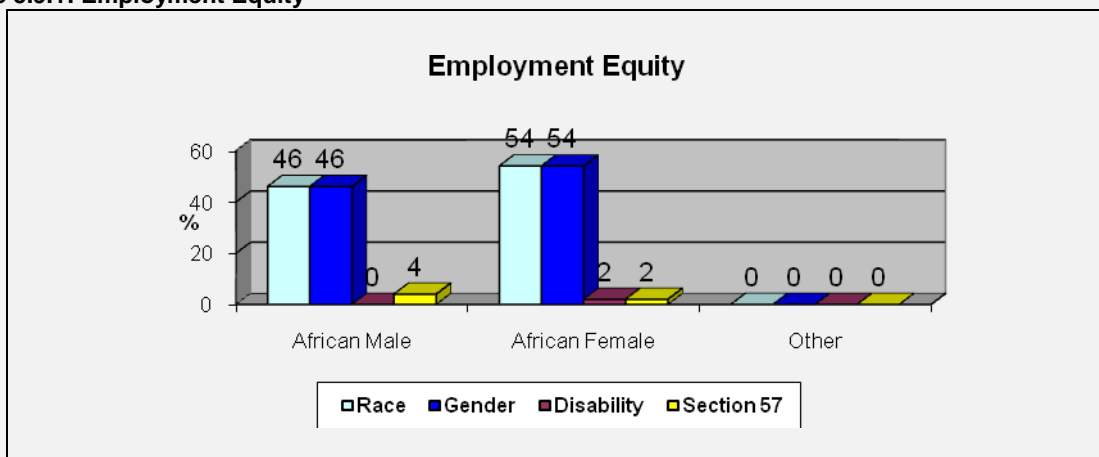
### 5.9 EMPLOYMENT EQUITY

Umzimvubu has developed an Employment Equity Plan, as a long term plan to address any imbalances in employee representation in the work place. It also aims to promote gender equity and eliminate unfair discrimination. An Employment Equity Manager was designated to ensure that the Employment Equity plan is implemented. An Employment Equity Committee has also been established which comprises employees from all categories and Councillors.

The Employment Equity Plan has been submitted to the Department of Labour, and regular reports are submitted on progress made and targets met. Umzimvubu still faces challenges in terms of implementing employment equity particularly on senior levels.

Figure 5.9.1 below provides an overview of employment equity in terms of race, gender, disabilities and management (Section 57 Managers).

**Figure 5.9.1: Employment Equity**



### 5.10 PERFORMANCE MANAGEMENT



Umzimvubu has developed a Performance Management Framework in terms of Section 38 of the Municipal Systems Act. The process includes the development and implementation of an organisational performance management system which will not only regulate the performance of Section 57 Managers but which has also been cascaded down to other managers and officials within the municipality. Senior Managers conclude performance agreements on a yearly basis and these are sent to the department of local government and traditional affairs. Middle Managers also conclude performance agreements with their managers. Quarterly reviews are conducted for Senior Manager and Bi-monthly assessments for Middle Managers.

Beyond the fulfilling of legislative requirements, Umzimvubu Municipality has established a performance management system that is effectively monitored, reviewed and improving the implementation of the municipality's IDP, which ensures accountability, facilitate learning and improvement, provide early warning signals and facilitate decision-making.

## **5.11 SKILLS DEVELOPMENT AND TRAINING**

Umzimvubu has acknowledged that skills training is expensive but has taken a decision that training, education and development is an investment in the Municipalities future rather than an expense. The Municipality has adopted a Workplace Skills Plan in accordance with the Skills Development Act. The plan aims to address the identified skills shortage within the municipality. A skills audit to identify training needs and suitable training and development courses is conducted annually.

## **5.12 INSTITUTIONAL POLICY DEVELOPMENT**

The following policies have been developed and approved by Council:

- Bursary Scheme Policy
- Training and Development Policy
- Placement Policy
- Code of conduct for staff
- Acting Allowance policy.
- Employee Assistance Policy
- HIV/AIDS policy
- Recruitment and selection policy
- Human Resource Development Strategy
- Retention Strategy
- Employment Equity
- Children, Women, Youth, Elderly People, People with Disabilities Strategy

## **5.13 FINANCIAL VIABILITY**

### **5.13.1 Financial Management Strategy**

#### **ANNUAL BUDGET FOR 2017/2018**

The Operating and Capital Budget for 2017/2018 have been tabled and adopted by Council in terms of section 16 (2) of the Municipal Finance Management Act 56 of 2003 on 28 March 2017 as set out below:

#### ***FINAL OPERATING BUDGET***

The operating budget is inclusive of the R56 000 000 to fund the capital expenditure from council own revenue and roll overs.

DEPARTMENT	REVENUE	PERSONNEL EXPENDITURE	OPERATING EXPENDITURE	REPAIRS & MANTAINANCE	GRANTS & SUBSIDIES PAID	CAPITAL EXPENDITURE
BUDGET & TREASURY	293 677 339	11 823 660	74 869 822	525 000	4 700 000	3 150 000
CORPORATE SERVICES	100 000	8 056 659	13 292 819	350 000	300 000	2 806 360
COUNCIL	-	16 395 829	10 592 377	-	-	-
INFRASTRUCTURE	81 741 900	10 273 298	6 833 672	4 133 250	-	127 302 360
MUNICIPAL MANAGER	351 574	4 508 810	7 864 762	-	-	-
LOCAL ECONOMIC DEV	334 440	3 787 774	11 238 240	50 000	-	2 500 000
SP& COMMUNICATION	100 000	7 655 972	4 553 572	-	-	150 000
CIT & COMM SERV	230 000	4 085 304	545 289	-	-	-
WASTE MANAGEMENT SERV	4 987 000	9 143 072	9 911 804	1 640 000	-	1 380 000
TRAFFIC MANAGEMENT SERV	7 307 900	9 635 447	12 455 000	70 000	-	2 250 000
	<b>388 830 153</b>	<b>85 365 826</b>	<b>156 710 929</b>	<b>6 768 250</b>	<b>5 000 000</b>	<b>139 538 720</b>

### FINAL TARRIF INCREASES

The tariff increases from the current year's figures are approved as follows:

Tariff Description	2016-2017	2017-2018	2018-2019
<b>Rates</b>			
Residential	0.0148	0.0158	0.0169
General business	0.0154	0.0164	0.0176
Shopping Complex	0.0200	0.0316	0.0338
Vacant sites	0.0170	0.0190	0.0203
Government properties	0.0160	0.0171	0.0183
Rates clearance certificates	120.00	130.00	140.00
<b>Rebate on Rates</b>			
Rebates on residential properties	15000	15000	15000
Senior Citizens	25%	25%	25%
Disabled and Medically boarded property owners	25%	25%	25%
New developments aligning with vision 2030	3 Months rates free	3 Months rates free	3 Months rates free
<b>Refuse Removal VAT inclusive</b>			
Residential	114	122	131
General business	150	161	172
Shopping Complex	550	589	630
Government properties	450	482	515
Rebates for indigents	100%	100%	100%

Basic charge for skip container	0.00	450.00	490.00
<b>Hall Hire</b>			
Hall deposit including Emaxesibeni Art Centre	870.00	940	1 000
Hourly rate during the day ( Mt Ayliff)	110	118	130
Hourly rate during the night ( Mt Ayliff)	90	100	110
Hourly rate during the day ( Mt Frere)	130	140	150
Hourly rate during the night ( Mt Frere)	90	200	220
Emaxesibeni Art Centre	110	120	140
<b>Funeral plots</b>			
Grave site (without digging)	700	1350	1 445
<b>Pound fees</b>			
Horse, cows, bull or heifers basic charge	250	268	286
Sheep and Goat basic charge	150	161	172
Motor Vehicle	250	268	286
Daily fee for the above mentioned fees.	100	107	114
Towing Fees	650	696	744
Confiscation of Goods	1300	1391	1488
<b>Sportfields</b>			
Commercial & Professional use per day	360	385	412
Amateur bodies, welfare and religious organizations(2hrs)	360	385	412
Professional practice	1900	2033	2175
Amateur practice (2hrs)	150	161	172
Special letting – music concerts/festival flairs etc.	2500	2675	2862
Rental Mt Ayliff (Kiosk)	1000	1070	1145
<b>Parks</b>			
Special events Mount Ayliff	300	321	343
Rental Amphitheatre (Hourly rate- day)	90	96	103
Rental Amphitheatre (Hourly rate- after hours)	120	128	137
Rental Sophia Park (Kiosk)	500	535	572
Park Hall (hourly rate-day)	60	64	69
Park Hall (hourly rate-night)	80	86	92

Sports bar (hourly rate-day)	40	43	46
Sports bar (hourly rate-night)	50	54	57
Gymnasium:Monthly fees	280	300	321
<b>Park Equipment Rental</b>			
Bicycle (per hour)	50	54	57
Quad bicycles (per hour)	100	107	114
Tennis gear per set	50	54	57
Refundable Deposit	100	107	114
daily subscription ( Gymnasium)	60	64	69
Tennis court: Monthlysubscription	290	310	332
Daily subscription ( Tennis Court)	40	43	46
<b>Entrance fees to Sophia Park (hourly rate)</b>			
Adults	15	16	17
Children and students ( rate per leaner/child)	6	7	8
Schools for training purposes only (rate per leaner)	6	7	8
Pesioner/disabled (proof on request)	6	7	8
Bycicle riding ( 30 minutes per person)	15	18	20
<b>Building plans</b>			
Scrutiny fees for residential properties	-	5	8
Scrutiny fees for commercial properties	-	10	15
Building approval fees per square	25	27	29
Approval fee for minor works (0 - 10 m2): Internal alterations per m2	20	21	23
External alterations per m2	15	16	17
Boundary walls	620	663	710
Shelter: Carport per m2	20	21	23
Car wash per m2	14	15	16
Braai area per m2	18	19	21
Temporary structure: wendy flats per m2	20	21	23
Prefab per m2	20	21	23
Storage facility	1300	1391	1488
Builders shed	1500	1605	1717
<b>Equipment hire</b>			
TLB hire (for soft materials per hr	250	270	300

TLB hire (for hard rock per hr	350	380	420
<b>Rezoning application</b>			
Erven 0-2500m2	1900	2033	2175
Erven 2501-5000m2	3500	3745	4007
Erven5001-1000m2	6500	6955	7442
Erven 1 ha – 5ha	8800	9416	10075
Erven over – 5ha	12300	13161	14082
<b>Application for special consent</b>			
Erven 0-2500m2	1500	1605	1717
Erven 2501-5000m2	3200	3424	3664
Erven 1 ha – 5ha	8900	9523	10190
Erven over 5ha	12500	13375	14311
<b>Application for subdivision</b>			
· Erven 1-2	1700	1819	1946
· Erven 1-3	2400	2568	2748
· Erven 1-5	3500	3745	4007
· Erven 1-6	4100	4387	4694
· Erven 1-7	4700	5029	5381
· Erven 1-8	5300	5671	6068
· Erven 1-9	5800	6206	6640
· Erven 1-10	6450	6902	7385
· Erven more than 10	12500	13375	14311
<b>Application for departure from building lines</b>			
Erven 0 – 5000m2	1200	1284	1374
Erven 5001 –more	1800	1926	2061
<b>Application for removal of restrictions</b>			
Zoning Certificates	120	128	137
Extension of time	450	482	515
Town Planning Scheme CD	190	203	218
Town Planning Scheme Booklet	80	86	92
Amends to Existing subdivision	1900	2033	2175
Application for consolidation of Erven	1900	2033	2175
SG Diagram	40	43	46

<b>Maps</b>			
A0	250	268	286
A1	190	203	218
A2	120	128	137
A3	70	75	80
A4	40	43	46
<b>Trading licences</b>			
Business p.a. (per business	1200	1320	1452
Trading licences (liquor)	2000	2200	2420
Off-Sales	2000	2200	2420
Tavern	2000	2200	2420
Mount Frere Hawker Stalls (per stall)	80	88	97
Street Vendors (per stand)	30	33	36
Flea Market (per stand)	30	33	36
<b>Trading facility</b>			
PRICE PER UNIT FOR 12 UNITS	1000	1100	1210
PANEL BEATING WORKSHOP/UNIT	3000	3300	3630
<b>MADA Building</b>			
Radio Station	5000	5500	6050
Wing 1	4000	4400	4840
Wing 2	4000	4400	4840
Puti	30	33	36
<b>Tender fees</b>			
R200 000 – R500 000	300	320	340
R500 001 – R1000 000	400	420	450
R1000 001 and above	500	540	580
<b>Electronic billboards</b>			
5 Second slot/3times-5minutes cycle	750	803	859
7.5 seconds slot/2 times-5 minutes cycle	980	1049	1122
15 seconds slot/1 once – 5 minutes cycle	1200	1284	1374
Directional & info. signs per month	700	749	801
Animated Ad.	1260	1348	1443
Static Ad.	1190	1273	1362

Awareness campaign banners maximum of 30 days	20	21	23
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### 5.13.2 AUDITS STATUS

Year	Status
2010/11	Unqualified
2011/12	Unqualified
2012/13	Unqualified
2013/14	Unqualified
2014/15	Unqualified
2015/16	Audit Underway

The municipality has developed the audit action plan to respond to matters raised by the Auditor General. A deadline of 31<sup>st</sup> May 2016 was set by the municipality to have resolved all queries raised by AG.

### 5.13.3 AUDIT, REPORTING AND RISK MANAGEMENT

The institution is required in terms of Section 165(1) of MFMA to establish an Internal Audit Unit and that was established in March 2010. The Unit evaluates and monitors the system of internal controls as designed by Management and make recommendations. It is required to ensure that each department operates within the policies, procedures, laws and regulations as established by all statutory requirements.

The unit at the moment is composed of an Internal Auditor. Internal Audit Unit has been able to perform the following functions:

- A three year strategic risk assessment and fraud response plans are in the process of being reviewed.
- The Internal Audit Unit is in the process of developing an annual risk assessment plan.
- The Internal Audit Charter that outlines the responsibilities of the function has been completed.
- The unit has been able to perform ad hoc audits within the institution.
- The management has been taken through a session on risk assessment to enable them to work towards minimizing the risks and exercising internal controls.

The municipality has a fully functional Audit Committee which has an Audit Charter which was adopted by Council. The Audit Committee is composed of three members, two who are Chartered Accountants and 1 who is a Certified Internal Auditor. The Audit Committee has served two terms, and as such, its term has come to an end with effect from 31<sup>st</sup> March 2016. A new audit committee has been appointed for a 3 year term, and has sat its first meeting in April 2016. The new audit Committee members are:

Mr. Nkosi – Chairperson  
 Mr. Ngqwala – Member  
 Mr. Mnguni – Member

- The internal audit unit is also a link between external auditors and the municipality and has facilitated and/or coordinated external audit work and also ensured that the management responds to audit queries.
- The risk committee has been established and terms of reference are in place.

### 5.13.4 INTERGOVERNMENTAL RELATIONS

The Municipality participates in District IGR structures, even though they are not fully operational at this stage. These structures are composed of the Technical Task Group and District Managers Forum. The ULM uses IDP Steering committee as the platform for intergovernmental relation structure.

The reason for this is to ensure that sector departments are involved during the planning processes of the IDP. The IGR structures should be mainly utilized to solve problems affecting service delivery as well as shared priorities for development. This process is hampered by the inconsistency of member department's representation to the structures and the attendance of these fora by people who do not have decision making capacity and impact on budgeting processes. This negatively affects integration. It should be noted though that there are departments which are committed to the process while others are never form part of the IGR structures. This then leads to disintegrated service delivery or undermines integrated development. IGR structures also do form part of processes that review spatial frameworks. Service level agreements are being entered into where services are to be provided collaboratively by different departments. The municipality is in the proceess of developing IGR Framework policy for its IGR operations.

### **Partnerships and Strategic Relationships**

Umzimvubu has recognised the potential of strategic partnerships to develop its capacity The Municipality is in process of concluding a partnership agreement with Ekurhuleni Metro. The Municipality also benefits from strategic partnerships concluded by the Alfred Nzo District Municipality.

### **5.13.5 COMMUNITY AND PUBLIC PARTICIPATION**

The Umzimvubu Municipality has adopted a culture of public participatios as it is required interms of section 16(1) of the Municipal Systems Act. Section 16 (1) of the Municipal Systems Act requires municipalities to develop a culture of municipal governance that compliments formal representative government with a system of participatory local government. As such the umzimvubu Municipality has adopted the Ward committes system in each of the 27 Wards.

Each Ward committee is chaired by the Ward Councillor. Ward committees are established for purposes of enhancing participatory democracy in local government and to make recommendations on any matter affecting their wards through the Ward Councillor. The Municipality has made administrative arrangements to enable ward committees to perform their functions and exercise their powers effectively and is continuously looking at provision of capacity building and development opportunities for committee members as a means of enhancing their understanding of developmental local government.

#### **The Municipality also liaises and makes use of the following Community Structures:**

- Project steering committees
- Audit committee
- Village committees
- Volunteers
- Civic organizations
- Non governmental organizations
- Public pressure groups
- Customers

## **6. WARD BASE PLANNING**

On the 14<sup>th</sup> – 18<sup>th</sup> November 2016, Umzimvubu municipality embarked itself on community outreach programme. The purpose of the IDP out reach was to involve communities from the initial stage and so as to get an understanding of what would be their priority projects that can be incorporated into the IDP document. All 27 wards were visited and the participation was satisfactory. Table below is the list of priorities that were identified by communities per ward:



**Ward Priorities**

**WARD 01**

KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY
<b>BASIC SERVICE DELIVERY AND INFRASTRUCTURE</b>	<b>Construction of Roads and storm water</b>	Sulubere A/R	01	Sulubere	1
	<b>Maintenance of Access Road</b>	Manxiweni A/R	01	Manxiweni	1
		Lovu	01		2
		Magatini - Kwavala	01		3
	<b>Bridges</b>	By Pass Upper to Lower Brooksnek	01		1
		Pedestrian Bridge in Brooksnek	01		2
	<b>Water</b>	Manxiweni	01		1
		Upper Brooksnek	01		2
		Lower Brooksnek	01		3
		Pepeni/ Gogo	01		4
		Lovu	01		5
	<b>Sanitation</b>	Lower Brooksnek	01		1
		Upper Brooksnek	01		2
		Ngwayi	01		3
		Phepheni	01		4
	<b>Electricity</b>	Luvo (Infills)	01		1
		Upper Brooksnek	01		2
		Lower Brooksnek	01		3
		Phepheni	01		4
		Manxiweni	01		5
	<b>Land Reform Programmes</b>	Lower Brooksnek	01		1
		Pepeni	01		2
		Luvo	01		3
		Manxiweni	01		4
	<b>Housing</b>	All ward villages	01	Manxiweni	1
			01	Upper Brooksnek	2
			01	Lower Brooksnek	3
			01	Pepeni	4
			01	Luvo and Subere	5
			01	Ngcwayi	6
	<b>Public Transport</b>	All ward villages	01		
	<b>Community Facilities</b>	Community Halls Construction	01	Lower Brooksnek	1
		Sport field	01	Pepeni	2
	<b>Telecommunications Infrastructure</b>	Network Poles	01	Phepheni	1
			01	Upper	2

KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY
				Booksnek	
			01	Lower Brooksnek	3
<b>SOCIO ECONOMIC DEVELOPMENT</b>	<b>Primary Health Care/HIV/AIDS</b>	Clinic	01		
			01	Lower Brooksnek	1
		Home-Based Care	01	All villages	2
	<b>Education</b>	Sonyukelo SSS	01		1
		Upper Brooksnek S.S.S.	01		2
		Lower Brooknek JSS	01	Ngcwayi	3
		Thembeni JSS	01		4
		Phepheni JSS	01		5
		Mjikweni JSS	01		6
		Upper Brooksnek JSS	01		7
		<b>Preschools</b>	All villages	01	All villages
	<b>Environmental Programmes</b>	Upper Brooksnek	01		1
		Ngcwayi	01		2
		Pepeni	01		3
		Manxiweni	01		4
		Lower Brooknesk	01		5
	<b>Disaster management and fire fighting</b>	Pakade	01		1
		Phepheni	01		2
	<b>Waste Management</b>	Pepeni	01		1
		Upper Brooksnek	01		2
		Manxiweni	01		3
		Lower Brooksnek	01		4
		Lovu	01		5
<b>GOOD GOVERNANCE &amp; COMMUNITY PARTICIPATION</b>	<b>Community Participation programmes</b>	All Villages	01		1
	<b>Special Programmes</b>	Whole ward	01		1
		Lower Brooksnek	01		2
		Pepeni	01		3
	<b>Youth Programmes</b>	All Village	01		1
		Pepeni	01		2
	<b>Women Programmes</b>	Upper Brooksnek	01		1
		Phepheni	01		2
		Ngcwayi	01		3
		Lower Brooksnek	01		4
		Manxiweni	01		5
	<b>People with Disability Programmes</b>	Lovu	01		1
		Pepeni	01		2
		Upper Brooksnek	01		3
		Lower Brooksnek	01		4
	<b>LED</b>	<b>Agriculture</b>	Construction of Irrigation dams	01	Sulubere
01				Phepheni	2
01				Kwavala	3
01				Lower Brooksnek	4
<b>Manufacturing</b>		Phakade Peach Value	01		
<b>Forestry</b>		Pepeni	01		1
		Upper Brooksnek	01		2
<b>Tourism</b>		Ngele Mountain	01		1
		Pepeni / Sulubeke	01		2
<b>Fencing</b>		Maintenance of	01		1

KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY	
		fencing that divides Eastern Cape from KZN				
		Kwa Vala	01			
		Upper Brooksnek	01			
	Farming	Wool grower association	01	Pepeni	1	
			01	Lower Brooksnek	2	
	Cooperatives Development		Lower Brooksnek	01		1
			Upper Brooksnek	01		2
			Lovu	01		3
			Manxiweni	01		4
			Pepeni	01		5
OTHER PRIORITIES		Crush stone	01	Brooksnek	1	
		Pakade development	01		2	

### Ward Priorities

#### WARD 02

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY
BASIC SERVICE DELIVERY AND INFRASTRUCTURE	Construction of Roads and storm water	Sidakeni to kokstad	02	Nkanji	1
		Malenge road construction	02	Sipolweni	2
		Ziqungwini Road construction	02	Lubaleko	3
		Kwanyathi	02	Sidakeni	4
	Construction of Bridges	Ngwegweni Bridge	02	Daluhlanga	1
			02	Titsi	2
	Maintenance of Access Road	Sidakeni access road	02	Sidakeni	1
			02	Lubaleko	1

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY
		road Manyimbaneni access Road	02	Nqalweni	
		Sipholweni – Mnambithi Lubaleko-Nkanji AR	02	Sipholweni	2
		Gabheni Road	02	Gabheni	1
		Molwana	02	Nkanji	4
	<b>Water</b>	Mnambithi sub village	02	Sidakeni	1
		Molwana & Mthela	02	Nkanji	2
		Water drainage	02	Lubaleko	3
		Water dam	02	Sipolweni	4
	<b>Sanitation</b>	Lubaleko	02	Lubaleko	1
		Sipholweni	02	Sipholweni	2
		Sidakeni	02	Sidakeni	3
		Mnambithi	02	Mnambithi	4
	<b>Electricity</b>	Sidakeni	02	Sidakeni	1
		Lubaleko ( Infills 365)			2
		Nkanji (infills)	02	Nkanji	3
		Sipholweni (Infills 89)	02	Sipholweni	4
		Mnambithi (Infills 40) Gabheni Lubaleko (infills) Manyimbaneni Nqalweni		Mnambithi  Gabheni  Manyimbaneni Nqalweni	5
	<b>Land Reform Programmes</b>	Donga rehabilitation	02	Sipholweni	1
			02	Mnambithi	2
			02	Lubaleko	3
			02	Nkanji	4
			02	Sidakeni	5
	<b>Housing</b>	Lubaleko 445	02	Lubaleko	1
		Nkanji 338	02	Nkanji	2
		Sidakeni 240	02	Sidakeni	3
		Sipholweni 295	02	Sipholweni	4
	<b>Public Transport</b>	Shelter	02	Lubaleko	1
			02	Sipholweni	2
			02	Nkanji	3
			02	Sidakeni	4
			02	Mnambithi	5
	<b>Community Facilities</b>	Community Hall	02	Sidakeni	1
02			Nkanji	2	
Preschool		02	Mnambithi	1	
<b>Telecommunications Infrastructure</b>	Network Poles	02	Nkanji	1	
		02			
		02			
		02			
<b>SOCIO ECONOMIC DEVELOPMENT</b>	<b>Primary Health Care/HIV/AIDS</b>	02			
		02			
	<b>Education</b>		02	Lubaleko	1
		Nqabeni J.s.s.	02	Lubaleko	2
<b>Recreational Facilities</b>	Playground	02	Lubaleko	1	

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY	
			02	Sipholweni	2	
			02	Sidakeni	3	
			02	Nkanji	4	
			02	Mnambithi	5	
	<b>Disaster management and fire fighting</b>	Whole Ward				
	<b>Waste Management</b>					
<b>GOOD GOVERNANCE &amp; COMMUNITY PARTICIPATION programmes</b>	<b>Community Participation</b>	Ibhongo lethu health care centre	02	Sipholweni	1	
		Community garden	02	Mnambithi	2	
		HIV/AIDS support group	02	Lubaleko	3	
			02	Sipholweni	4	
			02	Sidakeni	5	
			02	Nkanji	6	
	<b>Special Programmes</b>	Whole ward	02		1	
	<b>Youth Programmes</b>	Cultural group Support	02	All villages	1	
		Youth day: 16 June	02	All villages	2	
	<b>Women Programmes</b>	All villages	02		1	
	<b>People with Disability Programmes</b>	All villages	02		1	
	<b>LED</b>	<b>Agriculture</b>	Ploughing	02	Lubaleko	1
02				Nkanji	2	
02				Sipholweni	3	
02				Sidakeni	4	
02				Mnambithi	5	
<b>Manufacturing</b>		Crush stone	02	Nkanji	1	
<b>SMME Development</b>		All Villages				
<b>Forestry</b>		Gum tree	02	Lubaleko	1	
<b>Tourism</b>		Tourism	02	Nkanji	1	
<b>Fencing Of Ploughing Fields</b>		Lubaleko	02	Lubaleko	1	
		Nkanji	02	Nkanji	2	
		Sidakeni	02	Sidakeni	3	
		Sipholweni	02	Sipholweni	4	
		Mnambithi	02	Mnambithi	5	
<b>Farming</b>		Shearing shed	02	Lubaleko	1	
		dipping tank	02	Sidakeni		
		Shearing shed	02	Nkanji		
<b>Cooperatives Development</b>		Emxhakazweni co-op Project Support	02	Lubaleko	1	
<b>OTHER PRIORITIES</b>			Road construction kwanyathi	02	Sidakeni	
			Ntabenkala road construction	02	Nkanji	
			Gabheni road construction	02	Nkanji	
			Troni road construction	02	Nkanji	
	Fencing of grazing fields		02	All villages		
	Construction of		02	All villages		

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY
		dams			

### Ward Priorities

#### WARD 03

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY
<b>BASIC SERVICE DELIVERY AND INFRASTRUCTURE</b>					
	<b>Construction of Access Roads</b>	Tela Madlala to Thabo	03	Tela	1. 2.
	<b>Maintenance of Access Road</b>	Dundee to Gugwini AR Tela N2 Tolubeni Ntlavini AR Gugwini to Mvalweni Tela to Manxontseni Bridge Ntlavini to Jojo N2 to Manxiweni Nolitha Nomthetho to Msukeni	03 03 03 03 03	Dundee Tela N2 Tolubeni Ntlavini	1. 2. 3. 4.
	<b>Bridges</b>	Dundee Ngwegweni to Ngonyameni Ntlavini Tela to Monxontseni Thethiwe	03 03 03 03 03	Dundee ngwegweni Ntlavini Tela Dundee	1. 2. 3. 4. 5.
	<b>Water</b>	Ngwegwini Ntlavini Gugwini Dundee	03 03 03 03	Ngwegwini Ntlavini Gugwini Dundee	1. 2. 3. 4.
	<b>Sanitation</b>	Ntlavini Ngwegweni	03 03	Ntlavini Ngwegweni	1. 2.
	<b>Electricity</b>	Thabo Ntlavini Ngwegweni Bhotomani	03 03 03 03	Thabo Ntlavini Ngwegweni Dundee	1. 2. 3. 4.
	<b>Land Reform Programmes (donga rehabilitation)</b>	All Villages Donga rehabilitation	03	All villages	1.
	<b>Public Transport</b>	Ngwegweni	03	Ngwegweni-Kokstad	1.
		Tela	03	Tela – Kokstad	2.
			03	Ntlavini –Mt. Ayliff	3.

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY	
	<b>Community Facilities</b>	Gugwini Community Hall	03		1.	
		Tela need renovation		Tela	2.	
		Ngwegweni Hall renovation Ntlavini Community Hall	03		3.	
		Gugwini renovation	03	Gugwini	4.	
	<b>Telecommunications Infrastructure</b>		03	Tela	1.	
<b>SOCIO ECONOMIC DEVELOPMENT</b>	<b>Primary Health Care/HIV/AIDS</b>		03	Ngwegweni	1.	
			03	Gugwini (Mobile)	2.	
			03	Ntlavini (mobile)	3.	
	<b>Education</b>	Skills development centre		03		1.
				03	Ntlavini	2.
				03	Ngwegwini	3.
				03	Gugwini	4.
				03	Tela	5.
				03	Dundee	6.
			Pre-school	03	Tela	7.
	<b>Recreational Facilities</b>	Dundee		03	Dundee	1.
				03	Tela	2.
				03	Ntlavini	3.
	<b>Environmental Programmes</b>	Rehabilitation dongas		03	Ngwegwini	1.
				03	Dundee	2.
				03	Ntlavini	3.
				03	Gugwini	4.
				03	Tela	5.
	<b>Disaster management and fire fighting</b>			03	Ntlavini	1.
					Dundee	2.
				03	Ngwegwini	3.
	<b>Waste Management</b>					1.
	<b>GOOD GOVERNANCE &amp; COMMUNITY PARTICIPATION</b>	<b>Community Participation programmes</b>	Meetings	03	Msukeni Community	1.
Trainings			03	Hall	2.	
<b>Special Programmes</b>		Elderly	03	Dundee	1.	
		Phakamisisizwe	03	Ngwegwini	2.	
		Masongane	03	Gugwini	3.	
		Phakamisisizwe	03	Ntlavini	4.	
<b>Youth Programmes</b>		Football	03	Whole ward	1.	
		Music	03	Whole ward	2.	
<b>Women Programmes</b>		Poultry	03	Dundee	1.	
		Beadwork		03	Gugwini	2.
			03	Ntlavini	3.	
<b>LED</b>	<b>Agriculture</b>	Ploughing of fields	03	All villages	1.	
		Dipping tank	03	Dundee & Gugwini	2.	

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY	
		Massive food	03	Dundee	3.	
			03	Ntlavini	4.	
			03	Ngwegwini	5.	
			03	Tela	6.	
		<b>SMME Development</b>	Msukeni enterprise	03	Msukeni	1.
			Shops	03		2.
	Sphaza shops		03		3.	
	Catering		03		4.	
	<b>Manufacturing</b>				5.	
	<b>Forestry</b>		03	Dundee	1.	
			03	Ngugwini	2.	
			03	Ntlavini	3.	
			03	Tela	4.	
			03	Ngwegwini	5.	
	<b>Tourism</b>	Msukeni project	03		1.	
		Conference Centre	03		2.	
		Interface	03		3.	
		Restaurant	03		4.	
		Beadwork	03		5.	
	<b>Fencing</b>		03	Dundee	1.	
			03	Ntlavini	2.	
			03	Ngwegwini	3.	
			03	Tela	4.	
<b>Farming</b>	Stock farming	03	All villages	1.		
<b>Cooperatives Development</b>	Msukeni	03	Dundee	1.		
	Phakamani	03	Dundee	2.		
<b>OTHER PRIORITIES</b>						

### Ward Priorities

#### WARD 04

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY
<b>BASIC SERVICE DELIVERY AND INFRASTRUCTURE</b>	<b>Construction of Roads and storm water</b>	Bijintaba A/R	04	Betshwana	1
		Bridge link to Bottoman A/R	04	Mnqwane	2
		Komkhulu A/R	04	Ngonyameni	3
		Betshwana Ntabezwe A/R	04	Betshwana	4
		Singeni Access	04	Singeni	5



NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY
		Road			
		Mombeni Access Road	04	Mombeni	6
	<b>Maintenance of Access Road</b>	Betshwana	04	Betshwana	1
		Mombeni	04	Mombeni	2
		Sigidini/Singeni	04	Sigidini	3
		Ngonyameni	04	To Komkhulu	4
		DR105 road	04	Sigidini	
		Nnqwane road	04		
		Bhijintaba road	04		
	<b>Water</b>	Extension of pipes	04	Mnqwane	1
		Mombeni	04	Betshwana	2
			04	Ngonyameni	3
			04	Sigidini/Singeni	4
		Water-tanks	04	Bheshwana	1
	<b>Sanitation</b>	Chemicals/ toilets ( repairs)	04	All villages	1
	<b>Electricity</b>	Electricity	04	Sigidini	1
		Infills	04	Mnqwane	1
			04	Betshwana	2
			04	Ngonyameni Mombeni	3
		High masts	04	Betshwana	1
			04	Ngonyameni & Mnqwane	2
	<b>Land Reform Programmes</b>	Rehabilitation of dongas	04	Ngonyameni & Mombeni graves	1
		Sixhotyeni	04	Mnqwane	2
	<b>Housing</b>	Rural housing	04	Mnqwane	1
			04	Betshwane	2
			04	Sigidini	3
			04	Mombeni	4
				Ngonyameni	5
	<b>Public Transport</b>		04	Sigidini	1
			04	Mombeni	2
	<b>Community Facilities</b>	Sports grounds	04	Betshwana	1
		Singeni Ground	04		
		Mnqwane Ground	04		
		Ngonyameni Ground	04		
		Mombeni Ground	04		
		Sigidini Ground	04		
		Community Hall	04	Mnqwane	1
		Mnqwane Community Hall	04	Ngonyameni	2
		Singeni Community Hall			
		Sewing skills centre	04	Ngonyameni	1

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY		
	<b>Telecommunications Infrastructure</b>	Network pole	04	Sigidini (Very urgent)	1		
<b>SOCIO ECONOMIC DEVELOPMENT</b>	<b>Primary Health Care/HIV/AIDS</b>	HIV/AIDS center	04	Mnqwane	1		
		Mobile clinic	04	Sgidini	1		
			04	Mombeni	2		
	<b>Education</b>	Pre schools	04	Ngonyameni	1		
			04	Mombeni	2		
			04	Betshwana	3		
			04	Sigidini	4		
		Maintenance Preschools	04	Singeni (Sigidini)	1		
		04	Mnqwane	2			
	<b>Recreational Facilities</b>	Recreational Centre			Mnqwane	1	
		Sports grounds	04		All villages	2	
	<b>Environmental Programmes</b>	Greening	04		All schools in the ward	2	
			04		All villages	1	
	<b>Disaster management and fire fighting</b>	Fire fighting	04		Betshwana	1	
04				Mombeni	2		
<b>Waste Management</b>		04		All villages	1		
<b>GOOD GOVERNANCE &amp; COMMUNITY PARTICIPATION</b>	<b>Community Participation programmes</b>	HIV awareness			1		
		Community police forum	04		2		
		IDP	04		All villages	3	
		Social development	04			4	
		Health Care givers	04			1	
	<b>Special Programmes</b>		04		All villages		
			04		Mombeni		
			04		Ngonyameni		
			04		Betshwana and	1	
			04		Mnqwane	2	
	<b>Youth Programmes</b>	Ngonyameni micro project	04		All villages		
		All villages	04		All villages		
		Youth co-op	04		All villages	3	
	<b>Women Programmes</b>	Imbokodo & Ngonyameni micro pro.	04		Mnqwane Support Ngonyameni	1	
		Paultry	04		Betshwana		
		Skills development programme	04		All villages	1	
	<b>People with Disability Programmes</b>	Skills development programme	04		All vilages	1	
	<b>LED</b>	<b>Agriculture</b>	Fencing of fields	04		All villages	2
			Sharing Shared	04		All villages	1
			Massive food	04		All villages	3
			Dipping tank renovations	04		All villages	4
			Capentry youth project	04		Mnqwane	1
		<b>Manufacturing</b>	Mazala's trading enterprise	04		Betshwana	1
<b>SMME Development</b>		Ayanda and	04		All villages		

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY
		Lulama trading enterprise			
		Bulingwe catering services	04	Mnqwane	
		Qama comm. Services	04	All villages	
		Zine and Xolisa trading enterprise	04	All villages	
	<b>Forestry</b>	Mnqwane hills	04	Mnqwane	1
	<b>Tourism</b>	Mnqwane tourism centre	04	All villages	1
	<b>Fencing</b>	Vuka wenze	04	Betshwana	1
	<b>Faming</b>	Sheep	04	All villages	2
		Goat	04	All villages	3
		Piggery	04	Ngonyameni	
		Poultry	04	Sigidini	1
			04	Ngonyameni	2
			04	Mnqwane/ Betshwane	3
	<b>Cooperatives Development</b>		04	All villages	1
<b>OTHER PRIORITIES</b>			04	Sigidini/Betshwane	1

### Ward Priorities

#### WARD 05

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WA RD	Village	PRIORITY
<b>BASIC SERVICE DELIVERY AND INFRASTRUCTURE</b>	<b>Construction of Roads and storm water</b>	Dambeni Access Road	05	Dambeni	1
		Manxiweni Access Road	05	Ndzongiseni	2
		Mzintlava Diphini Access Road	05	Marhwaqa	3
		Manxiweni (Dresini) Access Road	05	Sirhoqobeni	4
	<b>Bridge</b>	Mzintlava	05	Gwegweni	
	<b>Maintenance of Access Road</b>	Sirhoqobeni	05	Sirhoqobeni	1
		Qadu Access Road	05	Qadu	2
		Lower Dambeni Access Road		Dambeni	3
		Ndikini	05	Mapheleni	
		Mzintlava	05	Gwegweni	
		Marhwaqa	05	Bhonga	
		Manxiweni	05	Marhwaqa	
	Manxiweni	05	Ndikini		

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WA RD	Village	PRIORITY
	<b>Water</b>	Manxiweni	05	Nzongiseni	1
		Bhonga	05	Bhonga	2
		Sirhoqobeni	05	Sirhoqobeni	3
		Qadu	05	Qadu	4
		Dambeni	05	Dambeni	5
	<b>Sanitation</b>	Nzongiseni	05	Nzongiseni	
		Bhonga	05	Bhonga	1
		Sirhoqobeni	05	Sirhoqobeni	2
		Dambeni	05	Dambeni	3
		Manxiweni /Marhwaqa	05	Marhwaqa	4
		Manxiweni/Ndzongiseni	05	Ndzongiseni	5
	<b>Land Reform Programmes</b>	Ndzongiseni	05	Ndzongiseni	1
		Marhwaqa	05	Marhwaqa	2
		Bhonga	05	Bhonga	3
	<b>Housing</b>	Sirhoqobeni	05	Sirhoqobeni	1
		Dambeni	05	Dambeni	2
		Bhonga	05	Bhonga	3
		Marhwaqa	05	Marhwaqa	4
		Manxiweni	05	Ndzongiseni	5
		Qadu 250(on tender stage)			6
	<b>Public Transport</b>	All villages of the ward	05	All villages	1
	<b>Community Facilities</b>	Community hall	05	Sirhoqobeni	1
		Community hall	05	Bhonga	2
		Community hall	05	Dambeni	3
		Community hall	05	Qadu	4
		Preschool	05	Dambeni	5
<b>Telecommunications Infrastructure</b>	Dambeni	05	Dambeni	1	
	Sirhoqobeni	05	Sirhoqobeni	2	
	Qadu	05	Qadu	3	
<b>SOCIO ECONOMIC DEVELOPMENT</b>	<b>Primary Health Care/HIV/AIDS</b>	Marhwaqa Mobile Clinic	05	Marhwaqa	1
		Qadu	05	Qadu	2
		Dambeni	05	Dambeni	3
		Bhonga Clinic	05	Bhonga	4
	<b>Education</b>	Fikeni S.S.S.	05	Ndzongiseni	1
		Pre School	05	Dambeni	2
		Pre School	05	Marhwaqa	3
		Pre School	05	Ndzongiseni	4
	<b>Recreational Facilities</b>	Qadu Sport ground	05	Qadu	1
		Marhwaq Sport ground	05	Marhwaqa	2
		Ndzongiseni Sport ground	05	Ndzongiseni	3
		Sirhoqobeni Sport ground	05	Sirhoqobeni	4
	<b>Environmental Programmes</b>	Plantation of forest	05	Qadu	1
		Rehabilitation of dongas	05	Ndzongiseni	2
		HIV awareness	05	All villages	3
	<b>Disaster</b>	Dambeni	05	Dambeni and all villages	1

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WA RD	Village	PRIORITY	
	management and fire fighting					
	Waste Management	Collection of waste	05	All villages	1	
GOOD GOVERNANCE & COMMUNITY PARTICIPATION	Community Participation programmes				1	
	Special Programmes				1	
	Youth Programmes	Sport	05	Qadu	1	
		Drama	05	Bhonga	2	
		Concerts	05	Marhwaqa		
		Traditional dance	05	Ndzongiseni		
	Women Programmes	Umthungo	05	Dambeni	1	
		Umthungo	05	Bhonga	2	
		Traditional dance	05	Ndzongiseni	3	
	People with Disability Programmes	Sport	05	All villages	1	
Music		05	All villages	2		
Art		05	All villages	3		
LED	Agriculture	Siyophumelela vegetable plantation	05	Marhwaqa	1	
		Lima	05	Bhonga	2	
		Masikhule	05	Ndzongiseni	3	
		Sirhoqobeni ploughing	05			
	Manufacturing					
	SMME Development	Qadu Art	05	Qadu	1	
		Lukhanyo Art	05	Lukhonyo	2	
	Forestry	Marhwaqa	05	Marhwaqa	1	
		Qadu	05	Qadu	2	
		Ndzongiseni	05	Ndzongiseni	3	
		Dambeni (cutting of trees)	05	Dambeni	4	
		Sirhoqobeni	05	Sirhoqobeni	5	
		Ntsizwa Mountain	05	Sirhoqobeni	1	
	Fencing	Marhwaqa maize fields	05	Sirhoqobeni	1	
		Qadu maize fields	05	Qadu	2	
		Sirhoqobeni	05	Sirhoqobeni	3	
		Dambeni	05	Dambeni	4	
		Motor gate @ mapheleni	05	Mapheleni		
		Bhonga	05	Bhonga	5	
	Faming	Sheep farmers	05	Sirhoqobeni	1	
	Cooperatives Development	Sinoxolo Co-op	05	Bhonga	1	
		M.M.Z. Co-op	05	Qadu	2	
		Sinoxolo Home-based Care	05	Bhonga	3	
	OTHER PRIORITIES			05	Ndzongiseni	

**Ward Priorities**

**WARD 06**

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY
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NATIONAL KPA	IDP PRIORITY	PROJECT Name	WAR D	Village	PRIORIT Y
<b>BASIC SERVICE DELIVERY AND INFRASTRUCTURE</b>	<b>Construction of Roads and storm water</b>	Construction of Gcakini A/R and bridge	06	Gcakini	1
		Maqothula A/R	06	Mvubini	2
		Phuthini/Gudlintaba	06	Phithini	3
		EXT. Celinkungu to Ngxanyeni	06	Ngxanyeni	4
		EXT. Natala to Mchacha	06	Natala	5
		EXT. Mqhekezweni	06	Mqhekezweni	6
		Chibane-Gubhuzi	06	Chibane	7
	<b>Maintenance of Access Road</b>	Mqhekezweni A/R	06	Mqhekezweni	1
		Ndakeni A/R	06	Ndakeni	2
		Welakabini A/R	06	Welakabini	3
		Mqhokweni A/R	06	Mqhokweni	4
		Natala A/R Mbumbasi and Ndakeni Ngxakaxha and Welakabini Natal and Gobozi	06	Natala	5
	<b>Water</b>	Gogela water supply	06	All villages	1
		Jojo tanks	06	All villages	2
	<b>Sanitation</b>		06	Mqokweni ( backlog)	1
			06	Silindini ( backlog)	
			06	Phuthini (backlog)	
			06	Ndakeni (backlog)	
			06	Chibane/Gubhuzi	
			06	Mvubini	
	<b>Electricity</b>	All villages	06	All villages	1
	<b>Land Reform Programmes</b>	Hlombe	06	Hlombe	1
		Mqhekezweni	06	Mqhekezweni	2
		Mbumbazi	06	Mbumbazi	3
	<b>Housing</b>	All villages	06	Ndarala	1
	<b>Public Transport</b>				
<b>Community Facilities</b>	Community (Multi-Purpose Centre)	06	Mbumbazi	1	
	Community hall	06	Ndumndum	2	
		06	Ndarhala	3	
		06	Mqhekezweni	4	
		06	Natala	5	
<b>Telecommunications Infrastructure</b>	Networkpole TV/Radio Signal pole	06	Welakabini (MTN) All villages	1 1	
<b>SOCIO ECONOMIC DEVELOPMENT</b>	<b>Primary Health Care/HIV/AIDS</b>	Sinethemba Hospice	06	Mbumbazi	1
		Isiseko sobuntu	06		2
	<b>Education</b>	Pre School	06	Naledi	1
			06	Mqhekezweni	2
			06	Machibini	3
		Siyazama Daycare Centre	06	Tsalu	4

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WAR D	Village	PRIORIT Y	
		Vuyolwethu Pre school	06	Mvubini	5	
		Pre school	06	Dumisa	6	
			06	Zizamele	7	
	<b>Recreational Facilities</b>	Sportsfield	06	Gogela	1	
			06	Natala	2	
			06	Sisulwini	3	
			06	Welakabini	4	
	<b>Environmental Programmes</b>					
	<b>Disaster management and fire fighting</b>	Fire Fighting	06	Ndumndum	1	
	<b>Waste Management</b>				1	
<b>GOOD GOVERNANCE &amp; COMMUNITY PARTICIPATION</b>	<b>Community Participation programmes</b>	EPWP	06	Gogela	1	
	<b>Special Programmes</b>				1	
	<b>Youth Programmes</b>	Sewing projects	06	Mbumbazi	1	
	<b>Women Programmes</b>	Baking project	06	Gogela	1	
	<b>People with Disability Programmes</b>					
<b>LED</b>	<b>Agriculture</b>		06	All villages	1	
	<b>Manufacturing</b>					
	<b>SMME Development</b>					
	<b>Forestry</b>	Sinethemba project( cutting of white wattle 260 people employed)	06	Mbumbazi	1	
	<b>Tourism</b>	Mqhekezweni	06		1	
	<b>Fencing</b>			06	All ward	
				06	Mbumbazi	1
				06	Gogela	2
				06	Welakabini	3
	<b>Farming</b>	Amazizi	06	Gogela	1	
		Mbumbazi woolgrowers	06	Mbumbazi	2	
	<b>Cooperatives Development</b>	Kamva elihle co-op	06	Sihlahleni	1	
		Mwaca Agricultural multi-purpose co-op	06	Ndumndum	2	
<b>OTHER PRIORITIES</b>						

**Ward Priorities**

**WARD 07**

<b>NATIONAL KPA</b>	<b>IDP PRIORITY</b>	<b>PROJECT Name</b>	<b>WAR D</b>	<b>Village</b>	<b>PRIORIT Y</b>
<b>BASIC SERVICE DELIVERY AND INFRASTRUCTURE</b>	<b>Construction of Roads and storm water</b>	Surfacing of internal streets in Mt Ayliff town (ongoing)	07	Town	1
		Construction of Road / street	07	Lubhalasi	1
		Construction of Santombe & bridge	07	Santombe	2
		Construction of town bridges	07	Town	3
		Streets	07	Santombe	4
		Paving of streets	07	Town	4
		Additional parking space next to Mada	07	Town	5
		Bus rank	07	Town	6
		Street surfacing	07	Santombe	7
		Street surfacing	07	Chithwa	8
		Ntshakeni AR	07	Ntshakeni	9
	<b>Maintenance of Access Road</b>	Santombe	07	Santombe	1
		Access road	07	Lubhalasi	2
	<b>Water</b>	Extention of taps	07	Santombe	1
		Bore Hole upgrading	07	Sikhemane	2
		Water upgrading /extension of taps	07	Lubhalasi	3
		Extension of pipes and taps	07	Ntshakeni/ Skhemane	4
	<b>Sanitation</b>	VIP toilets	07	Ntshakeni	1
		VIP toilets	07	Sikhemane	2
		VIP toilets	07	Lubhalasi	3
		Flush toilets	07	Zase 30 ( Chithwa)	
	<b>Electricity</b>	In fills and household electricity	07	All villages	1
		High masts	07	Santombe	2
		Street lights	07	Chithwa	3
		Street lights	07	Town	4
		Electricity	07	Santombe	
		Electricity	07	Chithwa	
		Electricity Electricity	07 07	Lubhalasi Extension 3 Sikhemane	
	<b>Land Reform Programmes</b>	Rehabilitation of dongas	07	Lubhalasi	1
	<b>Housing</b>	Rural housing	07	Santombe	
		Rural Housing	07	Sikhemane	2



		Rural Housing		Lubhalasi	1
		Rural Housing	07	Ntshakeni	3
		Middle income houses	07	Town	4
	<b>Public Transport</b>	Installation of Robots	07	Town	1
	<b>Community Facilities</b>	Community (Multi-Purpose Centre)	07	Chithwa	1
		Community hall	07	Ntshakeni/Sikhemane	2
		Community hall	07	Lubhalasi	3
		Community hall	07	Santombe	4
		Church area	07	Chithwa and Santombe	5
	<b>Telecommunications</b>	Ntshakeni/Skhemane	07	Ntshakeni/Skhemane	1
	<b>Infrastructure</b>				
<b>SOCIO ECONOMIC DEVELOPMENT</b>	<b>Primary Health Care/HIV/AIDS</b>	Ntshakeni/Skhemane Clinic	07	Ntshakeni/Skhemane	1
					2
	<b>Education</b>	Pre School	07	Ntshakeni/Skhemane	1
		Pre School Preschool	07	Santombe	2
			07	Lubhalasi	3
	<b>Recreational Facilities</b>	Levelling of Lubhalasi play ground	07	Lubhalasi	1
		Community Development Centre	07	Lubhalasi	2
		Community Development Centre	07	Town	3
		Chithwa Day Care (30 Pilot houses)	07	Chithwa	4
		Qingqamntwana Day Care Centre	07	Chithwa	5
		Ntshakeni/Skhemane playground construction	07	Sikhemane	6
		Levelling & fencing of Santombe ground	07	Santombe	7
		Tennis Court	07	Town	8
	<b>Environmental Programmes</b>	Dipping tank ( done)	07	Lubhalasi/Ntshakeni& Sikhemane	1
	<b>Disaster management and fire fighting</b>				
	<b>Waste Management</b>	Chithwa recycling project	07		1
	<b>GOOD GOVERNANCE &amp; COMMUNITY PARTICIPATION</b>	<b>Community Participation programmes</b>			
<b>Special Programmes</b>				1	

	<b>Youth Programmes</b>	Multipurpose center	07	Town	1
		Nceduluntu Home Based Care	07	Chithwa	2
	<b>Women Programmes</b>	Ubhule Bendawo Women	07	Town	1
	<b>People with Disability Programmes</b>				
<b>LED</b>	<b>Agriculture</b>				
	<b>Mall</b>	Mt Ayliff Town	07	Town	1
	<b>Manufacturing</b>	Chithwa block yard	07	Chithwa	1
	<b>SMME Development</b>	Chithwa recycling project	07	Chithwa	1
		Badibanise Women Project	07	Santombe	2
	<b>Forestry</b>				
	<b>Tourism</b>				
	<b>Fencing</b>	Separation of town from Ntshakeni/Skhemane	07	Ntshakeni / Skhemane	1
		Phakamani Project	07	Lubhalasi	2
		Lubhalasi Cemetery	07	Lubhalasi	3
		Skhemane/Ntshakeni Millie fields	07	Skhemane/Ntshakeni	4
		Lubhalasi mealiefields	07	Lubhalasi	5
	<b>Farming</b>	Siyazenzela Project (Poultry & veg )	07	Skhemane	1
		Vukasizwe Project (Poultry )	07	Lubhalasi	2
		Badibanise Women Project	07	Santombe	3
		Phakamani Project (vegetable garden)		Lubhalasi	4
	<b>Cooperatives Development</b>	Siyazenzela Project	07	Sikhemane	1
		Badibanise Project	07	Santombe	2
<b>OTHER PRIORITIES</b>		Cemetery gate	07	Mount Ayliff	
		Tree planting and water in cemetery	07	Mount Ayliff	

### Ward Priorities

#### WARD 08

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY
<b>BASIC SERVICE</b>	<b>Construction of</b>	Sikhumbeni AR	08	Sikhumbeni	1

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY
DELIVERY AND INFRASTRUCTURE	Roads and storm water	Dutyini	08	Mawuleni	2
		Lugelweni	08	Chris Hani/ Qhaq hazelani	3
		Mapheleni	08	Ndikini	4
		Sugarbush	08		
		Lusuthu-new village	08		
		Madadiela	08		
	Maintenance of Access Road	Mapheleni to Lusuthu	08	Mapheleni to Lusuthu	1
		Lugelweni	08	Lugelweni	2
		Nyathini to Majalimani	08	Nyathini to Majalimani	3
		Luvoveni to Malenge	08		
		Ndakeni	08		
		Sugarbush	08		
		Sikhumbeni	08		
	Construction of bridges	Magade/Zigadini Bridge	08	Lugelweni	1
		Nyathini to Majalumane	08	Nyathini	2
		Lugelweni	08		
		Chris Hani bridge	08		
		Masamuncu (Ndakeni)	08		
	Water	Qhaq hazelani	08	Lugelweni	1
		Majalimani	08	Nyathini	2
		Dutyini	08	Dutyini	3
		Mapheleni	08	Mapheleni	4
		Sugarbush	08		
		Madadiel	08		
		Lusuthu	08		
		Malenge	08		
	Sanitation	Infills	08	All villages	1
		Skhumbeni	08		
		Majalimani	08		
		Sugarbush	08		
	Electricity	Qhaq hazelani	08	Lugelweni	1
		Majalimani	08		2
		Nyathini	08		
Dutyini		08			
Madadiel		08			
Sugarbush		08			
Ndakeni-Poleni		08			
Land Reform Programmes	Phuthi Development programme	08	Lugelweni	1	
	Madadiel	08	Malenge		
	Phuthi	08	Qhaq hazelani		

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY
		Majalimani	08	river	
		Skhumbeni	08		
	<b>Housing</b>	Lugelweni	08	Lugelweni	1
		Nyatini & Majalimani	08	Nyatini to Majalimani	2
		Lusuthu to Mapheleni	08	Mapheleni	3
		Sikhumbeni	08	Sikhumbeni	4
		Sugarbush	08		
		Ndakeni	08		
		Madadiel	08		
		Dutyini	08		
	<b>Public Transport</b>	Phuti mini-taxi rank	08	Lugelweni	1
		Bridge	08	Nyatini	1
	<b>Community Facilities</b>	Community Hall	08	Lusuthu	1
			08	Sikhumbeni	2
08			Dutyini	3	
08			Madadiel		
<b>Telecommunications Infrastructure</b>	MTN Network	08	Mapheleni	1	
	TV Aerial	08	Mapheleni	2	
<b>SOCIO ECONOMIC DEVELOPMENT</b>	<b>Primary Health Care/HIV/AIDS</b>	Dutyini Clinic	08	Dutyini A/A	1
		Madadiel Clinic	08		
		Majalimani Clinic	08		
	<b>Education</b>	Bursaries	08	All schools	1
		Lusuthu high school reconstruction	08	Lusuthu	1
		Computer training	08	Lusuthu	2
		Ingwe FET	08	Nyathini	3
		Ndakeni High School	08		
		Sugarbush Preschool	08		
		Lugelweni Preschool	08		
	<b>Recreational Facilities</b>	Gymnasium	08	Lugelweni	2
		Nyathini sportsfield	08	Nyathini	1
		Sport fields	08	Lusuthu	2
		Sport fields	08	Sikhumbeni	3
	<b>Environmental Programmes</b>				
	<b>Disaster management and fire fighting</b>	Training	08	All villages	1
	<b>Waste Management</b>	Recycling centre	08	Lugelweni	1
	<b>GOOD GOVERNANCE &amp; COMMUNITY PARTICIPATION</b>	<b>Community Participation programmes</b>			
		<b>Special Programmes</b>	School uniform	08	All school
<b>Youth Programmes</b>		Youth information	08	Lugelweni	1
<b>Women Programmes</b>		Women information Day	08	Dutyini	1

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY
	People with Disability Programmes	Training			1
LED	Agriculture	Household gardening	08	Lugelweni	1
			08	Lusuthu/Mapheleni	2
			08	Dutyini	3
		Community gardens	08	All villages	
	Manufacturing				
	SMME Development				
	Forestry	Forestry & fishery		Lugelweni (Dam to be built)	1
	Tourism	Ntombexesibe	08	Lugelweni	1
	Fencing	Dutyini	08	Dutyini	1
		Sikhumbeni	08	Sikhumbeni	2
N2		08	N2		
Cooperatives Development	Training and development	08	Lusuthu	1	
OTHER PRIORITIES	Education	Preschool	08	Mapheleni	1
	Water	Majalimani/Nyathini	08	Nyathini	1
	Agriculture	Sharing shed	08	Dutyini	1
			08	Ndakeni	
	LED	Tar poles & charcoal	08	Lugelweni	1
			08	Lusuthu/Mapheleni	2
		Piggery	08	Lusuthu	

### Ward Priorities

#### WARD 09

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY	
BASIC SERVICE DELIVERY AND INFRASTRUCTURE	Construction of Roads and storm water	Goso A/R with Bridge	09	Goso	1	
		Siphundu A/Road ( 5 km) with Bridge	09	Siphundu	2	
		Saphukanduku A/R (4 km )	09	Saphukanduku	3	
		Mhluzini A/R with Bridge	09	Mhluzini	5	
	Maintenance of Access Road					
		Bamko A/R (4km)	09	Bamko	1	
		Sphundu A/R	09	Sphundu	2	
		Mhlozini A/R (3 km)	09	Mhlozini	3	
	Water	Luxwesa (Taps)	09	Luxwesa	1	

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY
		Mhluzini (Tank & Taps)	09	Mhluzini	2
		Sugarbush (Taps)	09	Sugarbush	3
		Saphukanduku	09	Saphukanduku	4
		Dukathole	09	Dukathole	5
	<b>Sanitation</b>	Sugar-Bush (240households)	09	Sugur-Bush	1
		Luxwesa (150 households)	09	Luxwesa	2
	<b>Electricity</b>	Dukathole/Tambo Project (159 households Thambo village, 189 households (Dukathole & new extensions, at Mhlozini, Manxontseni-Sugurbush (100 households)	09	Whole ward	1
		89 households(In fills)	09	Goso	3
		68 households (In fills)	09	Luxwesa	4
	<b>Land Reform Programmes</b>	Rehabilitation of dongas	09	All villages	1
	<b>Housing</b>	1 000 houses	09	All villages	1
	<b>Public Transport</b>	Shelter	09	Saphukanduku Station	1
			09	Sugarbush	2
			09	Goso	3
			09	Spundu	4
		Speed humps/pedestrian crossing	09	Sugarbush	5
			09	Goso	6
	<b>Community Facilities</b>	Goso Community Hall	09	Goso	1
		Saphukanduku Community Hall	09	Saphukanduku	2
		Luxwesa Preschool	09	Luxwesa	3
		J.V. Preschool	09		4
<b>Telecommunications Infrastructure</b>	Vodacom Pole	09	Sugarbush	1	
<b>SOCIO ECONOMIC DEVELOPMENT</b>	<b>Primary Health Care/HIV/AIDS</b>	Building of clinic next to Arthur Ngunga S.S.S	09	Goso	1
		Fencing, tractor &water (Sinosizo Home Base Care)	09	Sugarbush	1
		Building of offices, water & electricity (Siyaphambili Home Base Care)	09	Mhlozini	2
		Mobile Clinic	09	Spundu &	3

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY	
				luxwesa		
		Building of Clinic	09	saphukanduku	4	
	<b>Education</b>		Building of 3 classrooms & Admin block	09	Saphukanduku	1
			1 block & computer room Mhlozini S.P.S	09	Mhlozini	2
			Pre-school	09	Nobandla	
	<b>Recreational Facilities</b>		Levelling & fencing of sport field	09	Goso	1
			Sport field	09	Mhlozini	2
				09	Siphundu	3
	<b>Environmental Programmes</b>		Whole ward		Whole ward	
	<b>Disaster management and fire fighting</b>		Disaster awareness	09	Whole ward	1
			Firefighting tools	09	Whole ward	1
	<b>Waste Management</b>		Recycling at Saphukanduku	09		1
	<b>GOOD GOVERNANCE &amp; COMMUNITY PARTICIPATION</b>	<b>Community Participation programmes</b>	HIV & AIDS, Drug Abuse awareness whole ward	09	Whole ward	1
<b>Youth Programmes</b>		Goso Youth Piggery (food for piglets & fencing)	09	Goso	1	
<b>Women Programmes</b>			lingeletu Project (seeds, tractor & fertilizers)	09	Sugarbush	1
			Thandanani Project	09	Goso	2
			Ploughing of 150 hectors fenced field at Siphundu	09		3
			Fencing of Imbiza Project	09	Spundu	4
<b>People with Disability Programmes</b>		Awareness whole ward	09		1	
<b>LED</b>		<b>Agriculture</b>	Mhlozini sheering shed deeping tank & water feed	09	Goso	1
	Saphukanduku sheering shed medicine		09	Saphukanduku	2	
	<b>Manufacturing</b>	Inkonjane Multi-Purpose Centre	09	Sugarbush	1	
	<b>SMME Development</b>					
	<b>Forestry</b>					
	<b>Tourism</b>					
	<b>Fencing</b>		Nobandla Preschool	09		1
			Maize fields (200 hectors )	09	Mhlozini	2
			200 hectors	09	Goso	3
			Grazing camp	09	Goso	4
		200 hectors	09	Sugarbush ( Bamko)	5	
	200 hectors	09	Luxwesa	6		

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY
		O4 camps	09	Saphukanduku	7
	<b>Farming</b>	Nguni rearing	09	Saphukanduku	1
	<b>Cooperatives Development</b>	Provision of water , fencing, loughing & seeding of Masakhane fruit & veg project	09	Sugarbush	1
		Imbiza (fencing)	09		2
		Nobuhle co-op (chicken stock, tunnel & tractor)	09	Sugarbush	3
<b>OTHER PRIORITIES</b>					

### Ward Priorities

#### WARD 10

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY
<b>BASIC SERVICE DELIVERY AND INFRASTRUCTURE</b>	<b>Construction of Roads and storm water</b>	Ntsimangweni Bridge	10	Ntsimangweni	1
		Madlangeni Bridge	10	Ngqumani	2
		Dingezweni to Gwadana	10	Dingezweni	3
		Mdakeni Road	10	Mdakeni	4
		Colana Welakabini A/R	10	Siqhingeni	5
		Colana Welakabini	10	Colana	
		Mpamba scool-new bridge	10	Mpamba	
		Mbhinca A/R	10		
		Gqala A/R	10		
		Madlangeni A/R	10		
	<b>Maintenance of Access Road</b>	Ngqumani A/R	10	Ngqumani	1
		Ntsimangweni AR		Ntsimangweni	2
		Mdakeni A/R	10	Mdakeni	3
		Siqhingeni	10	Siqhingeni	4
		Nomkholokotho	10	Nomkholokotho	5
	<b>BRIDGES</b>	Madlangeni bridge	10		1
		Ntsimangweni bridge	10	Ntsimangweni	2
	<b>Water</b>	Colana Welakabini	10	Colana	1



NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY	
	<b>Sanitation</b>	In Fills the entire ward	10	All un-finished villages	1	
	<b>Electricity</b>		10	Colani	1	
			10	Sigundwaneni	2	
			10	Mdakeni	3	
			10	Nggumane	4	
			10	Sifolweni	5	
			10	Nomkholokotha	6	
			10	Siqhingeni	7	
			10	Mtsila	8	
		10	Nciniba including schools	9		
	<b>Land Reform Programmes</b>			10		1
		Business		10	Whole ward	2
		Projects		10	Whole ward	3
	<b>Housing</b>	All Villages		10	Sifolweni	1
				10	Mtsila	2
				10	Colana	3
				10	Sigundwaneni	4
				10	Mdakeni	5
				10	Siqhingeni	6
		Under Construction		10	Nggumane	
	<b>Public Transport</b>	Rank		10	Colana	1
				10	Nggumani	2
				10	Nciniba	3
		Shelter		10	Sigundwaneni	4
				10	Siqhingeni	5
				10	Sifolweni	6
	<b>Community Facilities</b>	Community hall ( Centre)		10	Colana	1
		Pre- Schools		10	Sifolweni	1
				10	Emahlangeni	2
				10	Nciniba	3
				10	Ntsimangweni	4
				10	Colana	5
			10	Mdakeni	6	
	10	Sirohlweni	7			
<b>Telecommunications Infrastructure</b>			10	Mdakeni	1	
				Ngqumani/ Tsimangweni		
<b>SOCIO ECONOMIC DEVELOPMENT</b>	<b>Primary Health Care/HIV/AIDS</b>	Mobile Clinic	10	Colana	1	
			10	Sifolweni	2	
			10	Nggumani	3	
		Clinic	10	Sigundwaneni	2	
		Campaign	10	Mtsila	3	
			10	Ntsimangweni	4	
		10	-Nciba	5		
	<b>Education</b>	Bursary for ward 10		10	Sigundwaneni	1
				10	Mdakeni	2
				10	Colana	3
				10	Nomkholokotho	4
				10	Sifolweni	5
	<b>Recreational Facilities</b>	Sport field		10	Colana	1
				10	Mtsila	2
	<b>Environmental</b>	Greening		10	All Schools	1

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY
	Programmes	Old age home	10	All villages	2
		Projects	10	All villages	3
	Disaster management and fire fighting	Wind	10	Nomkholokotho	1
		Storm	10	All villages	2
		Fires	10	All villages	
	Waste Management	Plastic	10	Sigundwaneni	1
		Can's	10	Sigundwaneni	2
		Waste Food	10	Colana	3
			10	Mtsila	4
			10	Ntsimangweni	5
GOOD GOVERNANCE & COMMUNITY PARTICIPATION	Community Participation programmes	Projects	10	All villages	1
		Trainings	10	All villages	2
	Special Programmes				1
	Youth Programmes	Skills	10		1
		ITC	10		2
	Women Programmes	Training	10	All villages	1
		Workshops	10	All villages	2
		Projects	10	All villages	3
	People with Disability Programmes	Co-operative forum	10	All villages	1
	LED	Agriculture	Ploughing of fields	10	All villages
Food security gardens			10	All villages	2
Manufacturing		Sewing	10	All villages	1
		Fruit processing	10	All villages	2
		Charcoal poles	10	Mdakeni & Ngqumani	3
SMME Development			10	All villages	1
Forestry		Wood lot	10	Colana	1
		Old programme ongoing	10	Ngqumani	2
Tourism		Nunge Mountains	10	Ward 10 Village	1
Fencing		Fields	10	Siqingeni	1
Farming		Fencing	10	All Village	1
Cooperatives Development		Goats	10	Mdakeni	1
		Sheeps	10	Ntsimangweni	2
		Chickens	10	All villages	3
		Abattoir	10	Colana	4
OTHER PRIORITIES	Community Forum	Programme of Crime Prevention	10	All Villages	1
	Job Creation	All project and Training	10	All Villages	1

### Ward Priorities

#### WARD 11

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY
BASIC SERVICE DELIVERY AND INFRASTRUCTURE	Construction of Roads and storm water	Construction of Roads	11	Rode surfacing	1
			11	Rode – Ndakeni	1
			11	Lutshikini	2
			11	Magontisini	3
			11	Mzinto	4
	Maintenance of	Voveni- bridge need	11	Voveni	

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY	
	<b>Access Road</b>	upgrade as it is very low Ngwekazana to Ndakeni Amanxiwa amatsha	11		1	
		<b>Bridges</b>				Mkhangisa Bridge
				11	Rhode	1
				11	Gudlintaba	2
				11	Lutshikini	3
				11	Mzinto	4
				11	Madadiyela	5
	<b>Water</b>	Water supply to Gudlintaba to Ngwekazana		11	Maqabaneni	1
				11	Gudlintaba	2
				11	Lutshikini	
				11	Malenge	3
	<b>Sanitation</b>	Water Extension		11	All schemes	4
				11	Mzinto	1
	<b>Electricity</b>	Rehabilitation			Nyosini	2
				11	All villages	3
				11	Mhlotsheni – Lutshikini Electricity Emanxiweni	1
		Churches		11	Mtshikawuze	2
				11	Ngwekazi	
				11	Maqabanini	4
				11	All villages	5
	<b>Land Reform Programmes</b>	Installation of electricity		11	All villages	1
				11	All villages	2
				11		3
				11		
	<b>Housing</b>	Solar energy ( pilot project for solar system is in progress)		11	All villages	5
				11		
				11		
				11		
	<b>Public Transport</b>	In fills		11	All villages	1
				11		2
				11		3
				11		
<b>Community Facilities</b>	Projects		11	All villages	1	
			11		2	
			11		3	
			11			
			11			
<b>Telecommunications Infrastructure</b>	Houses		11		2	
			11		3	
			11			
			11			
			11			
<b>SOCIO ECONOMIC</b>	Business		11		3	
			11			
			11			
			11			
			11			
<b>Primary Health</b>	Land rehabilitations		11			
			11			
			11			
			11			
			11			
<b>Primary Health</b>	Rural houses		11	All villages	1	
			11		2	
			11		3	
			11			
			11			
<b>Primary Health</b>	Old age home		11		2	
			11		3	
			11			
			11			
			11			
<b>Primary Health</b>	Orphanage home		11		3	
			11			
			11			
			11			
			11			
<b>Primary Health</b>	Shelters		11	Rode - Voveni	1	
			11	Ndakeni	2	
			11	Mzinto	3	
			11	Nyosini	4	
			11	Mhlotsheni	5	
<b>Primary Health</b>	Pre – School		11	Madadiyela	6	
			11	Overhead bridge		
			11	Nyosini	1	
			11	Magontsini	2	
			11	Madadiyela	3	
<b>Primary Health</b>	Community hall		11	Mzinto Nyosini	4	
			11			
			11			
			11			
			11			
<b>Primary Health</b>	Sport grounds		11	Rode	5	
			11			
			11			
			11			
			11			
<b>Primary Health</b>	Network pole		11	Madadiyela	1	
			11	Mhlotsheni	2	
			11			
			11			
			11			

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY		
DEVELOPMENT	Care/HIV/AIDS	Mobile Clinic	11	Ngwekazana	1		
		Training ( has been conducted for support group) HIV	11	Whole ward	3		
		Training	11	Rode	4		
	Education	Electricity			Rode SSS		
		Maintenance			All Schools		
		Classes	11		Mzinto	4	
		Preschool	11		Nyosini,Malenge	1	
			11		Mhlotsheni	2	
		Bursary	11		All high schools of the ward	1	
	Recreational Facilities	Sport ground for association	11		Rode	1	
		Sport ground	11		Mhlotsheni	2	
			11		Ndakeni	3	
		One stop business centre	11		Rode	4	
		Sport materiel	11		Voveni	5	
		Closing of Dongas	11		Lutshikini	6	
			11		Voveni	7	
			11		Mhlotsheni	8	
					Madadiyela	9	
	Environmental Programmes	Greening	11		All school yards	1	
		Old age home	11		Mhlotsheni	2	
						Rode	3
		Projects campaigns	11		All villages	4	
	Disaster management and fire fighting	Wind / storm disaster	11		All villages	1	
		Disaster houses	11		All villages	2	
		Awareness campaigns	11		All villages	3	
		Firefighting awareness	11		All villages	3	
	Waste Management	Disposal sites	11		Magabanini	1	
			11		Mzinto	2	
			11		Nyosini	3	
			11		Mhlotsheni	4	
			11		Rode	5	
	GOOD GOVERNANCE & COMMUNITY PARTICIPATION	Community Participation programmes	Projects	11		All villages	1
			Training of ward committees	11			2
Training of Co-ops			11			1	
Training of NGO'S			11			2	
Special Programmes		Art gallery	11		Nyosini	1	
		Community programmes	11		All villages	2	
Youth Programmes		Skill development centre	11		Voveni	1	
		ICT	11		Rode	2	
		Projects	11		Mzinto	3	
		Visual Art	11		Nyosini	4	
		Campaigns/workshops	11		All villages		
		Women Programmes	Projects	11		All villages	1
Training & workshops			11		All villages	2	
Masikhule craft & dance			11		Rode	3	
Awareness campaigns			11		All villages		

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY	
	<b>People with Disability Programmes</b>	Co-operatives	11	All villages	1	
		Village & wards forum	11	All villages	2	
		Leather craft project	11	Rode	3	
		Workshops /campaigns	11	All villages	4	
<b>LED</b>	<b>Agriculture</b>	Food security garden ( 80 gardens are in progress)	11	All villages	1	
		Field farming / fruit	11	Ndakeni	2	
			11	Sithinteni	3	
			11	Rode	4	
			11	Mhlotsheni	5	
	Community Garden	11	Rode	1		
	<b>Shopping Mall</b>	Construction of the Shopping Mall	11	Rode	1e	
	<b>Manufacturing</b>	Art	11	Nyosini	1	
		Cotton	11	Mzinto	2	
		Fruit processing	11	Mhlotsheni	3	
		Maize processing	11	All villages	4	
		Weaving	11	Nyosini	5	
	<b>SMME Development</b>	Small businesses	11	All villages	1	
			11	Rode	2	
			11	Lutshikini	3	
	<b>Forestry</b>		11	Ndakeni	1	
			11	Voveni		
			11	Gudlintaba	2	
	Planting of trees	11	Mzinto	3		
	<b>Tourism</b>	Caves	11	Lutshikini	1	
		Mountains	11	Gudlintaba	2	
		Culture	11	All villages		
		Visual Art	11	Nyosini		
	<b>Fencing</b>	Fencing	11	Ndakeni	1	
			11	Sithinteni	2	
			11	Rode	3	
			11	Ngwekazana	4	
			11	Madadiyela	5	
	<b>Faming</b>		Wool growers association	11	Rode	1
			Goat farming	11	All villages	2
			Cattles	11	All villages	3
			Massive food	11	All villages	4
<b>Cooperatives Development</b>	Laphum'ikhwezi piggery co-op	11	Rode	1		
	Youth Co-op Primary & Secondary	11	Mzinto & Rode	2		
	Establishment of Co-op	11	Ndakeni	3		
	Recycling Co-op	11	Voveni	4		
	Poultry Co-op	11	Rode & Ngwekazana	5		
<b>OTHER PRIORITIES</b>	Correctional services		11	Rode	1	
	Aloe processing		11	Lutshikini	1	
				Ngwekazana	2	
	Sector policing		11	All villages	3	
	Water scheme		11	Maqabanini	4	
	Satellite -Police		11	Rode	5	
	Maintenance Dipping tank		11	Mzinto & Rode	6	
			11	Ndakeni	7	
	Construction of a		11	Madadiyela	8	

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY
	Dipping tank		11	Lutshikini	9
	Bridges		11	Rode – Voveni	10
			11	Sithinteni	11
	Maintenance of bridges		11	Ngwekazana	12
			11	Madadiyela	13
			11	Mhlotsheni	14

### Ward Priorities

#### WARD 12

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY
<b>BASIC SERVICE DELIVERY AND INFRASTRUCTURE</b>					
	<b>Construction of Roads and storm water</b>	Manqilweni A/R with Bridge 7 km	12	Manqilweni	1
		Msongonyane A/R 3 km	12	Msongonyane	2
		Mgungundlovu A/R3 km	12	Mgungundlovu	3
		Masimini A/R 2.5 km Xhameni	12	Mpoza	4
	<b>Maintenance of Access Road</b>	Ntibane A/R (4 km)	12	Ntibane	1
		Mgungundlovu A/R (2,5 km)	12	Mgungundlovu	2
		Mpoza A/R	12	Mpoza	3
		Mkhangisa A/R Tyeni Ntibane	12	Mkhangisa Tyeni Ntibane	4
	<b>Water</b>	Mgungundlovu	12	Mgungundlovu	1
		Nkomba	12	Qhanqu	2
		Nguse	12	Nguse extension	3
		Tyeni	12	Tyeni extention	4
		Macheleni	12	Macheleni	5
		Mpoza & Lutateni Xhameni	12	Mpoza	6
		All villages			
	<b>Sanitation</b>	Ntibane	12	Ntibane	1
		Xhameni	12	Xhameni	2
		Mgungundlovu	12	Mgungundlovu	
	<b>Electricity</b>	Electrification	12	All villages	1
			12	Mpoza/	1

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WAR D	Village	PRIORITY
				mgungundlovu/ Lutateni/ Xhameni	
	<b>Land Reform Programmes</b>	Mahushweni	12	Mahushweni	1
		Tyeni	12	Tyeni	2
		Ntibane	12	Ntibane	3
		Mpoza	12	Mpoza	4
		Xameni	12	Xameni	5
		Mgungundlovu	12	Mgungundlovu	6
				12	Qangu
	<b>Housing</b>	Qhanqu 1000 Xhameni	12	Qhanqu	1
	<b>Public Transport</b>	Qhanqu Shelter Bus stop	12	Mkemane (clinic) Tyeni village & Nophoyi junction	1
			12	Xameni, Mgungundlovu, , Mpoza, Lutateni Manqilweni & qhangu	2
		Shelter wool growers association	12	Mpoza also registered	1
	<b>Community Facilities</b>	Mpoza community hall	12	Mpoza & Lutateni	1
		Nophoyi hall ( need chairs)	12	Nophoyi	2
	<b>Telecommunications Infrastructure</b>				
		Installation of T.V network	12	All villages	3
<b>SOCIO ECONOMIC DEVELOPMENT</b>	<b>Primary Health Care/HIV/AIDS</b>	Home Based Care	12	Mgungundlovu	1
			12	Ntibane	2
			12	Lutateni	3
			12	Mpoza	4
			12	Nguse / Tyeni & Manqilweni	4
	<b>Education</b>	Access Roads	12	Nobusa J.S.S.	1
		Access Roads	12	Mpoza school	2
		Access Roads	12	Mgungundlovu	3
		Electrification	12	Qhanqu, Nobusa, Nguse & Tyeni	4
		Access Road	12	Lutateni S.S.S	5
		Electrification	12	Nophoyi Hall	6
	<b>Recreational Facilities</b>	Sport ground	12	Tyeni	1
		Shopping Complex	12	Nophoyi	1
		Indoor Sport Centre	12	Nophoyi	2
	<b>Environmental Programmes</b>	Trees	12	Nophoyi & all schools	1

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WAR D	Village	PRIORITY	
	<b>Disaster management and fire fighting</b>	Disaster Management & Fire Fighting	12	Nophoyi thusong Centre	1	
	<b>Waste Management</b>	Big Hole	12	Nophoyi Thusong Centre	1	
		Big Hole	12	Nophoyi Sanitation Zone	2	
<b>GOOD GOVERNANCE &amp; COMMUNITY PARTICIPATION</b>	<b>Community Participation programmes</b>	Information	12	Nophoyi Thusong Centre	1	
	<b>Special Programmes</b>	World Aids Day & Heritage day	12	Nophoyi Thusong Centre	1	
		16 Days of activism	12	Nophoyi Thusong Centre	2	
	<b>Youth Programmes</b>	Youth Centre	12	Nophoyi Thusong Centre	1	
		Library	12	Nophoyi Thusong Centre	2	
		Culture	12	All villages	3	
	<b>Women Programmes</b>	Culture	12	All villages	1	
		Choral Music	12	Qhanqu	2	
		Netball	12	All villages	3	
	<b>People with Disability Programmes</b>	Awareness campaign special schools	12	Nophoyi	1	
	<b>LED</b>	<b>Agriculture</b>	Ploughing & fencing	12	Tyeni	1
				12	Mgungundlovu	2
12				Xhameni	3	
12				Ntibane	4	
12				Msongonye, Manqilweni, Mgungundlovu and Xameni	5	
<b>Manufacturing</b>		Blocks	12	Nophoyi	1	
		Manufacturing of tiles, Zink, tar poles & production of fencing materiel	12	Nophoyi Sanitation Zone	2	
<b>Forestry</b>		Mgungundlovu (upgrading )	12	Mgungundlovu	1	
		Forestry Charcoal	12	Xameni	2	
<b>Tourism</b>		Cultural village	12	Nophoyi	1	
<b>Fencing</b>		Fencing	12	Tyeni	1	
			12	Xameni	2	
			12	Mkangisa	3	
			12	Ntibane	4	
			12	Msongonyane, Manqilweni, Mgungundlovu,	5	



NATIONAL KPA	IDP PRIORITY	PROJECT Name	WAR D	Village	PRIORITY
				Xameni, Mkhangisa & Mawushweni	
	<b>Farming</b>	Sheering shed	12	Nophoyi	1
		Dipping tank	12	Lutateni	2
			12	Nguse	3
			12	Ntibane	4
					5
	<b>Cooperatives Development</b>	Sand Mining	12	Mgungundlovu	1
				Mkhemane (Tyeni)	
				Mkangisa	2
				Mposa	3
	<b>Other priorities</b>	Slab	12	Manqilweni (Wosa River )	
		Slab with pipes	12	Ntibane	
			12		
		Building of High schools	12	Lutateni High	
			12	Nguse	
		Access Road	12	Manqilweni & Mpungutyana	
		Computer Equipment	12	Lutateni High School	
	Construction of dam	12	Mpoza		

### Ward Priorities

#### WARD 13

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORIT Y
<b>BASIC SERVICE DELIVERY AND INFRASTRUCTURE</b>					
	<b>Construction of Roads and storm water</b>	Nyosini AR	13		1
		Mpungutyane via Luvalweni to Manqilweni	13		2
		Nkungwini AR	13		3
		Bumnandini-Mxhinweni-Lwandlana-Lower Mt Horeb A/R	13		4
	<b>Maintenance of Access Road</b>	Ngcozana A/R (3,7 KM) Ntabeni to sidikidikini bridge Makele road Sinyaqa	13		1
		Mpungutyana A/R	13		2

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORIT Y
	<b>Bridges</b>	Ntlabeni to Sidikini- and Tyinirha bridge	13		1
		Ngcozana Bridge Sankobe Bridge	13		2
	<b>Water</b>	4 Villages	13	Mpungutyana	1
			13	Nkungwini	2
			13	Mxhinweni	3
			13	Lower Mt Horeb	4
	<b>Sanitation</b>	Infills	13	Gubhuzi	1
	<b>ELECTRICITY</b>	Installation of Electricity	13	Bhethane, Mxhinweni & Lower Mt Horeb	1
			13	Ntlabeni and Mkhalatyi	2
		In Fills	13	Nkungwini and Mpungutyana	1
			13	Mhlutha, Gubhuzi and Nyosini	2
			13	Sihlahleni, Mgodini, Sinyaga & Ngcozana	3
	<b>Land Reform Programmes</b>	Fencing	13	Sihlahleni	1
			13	Nyosini	2
			13	Gubhuzi	3
			13	Mpungutyana	4
			13	Ngcozana	5
		Ploughing	13	Ntlabeni	1
			13	Nkungwini	2
			13	Mpungutyana	3
			13	Gubhuzi	4
			13	Mhlutha	5
			13	Nyosini	6
			13	Singaga	7
	<b>Housing</b>	RDP houses	13	Gubhuzi	1
			13	Nyosini	2
			13	Mhlwutha	3
			13	Ntlabeni	4
			13	Ngcozana	5
			13	Bethana	
			13	Sihlahleni	
			13	Mkhalatyi	
	<b>Public Transport</b>		13	Sinyaga	1
			13	Bethani	2
	<b>Community Facilities</b>	Community halls	13	Mhlutha village	1
				Sihlahleni Ntlabeni Nyosini	2
		Sport fields	13	Sihlahleni	1
			13	Mhlutha	2
		Pre-schools	13	Ntlabeni	1
				Mpungutyana Nkungwini	2
			Nyosini	3	

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORIT Y
				Sihlahleni	
	<b>Telecommunications Infrastructure</b>	Network Poles	13	Mpungutyana	1
<b>SOCIO ECONOMIC DEVELOPMENT</b>	<b>Primary Health Care/HIV/AIDS</b>	Home Based Care Clinic	13	Sinyaga	1
			13	Mgodi	2
			13	Sihlahleni	3
			13	Ngcozana	4
			13	Mhlutha	5
			13	Nyosini	6
			13	Gubhuzi	7
	<b>Education</b>	Electrification	13	Mpungutyani J.S.S	1
			13	Tsewu P.S.S	2
			13	Lower Mt Horeb	3
			13	Bhaletyeni/Ntlabeni	3
			13	Ngcozana School	1
	<b>Recreational Facilities</b>	Libraries and Computers	13	Nyosini	
			13	Ntlabeni High School	2
				Sihlahleni	3
	<b>Environmental Programmes</b>	Cutting of Msukeni forest for charcoal	13	Msukeni- Gubhuzi	1
			13	Luvalweni	2
			13	Tshatsheni	3
			13	All villages	4
			13	Mhlutha	1
<b>Disaster management and fire fighting</b>		13	Sihlahleni	2	
		13	All villages	1	
<b>Waste Management</b>		13	All villages	1	
<b>GOOD GOVERNANCE &amp; COMMUNITY PARTICIPATION</b>	<b>Community Participation programmes</b>	Information Day	13	Mhlutha J.S.S.	1
				Sihlahleni J.S.S.	2
	<b>Special Programmes</b>	World Aids day 16 Days of activism	13	Mhlutha J.S.S.	1
			13	Sihlahleni	2
	<b>Youth Programmes</b>	Youth Centre	13	All villages	
	<b>Women Programmes</b>	Culture & Sport	13	All villages	3
	<b>People with Disability Programmes</b>	Culture & tribal dances	13	All villages	1
		Training	13	All villages	1
	<b>LED</b>	<b>Agriculture</b>	Farming & Ploughing	13	Sihlahleni
13				Nyosini	2
Ploughing			13	Mhlutha	
			13	Gubhuzi	3
<b>Manufacturing</b>			13	Mpungutyana	1
<b>SMME Development</b>			13		1
<b>Forestry</b>		Msukeni , Luvalweni, & Ntshakeni	13	Gubhuzi	1
			13	Mpungutyeni	2
			13	Nkungwini	3
<b>Tourism</b>					
<b>Fencing</b>			13	All villages	1
<b>Faming</b>		Shearing shed	13	All villages	1
<b>Cooperatives Development</b>		Sand mining	13	Nkungwini	1
	Wood poles	13	Msukeni-Gubhuzi	2	
<b>OTHER PRIORITIES</b>		13	Ntlabeni – Sidikini	1	
		13	Ntlabeni – Nkungwini	2	
		13	All villages	3	
		Maintenance of roads & poverty alleviation through job creation	13	All villages	3

**Ward Priorities**

**WARD 14**

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY
<b>BASIC SERVICE DELIVERY AND INFRASTRUCTURE</b>	<b>Construction of Roads and storm water</b>	T 85 Road	14	Sahlulo, Mandileni & Mndini ABC	1
		T15 Road	14	Nqalweni	1
		Phungulelweni – Mjikelweni	14	Niona ABC (Ngwetsheni bridge)	2
		Goxe Road extention	14	Goxe	3
		Dukangubo	14	Nqalweni	4
		Bridge	14	Nokubeni & Matyeni	5
		Niona-Mndini	14	Niona-Mndini	6
		Mhlathenkomo A/R Extension	14	Ngwetsheni	7
		Nkalweni-Sithane A/R	14	Nkalweni-Sithane	8
		Magontsini A/R Extension	14	Magontsini	9
		Bhukazi A/R Extension	14	Mandileni	10
	Sdumela A/R Extension	14	Nqalweni	11	
	<b>Maintenance of Access Road</b>	Sahlulo A/R		Sahlulo	1
		Bhekani A/R	14	Bhekani	2
		Niona A/R	14	Niona	3
		Mndini	14	Mndini ABC	4
		Mhlathiwenkomo	14	Mhlathiwenkomo	5
		Ndindindi	14	Ndindindi	6
		Huku Community Hall Maintenance	14	Huku	7
	<b>Bridges</b>	Bhekani bridge	14	Bhekani-Goxe	1
	<b>Water</b>	Water	14	All villages	1
	<b>Sanitation</b>	Manzabantu zone site	14	Ngwetsheni	1
			14	Niona	2
			14	Sahlulo	3
			14	Nqalweni	4

	<b>Electricity</b>	Makaula sub-station (Nqalweni)	14	Mandileni/Sahlulo/Sithane	1	
			14	All villages (In fills)	2	
	<b>Land Reform Programmes</b>	Vulamasango (Land Compensation ) Programme	14	All villages	1	
			EPWP	14	Nqalweni & Matyeni	2
	<b>Housing</b>	Housing	14	Goxe	1	
			14	Mandileni	2	
			14	Sahlulo, Ngwetsheni, Mndini and Niona	3	
	<b>Public Transport</b>	AB 350(Bus Services )	14	Nqalweni	1	
			14	Niona ABC	2	
	<b>Community Facilities</b>	ICT Centre for the whole Ward	14	All villages	1	
			Community hall	14	Mandileni	2
		Sheering shed (community hall)	14	Ngwetsheni	3	
			14	Nqalweni	4	
			14	Niona/Matyeni	4	
14			Mndini	5		
14		Ngwetsheni	6			
14	Nqalweni	7				
	<b>Telecommunications Infrastructure</b>	Network poles (MTN & Vodacom)	14	All villages	1	
		TV Pole	14	All villages	2	
<b>SOCIO ECONOMIC DEVELOPMENT</b>	<b>Primary Health Care/HIV/AIDS</b>	Clinics	14	Mandileni	1	
			14	Ngwetsheni	2	
		Home Base Care	14	All villages	1	
	<b>Education</b>	Antioch J.S.S (upgrading)	14	Nqalweni	1	
		Mt Horeb (upgrading)	14	Matyeni	2	
		Upper Mandileni (upgrading)	14	Ngwetsheni	3	
		Bethel J.S.S (upgrading)	14	Goxe	4	
		Fair View J.S.S (upgrading)	14	Mndini	5	
		Sahlulo J.S.S	14	Sahlulo/Mandileni/Huku	6	
	<b>Recreational Facilities</b>	Mandileni Sport Ground	14	Mandileni	1	
		Niona Sport ground	14	Niona	2	
		Ngwetsheni Sport ground	14	Ngwetsheni/ Sthana	3	
		Huku Container	14	Sahlulo	4	
		Library	14	Huku	5	
	<b>Disaster management and fire fighting</b>	Land Rehabilitation	14	All villages	1	
	<b>Waste Management</b>		14	All villages	1	
	<b>GOOD GOVERNANCE &amp;</b>	<b>Community Participation</b>	Ward Committee meetings	14	Sahlulo Community hall	1

<b>COMMUNITY PARTICIPATION</b>	<b>programmes</b>	Imbizo	14	Ngwetsheni	2	
			14	Mandileni	3	
		Community meetings	14	Centre community hall	4	
	<b>Special Programmes</b>	Umzimvubu	14	All villages	1	
	<b>Youth Programmes</b>	Sport trainings	14	All villages	1	
		Beauty contest	14	All villages	2	
		Traditional group dancers	14	All villages	3	
	<b>Women Programmes</b>	Dal'uvuyo elders choir	14	Mndini	1	
		Traditional group dancers	14	All villages	2	
	<b>People with Disability Programmes</b>	Umzimvubu Special School	14	All villages	1	
<b>LED</b>	<b>Agriculture</b>	Siyazondla	14	All villages	1	
		Massive Food	14	All villages	2	
		Lima	14	All villages	3	
	<b>Manufacturing</b>	Coal	14	Makolonini/Niona	1	
	<b>SMME Development</b>	Umzimvubu (carpentry )	14	All villages	1	
		Poultry	14	All villages	2	
		Piggery	14	All villages	3	
	<b>Forestry</b>	Cutting of wattle trees	14	All villages	1	
	<b>Tourism</b>		14	All villages	1	
	<b>Fencing</b>	Umzimvubu	14	Mndini	1	
		Fencing of grazing fields	14	All villages	2	
	<b>Faming</b>	Umzimvubu (Nguni cattle)	14	Mndini	1	
		Boere goat	14	All villages	2	
		Sheep	14	All villages	3	
		Sheering shed	14	All villages	4	
	<b>Cooperatives Development</b>		14	All villages	1	
			Police station	14	Mandileni	

### Ward Priorities

#### WARD 15

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY
<b>BASIC SERVICE DELIVERY AND INFRASTRUCTURE</b>					
	<b>Construction of Roads and storm water</b>	Luqolweni A/R	15	Luqolweni	1
		Mhlokwana	15	Salvation	2
		Zwelitsha / Makhoba	15	Zwelitsha	3
		Mdyarhweni	15	Mdyarhweni	4
		Surfacing DR 08100	15	Lugangeni	
		Thwa / Magxeni Road	15	Thwa/ Magxeni	5
		Malongwe/Lonci	15	Malongwe	6

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY
		A/R			
		Sirudlwini Inner road	15	Sirudlwini	7
		Buffalo Nek	15	Buffalo Nek	8
	<b>Maintenance of Access Road</b>	Hagwini - A/R	15	Hagwini	1
		Thwa A/R	15	Thwa	2
		Gubhuzi A/R	15	Gubhuzi	3
		Mpola-Godola A/R	15	Mpola	4
		Ntenetyana-Malongwe	15	Ntenetyana	5
		Lonci A/R	15	Lonci	6
		Centule A/R	15	Lugangeni	7
		Tolo-Kuyasa A/R	15	Buffalo Nek	8
		Luqolwenii	15	Luqolweni	9
		Qoqa junction	15	Qoqa	
	<b>Water</b>	Lugangeni	15	Lugangeni	1
		Zwelitsha	15	Zwelitsha	2
		Mhlokwana	15	Mhlokwana	3
		Buffalonek	15	Buffalo Nek	4
		Malongwe	15	Malongwe	5
		Ntshongweni	15	Ntshongweni	6
	<b>Bridges</b>	Lugangeni bridge	15	Lugangeni	
		Mhlokwana bridge	15	Mhlokwana	
			15		
			15		
	<b>Sanitation</b>	Ntenetyana	15	Ntenetyana	1
		Mpola	15	Mpola	2
		Centule	15	Centule	3
	<b>Electricity</b>	Electrification	15		
		Infills	15	All villages	1
	<b>Land Reform Programmes</b>	Magxeni /Mapanga	15	Magxeni	1
		Thwa	15	Thwa	2
		Gubhuzi	15	Gubhuzi	3
			15	Ntenetyana	4
			15	Zwelitsha, Malongwe & Centule	5
		Buffalo Nek	15	Buffalo Nek	6
	<b>Housing</b>	Houses	15		
		Mvuzi	15	Mvuzi	1
		Buffalo Nek	15	Buffalo Nek	2
		Thwa	15	Thwa	3
		Gubhuzi	15	Gubhuzi	4
		Lonci	15	Lonci	5
		Mpola-Luqolweni	15	Mpola-Luqolweni	6
		Malongwe	15	Malongwe	7
		Lugangeni	15	Lugangeni	8
		Ntenetyana	15	Ntenetyana	9
		<b>Public Transport</b>		15	Lugangeni

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY	
	<b>Community Facilities</b>		15	Ntenetyana	2	
			15	Thwa	3	
		Community hall	15	Lugangeni	1	
			15	Zwelitsha	2	
			15	Ntenetyane	3	
			15	Thwa	4	
			15	Buffalo Nek	5	
			15	Gubhuzi	6	
		Sheering shed(Mpola)	15	Lugangeni, Luqolweni, Buffalo Nek, Thwa & Malongwe	5	
		<b>Telecommunications Infrastructure</b>	Network pole for cellphone signal	15	Maphanga	1
			Mhlokwana pole for	15	Mhlokwana	2
<b>SOCIO ECONOMIC DEVELOPMENT</b>	<b>Primary Health Care/HIV/AIDS</b>	Gubhuzi mobile	15	Gubhuzi	1	
		Thwa mobile	15	Thwa	2	
		Ntenetyana mobile	15	Ntenetyana	3	
		Zwelitsha mobile	15	Zwelitsha	4	
		Mhlokwana mobile	15	Mhlokwana	5	
		Buffalonek clinic	15	Buffalonek	6	
		Malongwe mobile	15	Malongwe	7	
		Old age home	15	Buffalonek	8	
		Mobile clinic	15	All villages		
	<b>Education</b>	Tyelimhlophe Agricultural school	15	Ntenetyana		
		Malongwe J.S.S	15	Malongwe	1	
		Zwelitsha J.S.S.	15	Zwelitsha	2	
		Tyhilulwazi Pre-School	15	Hagwini	3	
		Zwelitsha Pre-School	15	Zwelitsha	4	
		Mpola preschool	15	Mpola	5	
		Malongwe Preschool	15	Malongwe	6	
		Lonci Preschool	15	Lonci	7	
		Gubhuzi Preschool	15	Gubhuzi	8	
		Community Library	15	Lugangeni	9	
		Thwa preschool	15	Thwa	10	
		Luqolweni preschool	15	Luqolweni	11	
		Mhlokwana Preschool	15	Mhlokwana		
		<b>Recreational Facilities</b>	Sport field	15	Zwelitsha	1
	15			Lugangeni Sport ground	2	
	15			Ntenetyana	3	
	15			Lonci	4	
	15			Malongwe	5	



NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY
		Sport Centre	15	Buffaloneck	6
			15	Mhlokwana	7
	Environmental Programmes	Heritage day	15	Ntenetyana	1
		World Aids Day	15	Lugangeni	2
		Mandela Day	15	Buffaloneck	3
	Disaster management and fire fighting	Fire fight	15	Thwa	1
			15	Lonci	2
			15	Malongwe	3
			15	Gubhuzi	4
			15	Lugangeni & Mpola	5
Waste Management		15	Buffalo Nek	1	
		15	Thwa	2	
		15	Phezukwentaba	3	
		15	Lugangeni	4	
		15	Gubhuzi	5	
		15	Lonci	6	
		15	Mpola	7	
		15	Ntenetyana	8	
		15	Malongwe	9	
GOOD GOVERNANCE & COMMUNITY PARTICIPATION	Community Participation programmes	EPWP	15	Zwelitsha / Mhlokwa	1
	Special Programmes	Human Rights Day	15	Buffaloneck	1
	Youth Programmes	June 16	15	Mhlokwana	1
				Lugangeni	2
	Women Programmes	Women's day	15	Gubhuzi	1
People with Disability Programmes	Orphanage Home	15	Zwelitsha	1	
LED	Agriculture				
		Lima		Thwa, Gubhuzi, Lugolweni & Mpola	
	Manufacturing	Sewing project	15	Mpola	
	SMME Development				
	Forestry				
	Tourism	Cultural Tourism Centre	15	Ntenetyane	1
			15	Lugangeni	2
	Fencing	Thwa	15	Thwa	1
		Hagwini	15	Hagwini	2
		Gubhuzi	15	Gubhuzi	3
		Lugangeni	15	Lugangeni	4
		Mpola	15	Mpola	5
	Farming	Maize	15	Mbonda /Marhwaqa	1
		Beans	15	Marhwaqa	2
Poultry		15	Zwelitsha, Thwa & Gubhuzi	3	
Piggery		15	Gubhuzi	4	
Sheep		15	Lugangeni	5	
Cooperatives Development					
OTHER PRIORITIES		Lugangeni Clinic	15	Lugangeni	1
		Mobile clinic	15	Lonci	2
		Dipping tank	15	Gubhuzi/Zwelitsha	3
		Dipping tank	15	Lugangeni	

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY
		Water taps	15	Thwa	4

### Ward Priorities

#### WARD 16

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY
<b>BASIC SERVICE DELIVERY AND INFRASTRUCTURE</b>	<b>Construction of Roads and storm water</b>	Baphathe, Rholihlahla Residence A/R with Bridge	16	Baphathe, Rholihlahla residence	1
		Papanana A/R	16	Papanana	2
		Bobobane A/R	16	Bobobane	3
		Macamsholo A/R	16	Macamsholo	4
		Tar road	16	Spilini Bobobana Machamsholo	5
	<b>Maintenance of Access Road</b>	Spilini, Bobobana & Machamsholo internal roads	16	Lubhacweni	1
		Ext 5 A/R	16	Baphathe and Rholihlahla residence	2
	<b>Water</b>	Water	16	Baphathe/Papanana	1
		Water	16	Spilini	2
		Water	16	Bobobane	3
		Water	16	Macamsholo	4
		Water	16	Rholihlahla residence	5
		Water	16	Moyeni	6
	<b>Electricity</b>	Electrification	16	Rholihlahla residence	1
			16	Baphathe	2
		In Fills	16	Bobobane/Spilini	1
			16	Macamsholo	2
			16	Papanana	3
	<b>Land Reform Programmes</b>				
	<b>Housing (RDP)</b>	Rholihlahla residence	16	Rholihlahla residence	1
		Lubhacweni	16	Spilini, Machamsholo & Bobona	2
		Mvuzi	16	Moyeni/ Galali	3
		Papanana	16	Papanana	4
		Baphathe	16	Baphathe	5
	<b>Public Transport</b>	Speed humps	16	Ext 7	1
		Fencing	16	Ext 7 to 1 <sup>st</sup> gate	2
		Shelters & bus stops	16	Macamsholo	3

		Shelters & bus stops	16	Papanana	4
		Shelters & bus stops	16	Osborn junction	5
		Shelters & bus stops	16	First gate	6
	<b>Community Facilities</b>	Community hall	16	Rholihlahla residence	1
		Community hall	16	Spilini	2
		Community hall	16	Macamsholo	3
		Community hall	16	Bobobane	4
		Community hall	16	Papanana	5
	<b>Community hall maintenance</b>	Community hall(Maintenance)	16	Moyeni	1
		Community hall(Finalization)	16	Extension 7	2
	<b>Telecommunications Infrastructure</b>	TV Poles	16	Galali	1
		Post Office Boxes	16	Spilini, Bobobabe & Macamsholo	2
		Post Office Boxes	16	Papanana, Moyeni & Galali	3
		Post Office Boxes	16	Rholihlahla residence , Baphathe & Ext 7	4
<b>SOCIO ECONOMIC DEVELOPMENT</b>	<b>Primary Health Care/HIV/AIDS</b>	Mobile Clinic	16	Spilini, Bobobane & Macamsholo	1
		Mobile Clinic	16	Rholihlahla residence , Baphathe & Ext 7	2
		Mobile Clinic	16	Papana, Moyeni & Galali	3
		Awareness	16	Rholihlahla residence , Baphathe & Ext 7	4
		Awareness	16	Spilini, Bobobane & Macamsholo	5
	<b>Education</b>	Bursaries	16	All villages	1
		Pre-School	16	Rholihlahla residence	2
		Pre-School	16	Galali	3
		Pre-School	16	Machamsholo	4
		Pre-School	16	Spilini & Bobobane	5
		Pre-School	16	Papanana	6
		Pre-School	16	Moyeni	7
	<b>Recreational Facilities</b>	Sport fields(levelling )	16	Bobobane	1
		Sport fields	16	Ext 7	2
		Sport fields	16	Moyeni	3
		Sport fields	16	Macamsholo	4
		Play grounds	16	Galali	5
		Play grounds	16	Rholihlahla residence	6
		Play grounds	16	Papanana	7
	<b>Environmental Programmes</b>	Rehabilitation of Dongas	16	Machamsholo	1
		Soil erosion	16	Spilini	2
		Donga erosion	16	Rholihlahla residence	3
		Cleansing & fencing of dams	16	Ext 7, Bobobane & Spilini	4
	<b>Disaster management and fire fighting</b>	Disaster management and fire fighting	16	Rholihlahla residence	1
		Disaster management and fire fighting	16	Papanana	2
		Disaster management and fire fighting	16	Bobobane, Spilini & Machamsholo	3
		Disaster management and fire	16	Moyeni, Galali	4

		fighting			
		Fire fighting	16	Ext 7	5
	<b>Waste Management</b>	Waste management	16	Ext 7	1
			16	Rholihlahla residence	2
			16	Spilini	3
<b>GOOD GOVERNANCE &amp; COMMUNITY PARTICIPATION</b>	<b>Community Participation programmes</b>	Participate on municipal programme	16	All villages	1
	<b>Special Programmes</b>	Youth programmes	16	All villages	1
		Skills	16	All villages	2
	<b>Youth Programmes</b>	Co-operatives	16	All villages	1
		Computer Skills	16	All villages	2
		Asmin & communication Skills	16	all villages	3
		Soccer Kit	16	All villages	4
		Civil Engineering Skills	16	All villages	4
	<b>Women Programmes</b>	Poultry Project	16	Ext 7	1
			16	Spilini	2
		Sewing	16	Rholihlahla residence & Papanana	2
		Poultry	16	Bobobane	3
		Sewing	16	Baphathe	4
	<b>People with Disability Programmes</b>	Computer Skills	16	All Villages	1
		Arts & Culture Skills	16	All villages	2
		Carpentry	16	Spilini, bobobane, macamsholo, Papanana, Moyeni & Galali	3
<b>LED</b>	<b>Agriculture</b>	Farming	16	Bobobane	1
			16	Machamsholo	2
		Poultry	16	Spilini	3
		Farming	16	Moyeni, Galali, Ext 7 & Rholihlahla residence	4
	<b>Manufacturing</b>				1
	<b>SMME Development</b>	Catering trainings	16	Ext 7	1
		Sewing trainings	16	Moyeni & Galali	2
		Sewing trainings	16	Spilini, Bobobane, & Macamsholo	3
		Civil construction	16	All villages	4
		Confectionary	16	All villages	5
	<b>Forestry</b>	Fire wood	16	Papanana	1
			16	Galali	2
		Plantation of fruit	16	All villages	3
	<b>Tourism</b>	Tree marketing	16	All villages	1
	<b>Fencing</b>	Mealie fields & boundaries	16	Galali, Moyeni & Papanana	2
		N2 fencing	16	All villages	3
		Fencing of Camps	16	All villages	4
		Fencing of Projects	16	All villages	5
	<b>Farming</b>	Farmers	16	All villages	1
	<b>Cooperatives Development</b>	Training of Co-ops	16	All villages	1
					2
<b>OTHER PRIORITIES</b>	<b>Township establishment</b>	Rholihlahla residence	16	Rholihlahla residence	1

**Priorities**

**WARD 17**

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY
<b>BASIC SERVICE DELIVERY AND INFRASTRUCTURE</b>	<b>Construction of Roads and storm water</b>	Lubhacweni bridge	17	Lubhacweni	1.
	<b>Maintenance of Access Road</b>	Chani A/R	17		1
	<b>Water</b>	Sijika	17	Sijika	1.
		Sidikidiki 1	17	Sidikidiki 1	2.
		Sidikidiki 2	17	Sidikidiki 2	3.
		Ncunteni	17	Ncunteni	4.
	<b>Sanitation</b>	Toilet Facilities	17	All villages	1.
	<b>Electricity</b>	Supply of electricity Infills	17	All villages	1.
		Solar panels	17	Sijika	
		High masts/Flood lights (Activation/switching on)	17	Next to St. Georges, next to Sabatha, next to Cashbuild, Mfundeni, Simekweni, Cwalinkungu, Sijika net to the tank	
	<b>Land Reform Programmes</b>	Land Restitution	17	Ncunteni	1.
	<b>Housing</b>	Housing Project	17	All villages	1.
	<b>Public Transport</b>	Lack of Public Transport	17	Sidikini 1 & 2	1.
	<b>Community Facilities</b>	Old age home	17	Sidikini 2	1.
		Skills Training Centre	17	Ncunteni	2.
		Community halls	17	Chani, Nkwazini and Nkangala	3.
	<b>Telecommunications Infrastructure</b>	Landline telephones	17	Sidikini 1 & 2	1.
<b>SOCIO ECONOMIC DEVELOPMENT</b>	<b>Primary Health Care/HIV/AIDS</b>	Ubuntu Hospice	17	Sidikini 2	1.
	<b>Education</b>	Construction of Mzamo School	17	Sidikini 2	1.
		Application of Special School	17	Sidikini 2	2.
		High School	17	Ncunteni	3.
	<b>Recreational Facilities</b>	To build Park	17	Mabaceni	1.
		Training Facilities	17	Sidikini	2.
		Play Ground	17	Sidikini 2	

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY
					3.
	<b>Environmental Programmes</b>	HIV awareness	17	All villages	1.
		Cleaning of Snuka River	17	Sidikini 2	2.
	<b>Disaster management and fire fighting</b>	To have Awareness Campagn	17	All villages	1.
	<b>Waste Management</b>	To Recycling	17	Ncunteni	1.
<b>GOOD GOVERNANCE &amp; COMMUNITY PARTICIPATION</b>	<b>Community Participation programmes</b>	Workshops	17	All villages	1.
		Community Participation Programme	17	All villages	2.
	<b>Special Programmes</b>	youth Disabled	17	Whole ward	1.
		Unemployed youth	17	Whole ward	2.
	<b>Youth Programmes</b>	Youth Development Programmes	17	All villages	1.
	<b>Women Programmes</b>	Women in Agriculture	17	All villages	1.
		Economic Participation	17	Whole ward	2.
<b>People with Disability Programmes</b>	To participate in all programmes of Development	17	All villages	1.	
<b>LED</b>	<b>Agriculture</b>	Ploughing of gardens	17	All villages	1.
		Dipping tank	17	Ncunteni	2.
		Fencing of fields	17	Ncunteni & Sidikini 2	3.
	<b>Manufacturing</b>	Bricks	17	Sidikini	1.
		Water tanks	17	Nqantosi	2.
		Timber	17	Nkwazini 2	3.
			Chani		
	Kwabhaca Traditional	17	Attire	4.	
	<b>Forestry</b>	To plant trees	17	Nkwazini & chain	1.
	<b>Tourism</b>	Tourism promotion	17	Ncunteni	1.
				Sijika	2.
	<b>Fencing</b>	Fencing of fields	17	Ncunteni in Rhaladiyeni	1.
		Fencing of grave yards	17	All villages	2.
	<b>Faming</b>	Poultry farming	17	Mabaceni	1.
		Pig farming	17	Cwalinkungu	2.
		Goat farming	17	Sijika	3.
		Cattle farming	17	Ncunteni	4.
		Dairy farming	17	Nqantosi	5.
	<b>Cooperatives Development</b>	Nursery co-op	17	Ncunteni	1.
Chapoti Project		17	Sidikini 2	2.	
Sewing project		17	Sidikini 2	3.	
<b>OTHER PRIORITIES</b>	Housing project	17	All villages		
	Sewer Control Spillage	17	Sidikini 1 & 2		
	Construction of Access & Internal Roads	17	All villages		
	Agriculture & farming supervision	17	All villages		

**Ward Priorities**

**WARD 18**

<b>NATIONAL KPA</b>	<b>IDP PRIORITY</b>	<b>PROJECT Name</b>	<b>WARD</b>	<b>Village</b>	<b>PRIORITY</b>
<b>BASIC SERVICE DELIVERY AND INFRASTRUCTURE</b>	<b>Construction of Roads and storm water</b>	Construction of Roads & Storm water	18	Badibanise / Sophia	1
		Construction Of Roads in Town	18		2
	<b>Maintenance of Access Road</b>	Maintenance of A/R	18	Badibanise Litha	1
		Maintenance of A/R	18	Mt Frere High School Entrance	2
	<b>Water</b>	House – House Water Supply	18	Badibanise	1
	<b>Sanitation</b>	Sewerage (bulk mainline in Badibanise)	18		1
		3 High Masks RDP		Badibanise bridge, Sophia bridge, Mahlathi	1
		Sewerage leaks in town ( Ncapai street)	18	Town	2
		Sewerage leak in down town	18	Town	
	<b>Electricity</b>	Street lights in all street	18	Town	1
		3 High Masts	18	Badibanise Bridge, Sophia Bridge & Mahlathi	
	<b>Land Reform Programmes</b>	Rehabilitation of graves	18		1
		Sourcing of funding for land survey within the commonage	18		2
	<b>Housing</b>	Middle income housing	18	Sophia	1
		Low income Ext.7 (next to silver city)			2
	<b>Public Transport</b>	Taxi & Bus Rank	18	Town	1
		Umzimvubu Offices	18	Sophia	2
	<b>Community Facilities/Services</b>	Mary Teressa Offices construction	18	Sophia	1
		Sihle Preschool	18		2
		Community hall	18		
<b>Telecommunications Infrastructure</b>	Network pole	18	Town	1	
<b>SOCIO ECONOMIC DEVELOPMENT</b>	<b>Primary Health Care/HIV/AIDS</b>	HIV/AIDS awareness	18	All ward	1
	<b>Education</b>	Siyakhana to Jolobe (crossing)	18		1
	<b>Recreational Facilities</b>	Rehabilitation of Recreational Facilities	18	Badibanise	1

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY
	<b>Environmental Programmes</b>	Town beautification	18	Town	1
	<b>Disaster management and fire fighting</b>	Disaster centre capacity	18		1
	<b>Waste Management</b>	Waste collection down town	18	Whole ward	1
		EPWP	18	Whole ward	2
		Programmes	18	Whole ward	3
<b>GOOD GOVERNANCE &amp; COMMUNITY PARTICIPATION</b>	<b>Community Participation programmes</b>	Women's empowerment & disabled	18	Town	1
			18	All villages	1
	<b>Special Programmes</b>	Festivals & Contest	18		1
	<b>Youth Programmes</b>	Festivals, contest	18		1
		All sporting codes	18		2
	<b>Women Programmes</b>	Woman empowerment	18		1
	<b>People with Disability Programmes</b>	House Hold	18		
<b>LED</b>	<b>Agriculture</b>	Gardens	18	Sophia, Badibanise & Town	1
		broiler breeding , bakery, Sewing & Leather processes	18	Sophia & Badibanise	2
	<b>Manufacturing</b>	Support & Local markets, Local caterers & market Development	18		1
				All Villages	2
	<b>SMME Development</b>	Commonage fencing	18	All Villages	1
	<b>Fencing</b>	Camp 8, 4, 5, 6			1
		Poultry, Piggery & Farming			2
		Badibanise, Sophia & Town			2
<b>Cooperatives Development</b>		18			
<b>OTHER PRIORITIES</b>		Nursery	18	Sophia	1
		Illegal dumping sites (transfer station) Street entrances Public walkways Hardweres should be removed in town Landfill site Refuse removal sewer	18	Down town Lubhacweni	1
		Speed humps in down town Tar road	18	Down Town Badibanise Stadium	1
		Speed humps in town centre	18		1
		Speed humps SSS beyond residential places Pedestrian Bridge	18	Litha	1



NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY
		Pedestrian crossings	18		1
		Robbots (traffic)	18		1
		Road making	18		1
		Paving in main street	18		1
		Speed humps in Community school & Jolobe SSS			
		Bridge to Sophia and Jolobe school	18		

### Ward Priorities

#### WARD 19

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY
<b>BASIC SERVICE DELIVERY AND INFRASTRUCTURE</b>					
	<b>Construction of Roads and storm water</b>	Semeni – Zibokwana	19	Dungu	1
		Mntwana-upper Dungu	19	Mntwana Ext-Ngqinibeni	2
	<b>Maintenance of Access Road</b>	Ngoboza to Hlane	19	Hlane	1
		Shinta-Zibokwana	19	Mntwana-Ngqinibeni	2
		Zimbileni Magxeni	19	19	3
		Upper mtshazi			4
	<b>Water</b>	Hlane Water Scheme	19	Ngqinibeni,Zimbileni,Mtshazi ,Qumra hlane , Mntwana (On-going)	1
		Water	19	Dungu	2
	<b>Sanitation</b>	Mntwana	19	Mntwana	1
		Dungu In fills	19	Dungu	2
	<b>Electricity</b>	In fills	19	All villages	
		Semeni	19	Semeni	1
	<b>Land Reform Programmes</b>	Sirhoboxeni Donga	19	Ngqinibeni	1
		Dongas	19	Dungu	2
		Rehabilitation of Dongas	19	Mnambithi - Ngonyameni	3
		Hlane & Qumrha	19	Hlane & Qumrha	4
			19		

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY	
	<b>Housing</b>	Human Settlement	19	All villages	1	
	<b>Public Transport</b>	Shelters	19	Dungu 1 & 2	1	
				Ngqinibeni	2	
	<b>Community Facilities</b>	Community Hall	19	Ngqinibeni	1	
				Dungu	2	
				Mtshazi	3	
				Hlane	4	
				Magxeni	5	
				19	Zimbileni	6
		<b>Telecommunications Infrastructure</b>	T.V Network	19	Whole ward	1
<b>SOCIO ECONOMIC DEVELOPMENT</b>	<b>Primary Health Care/HIV/AIDS</b>	Mobile Clinics	19	All Villages	1	
	<b>Education</b>					
	<b>Recreational Facilities</b>	Sport fields	19	Ezibeleni, Qumrha , Mntwana, Shinta, Osborn, & Mtshazi	1	
		Indoor Sport Centre	19	Dungu	2	
	<b>Environmental Programmes</b>	Land Care	19	Ngqinibeni	1	
		Dams for livestock	19	Ngqinibeni	2	
		Dungu development Centre	19	Dungu	3	
	<b>Disaster management and fire fighting</b>	Training of volunteers Fire Fighters	19	All villages	1	
			19	All villages	2	
	<b>Waste Management</b>		19			
<b>GOOD GOVERNANCE &amp; COMMUNITY PARTICIPATION</b>	<b>Community Participation programmes</b>					
		Project information	19	Dungu	1	
		Batho Pele Principles	19	All villages	2	
	<b>Special Programmes</b>	Caterers must benefit the community	19	ngqinibeni	1	
	<b>Youth Programmes</b>	Capentry/ offins & ITC training	19	Whole ward	1	
		Sport facilities	19	Whole ward	2	
		Youth farming	19	Whole ward	3	
	<b>Women Programmes</b>	Chickens farming	19	Whole ward	1	
		Chickens farming	19	Whole ward	2	
		Goat farming	19	Whole ward	3	
Chickens farming		19	Whole ward	4		

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY
	People with Disability Programmes	Chickens farming	19	Whole ward	1
		Computer skills	19		2
		Chicken farming	19		3
LED	Agriculture	Fencing & Irrigation	19	All villages	1
		Plough & plant all gardens	19	All villages	2
	Manufacturing	Sand mining	19	Whole ward	1
		Bricks	19	Dungu	2
	SMME Development		19		
			19		
	Forestry		19		
	Tourism		19		
	Faming			Hlane	1
	Cooperatives Development	Funding of Co-op and training	19	Zimbileni	1
Carpentry		19		2	
OTHER PRIORITIES		Lima-plough	19	All villages	1
		Sewing Project	19	Dungu	2
		Shoe making	19	Dungu	3
		Pre-Schools	19	Whole Ward	4
		Cross bridge	19	Mntwana	5

### Ward Priorities

#### WARD 20

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY
BASIC SERVICE DELIVERY AND INFRASTRUCTURE	Construction of Roads and storm water				
		Matankini A/R	20	Dangwana	2
		Thomestone A/R	20	Mahamane	3
		Timba A/R	20	Mpemba	4
	Bridges	Mpemba bridge extention	20		1
	Maintenance of Access Road	Ngxabaxha	20		
		Mahamane	20		2
		Mpemba	20		3
		Mawusheni	20		4
		Dangwana	20		5
	Water	Bore Holes	20	Mpemba	1
		Water	20	Whole ward	1
	Electricity		20	Essek, Mbizweni Majuba	1
			20	Ngxabaxa	2
In Fills		20	Dangwana &	3	

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY	
				Mahamane Lwandlana, Mpemba, Mawusheni, Toleni		
			20			
			20			
	<b>Land Reform Programmes</b>	Rehabilitation of Dongas		20	Lwandlana & Mpemba	1
				20	Lwandlana	2
				20	Ngxabaxa	3
				20	Mahamane	4
				20	Dangwana	5
	<b>Housing</b>			20	Mpemba	1
				20	Mbizweni	1
				20	Lwandlana	2
				20	Mahamane	3
				20	Ngxabaxa	4
				20	Dangwana	5
	<b>Public Transport</b>	Bus		20	Majuba	1
				20	Ngxabaxa	2
					Mawusheni	3
				20	Mpemba	4
				20	Mbizweni	5
	<b>Community Facilities</b>	Community sport field		20	Lwandlana	1
				20	Mpemba	2
				20	Ngxabaxha	3
				20	Mahamane	4
				20	Mbizweni	5
					Essek	6
				20	Dangwana	7
<b>Telecommunications Infrastructure</b>	Network Pole Between Mphemba & Ngxabaxha		20	Mpemba	1	
			20	Dangwana & Lwandlana	1	
			20	Shinta	4	
<b>SOCIO ECONOMIC DEVELOPMENT</b>	<b>Primary Health Care/HIV/AIDS</b>	Health centre	20	Ngxabaxa	1	
		Clinic	20	Cabane	1	
			20	Mpemba	2	
				Ngxabaxa	3	
	<b>Education</b>	Pre-School		20	Ngxabaxa	1
				20	Lucingweni	2
				20	Mbizweni	3
					Cabane	4
				20	Mpemba	4
	<b>Recreational Facilities</b>	School Traffic		20	Dangwana	6
				20	Ngqinibeni	
			Community hall	20	Lwandlana	1
			Tina Resources Centre	20	Mawushwe	2

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY	
		Rehabilitation centre	20	Dangwana	3	
		Advice centre	20	Mpemba	4	
			20	Mahamane	5	
	<b>Environmental Programmes</b>					
		Love Life	20	Ngxabaxa	2	
		Home Based Care	20	Whole ward	3	
		I.D'S	20	Whole ward	4	
		Child Support Grant	20	Whole ward	5	
	<b>Disaster management and fire fighting</b>	Awareness Campaign	20	Whole ward	1	
		Food for wast	20	Whole ward	2	
		Fire fighting skills	20	Whole ward	3	
		Youth recycling	20	Whole ward	4	
		Firefighting skills	20	Whole ward	5	
	<b>Waste Management</b>	Youth recycling Co-operative/Waste	20	Mpemba	1	
		Awareness campaigns	20	Whole ward	2	
		Waste management Centre	20	Dangwana	3	
		Food for waste programme	20	Whole ward	4	
		Women co-operative	20	Ngxabaxa	5	
	<b>GOOD GOVERNANCE &amp; COMMUNITY PARTICIPATION</b>	<b>Community Participation programmes</b>	Capacitation of Bio-structures	20	Whole ward	1
			Local Government skills development	20	Whole ward	2
<b>Special Programmes</b>		Women empowerment	20	Whole ward	1	
		Youth empowerment	20	Whole ward	2	
		Disabled empowerment	20	Whole ward	3	
		Nciyo Promotion	20	Whole ward	4	
		Home Affairs	20	Whole ward	5	
<b>Youth Programmes</b>		Tina youth development council	20	Whole ward	1	
		Sport complex	20	Essek	2	
		Sport field	20	Mahamane	3	
		Sport fields	20	Mpemba	4	
		Skills development	20	Whole ward	5	
<b>Women Programmes</b>		Women development Council	20	Whole ward	1	
		Women Co-operatives	20	Ngxabaxha	2	
		Traditional dancers	20	Ngxabaxa	3	
		Women support group	20	Whole ward	4	
<b>People with Disability Programmes</b>		Women development council	20	Whole ward	1	

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY
		Skills Centre	20	Ngxabaxha	2
		Co-operative	20	Whole ward	3
		Out reach	20	Whole ward	4
		Wheel chairs	20	Whole ward	
LED	Agriculture	Irrigations scheme	20	Whole ward	1
		Ploughing of fields	20	Mpemba	2
		Livestock farming	20	Lwandlana	3
		Sheering shed	20	Essek	4
	Manufacturing	Peach value Add Co-operative	20	Essek	1
		Wool growers	20	Mpemba	2
		Maize processing	20	Dangwana	3
		Aloe processing	20	Lwandlana	4
		Bricks	20	Mpemba	5
	SMME Development	Youth Co-operative	20	Whole ward	1
		Women Co-operative	20	Whole ward	2
		Disabled Co-operative	20	Whole ward	3
	Forestry	Pine trees	20	Whole ward	1
	Tourism	Information Centre	20	Shinta	1
		Skills Development	20	Whole ward	2
		F. market	20	Shinta	3
	Fencing	Fields	20	Mpemba	1
			20	Dangwana	2
			20	Mbizweni	3
			20	Mahamane	4
		20	Ngxabaxa	5	
	Faming	Live Stock farming	20	Lwandlana	1
			20	Ngxabaxa	2
			20	Mahamane	3
			20	Mpemba	4
			20	Essek	5
	Cooperatives Development	Youth	20	Whole ward	1
		Women	20	Whole ward	2
		Disabled	20	Whole ward	3
OTHER PRIORITIES					

### Ward Priorities

#### WARD 21

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY
BASIC SERVICE DELIVERY AND INFRASTRUCTURE					
	Construction of Roads and storm water	Dangwana J.S.S. to Supermarket-Masimini	21	Dangwana	1
		Zibokwana-Qoqa A/R with	21	Qoqa	2

		bridge Bumbani road	21	Bumbani	
		Bislan-Mfundeni	21	Bislan	3
		Komkhulu-mangwa A/R	21		4
		Wisile –Bathweni	21	Qoqa	5
		A/R from Nomboxo – Dangwana (esikolweni )	21	Dangwana	6
		Qunubeni-Bislani	21		7
		Mhlanganisweni –Bislani	21		8
		Toleni streets	21	Toleni	9
		Toleni –Zibokwana	21		10
		Mhlanganisweni Bridge	21		11
	<b>Maintenance of Access Road</b>	Qoqa to Qunubeni via Komkhulu/Zibokwana	21	Zibokwana	1
		Mntwana clinic -Mvuvu church	21	Tholeni	2
		Bumbeni	21	Tholeni	3
		Mpindweni	21		4
		Bislan- Mpindweni	21		5
		Zibokwana bridge	21		6
		Mhlanganisweni Bridge	21		
	<b>Water</b>	Provision of water	21	Tholeni A & B	1
			21	Zibokwana	2
			21	Qoqa & Qunubeni	3
			21	Dangwana J.S.S.	4
			21	Ncome	5
			21	Bislan	6
			21	Mpindweni	7
			21	Mhlanganisweni	8
	<b>Sanitation</b>		21		
			21	Bislan	1
			21	Tholeni A&B	2
			21	Dangwana	3
		Infills	21	All Villages	

	<b>Electricity</b>		21	Mpindweni	1
			21	Ncome (Tholeni )	2
			21	Mhlanganisweni	3
		Infills	21	All Villages	1
	<b>Land Reform Programmes</b>		21		1
	<b>Housing</b>		21	Qoqa	1
			21	Zibokwana	2
			21	Tholeni A	3
			21	Tholeni B	4
			21	Ncome	5
			21	Bislan	6
			21	Mpindweni	7
			21	Mhlanganisweni	8
			21	Dangwana Eskolweni	9
	<b>Public Transport</b>		21	Qoqa	1
			21	Zibokwana	2
			21	Tholeni A	3
			21	Tholeni B	4
			21	Ncome	5
			21	Bislan	6
			21	Mpindweni	7
		21	Mhlanganisweni	8	
		21	Dangwana Eskolweni	9	
<b>Community Facilities</b>	Community halls	21	Tholeni community hall	1	
		21	Ntutha	2	
		21	Baphathe	3	
	Sports grounds	21	Qoqa	1	
		21	Bislan	2	
<b>Telecommunications Infrastructure</b>		21	Whole ward	1	
<b>SOCIO ECONOMIC DEVELOPMENT</b>	<b>Primary Health Care/HIV/AIDS</b>		21	Whole ward	1
	<b>Education</b>		21	Whole ward	1
	<b>Recreational Facilities</b>		21	Whole ward	1
	<b>Environmental Programmes</b>		21	Whole ward	1
	<b>Disaster management and fire fighting</b>		21	Whole ward	1
	<b>Waste Management</b>		21	Whole ward	1
<b>GOOD GOVERNANCE &amp; COMMUNITY PARTICIPATION</b>	<b>Community Participation programmes</b>	Awareness HIV & AIDS	21	Whole ward	1
		HIV & AIDS	21	Qoqa	1
		Foster Forum Disaster	21	Whole ward	2
	<b>Special Programmes</b>	HIV & AIDS Foster Forum Disaster	21	Qoqa	1
		<b>Youth Programmes</b>	Projects	21	Whole ward
	Soccer		21	Whole ward	2
	Netball		21	Whole ward	3
	Construction		21	Whole ward	4



	<b>Women Programmes</b>	Culture	21	Whole ward	5	
		Projects	21	Mvuzi a/a	1	
			21	Qoqa	2	
			21	Mpindweni	3	
			21	Bislan	4	
			21	Tholeni A&B	5	
			Culture	21	Whole ward	1
			Netball	21	Whole ward	2
		<b>People with Disability Programmes</b>	Sewing	21	Whole ward	1
			Planting		Whole ward	2
	Education		21	Whole ward	3	
	Project		21	Whole ward	4	
<b>LED</b>	<b>Agriculture</b>	Ploughing/Lima	21	Whole ward	1	
	<b>Manufacturing</b>	Mpindweni	21		1	
		Qoqa	21	Qoqa	2	
		Bislan	21	Bislan	3	
		Tholeni	21	Tholeni	4	
		Dams	21	Mpindweni	1	
			21	Qoqa	2	
		<b>SMME Development</b>		21	Whole ward	1
		<b>Forestry</b>		21	Whole ward	1
		<b>Tourism</b>		21	Whole ward	1
				21	Mhlanganisweni	2
				21	Elusindisweni	3
				21	Mpindweni	4
		<b>Fencing</b>		21	Whole ward	1
		<b>Farming</b>		21	Whole ward	1
		<b>Cooperatives Development</b>				
				21	Qoqa	1
				21	Zibokwana	2
				21	Bislan	3
				21	Tholeni	4
			21	Mhlanganisweni	5	
<b>OTHER PRIORITIES</b>		Clinic (all villages)	21	Whole ward		
		Pre-Schools	21	Dangwana		
		Toilets	21	Qoqa	3	
			21	Tholeni		
			21	Qunubeni	4	
			21	Mhlanganisweni	5	
			21	Toleni	6	
	Maintenance of preschools			Mpindweni and Bislan	1	
	Fencing of cemeteries			Qoqa, Tholeni A&B and Bislan		

### Ward Priorities

#### WARD 22

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY
<b>BASIC SERVICE DELIVERY AND INFRASTRUCTURE</b>					
	<b>Construction of Roads and storm water</b>	Nkandla to Mazyetyeni to	22	MMangweni	1

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY
		Maziyetyeni via Diphini KuDzingwe A/R with bridge			
		Bonga via Buwa- to Thandabantu maliwa	22		2
		Maziyetyeni – Bangweni via Diphini kudzingwe (7,9 km)	22	Phantsi –kwentaba	3
		Mabhobho JSS – Sandlulube JSS	22	Mabobo	4
		Mangoca via Mlimi kakaza to mazwi maliwa			5
		Nkungwini Road (3,5 km)	22	Mthonjeni	6
	<b>Maintenance of Access Road</b>	Kuyasa	22	Jokazi	1
		Sibhodo-bhodo – Sodladla	22	Ntlangano	3
		Duma Access Road (2,1 km)	22	Nkungwini	2
		Good hope	22	Good hope	4
		Phakamani	22	Gushede	5
		Xhokonxa	22	Mjikelweni	6
	<b>Water</b>		22	Lower Mabobo	1
			22	Mbizini	2
			22	Cwalinkungu	3
			22	Ndubhu	4
			22	Lower Njijini	5
			22	New Extentsion Manzabandayo	6
			22	New Extension Zincandeni	7
	<b>Sanitation</b>		22	Mthonjeni	1
			22	Ntlangano/Xhokonxa	2
			22	New extension Nkandla	3
			22	Mthonjeni	4
			22	Zincandeni	5
	<b>Electricity</b>		22	Mabhobho (Mabhobho village)	1
			22	Ntlangano	2
			22	Nkandla/Good hope	3

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY	
			22	Mjikelweni/Xhokonxa	4	
		infills	22	Mthonjeni	5	
			22	Manzabandayo	6	
			22	Zincandeni	7	
	<b>Land Reform Programmes</b>	<b>Housing</b>		22	All villages	1
			<b>Public Transport</b>	22	Njjini	1
		<b>Community Facilities</b>		22	Ntlangano	2
				22	Mjikelweni	3
				22	Mthonjeni	1
				22	Lower Mabobo	5
				22	Ntlangano	1
				22	Mjikelweni	2
				22	Ngqwarha	3
				22	Njjini	4
	22	Mabobo	5			
	<b>Telecommunications Infrastructure</b>	MTN Network pole	22	Mjikelweni	1	
		MTN	22	Ntlangano	2	
		SABC	22	Mabobo	3	
		SABC	22	Phantsi – Kwentaba	4	
		Good hope	22	Good hope	5	
<b>SOCIO ECONOMIC DEVELOPMENT</b>	<b>Primary Health Care/HIV/AIDS</b>	Home Based Care	22	Mabobo	1	
		Primary health Care / HIV/AIDS	22	Sibodobodo	2	
		Home Based Care	22	Good hope & Nkandla	3	
	<b>Education</b>	Maintenance of Mgeni Preschool	22	Phantsi kwentaba	1	
		Sodladla Justisce Pre-School	22	Mabobo	2	
		Njjini Preschol	22	Njjini	3	
		Mbizeni Preschool	22	Mbizeni	4	
	<b>Recreational Facilities</b>	Stadium	22	Ntlangano	1	
		Mall	22	Mjikelweni	2	
		Stadium	22	Njjini	3	
	<b>Environmental Programmes</b>	Cutting of trees (dywabasi)	22	All villages	1	
	<b>Disaster management and fire fighting</b>	Disaster	22	All village	1	
		Fire fighting	22	All villages	2	
	<b>Waste Management</b>	Big hole	22	Njjini	1	
		Big hole	22	Mabobo	2	
	<b>GOOD GOVERNANCE &amp; COMMUNITY PARTICIPATION</b>	<b>Community Participation programmes</b>	Youth Day	22		1
<b>Special Programmes</b>		HIV /AIDS Day	22	Njjini Hall	1	
		16 days of activism	22	Mjikelweni Hall	2	
<b>Youth Programmes</b>		Youth Centre	22	Mjikelweni hall	1	
		Library	22	Sibodobodo	2	
		Cultural groups	22	Mabobo	3	

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY
	<b>Women Programmes</b>	Netball	22	Phantsi - Kwentaba	1
			22	Njjini	2
			22	Mabobo	3
		Culture	22		4
		Gospel group			5
	<b>People with Disability Programmes</b>				
<b>LED</b>	<b>Agriculture</b>	Ploughing	22	All villages	1
	<b>Manufacturing</b>	Blocks	22	Ntlangano	1
		Tar Poles	22	Mabobo	2
		Tare cools	22	Njjini	3
		Crash stone	22	Mabobo	4
	<b>SMME Development</b>				1
	<b>Forestry</b>				1
<b>Tourism</b>				1	
<b>Fencing</b>				1	
	<b>Faming</b>	Sheering shed	22	Mjikelweni	1
			22	Good hope	2
		Dipping tank	22	Mjikelweni	2
		Dipping tank	22	Lower Mabobo	3
	<b>Cooperatives Development</b>	Sand mining	22	Lower Mabobho	1
<b>OTHER PRIORITIES</b>		Bridge	22	Mabobo	
			22	Bagweni	
			22	Mthonjeni	
		Mabobo – Sandlulube A/R	22	Mabobo	
		Bovu – Sulenkama Road (30 km) Tar road	22	Njjini	
		Goxe new Road	22	Khokonxa	
		Mjikelweni – Bhuwa	22	Mjikelweni	
		Speed humps	22	Mthonjeni	
	Fencing	Phantsi – Kwentaba Millie fields	22	Ntlangano	
			22	Phantsi – Kwentaba	
		Swimming pool – side park	22	Mabobo	
		EPWP Job creation	22	Njjini	

### Ward Priorities

#### WARD 23

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY
<b>BASIC SERVICE DELIVERY AND INFRASTRUCTURE</b>					
	<b>Construction of Roads and storm water</b>	Mlenze	23	Mlenze	1
		Nophuwana	23	Mandleni	2

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY
		Waka-Loyiso	23	Cancele	3
		Mahobe	23	Mahobe	
	<b>Maintenance of Access Road</b>	Mfingwana-Ndakeni	23		1
		Nkalweni – Waka	23	Pondomise	2
		Nkungwini-Nompilwana	23	Cancele	3
		Sda-Magwaca	23	Cancele	4
		Mbuqe	23	Mbuqe - Komkhulu	5
		Dlabaneni A/R	23	Dlabaneni	6
	<b>Bridges</b>	Mahobe bridge	23	Mahobe	
		Dlabhaneni	23	Ntaba-Dlabhaneni	
		Ebby	23	Ntabane-Ebby	
		Gxaku bridge	23	Gxaku-Mahobe	
	<b>Water</b>		23	Gxaku- Mahobe Pondomise Ridge	1
			23	Magxeni	
			23	Gxaku-Xholoti	
	<b>Electricity</b>		23	Pondomise-Qwidlana (1500)households  Gxaku-Tyamhlophe (800) households	1
			23	Mahobe	
	<b>Land Reform Programmes</b>	Chancele A/A	23	Cancele	1
			23	Qwidlana	2
			23	Gxaku	3
			23	Mahobe	4
	<b>Housing</b>		23	Cancele (1000)	
			23	Qwidlana (800)	
			23	Gxaku (600)	
			23		
	<b>Public Transport</b>		23	Chancele	1
			23	Gxaku	2
	<b>Community Facilities</b>	Community hall	23	Gxaku	1
			23	Qwidlana	2
			23	Hofisi	3
			23	Magwaca	
	<b>Telecommunications Infrastructure</b>	Network Pole	23	Hofisi	1
			23	All wards	
T.V. Pole		23	All villages	2	
<b>SOCIO ECONOMIC DEVELOPMENT</b>	<b>Primary Health Care/HIV/AIDS</b>	Home Based Care	23	Pondomise	1
			23	Matyamhlophe	2
			23	Pondomise	
		Mobile clinic	23	Kwa -Ray	1
	<b>Education</b>	Mavil Bongani Soldati Multipurpose	23	Qwidlana	1

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY
		Centre			
	Recreational Facilities	Sport Field	23	Cancele	1
		Sport fields	23	Gxaku	2
		Sport fields	23	Qwidlana	3
		Sport field	23	Ntabayabafazi	4
	Environmental Programmes	Nature Reservation	23	Cancele	1
		Global warming	23	Qwidlana	2
	Disaster management and fire fighting	Disaster Centre	23	Pandomise	1
			23	Gxaku	2
			23	Nxokotyeni	
			23	Nkungwini	
	Waste Management	Land Fill Site	23	Pandomise	1
			23	Gxaku	2
	GOOD GOVERNANCE & COMMUNITY PARTICIPATION	Community Participation programmes	Agricultural workshops	23	Gxaku
Special Programmes		Disability Skills/ workshops	23	Cancele	1
Youth Programmes		Entrepreneurship workshop	23	Qwidlana	1
			23	Cancele	2
			23	Gxaku	3
			23	Mahobe	4
		Career exhibition	23	Whole ward	
Women Programmes		women in farming	23	Cancele	1
			23	Gxaku	2
			23	Qwidlana	3
People with Disability Programmes		Skills Development programme	23	Gxaku	1
			23	Mahobe	2
			23	Cancele	3
			23	Qwidlana	4
LED	Agriculture	Agricultural Development Programmes	23	Mahobe	1
		Ploughing of fields	23	Cancele	1
			23	Qwidlana	2
		Fencing of fields	23	Gxaku	1
			23	Qwidlana	2
			23	Cancele	3
			23	Pandomise	
		Ploughing of Maize fields	23	Cancele	1
			23	Gxaku	2
			23	Qwidlana	3
	Manufacturing	Manufacturing Centre for skilled youth	23	Cancele	1
			23	Qwidlana	2
			23	Mahobe-Gxaku	3
	SMME Development	Farming Project	23	Cancele	1
		Agricultural Project	23	Qwidlana	2
			23	Gxaku -Mahobe	3
			23		
	Forestry	Forestation	23	Cancele	1

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY
			23	Qwidlana	2
			23	Gxaku	3
		Treatment of plants	23	Qwidlana	1
			23	Cancele	2
			23	Gxaku	3
		Sow mills	23	Cancele	
		Charcoal Project	23	Qwidlana	
	<b>Tourism</b>	Tourish affection	23	All villages	1
	<b>Fencing</b>	Fencing fields	23	Gxaku	2
			23	Qwidlana	3
			23	Qukanca-Qukanca JSS	
		Sport field fencing	23	Ntonyane	1
	<b>Farming</b>	Agricultural farming	23	Qwidlana	1
			23	Cancele	2
		23	Mahobe	3	
		23	Gxaku	4	
<b>Cooperatives Development</b>	Close Co-operatives	23	Mahobe-Gxaku	1	
		23	Qwidlana	2	
		23	Cancele	3	
<b>OTHER PRIORITIES</b>					
		Maintenance of Pandomise water source	23	Pandomise	1
		Tar Road (DR08086)	23	Villages along along (DR08086)	1

### Ward Priorities

#### WARD 24

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY
<b>BASIC SERVICE DELIVERY AND INFRASTRUCTURE</b>					
	<b>Construction of Roads and storm water</b>				
		Tshisane A/R	24	Ncome to Tshisane 6km	1
		Kinirha to Lower Mnyamana	24	Lower Mnyamana	2
		Thembisa A/R 4km	24	Thembisa	3
		Ndikho via Ngxingweni	24	Sivumela	4
		Singqushweni, Sinamva via Mfesaneni	24	Luyengweni	5
	Lwalweni bridge	24	Luyengweni	1	
<b>Maintenance of Access</b>	Zigadini A/R 5.3 km	24	Zigadini	1	

<b>Road</b>	Lower Mnyamna A/R 3km	24	Lower Mnyamna	2
	Chwebeni to Luyengweni A/R	24	Chwebeni	3
	Mvumelwano A/R	24	Maxhegweni	4
	Ngojini via Ngxongo A/R	24	Luyengweni	5
	Provincial Road T85	24		1
<b>Water</b>	Zigadini	24		1
	Maxhegwini	24		2
	Chwebeni	24		3
	Sivumela	24		4
	Lower Mnyamana	24		5
	Luyengweni	24		6
<b>Maintenance of Bridges</b>	Lwagcibeni to Mvumelwano	24	Maxhegweni	1
	Ezibholorhweni T85	24	Ezibholorhweni	2
	Lwalweni	24	Luyengweni	3
<b>Sanitation</b>	Lower Mnyamana	24	Lower Mnyamana	1
	Luyengweni	24	Luyengweni	2
	<b>Infills</b>	24		
	Ncome Springs & Tshisani	24	Ncome Springs & Tshisani (30)	1
	Zigadini	24	Zigadini (10)	2
	Maxhegwini	24	Maxhegwini (15)	3
	Chwebeni	24	Chwebeni (12)	4
	Ambross		Ambross (05)	5
<b>Electricity</b>	Sivumela- Maxhegwini	24	Sivumela- Maxhegwini	1
	Chwebeni- Luyengweni	24	Chwebeni-Luyengweni	2
<b>Housing</b>	Lower Mnyamana- Ambros	24	Lower Mnyamana-Ambros	3
	Tshisane-Ncome	24	Tshisane-Ncome	4
	Ncome Springs	24	Ncome Springs	5
	Luyengweni	24	Luyengweni	1
	Maxhegwini	24	Maxhegwini	2
	Sivumela	24	Sivumela	3
	Chwebeni	24	Chwebeni	4
	Lower Mnyamana	24	Lower mnyamana	5
	Ambross	24	Ambross	6
	Zigadini	24	Zigadini	7
Ncome springs	24	Ncome springs	8	



		Tshisane	24	Tshisane	9	
	<b>Public Transport</b>	Ambros-Lower Mnyamana	24	Ambros-Lower Mnyamana (AB350)	1	
		Tshisane & Ncome springs		Tshisane & Ncome springs	2	
		<b>Community Facilities</b>	Community Halls	24	Luyengweni	1
			24	Ncome Springs	2	
	Community Halls Maintenance		24	Ezibholorhweni	1	
	Computer Centre		24	Maxhegwini & Sivumela	1	
	<b>Telecommunications Infrastructure</b>	T.V. Poles	24	Maxhegwini	1	
		Vodacom network pole	24	Mvumelwano	1	
			24	Sivumela ( Ngxingweni)	2	
		MTN Network Pole	24	Ncome Springs	3	
<b>SOCIO ECONOMIC DEVELOPMENT</b>	<b>Primary Health Care/HIV/AIDS</b>	Home Based Care	24	Sivumela	1	
			24	Zigadini	2	
			24	Luyengweni / Lower Mnyamana	3	
			24	Chwebeni	4	
			24	Chwebeni	4	
	<b>Education</b>	Pre-Schools		24	Zigadini	1
				24	Ambross	2
				24	Chwebeni	3
				24	Lower Mnyamana	4
				24	Tshisane	5
	<b>Recreational Facilities</b>	Play Grounds		24	Maxhegwini (Ethafeni)	1
				24	Maxhegwini (ebalweni)	2
				24	Sonkqishe (Luyengweni) ethafeni	3
	<b>Environmental Programmes</b>	Donga Rehabilitation	24	All villages	1	
	<b>Disaster management and fire fighting</b>	Satellite Service Centre	24	Luyengweni	1	
		Training Equipment	24	Sivumela	2	
		Fire Belt		24	Zigadini/Ncome	4
					Ncome/ Tshisane	1
					Zigadini	2
					Maxhegwini	3
					Sivumela	4
					Luyengweni	5
				Chwebeni	6	
		Lower mnyamana	7			
		Ambross	8			
<b>Waste Management</b>	Services from all Departments	24	Ezibholorhweni Community Hall	1		
<b>GOOD GOVERNANCE &amp; COMMUNITY PARTICIPATION</b>	<b>Community Participation programmes</b>	Special Schools	24	Maxhegwini	1	
	<b>Special Programmes</b>	Skills Development	24	Luyengweni	1	
	<b>Youth Programmes</b>	Youth Centres	24	Zibholorhweni	2	
	<b>Women Programmes</b>	Training Centres	24	Sivumela	1	
		Women empowerment	24	Luyengweni	2	
		Skills Training	24	Maxhegwini	1	
	<b>People with Disability Programmes</b>	Special Skills	24	Zigadini	2	
Massive Food		24	Ncome A/A	1		
<b>LED</b>	<b>Agriculture</b>	Siyazondla	24	Ambros	2	
		Lima Programme	24	Zigadini	1	
			24	Luyengweni	2	

			24	Sivumela	3
			24	Maxhegwini	4
			24	Lower mnyamani	5
			24	Ambros	6
			24	Chwebeni	7
	<b>Manufacturing</b>	Paraffin	24	Maxhegwini	1
		Coal Mining	24	Maxhegwini/Ambros	1
		Lime	24	Ncome Springs	1
	<b>SMME Development</b>	Skills Development	24	Maxhegwini	2
	<b>Forestry</b>		24	Machibini Community forest (Mxhegwini & Sivumela)	1
			24	Cholwana Springs	2
			24	Ncome Springs	3
		Nature Reserve	24	Machibini	2
	<b>Tourism</b>	Museum	24	Machibini	2
	<b>Fencing</b>	Fencing	24	Ncome springs	1
			24	Maxhegwini	2
			24	Chwebeni	3
	<b>Farming</b>	Nguni/ Sheep	24	Ncome Springs	1
		Goat	24	Sivumela	2
		Goat	24	Ambross	3
		Sheep/Nguni	24	Chwebeni	4
		Sheep/Nguni	24	Zigidini	5
		Vegitable Co-operative	24	Lower Mnyamana	1
	<b>Cooperatives Development</b>	Poultry	24	Mzontsundu/Luyengweni	1
		Nomonde agri.	24	Thembisa.	2
		Vegetables	24	Masibonisane / Zigidini	3
		Ntliziyonye	24	Maxhegwini	4
		Phezukwentaba	24	Ncome Springs	5
		Pay point for elders	24	Ncome/Tshisane	1
			24	Zigidini	2
			24	Maxhegwini	3
			24	Sivumela	4
			24	Luyengweni	5
			24	Ambross	6
			24	Chwebeni	7
			24	Lower Mnyamana	8
<b>OTHER PRIORITIES</b>					

**Priorities**

**WARD 25**

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY	
<b>BASIC SERVICE DELIVERY AND INFRASTRUCTURE</b>	<b>Construction of Roads and storm water</b>	Mangqamzeni Ngojini A/R	25	Mangqamzeni Ngojini	1	
		Mafusini A/R	25	Mafusini, Access Roads	2	
		Mthombokazi A/R	25	Mthombokazi	3	
		Supermarket-Matyeni A/R	25	Mkhonqo	4	
		Mkhiwa-Ngojini A/R	25	Mkhiwa-Ngojini	5	
		Matshalana A/R	25			
		Mpindweni A/R	25			
		<b>Bridges</b>	Osborn bridge	25	Osborn	1
			Mpolosa bridge	25	Mpolosa	2
			Bridge joining Mxekazi to Cacadu	25		3
	Mpolosa-Ngonjini bridge		25	Masomntwana	4	
	Susa-Matyholweni bridge		25	Matyholweni		
	<b>Maintenance of Access Road</b>		Phaphani-Mpindweni A/R	25	Phaphani-Mpindweni A/R	1
		Ngxotho A/R	25	Ngxotho	2	
		Mguga A/R	25	Mguga	3	
		Direct road from Mkhonqo-mpolosa,pole-mpolosa	25	Mpolosa	4	
		Susa-Matyholweni A/R	25	Matyholweni		
		<b>Water</b>	Maphakama	25		1
			Mkhonqo	25		2
			Galili	25		3
Ngojini			25		4	
Mpolosa			25		5	
Matshalana	25					
<b>Sanitation</b>	Masomntwana	25	Masomntwana	1		

		Ngojini	25	Ngojini	2
		Mpolosa	25	Mpolosa	3
		Mpongweni	25	Mpongweni	4
		Maqaqeni	25	Maqaqeni	5
		Mthonjeni	25	Mthonjeni	6
		Osborn	25	Osborn	
	<b>Electricity</b>	Mnxekazi	25	Mnxekazi	1
		Mpongweni	25	Mpongweni	2
		Matyholweni	25	Matyholweni	3
		<b>Infills</b>	25	Masomntwana	1
			25	Mpindweni	2
			25	Mphakama	3
			25	Mpongweni	
			25	Ngwegweni	
			25	Lower Mthonjeni	
	<b>Land Reform Programmes</b>	Osborn / Susa	25	Osborn / Susa	1
		Baphathe / Magqagqeni	25	Baphathe / Magqagqeni	2
	<b>Housing</b>	Houses	25	Osborn	1
			25	Mangqamzeni	2
			25	Galili	3
			25	Mpongweni	
			25	Mpolosa	
	<b>Public Transport</b>		25	Mangqamzeni	1
			25	Galili	2
			25	Mpolosa	3
	<b>Community Facilities</b>	Community hall	25	Mkhonqo	1
			25	Osborn	2
			25	Galili	3
	<b>Telecommunications Infrastructure</b>	Network pole	25	Ngojini	1
			25	Mguga	2
			25	Mpolosa	3
<b>SOCIO ECONOMIC DEVELOPMENT</b>	<b>Primary Health Care/HIV/AIDS</b>	Mobile Clinics	25	Ngojini	1
			25	Mnxekazi	2
			25	Galili	3
			25	Mphakama	4
	<b>Education</b>	Zwelihlangene School	25	Nkopolweni	1
		Preschool	25	Masomntwana	2
			25	Kopolweni	3
	<b>Recreational Facilities</b>		25	Magqagqeni	1
			25	Osborn	2
			25	Mkhonqo	3
			25	Nkopolweni	4
			25	Ngojini	5
		Sportfield	25	Osborn	1
			25	Mangqamzeni	2
			25	Galili	3
			25	Mpolosa	
	<b>Environmental Programmes</b>	Rehabilitation of dongas	25	Osborn	1
		Dipping tank	25	Mangqamzeni	1
			25	Nyegqili	2

	<b>Disaster management and fire fighting</b>		25	Magqamzeni / Osborn	1	
			25	Masomntwana/ Mpolosa	2	
			25	Mnxekazi	3	
			25	Maphakama	4	
<b>GOOD GOVERNANCE &amp; COMMUNITY PARTICIPATION</b>	<b>Waste Management</b>					
	<b>Community Participation programmes</b>	Ndamase (Great Place)	25	Mangqamzeni	1	
		Makaula (Great Place)	25	Osborn	2	
		Macwerheni	25	Galili	3	
		Makukhanye tribal dance group	25			
	<b>Special Programmes</b>					
	<b>Youth Programmes</b>	Sport field	25	Osborn / Mkhonqo	1	
		Masivuye group	25	Mpindweni	2	
		Khuzeka Mntwana	25	Matyholweni	3	
		Siyakhula	25	Ngojini	4	
		Masiphumelele Dance	25	Magqagqeni	5	
	<b>Women Programmes</b>	Mthonjeni	25	Lusizini	1	
		Mkongo Weness Tribal dance	25	Mpolosa	2	
		Santombe	25	Osborn	3	
		Nyathi	25	Osborn	4	
		Debeza	25	Ngojini	5	
	<b>People with Disability Programmes</b>		25	Osborn	1	
			25	Ngojini	2	
			25	Baphathe	3	
			25	Masomntwana	4	
			25	Mpolosa	5	
	<b>LED</b>	<b>Agriculture</b>	Siyazondla	25	Mnxekazi	1
Ziyele Co-operative			25	Mnxekazi	2	
Vukuzenzele Womens project			25	Mkonqo	3	
Vulekani			25	Mnxekazi	4	
Alfa Project			25	Osborn	4	
<b>Manufacturing</b>		B.M. Sewing	25	Masomntwana	1	
<b>SMME Development</b>					1	
<b>Forestry</b>					1	
<b>Tourism</b>		Ramza game Pack & Game Reserve	25	Osborn	1	
<b>Fencing</b>		Fencing	25	Baphathe / Magqagqeni	1	
			25	Nyeggqeni / Ngojini	2	
			25	Mnxekazi	3	
			25	Nomzamo (livestock)	4	
			25	Mpindweni	5	
			25	Upper mthonjeni	6	
			25	Preschool Mkhonqo	7	
<b>Farming</b>		Nomzamo live stock	25	Mathunzini	1	
<b>Cooperatives Development</b>		Ziyele Co-operative	25	Mnxekazi	1	
<b>OTHER PRIORITIES</b>		Fencing	Vukani/ Mggagqeni	25	Mkhonqo	1
			Sizabantu Project	25	Mkhonqo	1

		Home Based project	25	Mkonqo/Magqagqeni	1
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**Ward Priorities**

**WARD 26**

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY
<b>BASIC SERVICE DELIVERY AND INFRASTRUCTURE</b>	<b>Construction of Roads and storm water</b>	Thembisa-Mvalweni	26	Phuka –Mvalweni	1
		Mrholweni-Mangweni	26	Lower Cabazana	2
		Zinkawini/Bhabha (phase3)	26	Trustini	3
		From Xaba to Phuthukezi	26	Upper Cabazana	4
		Mangweni	26	Mangweni	
		Trustin-Cabazana	26	Mnxiweni-N2	
	<b>Bridge</b>	Mvalweni bridge	26	Mvalweni	1
		Thembisa bridge	26	Thembisa	
	<b>Maintenance of Access Road</b>	Phuka A/R	26	Phuka	1
		Bhabha Zinkawini	26	Goba	2
		Xaba-Koloba	26	Upper Cabazana	3
		Singela - Kwadi	26	Lower Cabazana	4
		Bhobhodla A/R	26	Mvalweni	5
		<b>Public Works Roads</b>	From Phakade to Lower Cabazana	26	Cabazana
	<b>Water</b>	Cabazana water supply	26	Cabazana	1
		Mvalweni water supply (maintenance)	26	Mvalweni	2
		Phuka (maintenance)	26	Phuka	3
		Trustini	26	Trustini	
	<b>Sanitation</b>	Phuka	26	Phuka	1
		Cabazana (upper & lower)	26	Cabazana	2
	<b>Electricity</b>	Infills	26	Phuka	1
			26	Mvalweni	2
			26	Cabazana (upper & lower)	3
		Thembisa	26	Thembisa	
	<b>Land Reform Programmes</b>	Nyantungo	26	Mvalweni	1
		Cabazana (upper &	26	Cabazana (upper &	2

		lower)		lower)	
		Phuka		Phuka	3
	<b>Housing</b>	Rural Housing	26	Phuka	1
			26	Cabazana (upper & lower) (extentions)	2
			26	Mmangweni	3
			26	Mvalweni ( extentions)	4
	<b>Public Transport</b>		26	Cabazana	
			26	Mvalweni	
	<b>Community Facilities</b>	Community Halls	26	Mvalweni (Nyuswa)	1
			26	Phuka	2
			26	Lower Cabazana	3
		Zwelijikile Community Hall Maintenance	26	Zinkawini	1
		Phakade Complex	26	Phakade/Zinkawini	1
	Conference Centre	26	Goba	1	
	<b>Telecommunications Infrastructure</b>	Network Poles	26	Zinkawini	
			26	L. Cabazana	
			26	U. Cabazana	
			26	Phuka	
			26	Mvalweni	
<b>SOCIO ECONOMIC DEVELOPMENT</b>	<b>Primary Health Care/HIV/AIDS</b>	Phakade clinic	26	Phakade	1
		Phuka Clinic	26	Phuka	2
		Mvalweni Clinics	26	Mvalweni	3
		Zanokhanyo Home Based Care (Maintenance)	26	Zinkawini / Trustin	1
			26	Goba	
			26	Phuka	
			26	Mvalweni	
			26	Lower Cabazana	
			26	Lower Cabazana	
			26	Lower Cabazana	
			26	Tembisa	
			26	Mvalweni	
			26	Thembisa	
			26	Cabazana	
		26	Mvalweni		
		26	Lower Cabazana		
		26	Goba		
	26	Thembisa			
	<b>Education</b>	Phezulu Preschool	26	KwaNtuli	1
<b>GOOD GOVERNANCE &amp; COMMUNITY PARTICIPATION</b>		Lower Cabazana preschool	26	Cabazana	2
	<b>Maintenance</b>	Lindokuhle preschool	26	Zinkawini	1
		Mvalweni preschool	26	Nyuswa	2
	<b>Recreational Facilities</b>	Sportsfields	26	All villages	
<b>Women Programmes</b>		26			
<b>LED</b>	<b>Agriculture</b>	Mvalweni Camp	26		
		Lower Cabazana	26		
		Zinkawini Trustin	26		
		Phuka & Kwantuli	26		
		Phakade ward offices	26		
	Mvalweni				
	<b>Manufacturing</b>		26		
<b>SMME Development</b>	Phakade	26			

		Phakamis'amaxesibe			
		Bright Ideas	26	Goba	
		Phuka Catering	26	Thembisa	
		Phuka Nursary	26	Thembisa	
		Phakade Complex	26	Goba	
	<b>Forestry</b>	Nolangeni forest	26	L. Cabazana	
		Thuthukani forest	26	Goba villages	
	<b>Tourism</b>	Phakade Complex	26	Goba	
		B&B	26	Goba	
		Conference Centre	26	Goba	
	<b>Fencing</b>		26	Mvalweni	1
			26	Upper Cabazana	2
			26	Goba	3
	<b>Farming</b>	Mvalweni	26	Mvalweni	
		Phuka Sheep Project	26	Phuka	
		Dipping tank (maintenance)	26	Zinkawini	
		Ward tractor	26	All villages	
		Millie fields	26	All villages	
	<b>Cooperatives Development</b>	Bright Ideas	26	Goba	
		Someleze	26	Upper Cabazana	
		Sorghum Production	26	Goba	
<b>OTHER PRIORITIES</b>		Thusong Service Centre	26	Lower Cabazana	1
		Phakade B & B	26	Lower & Upper Cabazana	
		Conference Room	26	Lower & Upper Cabazana	
		Garage	26	Zinkawini	
		Truck Shop	26	Zinkawini	
		Post Office	26	Zinkawini	
		Satellite SAPS Office	26	Zinkawini	
		Police Station	26	Lower Cabazana	

### Ward Priorities

#### WARD 27

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY
<b>BASIC SERVICE DELIVERY AND INFRASTRUCTURE</b>					
	<b>Construction of Roads and storm water</b>	Cabazi Internal	27	Zixhobo & Cabazi	1
		Mbodleni	27	Nkanini	2



NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY
		Butsheni	27	Butsheni	3
		Tar road – Mtsana to Biba	27	Mtsana to Biba	4.
	<b>Maintenance of Access Road</b>	Mbodleni	27	Mbodleni	1
		Bhibha	27	Bhibha	2
		Sibhozwi	27	Cabazi	3
			27	Sibhozwi	4
		Butsheni	27	Butsheni	5
	<b>Bridges</b>	Butsheni	27	Butsheni	1
	<b>Water</b>	Cabazi water Supply	27	Mpendla	1
			27	Zixhobo/Sibhozwi	2
		Butsheni	27	Butsheni	3
	<b>Sanitation</b>	Manxiweni	27	Manxiweni	1
		Nkangala	27	Nkangala	2
	<b>Electricity</b>	Butsheni	27	Butsheni	1
		Sibhozwi	27	Sibhozwi	2
		Infills	27	Whole ward	3
	<b>Land Reform Programmes</b>	Nkanini	27	Nkanini	1
		Zixhobo	27	Zixhobo	2
		Cabazi	27	Cabazi	3
		Butsheni	27	Butsheni	4
	<b>Housing</b>	Mbodleni	27	Manxiweni	1
		Cabazi	27	Zixhobo	2
			27	Cabazi	3
			27	Mpendla	4
			27	Butsheni	5
			27	Sibhozwi	6
	<b>Public Transport</b>	Sibhozwi	27	Sibhozwi - Mbodleni	1
	<b>Community Facilities</b>	Community Hall	27	Cabazi	1
			27	Butsheni, Gobhozi & Cabazi	
		Sports ground	27	Cabazi	2
			27	Mbodleni	3
			27	Nkanini	4
27			Butsheni	5	
27			Sibhozwi	6	
27			Bhibha		
27	Shayamoya				
<b>Telecommunications Infrastructure</b>	Vodacom Pole	27	Cabazi	1	
		27	Zixhobo	2	
<b>SOCIO ECONOMIC DEVELOPMENT</b>	<b>Primary Health Care/HIV/AIDS</b>	Cabazi	27	Mpendla	1
			27	Zixhobo	2
	<b>Education</b>	Mbodleni Pre-School (Fencing)	27	Bhibha	1
		Library	27	Mbodleni / Cabazi	2
			27	Mbumbathi	
			27	Sibhozwi	
			27	Emanxiweni	
			27	Mpendla, izixhobo	
Cabazi Pre-	27	Cabazi	3		

NATIONAL KPA	IDP PRIORITY	PROJECT Name	WARD	Village	PRIORITY	
		School				
	Recreational Facilities	Museum	27	Cabazi	1	
	Environmental Programmes	Fencing of grave yards	27	All villages	1	
				Nkanini		
		Cabazi dipping tank & shed	27	Cabazi		
		Land care ( Rehabilitation of dongas)	27	Butsheni	2	
			27	Mpendla + Bhibha	3	
	27		Gobhozi			
	Disaster management and fire fighting	Zixhobo	27	Zixhobo	1	
			27	Mbodleni	2	
			27	Butsheni	3	
	Waste Management	Mbodleni	27	Bhibha	1	
		Cabazi – Mpendla	27	Mpendla	2	
GOOD GOVERNANCE & COMMUNITY PARTICIPATION	Community Participation programmes	Workshorps for Public Participation	27	Whole ward	1	
	Special Programmes		27	Cabazi	1	
			27	Butsheni	2	
			27	Sibhozweni	3	
	Youth Programmes	Development Programmes	27	Mbodleni	1	
			27	Cabazi & Mbodleni	2	
	Women Programmes	Centre for empowerment	27	All villages	1	
People with Disability Programmes		27	All villages	1		
LED	Agriculture	Poverty alleviation Programmes	27	Mbodleni	1	
			27	Cabazi	2	
			27	Mpendla	3	
			27	Sibhozweni	4	
			Ploughing of fields	27	Nkanini	
	Manufacturing		27	Nkanini	1	
	Forestry		27	Cabazi	1	
			27	Sibhozweni	2	
	Tourism	Mbodleni tourism centre	27	Emanxiweni	1	
			27	Nkanini	2	
	Fencing		27	Nkanini	1	
	Farming		27	Zixhobo	1	
	Cooperatives Development		27	Bhibha	1	
			27	Mbumbathi	2	
			27	Cabazi	3	
			27	Zixhobo	4	
			27	Mpendla	5	
	OTHER PRIORITIES	Fight against crime		27	All ward	1
		Apollo lights		27	Mpendla	

## 7. MUNICIPAL PRIORITIES AND OBJECTIVES

### 7 STRATEGIC OBJECTIVES

1. To create a conducive environment for participatory development
2. To build and strengthen the administrative and institutional capability of the municipality
3. To develop and maintain a financial viable and sustainable institution that achieves full compliance with legislation
4. To create a conducive environment for economic growth and job opportunities
5. To provide access to improved, sustainable and modernised infrastructure to the community
6. To develop and promote an integrated sustainable environment
7. To develop and enhance knowledge for future career pathing

### 9 MUNICIPAL PRIORITIES

1. Infrastructure Investment (Roads, water, sanitation, electricity, housing)
2. Economic and sectoral development (job creation, employment, LED Projects, tourism, Agriculture, rural development)
3. Financial viability (clean audit, corruption)
4. Education and skills development (skills development, education)
5. Institutional intergration and coordination (institutional development, organogram, workforce, principles development)
6. Centralized planning
7. Health Promotion (HIV and AIDS)
8. Clean environment
9. Peace and stability

### NATIONAL KEY PERFORMANCE AREAS

1. Basic Service Delivery
2. Institutional Development and Transformation
3. Municipal Financial Viability
4. Local Economic Development
5. Good Governance and Public Participation

**2017-2018 MUNICIPAL SCORECARD**

KEY PERFORMANCE AREA 1: BASIC SERVICE DELIVERY																		
Department	Priority Area	Key Performance Area	Section	Strategic Objective	Indicator	Project Name	PI Type (KPI /NK PI)	Project No	Budget	Baseline	Annual Target	Planned Quarterly Targets					Portfolio of Evidence Required	Custodian
										Quarterly Budget	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022			
Budget and Treasury	1. Infrastructure Investment (Roads, water, sanitation, electricity, housing)	1. Basic Service Delivery	Revenue and Debt Collections	5. To provide access to improved, sustainable and modernised infrastructure to the community	1. Number of indigent beneficiaries subsidised with solar, electricity and paraffin	P1 Indigent Support	KPI	1_5_1_P1	R 470000	1065 beneficiaries are currently benefiting from electricity and 2500 for solar powered households and 3000 for paraffin subsidised households will	3000 households - paraffin by October 2017	3000 households - paraffin by October 2017	3000 households - paraffin by October 2017	3000 households - paraffin by October 2017	3000 households - paraffin by October 2017	3000 households - paraffin by October 2017	Eskom Invoices, Invoice for Paraffin and Solar paid for Indigent Beneficiaries	CFO

										benefit							
										Quarterly Budget		228 000.00	456 000.00	684 000.00	3 332 000.00		
Corporate Services	5. Institutional integration and coordination (institutional development, organogram, workforce development)	1. Basic Service Delivery	Information, Communication & Technology	2. To build and strengthen the administrative and institutional capability of the municipality	1. Number of ICT Equipment's installed and or handed over to community and municipal amenities	P2 ICT Infrastructure & Systems Development	KPI	1_2_1_P2	R 1 000 000	20 laptops for schools	25 ICT equipment: 4 security cameras; 1 Data bundles equipment; 20 computers for schools ,	25 ICT equipment: 4 security cameras; 1 Data bundles equipment; 20 computers for schools ,	25 ICT equipment: 4 security cameras; 1 Data bundles equipment; 20 computers for schools ,	25 ICT equipment: 4 security cameras; 1 Data bundles equipment; 20 computers for schools ,	25 ICT equipment: 4 security cameras; 1 Data bundles equipment; 20 computers for schools ,	Report on procured equipment Acknowledgement of receipt	HOD: Corporate services
										Quarterly Budget		600 000.00	100 000.00	300 000.00	N/A		
Corporate Services	4. Education and	1. Basic Service	Human Resources	7. To develop and	1. Number of students	P3 Scarce Skill Development	KPI	1_7_1_P3	R930 000	22	22	22	22	22	22	Report on external bursary	HOD: Corporate Service
										Quarterly Budget		N/A	N/A	R930,000	N/A		

	skills development (skills development, education)	Delivery		enhance knowledge for future career pathing	allocated with bursaries for scarce skills											holders	s
Citizen and Community Services	9. Peace and stability	1. Basic Service Delivery	Community Safety	1. To create a conducive environment for participatory development	1. Percentage of households assisted in disaster affected areas	P4 Emergency Social relief	KPI	1_1_1_P4	R 250 000	100%	100%	100%	100%	100%	100%	Report on affected households per disaster incident	HOD: Citizen and Community Services
										Quarterly Budget							
Citizen and Community Services	9. Peace and stability	1. Basic Service Delivery	Community Safety	6. To develop and promote an integrated sustainable environment	1. Number of road traffic contravention notices issued	P5 Traffic notices	KPI	1_6_1_P5	N/A	3300	3000	3000	3000	3000	3000	Traffman printout or Quarterly reports	HOD: Citizen and Community Services
										Quarterly Budget							
Citizen and Community	4. Education and	1. Basic Service	Community Services	7. To develop and	2. Number of readership	P6 Library	KPI	1_7_2_P6	R 350 000	13000 library users	14000 readership	14000 readership	14000 readership	14000 readership	14000 readership	Library Quarterly reports	HOD: Citizen and Comm
										Quarterly Budget							

Services	skills development (skills development, education)	Delivery		enhance knowledge for future career pathing	ip in Municipal libraries							87 500.00	87 500.00	87 500.00	87 500.00		unity Services
Citizen and Community Services	9. Peace and stability	1. Basic Service Delivery	Community Safety	1. To create a conducive environment for participatory development	2. Percentage occurrence of security breach incidents	P7 Council Security	KPI	1_1_2_P7	R 8 000 000	2 incidents	0 Percent security breach incidents	0 Percent security breach incidents	0 Percent security breach incidents	0 Percent security breach incidents	0 Percent security breach incidents	Quarterly reports	HOD: Citizen and Community Services
											Quarterly Budget	2 000 000.00	2 000 000.00	2 000 000.00	2 000 000.00		
Citizen and Community Services	8. Clean environment	1. Basic Service Delivery	Community Services	3. To develop and maintain a financially viable and sustainable institution that achieves full	1. Number of households provided with formal solid waste services	P8 Integrated Waste Management	KPI	1_3_1_P8	R 900 000	1000	1050 households provided with formal solid waste services	1050 households provided with formal solid waste services	1050 households provided with formal solid waste services	1050 households provided with formal solid waste services	1050 households provided with formal solid waste services	Monthly debtors lists	HOD: Citizen and Community Services
											Quarterly Budget	225 000.00	225 000.00	225 000.00	225 000.00		

				compliance with legislation													
Infrastructure and Planning	5. Institutional integration and coordination (institutional development, organization, workforce, principles development)	1. Basic Service Delivery	Planning	2. To build and strengthen the administrative and institutional capability of the municipality	2. Number of GIS System procured	P9 Installation of the GIS System	KPI	1_2_2_P9	R 220000	There is a need for a comprehensive GIS system that will be aligned with revenue enhancement strategy of the municipality	One system installed and operational	One system installed and operational	One system installed and operational	One system installed and operational	One system installed and operational	installed GIS System	HOD: Infrastructure and Planning
Infrastructure and Planning	5. Institutional integration and coordination (institution)	1. Basic Service Delivery	Planning	2. To build and strengthen the administrative and institu	3. Number of GIS information updated	P 10Land surveying	KPI	1_2_3_P10	R 600000	there is a need for land survey service due to a number of	One GIS information updated by 30th June 2018	One GIS information updated	One GIS information updated	One GIS information updated	One GIS information updated	Survey report Hard and soft copies of turkey surveys	HOD: Infrastructure and Planning



	al development, organization, workforce, principles development)			tional capability of the municipality						enquiries on municipal boundaries, encroachment and discrepancies							
											Quarterly Budget	10 000.00	N/A	530 000.00			60 000.00
Infrast ructure and Planni ng	1. Infras tructure Invest ment (Road s, water , sanita tion, electri city, housi ng)	1. Basic Servic e Deliver y	PMU	5. To provid e access to improv ed, sustai nable and mode rnised infrast ructur e to the comm unity	2. Kilometr es of new roads construc ted (accessi ng)	P 11Road Construc tion	KPI	1_5_2_P1 1	R 32 482 407	61.44 km	56.62 km (By pass of lower to upper brooks nek AR, Ext of Mthelanj a AR, Magad e to Zigadini bridge, Banko AR, Msong onyane AR, Mpung utyana via Luvalw eni AR, Goxe AR,	57km	58km	59km	60km	Comple tion Certifica tes; pictorial evidenc e	HOD: Infrastr ucture and Plannin g



Infrast ructur e and Planni ng	1. Infras tructu re Invest ment (Road s, water , sanita tion, electri city, housi ng)	1. Basic Servic e Deliver y	PMU	5. To provid e access to impro ved, sustai nable and mode rnised infrast ructur e to the comm unity	3. Kilometr es of roads maintain ed (accessi ng)	P 12Road Construc tion	KPI	1_5_ 3_P1 2	R 15 098 770	49 km	54.94 km (Bridge link to Bottom . 61.32 Km's of road mainte nance ( Sidaken i AR, Dundee to Gugwin i AR, Mdake ni AR, Goxe AR, Gubhuz i AR, Shinta to Dungu - Diphini AR, Qoqa to Qunub eni via Komkh ulu AR, Mthonj eni to KwaDu ma Store AR, Sidikidi ki AR),	55km	56km	57km	58km	Comple tion Certifica tes; pictorial evidenc e
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										Mrholweni to Mangweni AR, Kuyasa AR and Luyengweni to cwebeni AR.						
										Quarterly Budget	500 000.00	500 000.00	8 000 000.00	6 098 769.54		
	1. Infrastructure Investment (Roads, water, sanitation, electricity, housing)	1. Basic Service Delivery	Building and Housing	6. To develop and promote an integrated sustainable environment	2. Number of Building Control Enforcement sessions conducted	P13 Building Control	KPI	1_6_2_P13	R 150 000	12	12 building control enforcement sessions	3	3	3	3	Pictures, Building Plan Approval Letters, Proof of Payments for Building Plans, Minutes for sitting of Building Plan Approval Committee.
										Quarterly Budget	37 500.00	37 500.00	37 500.00	37 500.00		
Infrastructure and Planning	1. Infrastructure Investment	1. Basic Service Delivery	Building and Housing	6. To develop and promote an	3. Number of Housing Sector Plans (5	P14 Housing Programs	KPI	1_6_3_P14	R 1 320 000	Housing Sector Plan document in	1 housing sector plan reviewed	Terms of reference and 1 adverti	SCM Processes and appointment of the	1 housing sector plan review	N/A	Council approval

	(Roads, water, sanitation, electricity, housing)			integrated sustainable environment	year strategy) reviewed					place		sement of the project	service provider Review of the housing sector plan	ed and submitted to council for approval			
										Quarterly Budget		10 000.00	100 000.00	1 210 000.00	N/A		
	6. Centralized planning	1. Basic Service Delivery	Building and Housing	6. To develop and promote an integrated sustainable environment	4. Number of Building Plan Appraisal Committee sittings	P15 Building Plan Approvals	KPI	1_6_4_P15	R 0	Building Plan Approval Committee sitting two times per quarter	8 Building Plan Appraisal Committee sittings	2	2	2	2	1.) Attendance Register 2.) Minutes 3.) Letters of building plans approvals	HOD: Infrastructure and Planning
										Quarterly Budget		N/A	N/A	N/A	N/A		
Infrastructure and Planning	6. Centralized planning	1. Basic Service Delivery	Building and Housing	6. To develop and promote an integrated sustainable environment	5. Number of Building Inspected	P16 Building Inspections	KPI	1_6_5_P16	R 0	1200 inspections per month	500 inspections	125	125	125	125	1.) Inspection register. 2.) Pictures	HOD: Infrastructure and Planning
										Quarterly Budget		N/A	N/A	N/A	N/A		

Infrast ructur e and Planni ng	6. Centr alized planni ng	1. Basic Servic e Deliv ery	Buildin g and Housin g	6. To devel op and prom ote an integr ated sustai nable enviro nmen t	6. Number campaig ns con ducte d on Promo tion of Adher ence to Buildin g Control s	P17 Building Control Awarene ss	KPI	1_6_ 6_P1 7	R 30 000	4 Road Shows and 1 Radio Comm unicati on	4 campaig ns (2 Buildin g Control Activiti es and 2 Buildin g Control' s Commu nicatio ns)	1 Road show on Buildin g Control Activiti es	1 Buildin g Control 's Comm unicati ons	1 Road show on Buildin g Control Activiti es	1 Buildin g Control 's Comm unicati ons	1.) Signed commun ication letters\fl yers and attenda nce registers  2.) Pictures	HOD: Infrast ructure and Planni ng
										Quarterly Budget		10 000.00	5 000.00	10 000.00	5 000.00		
Infrast ructur e and Planni ng	1. Infras tructur e Invest ment (Road s, water , sanita tion, electri city, housi ng)	1. Basic Servic e Deliv ery	Buildin g and Housin g	6. To devel op and prom ote an integr ated sustai nable enviro nmen t	7. Number of Housing Needs registers develop ed	P18 Housing Needs Register	KPI	1_6_ 7_P1 8	R 10 000	300	1 Housin g Needs Registe r devel oped by 31st March 2018	Issue adverti sement for interes ted and affecte d stakeh olders Receiv e and captur e applica tions forms	Receiv e and captur e applica tions forms	1 Housin g Needs Registe r devel oped	N/A	Report on Housing Needs Register	HOD: Infrast ructure and Planni ng
										Quarterly Budget		10 000.00	N/A	N/A	N/A		

Infrastructure and Planning	1. Infrastructure Investment (Roads, water, sanitation, electricity, housing)	1. Basic Service Delivery	Building and Housing	6. To develop and promote an integrated sustainable environment	8. Number of staff housing concepts developed	P19 Development of Concept for Staff Housing	KPI	1_6_8_P19	R 200 000	Phase one staff housing completed	One staff housing concept developed by 30 December 2017	Terms of reference and 1 advertisement of the project	One staff housing concept developed	N/A	N/A	Concept document with cost estimates, and drawings designs	HOD: Infrastructure and Planning
										Quarterly Budget		10 000.00	190 000.00	N/A	N/A		
Infrastructure and Planning	1. Infrastructure Investment (Roads, water, sanitation, electricity, housing)	1. Basic Service Delivery	Building and Housing	6. To develop and promote an integrated sustainable environment	9. Number of municipal support centres rehabilitated	P20 Revitalization of Extension 5 and 7 Support Centres	KPI	1_6_9_P20	R 500 000	Existing building structures	2 Municipal support centres rehabilitated (MaXes ibeni and KwaBhaca support centre)	Terms of reference and 1 advertisement of the project	SCM Processes and appointment of the service provider	Site establishment	2 Municipal support centres rehabilitated (MaXes ibeni and KwaBhaca support centre)	Photos. Appointment letters, adverts, completion certificates	HOD: Infrastructure and Planning
										Quarterly Budget		18 000.00	N/A	160 000.00	322 000.00		
Infrastructure and Planning	2. Economic and sectoral	1. Basic Service Delivery	Building and Housing	6. To develop and promote an	10. Number of local SMME's mentored on	P21 Facilitation of LED initiatives	KPI	1_6_10_P21	R 0	N/A	6 local SMME's mentored on constr	Identification of beneficiaries from	6	6	6	Approved programme Appointment	HOD: Infrastructure and Planning

	development (job creation, employment, LED Projects, tourism, Agriculture, rural development)			integrated sustainable environment	construction programmes					construction programmes	the Municipal and Central database					Letters Attendance Register Training Programmes Certificate of attendance	
									Quarterly Budget		N/A	N/A	N/A	N/A			
Infrastructure and Planning	1. Infrastructure Investment (Roads, water, sanitation, electricity, housing)	1. Basic Service Delivery	Project Management Unit	5. To provide access to improved, sustainable and modernised infrastructure to the community	4. Number of new halls constructed	P22 New Hall Construction	KPI	1_5_4_P22	R 3 720 000	1 Community Hall (Lower Brooks neck)	2 Community Halls constructed (Sirhoq obeni and Lugangeni)	Terms of reference and 1 advertisement of the project	SCM Processes and appointment of the service provider	Construction of community halls	2 Community Halls constructed (Sirhoq obeni and Lugangeni)	Photos. Appointment letters, adverts, completion certificates	HOD: Infrastructure and Planning
									Quarterly Budget		17 000.00	N/A	1 000 000.00	2 703 000.00			
Infrastructure and Planning	1. Infrastructure	1. Basic Service	Project Management Unit	5. To provide access	5. Number of bridges	P23 Bridge construction	KPI	1_5_5_P23	R 3 100 000	8 bridges	4 (Marhwaqa, Silindini)	Terms of reference and	SCM Processes and appoin	Construction of bridge	Construction of 4 bridges	Photos. Appointment letters,	HOD: Infrastructure and



ng	Investment (Roads, water, sanitation, electricity, housing)	Delivery		to improved, sustainable and modernised infrastructure to the community	constructed						, Osborn and Phuka)	1 advertisement of the project	ment of the service provider	s of 4 bridges		adverts, completion certificates	Planning
												34 000.00	N/A	2 000 000.00	1 066 000.00		
Infrast ructure and Planni ng	1. Infras tructure Invest ment (Roads, water, sanitation, electri city, housi ng)	1. Basic Servic e Deliver y	Project Manag ement Unit	5. To provid e access to improv ed, sustaina ble and mode rnised infrast ructure to the comm unity	6. Number of sport fields construc ted	P24 Develop ment of sport fields	KPI	1_5_6_P24	R 3 600 000	2 sport fields	3 (Tela, Sirhoq obeni and Nophoy i) by 30 Decem ber 2017	Tela, Sirhoq obeni and Nophoy i constr uction	Tela, Sirhoq obeni and Nophoy i constru ction	N/A	N/A	Photos. Appoint ment letters, adverts, completi on certificat es	HOD: Infrastr ucture and Planni ng
												1 800 000.00	1 800 000.00	N/A	N/A		
Infrast ructure and Planni ng	1. Infras tructure Invest ment (Roads, water	1. Basic Servic e Deliver y	Project Manag ement Unit	5. To provid e access to improv ed, sustaina ble	7. Percent age completi on of Phase 3 multi purpose centre	P25Multi -purpose centre Phase 3	KPI	1_5_7_P25	R 7 642 661	50% of phase 3	100 % by 30 Decem ber 2017	85 % Super structu re, parking, guard house comple ted	100 % Roofin g, landscap ing, grazin g, clearin g of	N/A	N/A	Photos. Appoint ment letters, adverts, completi on certificat es	HOD: Infrastr ucture and Planni ng

	, sanitation, electricity, housing)			and modernised infrastructure to the community	construction							site and handover					
										Quarterly Budget	5 000 000.00	2 642 661.43	N/A	N/A			
Infrast ructur e and Planni ng	1. Infras tructur e Invest ment (Road s, water , sanita tion, electri city, housi ng)	1. Basic Servic e Deliver y	Project Manag ement Unit	5. To provid e access to improv ed, sustai nable and mode rnised infrast ructur e to the comm unity	8. Number of economi c infrastru ctur e facilities construc ted	P26 Economi c Infrastru ctur e	KPI	1_5_8_P2_6	R 1 500 000	Phuthi Eco Hub: Phase 2 compl eted	1 (Phuthi Eco Hub: Phase 3 by 30 June 2018)	Terms of referen ce and 1 adverti sement of the project	SCM Process es and appoin tment of the service provide r	Constru ction of Phase 3 (Resta urant, braai area and car wash facility )	1 (Constru ction of Phase 3 (Resta urant, braai area and car wash facility)	Photos. Appoint ment letters, adverts, completi on certificat es	HOD: Infrastru ctur e and Planni ng
										Quarterly Budget	10 000.00	N/A	490 000.00	1 000 000.00			
Infrast ructur e and Planni ng	1. Infras tructur e Invest ment (Road s, water , sanita tion, electri city,	1. Basic Servic e Deliver y	Project Manag ement Unit	5. To provid e access to improv ed, sustai nable and mode rnised infrast ructur e to the comm unity	9. Number of land fill sites upgrade d	P27Upgr ading of land fill sites	KPI	1_5_9_P2_7	R 5 035 000	2 existin g land fill sites	2 (MaXes ibeni and KwaBh aka)	Terms of referen ce and 1 adverti sement of the project	SCM Process es and appoin tment of the service provide r	Upgra ding of landfill sites in EmaXe sibeni and KwaBh aka)	Upgrad ing of landfill sites in EmaXe sibeni and KwaBh aka)	Photos. Appoint ment letters, adverts, completi on certificat es	HOD: Infrastru ctur e and Planni ng
										Quarterly Budget	18 000.00	N/A	2 508 500.00	2 508 500.00			

	housing)			e to the community													
Infrast ructur e and Planni ng	1. Infras tructu re Invest ment (Road s, water , sanita tion, electri city, housi ng)	1. Basic Servic e Deliver y	Project Manag ement Unit	5. To provid e access to improv ed, sustai nable and mode rnised infrast ructur e to the comm unity	10. Number of househo lds benefiti ng from grid electricit y	P28 Provision of grid electrific ation to househol ds	KPI	1_5_10_P28	R 42 850 990	1765 house holds	1895 house olds and 4 km link line	Terms of referen ce and 1 adverti sement of the project and Appoin tment of service provid ers and survey	300 househ old connec tions and 4 km link line	895 house hold connec tions	1895 househ olds and	Photos. Appoint ment letters, adverts, completi on certificat es	HOD: Infrastr ucture and Planni ng
									Quarterly Budget			4 000 000.00	7 774 798.00	13 454 532.00	17 621 660.00		
Infrast ructur e and Planni ng	1. Infras tructu re Invest ment (Road s, water , sanita tion, electri city, housi ng)	1. Basic Servic e Deliver y	Project Manag ement Unit	5. To provid e access to improv ed, sustai nable and mode rnised infrast ructur e to the comm	11. Kilometr es of streets surfaced	P29 Road Construc tion	KPI	1_5_11_P29	R 9 528 443	1 km of streets surfaced during 2016/17	5.5 km (2.5 km for MaXesi beni and 3 km for KwaBh aca)	Terms of referen ce and 1 adverti sement of the project	SCM Process es and appoin tment of the service provide r Site establis hments	Streets constr ucted to the base level	5.5 km (2.5 km for MaXesi beni and 3 km for KwaBh aca)	Comple tion Certifica tes; pictorial evidenc e	
									Quarterly Budget			36 000.00	2 000 000.00	4 300 000.00	3 192 443.08		

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KEY PERFORMANCE AREA 2: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION																	
Department	Priority Area	Key Performance Area	Section	Strategic Objective	Indicator	Project Name	PI Type (KPI /PI / NKP I)	Project No	Budget	Baseline	Annual Target	Planned Quarterly Targets				Portfolio of Evidence Required	Custodian
										Quarterly Budget		Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4		
Budget and Treasury	5. Institutional integration and coordination (institutional development, organization, workforce, principles development)	2. Institutional Development and Transformation	Budgeting & Reporting	2. To build and strengthen the administrative and institutional capability of the municipality	4. Number of mSCOA trainings conducted for councillors and staff	P30 mSCOA Implementation	KPI	2_2_4_P30	R 150 000	5 trainings have been conducted in 2015-2016	6 training sessions conducted to Cllrs & Employees on mSCOA by 30 March 2018	1 training for Councilors	2 training sessions for employees	2 training sessions for employees	N/A	Attendance Registers for workshop and Training, Training Manuals and proof of purchase as well as signed Service Level Agreement (SLA).	CFO
										Quarterly Budget		50 000.00	50 000.00	50 000.00	N/A		
Corporate Services	4. Education and	2. Institutional Development	Human Resources	7. To develop and	3. Number of employees	P31 Capacity building &	KPI	2_7_3_P31	R 300 000	14	14	N/A	N/A	14	N/A	Report on Bursaries given	HOD: Corporate Service
										Quarterly Budget		N/A	N/A	300 000.00	N/A		

	skills development (skills development, education)	ment and Transformation		enhance knowledge for future career pathing	es offered bursaries	development											and copy of Bursary agreements	s
Corporate Services	4. Education and skills development (skills development, education)	2. Institutional Development and Transformation	Human Resources	7. To develop and enhance knowledge for future career pathing	4. Number of employees and Councillors trained in terms of WSP	P32 Capacity building & development	NKPI (Proxy)	2_7_4_P3_2	R 1 950 000	330	209 (60 permanent employees; 5 contract employees; 64 councillors; 80 EPWP Employees)	15 permanent employees; 5 contract employees; 16 councillors; 20 EPWP employees)	15 permanent employees; 16 councillors; 20 EPWP employees)	15 permanent employees; 16 councillors; 20 EPWP employees)	15 permanent employees; 16 councillors; 20 EPWP employees)	Report on trainings conducted, attendance registers	HOD: Corporate Services	
										Quarterly Budget		487 500.00	487 500.00	487 500.00	487 500.00			
Corporate Services	5. Institutional integration and coordination (institutional development)	2. Institutional Development and Transformation	Human Resources	2. To build and strengthen the administrative and institutional capability of	5. Percentage of approved positions filled within 60 days of advertisement	P33 Recruitment & Selection	KPI	2_2_5_P3_3	R 150 000	100% of 33 vacant posts	100% of approved positions filled within 60 days of advertisement	100% of approved positions filled within 60 days of advertisement	100% of approved positions filled within 60 days of advertisement	100% of approved positions filled within 60 days of advertisement	100% of approved positions filled within 60 days of advertisement	Report on recruitment process and filled positions Advertisement and appointment	HOD: Corporate Services	
										Quarterly Budget								

	nt, organogram, workforce, principles development)			the municipality							37 500.00	37 500.00	37 500.00	37 500.00	letters		
Corporate Services	5. Institutional integration and coordination (institutional development, organogram, workforce, principles development)	2. Institutional Development and Transformation	Human Resources	2. To build and strengthen the administrative and institutional capability of the municipality	6. (NKPI - 5)The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan.	P34 Employment equity	NKPI	2_2_6_P34	N/A	13	31	N/A	N/A	N/A	31	Annual Employment Equity Report	HOD: Corporate Services
										Quarterly Budget		N/A	N/A	N/A	N/A		
Corpor	5.	2.	Human	2. To	7.	P35	KPI	2_2_	R	16	15	15	N/A	N/A	N/A	Copies	HOD:

ate Services	Institutional integration and coordination (institutional development, organization, workforce, principles development)	Institutional Development and Transformation	Resources	build and strengthen the administrative and institutional capability of the municipality	Number of performance plans signed by all Corporate Services permanent employees by 31 July	Individual Performance Management		7_P35	470 000	Quarterly Budget		N/A	N/A	N/A	N/A	of Signed Performance Plans	Corporate Services
Corporate Services	5. Institutional integration and coordination (institutional development, organization	2. Institutional Development and Transformation	Human Resources	2. To build and strengthen the administrative and institutional capability of the municipality	8. Number of performance agreements prepared and submitted to Senior Management by 31 July	P36 Individual Performance Management	KPI	2_2_8_P36		7	7	7	N/A	N/A	N/A	Copies of Signed Performance Agreements	HOD: Corporate Services
										Quarterly Budget		N/A	N/A	N/A	N/A		

	m, workforce, principles development)																
Corporate Services	5. Institutional integration and coordination (institutional development, organization, workforce, principles development)	2. Institutional Development and Transformation	Human Resources	2. To build and strengthen the administrative and institutional capability of the municipality	9. Percentage of Manco Members that were evaluated quarterly	P37 Individual Performance evaluations	KPI	2_2_9_P37		100%	100%	100%	100%	100%	100%	Evaluation Summary of All Manco members, attendance register	HOD: Corporate Services
Corporate Services	5. Institutional integration and coordination	2. Institutional Development and Transformation	Human Resources	2. To build and strengthen the administrative	10. Percentage on implementation of Phase 3 of Automat	P38 Phase 3 Performance Management system	KPI	2_2_10_P38		1	100% (subscription of the automated PMS system,	50%	50%	50%	100%	Expenditure voucher, Implementation Report	HOD: Corporate Services
										Quarterly Budget		N/A	N/A	N/A	N/A		



	n (institutional development, organization, workforce, principles development)	on		ve and institutional capability of the municipality	ed PMS						ongoing PMS system support )						
										Quarterly Budget	N/A	N/A	N/A	470 000.00			
Corporate Services	5. Institutional integration and coordination (institutional development, organization, workforce, principles development)	2. Institutional Development and Transformation	Human Resources	2. To build and strengthen the administrative and institutional capability of the municipality	11. Number of employee & Council or relations programmes done	P39 Employee & Council Relations	PI	2_2_11_P39	R80,000	7	8	1 Newsletter and 1 Induction	1 Newsletter and 1 Induction, 1 Gift of Happiness Day at Ward 16/9	1 Newsletter and 1 Induction	1 Newsletter and 1 Induction	Copies of Newsletters and attendance registers for quarterly inductions	HOD: Corporate Services
										Quarterly Budget	20 000.00	20 000.00	20 000.00	20 000.00			

Corporate Services	5. Institutional integration and coordination (institutional development, organization, workforce, principles development)	2. Institutional Development and Transformation	ICT	2. To build and strengthen the administrative and institutional capability of the municipality	12. Number of IT infrastructure & systems maintained and upgraded	P40 Maintenance and Upgrade of Infrastructure & Systems	KPI	2_2_12_P40	R 400 000	1 website	2	Provision of cell phone data archives	1 website maintained	N/A	N/A	invoice	HOD: Corporate Services
										Quarterly Budget		200 000.00	200 000.00	N/A	N/A		
Corporate Services	5. Institutional integration and coordination (institutional development,	2. Institutional Development and Transformation	CS	2. To build and strengthen the administrative and institutional capability of the	13. Number of Council Strategic Sessions held	P41 Council Monitoring & Evaluation Sessions	KPI	2_2_13_P41	R 201 400	3	1	Strategic planning logistics	1 CS Strat Plan	N/A	N/A	Report on Corporate Services departmental Strategic Session	HOD: Corporate Services
										Quarterly Budget		N/A	201 400.00	N/A	N/A		

	organogram, workforce, principles development)			municipality													
Corporate Services	5. Institutional integration and coordination (institutional development, organogram, workforce, principles development)	2. Institutional Development and Transformation	Human Resources	2. To build and strengthen the administrative and institutional capability of the municipality	14. Number of Corporate Services annual events held	P42 Corporate Services Events	KPI	2_2_14_P42	R1,830,000	6	7	N/A	2 (Staff Excellence Awards, Gift of happiness Day)	4 (Prayer Day, Schools IT Day, Career Expo, ULM Marathon)	1 (Employment Fair)	Reports on all events held (Staff Excellence Awards, ULM Marathon, Prayer Day, Employment Fair, Schools IT Day & Career Expo)	HOD: Corporate Services
										Quarterly Budget		N/A	380 000.00	1 450 000.00	N/A		
Corporate Services	5. Institutional integration and	2. Institutional Development and	ICT	2. To build and strengthen the	15. Number of IT infrastructure & systems	P42 Procurement of Infrastructure & Systems	KPI	2_2_15_P43	R 400 000	3	1 Cisco network equipment (Wirele	1 Cisco network equipment (Wirele	N/A	N/A	N/A	Invoice	HOD: Corporate Services

	coordinatio n (institutional development, organization, workforce, principles development)	Transformation		administrative and institutional capability of the municipality	procured						ss AP and Switches)	ss AP and Switches)					
									Quarterly Budget			400 000.00	N/A	N/A	N/A		
Infrast ructur e and Planni ng	1. Infrast ructur e Invest ment (Road s, water , sanita tion, electri city, housi ng)	2. Institu tional Develo pment and Transf ormati on	Project Manag ement Unit	5. To provid e access to improv ed, sustain able and modernis ed infrast ructur e to the commu nity	12. Percent age completi on of municip al offices phase 1	P43 Provision of Office Block; Parking; Fencing and Infrastru cture Services	KPI	2_5_ 12_P 44	R 42 500 000	0% SCM proces ses compl eted during 2016/1 7 for constr uction	44% comple tion (fencin g, earthw orks, infrastr ucture services , baseme nt and first floor structur e, connec tion of ICT infrastr ucture)	10% (Site establi shmen t, Fencin g, Comm encem ent of earthw orks)	20% (Earth works, connec tion of infrastr ucture service s, orderin g of super structu re materi al)	35% (Constr uction of super structu re Conne ction of ICT infrastr ucture)	44% (Constr uction of super structu re)	Progress reports	

										Quarterly Budget		10 000 000.00	15 000 000.00	15 000 000.00	2 500 000.00		
Office of the Municipal Manager	5. Institutional integration and coordination (institutional development, organogram, workforce, principles development)	2. Institutional Development and Transformation	IDP, IGR and Municipal Performance	2. To build and strengthen the administrative and institutional capability of the municipality	16. Number of SDBIP Performance reports submitted to council	P44 Institutional PMS	KPI	2_2_16_P45	N/A	N/A	5	1 (Quarter 4 16/17)	1 (Quarter 1 17/18)	2 (quarter 2 and Mid-term 17/18)	1 (quarter 3 17/18)	Quarterly reports Mid-term report Council Resolution	MM: Municipal Manager
										Quarterly Budget		N/A	N/A	N/A	N/A		
Office of the Municipal Manager	5. Institutional integration and coordination (institutional development)	2. Institutional Development and Transformation	IDP, IGR and Municipal Performance	3. To develop and maintain a financial viable and sustainable institution	2. Number of SDBIP's sent to Council for noting and Mayor for approval	P45 SDBIP Approval	KPI	2_3_2_P46	N/A	N/A	2	IDP Process Plan (SDBIP timeline)	Departmental Strategic Planning Sessions	1 (Adjusted SDBIP 17/18)	1 (SDBIP 18/19)	SDBIP Submitted to Council for noting, Approval SDBIP by the Mayor	MM: Municipal Manager
										Quarterly Budget		N/A	N/A	N/A	N/A		

	opment, organization, workforce, principles development)			tion that achieves full compliance with legislation													
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KEY PERFORMANCE AREA 3: MUNICIPAL FINANCIAL VIABILITY																	
Department	Priority Area	Key Performance Area	Section	Strategic Objective	Indicator	Project Name	PI Type (KPI /PI / NKP I)	Project No	Budget	Baseline	Annual Target	Planned Quarterly Targets				Portfolio of Evidence Required	Custodian
										Quarterly Budget		Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4		
Budget and Treasury	3. Financial viability (clean audit, corruption)	3. Municipal Financial Viability and Management	Budgeting & Reporting	3. To develop and maintain a financially viable and sustainable institution that achieves full compliance	3. Number of Sec 72 reports submitted to PT & NT by the 28th of February 2018	P46 Mid-year reporting (S72 Report)	KPI	3_3_3_P46	N/A	Sec 72 reports for 2015-16 FY have been submitted to Treasury	One Sec 72 Report submitted to PT & NT by 28 February 2018	Analysis of revenue and expenditure projections	Compilation of section 72 report	One Sec 72 Report submitted to PT & NT by 28 February 2018	N/A	Section 72 Report, Council Resolution, Proof of submission to Provincial and National treasury	CFO
										Quarterly Budget		N/A	N/A	N/A	N/A		

				with legislation													
Budget and Treasury	3. Financial viability (clean audit, corruption)	3. Municipal Financial Viability and Management	Budgeting & Reporting	3. To develop and maintain a financial viable and sustainable institution that achieves full compliance with legislation	4. Number of adjustment budget submitted to PT & NT by the 28th of February 2018	P47 Budget Approval	KPI	3_3_4_P47	N/A	Adjustment budget for 2015-16 FY has been submitted to PT & NT	One adjustment budget submitted to PT & NT by 28 February 2018	Budget analysis	Submission of adjustment templates to HOD's by the 30th of November	One adjustment budget submitted to PT & NT by 28 February 2018	N/A	Council Resolution for Budget approvals, Budget Documents, Proof of submission to Provincial and National treasury	CFO
										Quarterly Budget		N/A	N/A	N/A	N/A		
Budget and Treasury	3. Financial viability (clean audit, corruption)	3. Municipal Financial Viability and Management	Budgeting & Reporting	3. To develop and maintain a financial viable and sustainable institution that achieves	5. Number of drafts budget submitted to Council by the 31st of March and final budget by the 30th of May 2018	P48 Budget Approval	KPI	3_3_5_P48	N/A	Draft budget for 2016-17 FY has been submitted to PT & NT in 2015-16 FY	2 (Draft by the 31st March and final budget to Council for approval by the 30th of May 2018)	Development of IDP and Budget process plan	Compilation of budget outreach documents	1 (Submission of Draft budget by the 31st of March 2018)	1 (Submission of Final budget)	Council Resolution for Budget approvals, Budget Documents, Proof of submission to Provincial and National treasury	CFO

				es full compliance with legislation						Quarterly Budget	N/A	N/A	N/A	N/A			
Budget and Treasury	3. Financial viability (clean audit, corruption)	3. Municipal Financial Viability and Management	Financial Governance	3. To develop and maintain a financial viable and sustainable institution that achieves full compliance with legislation	6. Number of monthly Sec 71 report submitted to National Treasury by the 10th of every month	P49 Monthly Reporting (S71 Reports)	KPI	3_3_6_P49	N/A	12 Monthly Sec 71 Reports have been submitted to Treasury in 2016-17 FY	12 Sec 71 reports submitted to National Treasury by the 10th working day of every month	3	3	3	3	Proof of submission to Provincial and National treasury and a signed quality certificate by the Municipal Manager and the Mayor	CFO
										Quarterly Budget	N/A	N/A	N/A	N/A			
Budget and Treasury	3. Financial viability (clean audit, corruption)	3. Municipal Financial Viability and Management	Logistic & Asset Management	3. To develop and maintain a financial viable and sustainable institution	7. Number of GRAP Compliant asset registers compiled and updated	P50 Asset Register	KPI	3_3_7_P50	R 700 000	Mid year and annual asset register for 2016-17 fy have been developed	Develop 2 Grap Compliant Asset Registers by 31 June 2018	Monthly update of the GRAP compliant asset register with additions	Monthly update of the GRAP compliant asset register with additions	1 (aligned with interim Financial Statements by internal audit)	1 (aligned with Annual Financial Statements by AG)	Asset additions schedule, Disposals schedule with Council resolution, Asset verification	CFO



				tion that achieves full compliance with legislation						Quarterly Budget		N/A	N/A	350 000.00	350 000.00	on report, Asset transfer and the Asset register	
Budget and Treasury	3. Financial viability (clean audit, corruption)	3. Municipal Financial Viability and Management	Revenue and Debt Collection	3. To develop and maintain a financial viable and sustainable institution that achieves full compliance with legislation	8. Number of lease audit and data cleansing conducted by the 31st of March 2018	P51 Revenue enhancement strategy	KPI	3_3_8_P51	R 600 000	Revenue enhancement strategy has been developed and ready for implementation	2 (1 data cleansing for debtors database and 1 for lease audit by the 31st of March 2018)	Procurement processes finalised for data cleansing	1 data cleansing conducted Data collection for lease audit	1 lease audit conducted	N/A	Master list of all debtors with correct names for ownership, street addresses and identity numbers	CFO
										Quarterly Budget		N/A	600 000.00	N/A	N/A		
Budget and Treasury	3. Financial viability (clean audit, corruption)	3. Municipal Financial Viability and Management	Revenue and Debt Collection	3. To develop and maintain a financial viable and	9. Amount collected by 30th June 2018	P52 Revenue and Debt Collection	KPI	3_3_9_P52	R 700 000	Amount of Revenue generated by the Municipality amount	Collect revenue of R 35 000 000 by 30 June 2018	140000 00	700000 0	70000 00	700000 0	Variance and Section 71 reports, SCM Reports, Arrear Debt Reports	CFO

				sustainable institution that achieves full compliance with legislation						ted to R33 000 000 for the 2015/2016 financial year							
										Quarterly Budget	N/A	N/A	N/A	N/A			
Budget and Treasury	3. Financial viability (clean audit, corruption)	3. Municipal Financial Viability and Management	Budgeting & Reporting	3. To develop and maintain a financial viable and sustainable institution that achieves full compliance with legislation	10. Number of financial statements prepared and submitted for assurance reviews	P53 Reporting	KPI	3_3_10_P53	R 1 600 000	3 sets of Financial statements have been prepared in 2015-16 FY	4 sets of GRAP Financial statements by 30 June 2018	1	1	1 (Interim Financial Statements) (Roads Register R2000, Community Facilities Register R1500, Investment Property R2000, Movable Assets	1 (Annual Financial Statements) Actuaries R50000, Landfill sites audit R50000, AR quality assurance R30000, AFS quality assurance R30000, caseware consult	GRAP Compliant AFS Set, Proof of Submission to AG, Internal and External Audit Reports	CFO

														R50000, case work are consultant R150000)	ant R150000)		
										Quarterly Budget		N/A	N/A	750000.00	850000.00		
Budget and Treasury	3. Financial viability (clean audit, corruption)	3. Municipal Financial Viability and Management	Revenue and Debt Collection	3. To develop and maintain a financial viable and sustainable institution that achieves full compliance with legislation	11. Percentage Capital budget spent by 30 June 2018	P54 Budget monitoring capital	KPI	3_3_11_P54	N/A	100% spending in 2016-17 FY	100% spending on capital budget for BTO by 30 June 2018	10%	50%	75%	100%	Expenditure reports	CFO
										Quarterly Budget		N/A	N/A	N/A	N/A		
Budget and Treasury	3. Financial viability (clean audit,	3. Municipal Financial Viability and	Revenue and Debt Collection	3. To develop and maintain a financ	12. Percentage Operating budget spent by 30 June	P55 Budget monitoring operating	KPI	3_3_12_P55	N/A	100% spending in 2016-17 FY	100% spending on operating budget for BTO	10%	50%	75%	100%	Expenditure reports	CFO

	corruption)	Management		ial viable and sustainable institution that achieves full compliance with legislation	2018						by 30 June 2018						
										Quarterly Budget		N/A	N/A	N/A	N/A		
Budget and Treasury	3. Financial viability (clean audit, corruption)	3. Municipal Financial Viability and Management	Supply Chain Management	3. To develop and maintain a financial viable and sustainable institution that achieves full compliance with legislation	13. Number of sites disposed as per vision 2030	P56 Disposal of Sites	KPI	3_3_13_P56	N/A	N/A	50 sites by 30 December 2017	Identification of sites and development of a business plan	50 sites disposed and due diligence	Evaluation of disposal processes	N/A		CFO
										Quarterly Budget		N/A	N/A	N/A	N/A		
Budget and Treasury	3. Financial viability	3. Municipal Financial	Revenue and Debt Collecti	3. To develop and	14. Outstanding service	N/A	NKPI	3_3_14	N/A	30 Days	30 Days	30 Days	30 Days	30 Days	30 Days	Section 71 Reports	CFO
										Quarterly Budget		N/A	N/A	N/A	N/A		

	ty (clean audit, corru ption)	ial Viabilit y and Manag ement	on	maint ain a financ ial viable and sustai nable institu tion that achiev es full compl iance with legisla tion	debtors to revenue												
Budget and Treasu ry	3. Finan cial viabilit y (clean audit, corru ption)	3. Munici pal Financ ial Viabilit y and Manag ement	Revenu e and Debt Collecti on	3. To devel op and maint ain a financ ial viable and sustai nable institu tion that achiev es full compl iance with legisla tion	15. Debt coverag e	N/A	NKPI	3_3_ 15	N/A	1.5 - 2:1	1.5 - 2:1	1.5 - 2:1	1.5 - 2:1	1.5 - 2:1	1.5 - 2:1	Section 71 Reports	CFO
										Quarterly Budget		N/A	N/A	N/A	N/A		
Budget	3.	3.		3. To	16. Cost	N/A	NKPI	3_3_ 15	N/A	01:03	01:03	01:03	01:03	01:03	01:03	Section	CFO

and Treasury	Financial Viability (clean audit, corruption)	Municipal Financial Viability and Management		develop and maintain a financial viable and sustainable institution that achieves full compliance with legislation	coverage			16		Quarterly Budget	N/A	N/A	N/A	N/A	71 Reports	
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KEY PERFORMANCE AREA 4: LOCAL ECONOMIC DEVELOPMENT																	
Department	Priority Area	Key Performance Area	Section	Strategic Objective	Indicator	Project Name	PI Type (KPI /PI / NKP I)	Project No	Budget	Baseline	Annual Target	Planned Quarterly Targets				Portfolio of Evidence Required	Custodian
										Quarterly Budget		Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4		
Budget and Treasury	2. Economic and sectoral development (job creati	4. Local Economic Development	Supply Chain Management	3. To develop and maintain a financial viable and sustain	17. Percentage beneficiation of local contractors on capital and operatio	P57 Contractors Development Programme	KPI	4_3_17_P57	N/A	N/A	40% of Local Contractors benefiting by 30 June 2018	40%	40%	40%	40%		CFO
										Quarterly Budget		N/A	N/A	N/A	N/A		

	on, employment, LED Projects, tourism, Agriculture, rural development)			nable institution that achieves full compliance with legislation	nal projects												
Corporate Services	2. Economic and sectoral development (job creation, employment, LED Projects, tourism, Agriculture, rural development)	4. Local Economic Development	HR	4. To create a conducive environment for economic growth and job opportunities	1. Number of SMME's in the Masikhu Incubator Programme supported through establishment of a training business	P58 Masikhu Incubator programme	KPI	4_4_1_P58	N/A	N/A	4 local training providers	Advert for SMME registration	Needs analysis	Internal Training conducted to 4 SMME's	Practical training by SMME's	Report on trainings, Registration on Masikhu Incubator programme	HOD: Corporate Services
										Quarterly Budget		N/A	N/A	N/A	N/A		

Local Economic Development	2. Economic and sectoral development (job creation, employment, LED Projects, tourism, Agriculture, rural development)	4. Local Economic Development	Local Economic Development	4. To create a conducive environment for economic growth and job opportunities	2. Number of hectares ploughed	P59 Mechanisation of 540 hectares	KPI	4_4_2_P59	R 4 860 000	195 ha ploughed in the previous financial year	540 ha (20 ha per ward) of 27 wards to be ploughed and planted with yellow maize by 31 December 2017	Beneficiary identification, soil tests, advertising costs, social facilitation costs. Soil test payment	540 ha of land ploughed Part payment	Monitoring of crops done. Certificates of completion	Monitoring of crops	Copies of adverts, invoices, payment certificates, TOR's, photos	HOD: LED
										Quarterly Budget		145 000.00	2 700 000.00	2 015 000.00	N/A		
Local Economic Development	2. Economic and sectoral development (job creation, employment, LED Project	4. Local Economic Development	Local Economic Development	4. To create a conducive environment for economic growth and job opportunities	3. Number of business plans submitted for funding	P60 Donga rehabilitation programme business plan development	KPI	4_4_3_P60	N/A	New project	One business plan developed and submitted for funding by the 30 December 2017	Business plan development	Business plan submitted	Follow up on the business plan submitted	N/A	Copy of the business plan developed	HOD: LED
										Quarterly Budget		N/A	N/A	N/A	N/A		



	ts, tourism, Agriculture, rural development)																	
Local Economic Development	2. Economic and sectoral development (job creation, employment, LED Projects, tourism, Agriculture, rural development)	4. Local Economic Development	Local Economic Development	4. To create a conducive environment for economic growth and job opportunities	4. Number of emerging farmers enrolled on farmer mentors hip programme	P61 Farmer mentors hip programme	KPI	4_4_4_P61	R 100 000	20 farmer s were mentored in the previous financial year	16	Beneficiary identification, TORs developed, adverts	Adverts issued out and service provider appointed	16 farmer s enrolled for mentorship programme	16 farmer s enrolled for mentorship programme	copy of TORs, adverts, orders, payment certificates, photos , close out report	HOD: LED	
									Quarterly Budget			N/A	N/A	60 000.00	40 000.00			
Local Economic Development	2. Economic and sectoral development	4. Local Economic Development	Local Economic Development	4. To create a conducive environment	5. Number of craft business hubs established	P62 Establishment of the ULM Craft Hub	KPI	4_4_5_P62	R 300 000	Designers are available but lack trading place	One business hub by the 30th of June 2018	Beneficiary identification, TORs developed,	Business location , needs analysis,	Inputs purchased	one Business hub established ,	Business registration, photos, report,	HOD: LED	

	opment (job creation, employment, LED Projects, tourism, Agriculture, rural development)			t for economic growth and job opportunities							entity registration.						
									Quarterly Budget		5 000.00	N/A	195 000.00	100 000.00			
Local Economic Development	2. Economic and sectoral development (job creation, employment, LED Projects, tourism, Agriculture, rural devel	4. Local Economic Development	Local Economic Development	4. To create a conducive environment for economic growth and job opportunities	6. Number of learners trained on entrepreneurship	P63 Entrepreneurship development research programme	KPI	4_4_6_P63	R 150 000	New project	60 learners trained on entrepreneurship by 30 June 2018	Consultation with the Department of Education, School meetings	20 Learners	20 Learners	20 Learners	Attendance registers , photos,	HOD: LED
									Quarterly Budget		N/A	50 000.00	50 000.00	50 000.00			

	opment)																
Local Economic Development	2. Economic and sectoral development (job creation, employment, LED Projects, tourism, Agriculture, rural development)	4. Local Economic Development	Local Economic Development	4. To create a conducive environment for economic growth and job opportunities	7. Number of agricultural events held	P64 Agricultural show	KPI	4_4_7_P64	R 350 000	One agricultural show was held in the 2015/16 financial year	One agricultural event to be held by 31st March 2018	Stakeholder mobilisation	Concept note revised, preparatory meetings held, adverts developed. Adverts paid	one Agricultural event held	N/A	copy of adverts, orders, photos,	HOD: LED
										Quarterly Budget		N/A	25 000.00	325 000.00	N/A		
Local Economic Development	2. Economic and sectoral development (job creation, employment)	4. Local Economic Development	Local Economic Development	4. To create a conducive environment for economic growth and job opportunities	8. Amount of revenue collected	P65 Revenue collection	KPI	4_4_8_P65	N/A	R225000 revenue was collected in the last financial year	R334400 revenue to be collected by 30th June 2018	83600	83600	83600	83600	Copy of TB from BTO	HOD: LED
										Quarterly Budget		N/A	N/A	N/A	N/A		

	t, LED Projects, tourism, Agriculture, rural development)			tunities													
Local Economic Development	2. Economic and sectoral development (job creation, employment, LED Projects, tourism, Agriculture, rural development)	4. Local Economic Development	Local Economic Development	4. To create a conducive environment for economic growth and job opportunities	9. Number of manufacturing machines provided to cooperatives	P66 Project Manufacturing programme (peach, aloe, nursery, toilet paper and diaries)	KPI	4_4_9_P66	R 1150000	3	3 manufacturing machines (toilet paper machine, peach processing machine and aloe processing machine) by 30 June 2018	Needs analysis conducted, TOR's developed for each project	Submissions to SCM for procurement, adverts issued out.	3 Manufacturing machines supplied to cooperatives	Training of cooperatives on manufacturing machines	adverts, orders, photos, invoices	HOD: LED
										Quarterly Budget	N/A	50000.00	900000.00	200000.00			

Local Economic Development	2. Economic and sectoral development (job creation, employment, LED Projects, tourism, Agriculture, rural development)	4. Local Economic Development	Local Economic Development	4. To create a conducive environment for economic growth and job opportunities	10. Number of beneficiaries supported to attend LED shows	P67 Tourism shows and marketing (Tourism Indaba, Royal Show, Grahamstown)	KPI	4_4_10_P67	R 1 025 000	3 shows were attended in the last financial year	12 beneficiaries to attend 3 shows by 30 June 2018 (4 beneficiaries to attend Tourism Indaba; 6 beneficiaries to attend Royal show; and 2 to attend Grahamstown Arts Festival )	2 beneficiaries (Grahamstown Arts Festival)	Selection for Royal show and Tourism Indaba	Logistics	6 beneficiaries (Royal show) 4 beneficiaries (Tourism Indaba)	Photos, orders, invoices,	HOD: LED
											Quarterly Budget	50 000.00	N/A	N/A	975 000.00		
Local Economic Development	2. Economic and sectoral development	4. Local Economic Development	Local Economic Development	4. To create a conducive environment for economic	11. Number of engagements conducted with different LED	P68 Stakeholder engagement	KPI	4_4_11_P68	R 10 000	Four meetings with different stakeholders were held	Four engagements by 31 June 2018	1	1	1	1	Attendance registers , reports	HOD: LED

	(job creation, employment, LED Projects, tourism, Agriculture, rural development)			mic growth and job opportunities	stakeholders					for the 2015/2016 financial year							
										Quarterly Budget	2500.00	2500.00	2500.00	2500.00			
Local Economic Development	2. Economic and sectoral development (job creation, employment, LED Projects, tourism, Agriculture, rural development)	4. Local Economic Development	Local Economic Development	4. To create a conducive environment for economic growth and job opportunities	14. Number of wards with licensed business	P69 Business Licence Registration	KPI	4_14_P69	N/A	2 wards with licensed businesses	10 wards with licensed businesses	Business licensing awareness	3	4	4	Copies of business license	HOD: LED
										Quarterly Budget	N/A	N/A	N/A	N/A			

Citizen and Community Services	6. Centralized planning	4. Local Economic Development	Community Services	4. To create a conducive environment for economic growth and job opportunities	13. The number of jobs created through municipality's local, economic development initiatives including capital projects	P70 EPWP	KPI	4_4_13_P70	R65 110 00 (R 3 974 000.00 (Internal Funding) R 2 537 000.00 (Integrative grant funding).	200	250	15	Commencement of recruitment processes	235	N/A	EPWP Payroll input report and Appointment letters	HOD: Citizen and Community Services
									Quarterly Budget		1 627 750.00	1 627 750.00	1 627 750.00	1 627 750.00			
Citizen and Community Services	6. Centralized planning	4. Local Economic Development	Community Services	4. To create a conducive environment for economic growth and job opportunities	15. Number of SMME's supported	P71 EPWP SMME	KPI	4_4_15_P71	R 200 000	N/A	1 SMME supported (financial and non-financial)	Advertise and appoint an SMME to be supported	1 SMME Supported	1 SMME Supported	1 SMME Supported	Appointment Letter SMME Support Report	
									Quarterly Budget		N/A	50 000.00	50 000.00	100 000.00			

KEY PERFORMANCE AREA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION																	
Department	Priority Area	Key Performance Area	Section	Strategic Objective	Indicator	Project Name	PI Type (KPI /PI / NKP I)	Project No	Budget	Baseline	Annual Target	Planned Quarterly Targets				Portfolio of Evidence Required	Custodian
										Quarterly Budget		Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4		
Budget and Treasury	3. Financial viability (clean audit, corruption)	5. Good Governance and Public Participation	Budgeting & Reporting	3. To develop and maintain a financially viable and sustainable institution that achieves full compliance with legislation	18. Opinion expressed on financial statements by Internal and External Auditors	P72 Audit Report	KPI	5_3_18_P72	N/A	Unqualified audit opinion with no findings in 2015-16	Maintain unqualified audit opinion by 30 June 2018	Audit Planning	Unqualified Audit (AG for 2016/17) Development of audit action plan	Unqualified Audit (Internal Audit for 2017/18) Implementation of audit action plan	Implementation of audit action plan	Report from Auditor General	CFO
										Quarterly Budget				N/A	N/A		
Corporate Services	4. Education and skills development (skills devel	5. Good Governance and Public Participation	Human Resources	7. To develop and enhance knowledge for future	5. Number of Career pathing opportunities coordinated	P73 Career pathing Initiatives	KPI	5_7_5_P73	R 1 500 000	3 opportunities : 1. 10-Experiential Training, 2. 8-	3 opportunities: 1. 10-Experiential Training, 2. 8- In-service	2 opportunities: 1. 10 - Experiential Training; 2. 8 - In-	2 opportunities: 1. 10 - Experiential Training; 2. 8 - In-	3 opportunities : 1. 10-Experiential Training, 2. 8-	2 opportunities 1. 10 - Experiential Training; 2. 8 - In-	Report on In-service Training, Experiential Training, Career Expo and	HOD: Corporate Services



	development, education)			career pathing						In-service Training; 3.1-Career Expo )	Training; 3.1-Career Expo )	service Training)	service Training)	In-service Training; 3.1-Career Expo )	service Training)	pictorial evidence	
Special Programmes and Communication	5. Institutional integration and coordination (institutional development, organization, workforce, principles development)	5. Good Governance and Public Participation	Sp and Communications	3. To develop and maintain a financial viable and sustainable institution that achieves full compliance with legislation	19. Percentage of municipal documents/adverts uploaded on the website within 48 hours of receipt	P74 Website Management	KPI	5_3_19_P74	N/A	100%	100%	100%	100%	100%	100%	Percentage of municipal documents/adverts uploaded on the website within 48 hours of receipt	HOD SP and Communications
Special Programmes and Communication	5. Institutional integration and	5. Good Governance and Public	SP and Communications	2. To build and strengthen the	17. Number of new businesses advertin	P75 Electronic Bill board Management	KPI	5_2_17_P75	N/A	12	40	10	10	10	10	Bill Board report /spread sheet	HOD SP and communications

on	coordinatio n (institutional development, organogram, workforce, principles development)	Participation		administrative and institutional capability of the municipality	g on the Municipal electronic billboard												
Special Programmes and Communication	5. Institutional integration and coordinatio n (institutional development, organogram, workforce, principles	5. Good Governance and Public Participation	SP and Communications	2. To build and strengthen the administrative and institutional capability of the municipality	18. Number of speeches written for the Mayor	P76 Speech writing	KPI	5_2_18_P 76	N/A	15 speeches written in the previous financial year	20 Mayoral Speeches	5 speeches	5 speeches	5 speeches	5 speeches	Copies of Mayoral speeches	HOD SP and Communications
										Quarterly Budget		N/A	N/A	N/A	N/A		

	development)																
Special Programmes and Communication	5. Institutional integration and coordination (institutional development, organization, workforce, principles development)	5. Good Governance and Public Participation	SP and Communications	4. To create a conducive environment for economic growth and job opportunities	16. No of young people supported to obtain drivers license	P77 Youth empowerment	KPI	5_4_16_P77	R 150 000	N/A	20 young people	5	5	5	5	Attendance register and copies of drivers licence.	HOD SP and Communications
										Quarterly Budget		37 500.00	37 500.00	37 500.00	37 500.00		
Special Programmes and Communication	5. Institutional integration and coordination (institutional development)	5. Good Governance and Public Participation	SP and Communications	1. To create a conducive environment for participatory development	3. Number of communication strategy adopted by council	P78 Communication Strategy Review	KPI	5_1_3_P78	R 250 000	One approved communication strategy document.	one communication strategy adopted by Council by 30 December 2017	Review of the communication strategy	Communication Strategy adopted by Council	N/A	N/A	One amended communication strategy document.	HOD SP and communications

	opment, organization, workforce, principles development)			nt						Quarterly Budget	N/A	250 000.00	N/A	N/A			
Special Programmes and Communication	6. Centralized planning	5. Good Governance and Public Participation	Public Participation	1. To create a conducive environment for participatory development	4. Number of engagements held with telecommunication network service providers	P79 Telecommunication Infrastructure	KPI	5_1_4_P79	N/A	N/A	4 engagements by 30 June 2018	1	1	1	1	Agenda and attendance register	HOD SP and communications
										Quarterly Budget		N/A	N/A	N/A	N/A		
Special Programmes and Communication	5. Institutional integration and coordination (institutional development,	5. Good Governance and Public Participation	Public Participation	1. To create a conducive environment for participatory development	5. Percentage of presidential Hotline complaints responded to.	P80 Presidential Hotline	KPI	5_1_5_P80	N/A	100%	100% of presidential hotline complaints responded to within 7 days by 30 June 2018	100%	100%	100%	100%	Complaint register and OTP presidential hotline report	HOD SP and Communications
										Quarterly Budget		N/A	N/A	N/A	N/A		

	organogram, workforce, principles development)																
Special Programmes and Communication	5. Institutional integration and coordination (institutional development, organogram, workforce, principles development)	5. Good Governance and Public Participation	Public Participation	1. To create a conducive environment for participatory development	6. Number of council events coordinated	P81 Council Events	KPI	5_1_6_P81	R 700 000	9 Council events	10 Council events (Women's day, Heritage day, Freedom Day, Workers day, Human Rights day, Youth Month, Mandela day, International Disability day, 16 days of Activism and the Mayoral Cup)	Coordinate 2 council events	Coordinate 3 council events	Coordinate 2 council events	Coordinate 3 council events	Agenda and attendance registers	HOD SP and Communications
										Quarterly Budget		100	100	1000 00	400		

Special Programmes and Communication	6. Centralized planning	5. Good Governance and Public Participation	Public Participation	1. To create a conducive environment for participatory development	7. Number of EXCO Outreach Programs coordinated	P82 EXCO Outreach Program	KPI	5_1_7_P82	R	680 000	Two EXCO Outreach Programs coordinated in 2016/17 F/Y	Two EXCO Outreach Programs	Environmental scanning	Coordinate one EXCO Outreach program	Environmental scanning	coordinate one EXCO Outreach	Attendance register and Program	Assistant Manager Public Participation
											Quarterly Budget		N/A	340 000.00	N/A	340 000.00		
Special Programmes and Communication	5. Institutional integration and coordination (institutional development, organization, workforce, principles development)	5. Good Governance and Public Participation	Public Participation	2. To build and strengthen the administrative and institutional capability of the municipality	19. Number of Ward Committee trainings Conducted	P83 Ward committee training	KPI	5_2_18_P83	R	240 000	One Ward Committee	One Ward Committee Training by the 31st of March 2018	Due diligence	Procurement processes	Conduct one training	N/A	attendance register and certificates of attendance	Assistant Manager Public Participation
											Quarterly Budget		N/A	N/A	240 000.00	N/A		
Citizen	7.	5.	Comm	6. To	11.	P84 HIV	KPI	5_6_	R	2	6	1	1	2	2	Quarterl	HOD:	

and Comm unity Service s	Health Promo tion (HIV and AIDS)	Good Gover nance and Public Partici pation	unity Safety	devel op and prom ote an integr ated sustai nable enviro nmen t	Number of HIV/AIDS campai gns coordin ated	& AIDS		11_P 84	200 000		HIV/Aid s campai gn	campai gn	campai gn	campai gns	campai gns	y reports on HIV & AIDS	Citizen and Comm unity Service s
											Quarterly Budget	50 000.00	50 000.00	50 000.00	50 000.00		
Citizen and Comm unity Service s	9. Peace and stability	5. Good Gover nance and Public Partici pation	Comm unity Safety	6. To devel op and prom ote an integr ated sustai nable enviro nmen t	12. Number of law enforce ment campai gns conduct ed	P85 Law Enforce ment	KPI	5_6_ 12_P 85	R 100 000	4	12 law enforce ment campai gns	3 law enforc ement campai gns	3 law enforc ement campai gns	3 law enforc ement campai gns	3 law enforc ement campai gns	Quarterly reports on law enforce ment campai gns conduct ed	HOD: Citizen and Comm unity Service s
											Quarterly Budget	25 000.00	25 000.00	25 000.00	25 000.00		
Office of the Munici pal Manag er	6. Centr alized planni ng	5. Good Gover nance and Public Partici pation	IDP, IGR and Munici pal Perfor mance	1. To create a condu cive enviro nmen t for partici pator y devel opme nt	8. Number of IDP's submitt ed to council	P86 IDP Approval	KPI	5_1_ 8_P8 6	R 232 342	N/A	1 (Final IDP)	IDP and Budget Proces s Plan Develo pment	IDP and Budget Roadsh ows	Draft IDP	IDP Roadsh ow Final IDP	Final IDP Council resolutio n	MM: Munici pal Manag er
											Quarterly Budget	N/A	100 000.00	N/A	132 342.00		

Office of the Municipal Manager	3. Financial viability (clean audit, corruption)	5. Good Governance and Public Participation	IDP, IGR and Municipal Performance	3. To develop and maintain a financial viable and sustainable institution that achieves full compliance with legislation	20. Number of Municipal Annual Reports submitted to Council	P87 Annual Report	KPI	5_3_20_P87	R 119 664	N/A	1	Preparation and submission of performance annual report to AG	Prepare draft annual report	Presentation of the draft annual report to council Publication of the annual report	N/A	Performance Information Report, Annual Report and Council Resolutions.	MM: Municipal Manager
												N/A	N/A	N/A	119 664.00		
Office of the Municipal Manager	3. Financial viability (clean audit, corruption)	5. Good Governance and Public Participation	Office of the Municipal Manager	3. To develop and maintain a financial viable and sustainable institution that achieves full compliance	21. Number of Oversight Report on the Annual Report submitted to Council	P88 Oversight Report	KPI	5_3_21_P88	N/A	1	1	N/A	N/A	Receive Annual Report for review Develop and tabling of the oversight report to council	Submission of the oversight report to National T, PT, Provincial Legislature, COGTA and AG	Oversight Report Council resolution	MM: Municipal Manager
												N/A	N/A	N/A	N/A		
										Quarterly Budget		N/A	N/A	N/A			
										Quarterly Budget		N/A	N/A	N/A			



				with legislation													
Office of the Municipal Manager	5. Institutional integration and coordination (institutional development, organogram, workforce, principles development)	5. Good Governance and Public Participation	Internal Audit Unit	3. To develop and maintain a financially viable and sustainable institution that achieves full compliance with legislation	22. Number of operational and strategic internal risk based audit plans developed	P89 Internal Audit	KPI	5_3_22_P89	R 900 000	1	1	N/A	N/A	N/A	1	Risk based Internal Audit plan approved by the Audit Committee	MM: Municipal Manager
										Quarterly Budget		150 000.00	200 000.00	300 000.00	250 000.00		
Office of the Municipal Manager	5. Institutional integration and coordination (institutional development)	5. Good Governance and Public Participation	Internal Audit Unit and IDP, IGR & PMS	1. To create a conducive environment for participatory development	9. Number of initiatives conducted that contribute towards clean audit	P90 Contribution towards clean audit	KPI	5_1_9_P90	N/A	2	4 (one initiative to be determined by the outcomes of the quarterly report)	1	1	1	1	Reports on initiatives conducted that contribute towards clean audit	MM: Municipal Manager
										Quarterly Budget		N/A	N/A	N/A	N/A		



## **Glossary of Terms and Abbreviations**

*AG*: Auditor General

*ABP*: Area Based Plan

*BBBEE*: Broad Based Black Economic Empowerment

*COGTA*: Cooperative Governance and Traditional Affairs

*DPW*: Department of Public Works

*DM*: District Municipality

*DEAT*: Department of Environmental Affairs and Tourism

*DLG*: Provincial Department of Local Government

*DME*: Department of Minerals and Energy

*DoT*: Department of Transport

*DPLG*: Department of Provincial and Local Government

*DTI*: Department of Trade and Industry

*DWAF*: Department of Water Affairs and Forestry

*DAFF*: Department of Agriculture, Forestry and Fisheries

*EIA*: Environmental Impact Assessment

*EPWP*: Expanded Public Works Programme

*ES*: Equitable Share

*FBS*: Free Basic Services

*GIS*: Geographic Information System

*IDP*: Integrated Development Plan

*IGR*: Intergovernmental Relations

*ITP*: Integrated Transport Plans

*KPA*: Key Performance Area

*KPI*: Key Performance Indicator

*LED*: Local Economic Development

*LM*: Local Municipality

*MEC*: Member of Executive Council responsible for Local Government issues.

*MFMA*: Municipal Finance Management Act, Act 56 of 2003

*MIG*: Municipal Infrastructure Grant

*MSA*: Municipal Systems Act, Act 32 of 2000

*MTEF*: Medium Term Expenditure Framework

*NSDP*: National Spatial Development Perspective

*OPMS*: Organisational Performance Management System

*OTP*: *Office of the Premier*

*PGDS*: Provincial Growth and Development Strategy

*RED*: *Regional Electricity Distributor*

*RF*: Representative Forum

*SDBIP*: Service Delivery Budget Implementation Plan

*SDF*: Spatial Development Framework

*SMP*: Sector Master Plans

*SMME*: Small, Medium and Micro enterprises

*WSA*: Water Services Authority

*WSP*: Water Service Provider

*WSDP*: Water Services Development Plan