



**RAYMOND
MHLABA**
MUNICIPALITY

UMANYANO KUPHULISO

AGENDA

***ORDINARY STRATEGIC PLANNING & LED
STANDING COMMITTEE***

DATE: 02 MARCH 2022
TIME: 14H00
VENUE NEW COUNCIL CHAMBER, ALICE

1. OPENING

2. NOTICE OF THE MEETING

3. CONSIDERATION OF APPLICATIONS FOR LEAVE OF ABSENCE

4. ADOPTION OF THE AGENDA

5. COMMUNICATION BY CHAIRPERSON

6. CONFIRMATION OF MINUTES

7. REPORTS

8. CLOSURE



**RAYMOND
MHLABA**
MUNICIPALITY

UMANYANO KUPHULISO

NOTICE OF THE MEETING

NOTICE IS HEREBY GIVEN THAT AN ORDINARY STRATEGIC PLANNING AND LED STANDING COMMITTEE MEETING OF RAYMOND MHLABA LOCAL MUNICIPALITY WILL BE HELD ON WEDNESDAY, 02ND MARCH 2022, AT 14H00, IN THE NEW COUNCIL CHAMBER, ALICE.



CLLR.S. MJAKUCA
CHAIRPERSON: STRATEGIC PLANNING & LED
STANDING COMMITTEE

24/02/2022
DATE:

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ORDINARY STRATEGIC PLANNING & LED STANDING COMMITTEE MEETING OF RAYMOND MHLABA MUNICIPALITY

02 MARCH 2022

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ITEM 01 /2022

CONFIRMATION OF PREVIOUS MINUTES OF THE MEETING, WHICH WAS HELD ON FRIDAY, THE 10TH SEPTEMBER 2021.

1. PURPOSE

To table before the Standing Committee minutes of the meeting that was held on the 10th September 2021 to be confirmed as a true reflection of what was discussed.

2. BACKGROUND

The Standing Committee meetings sit monthly to discuss the items tabled in the agenda and recommend accordingly. Such meetings are recorded and the minutes are tabled in the next meeting of committee to be confirmed.

3. LEGAL IMPLICATIONS

Standing Rules of the Council
Local Government: Municipal Structures Act No. 117 of 1998

4. FINANCIAL IMPLICATIONS

None

5. RECOMMENDATIONS

It is **RECOMMENDED** that:

- 1) The Standing Committee considers the minutes tabled for the meeting held on 10th September 2021 and confirm them as the true reflection of what was discussed.

MINUTES

ORDINARY VIRTUAL STRATEGIC PLANNING & LED STANDING COMMITTEE

Held on Friday, the 10 September 2021 at 10h00

PRESENT:

Cllr P.Sabane
Cllr. SA. Nivi
Cllr. M. Matayo
Cllr. N. Metuse
Cllr. V. Ndevu
Cllr C. Auld

IN ATTENDANCE:

Dr. LD. Hanabe	-	Director: Strategic Planning & LED
Ms. Z. Qengwa	-	Manager: IDP/PMS
Mr. N. Kapayi	-	Acting Manager: LED
Ms.L. Dinakwe	-	Manager: Internal Audit

1. OPENING

A moment of silence, prayer and meditation was observed.

2. NOTICE OF THE MEETING

The Director: Strategic Planning & LED read the notice convening the meeting.

3. CONSIDERATION OF APPLICATIONS FOR LEAVE

None

4. ADOPTION OF THE AGENDA

Cllr. Ndevu moved for adoption of the agenda, seconded by Cllr. Metuse.

5. COMMUNICATION BY THE CHAIRPERSON

The Chairperson welcomed all the members of the Standing Committee. She thanked members for attending and stated the fact that it was important for the standing committee to sit on the set date according to the municipal calendar that was adopted by the council.

ITEM 12/2021

CONFIRMATION OF MINUTES OF THE MEETING, WHICH WAS HELD ON THURSDAY, THE 24TH MAY 2021.

The Standing Committee **RESOLVED:**

- 1) To confirm and adopt the Minutes of an Ordinary Strategic Planning and LED Standing Committee meeting held on the 24th May 2021 as a true reflection of what was discussed.

ITEM 13/2021

PROPOSED REVISED CUSTOMER CARE POLICY AND CUSTOMER CARE STRATEGY

The Director: Strategic Planning & LED Standing Committee elaborated on the report.

The Standing Resolved to **RECOMMEND:**

- 1) To note the revised customer care policy and customer care strategy.

ITEM 14/2021

PROGRESS: THE IMPLEMENTATION ON THE COMMUNICATION PLAN AND CUSTOMER CARE

The Director: Strategic Planning & LED Standing Committee elaborated on the report.

The Standing Committee Resolved to **RECOMMEND:**

- 1) To note the implementation of the Communication plan and customer care.

ITEM 15/2021

REPORT: PROGRESS ON APPROVED INTERNAL AUDIT PLAN 2020/21

The Director: Strategic Planning & LED Standing Committee elaborated on the report.

The Standing Committee Resolved to **RECOMMEND:**

- 1) To note the progress on the implementation of the approved Internal Audit Plan 2020/21 Financial Year.

ITEM 16/2021

ALIEN PLANT REMOVAL EPWP PROJECT ITEM: CLOSE OUT REPORT

The Director: Strategic Planning & LED Standing Committee elaborated on the report.

The Standing Committee Resolved to RECOMMEND:

- 1) To note the progress report on Alien Plant Removal EPWP Project in the Ward 18.

ITEM 17/2021

PROGRESS REPORT: SMALL TOWN REVITALISATION

The Director: Strategic Planning & LED Standing Committee elaborated on the report.

The Standing Committee Resolved to RECOMMEND:

- 1) To note the progress made: On Small Town Revitalization.

ITEM 18/2021

PROGRESS REPORT ON CAPACITY BUILDING PROGRAMME

The Director: Strategic Planning & LED Standing Committee elaborated on the report.

The Standing Committee Resolved to RECOMMEND:

- 1) To note the progress made on Capacity Building programs.

ITEM 19/2021

PROGRESS REPORT ON LED UNIT PERFORMANCE FOR THE FOURTH QUARTER

The Director: Strategic Planning & LED Standing Committee elaborated on the report.

The Standing Committee Resolved to RECOMMEND:

- 1) To note the progress made by LED Unit in the Fourth Quarter.

ITEM 20/2021

AGRONOMIC BUSINESS MODEL FOR CITRUS DEVELOPMENT

The Director: Strategic Planning & LED Standing Committee elaborated on the report.

The Standing Committee Resolved to RECOMMEND:

- 1) To approve the Draft Citrus Business model.

CLOSURE

The Chairperson thanked all members for their attendance.

(The meeting adjourned at 15h44)

MINUTES WERE CONFIRMED AND SIGNED BY:

CLLR. P. SABANE
CHAIRPERSON:
STRATEGIC PLANNING & LED

DATE

ITEM 02/2022

PROGRESS ON APPROVED INTERNAL AUDIT PLAN 2021/22

AUTHOR: INTERNAL AUDITORS

STRAT PLANNING AND LED STAND: FEB

2022

EXCO MEETING: FEB 2022

COUNCIL: FEB 2022

1. PURPOSE

To present the progress on the status of the implementation of the approved internal audit plan for quarter two of the 2021/2022 financial year for noting.

2. LEGAL IMPLICATIONS

Local Government: Municipal Finance Management Act No 56 of 2003
Internal Standards for the Professional Practice of Internal Auditing
Treasury Regulations

3. AUTHORITY

Section 165 (1) of the MFMA, states that each municipality must have an internal audit unit. Section 165 (2) states that the internal audit unit of a municipality must:

(a) Prepare a risk-based audit plan and an internal audit program for each financial year.

(b) Advise the accounting officer and report to the audit committee on the implementation of the internal audit plan and matters relating to:

(i) Internal audit

(ii) Internal controls

- (iii) Accounting procedures and practice
- (iv) Risk management
- (v) Performance management
- (vi) Loss control
- (vii) Compliance with this Act (Annual Division of Revenue Act and any other applicable legislation) and
- (VIII) Perform any other duties as may be assigned by the Accounting Officer

4. BACKGROUND

The RMLM has three year rolling audit plan (based on the key areas of risk) which is approved by Audit Committee. The primary objective of the plan is to provide an independent and objective assurance and consulting services designed to add value and improve Raymond Mhlaba municipality's administration operations through a systematic, disciplined approach to evaluate and improve the effectiveness of the systems of Internal control, risk management and governance processes.

5. STATUS ON INTERNAL AUDIT PLAN

As per the approved Internal Audit plan 2021/22, two audits were planned for the RMLM and one for the RMDA. In the 2nd quarter three audits were completed, these audits include Expenditure Management (RMLM), Fleet Management RMM and Expenditure Management RMDA, this means 100% of planned audits for the 2020/2021 second quarter have been achieved.

No	Project	Schedule Period	Status
1	Expenditure Management (RMLM)	2nd quarter	Completed
2	Expenditure Management (RMDA)	2nd quarter	Completed
3	Fleet Management (RMLM)	2nd quarter	Completed

6. FINANCIAL IMPLICATIONS

None

7. RECOMMENDATIONS

It is RECOMMENDED that:

- 1) The progress on the implementation of the approved internal audit plan for quarter two of the 2021/2022 financial year be noted.

ITEM 03/2022

PROGRESS: THE IMPLEMENTATION OF SPECIAL PROGRAMMES PLAN

AUTHOR: STRAT & LED DIRECTOR
STANDING COMMITTEE: MARCH 2022
EXCO: MARCH 2022
COUNCIL: MARCH 2022

1. PURPOSE

To present the progress made in the Implementation of the Special Programmes Plan for Quarter 2 ending December 2021.

2. LEGAL FRAMEWORK

Local Government: Municipal Systems Act No.32 of 2000 as amended.

3. AUTHORITY

Municipal Systems Act 32 of 2000 instructs the Municipal Manager to ensure there is an adopted approach in assisting vulnerable groups.

4. BACKGROUND

The South African Government and the Gender Machinery in particular, supports the international notion of setting aside of 16 days every year. This period is set to identify and highlight the conditions under women and children survive in their homes, in their areas of living, at workplace and on the street. The high rate of gender-based violence and the alarming rate of rape to women and girl child were the driving force behind the creation of this period.

Raymond Mhlaba Municipality in partnership with Raymond Mhlaba NGO Coalition has joined the rest of the world to take it to the communities to show support to the "16 Days of Activism against women violence and child abuse as well to commemorate World Aids Day. The following are the stakeholders engaged; Disability Sector, All Religious associations, Government Departments and ADM

Aids day

Aids day was also commemorated at Bedford community hall on the same day after door-to-door campaign by volunteers. It was commemorated by candlelight moment and remembering service for those whose past away. There was also a demonstration of how to use male and female condoms and their importance in particular women condoms.

4 HUMAN RESOURCE IMPLICATIONS

None

5 STRATEGIC IMPLICATIONS

The implementation of the Special Programmes cements the commitment of the municipality ensuring that vulnerable groups are attended to.

6 FINANCIAL IMPLICATIONS

None – Wind Farms funded the programme with other stakeholders

7 RECOMMENDATIONS

It is **RECOMMENDED** that:

- 1) The Standing Committee notes the progress made in Implementing Special Programmes activities.

ITEM 04/2022

**REPORT: MONITORING OF STRATEGIC AND OPERATIONAL RISK
REGISTERS**

**AUTHOR: INTERNAL AUDITORS
STRAT PLANNING AND LED STAND: MARCH
EXCO MEETING: MARCH 2022
COUNCIL: MARCH 2022**

1. PURPOSE

To present progress report on monitoring of Strategic and Operational Risk Registers for noting.

2. LEGAL IMPLICATIONS

Local Government: Municipal Finance Management Act No. of 2003
Internal Standards for the Professional Practice of Internal Auditing
Treasury Regulations

3. AUTHORITY

Section 165 (1) of the MFMA, states that each municipality must have an internal audit unit. Section 165 (2) states that the internal audit unit of a municipality must:

(a) Prepare a risk-based audit plan and an internal audit program for each financial year.

(b) Advise the accounting officer and report to the audit committee on the implementation of the internal audit plan and matters relating to:

(i) Internal audit

(ii) Internal controls

(iii) Accounting procedures and practice

(iv) Risk management

- (v) Performance management
- (vi) Loss control
- (vii) Compliance with this Act (Annual Division of Revenue Act and any other applicable legislation) and
- (VIII) Perform any other duties as may be assigned by the Accounting Officer

4. STATUS ON RISK ASSESSMENTS

On monthly basis risk registers are discussed and updated on the departmental meetings. Subsequently, the same reports are consolidated, assessed, and discussed by IA and further by the Strategic Risk Management. The updated and assessed risk registers and recommendations are further discussed by the Audit Committee. During the second quarter, all departmental risk registers were assessed and discussed. The AC noted progress made in mitigating risks identified. The recommendations of the AC were sent to management for processing.

5. FINANCIAL IMPLICATIONS

None

6. RECOMMENDATIONS

It is **RECOMMENDED** that:

- 1) The Standing committee to note the progress report on monitoring of Strategic and Operational Risk Registers as at end December 2021.

ITEM 05/2022

MEC COMMENTS FOR THE 2021/2022 INTEGRATED DEVELOPMENT PLAN

AUTHOR: DIRECTOR STRATEGIC PLANNING & LED

STANDING COMMITTEE: MARCH 2022

EXCO MEETING: MARCH 2022

COUNCIL: MARCH 2022

1. PURPOSE

To present the MEC comments on the reviewed Integrated Development Plan for the 2021/22 Financial Year.

2. LEGAL IMPLICATION

Local Government: Municipal Systems Act No.32 of 2000

3. AUTHORITY

The Municipal Systems Act, section 32 requires the Municipal Manager to submit a copy of the IDP as adopted by Council to the MEC of local government within 10 days of the adoption or amendment of the plan.

Furthermore, section 32 (2) of the same act, state that the MEC for local government in the province may within 30 days or within such reasonable period of receiving a copy of the IDP request the Council to adjust the plan in accordance with MEC's proposal, if the plan does not comply with the requirement of the Systems Act.

4. BACKGROUND AND DELIBERATIONS

Council of Raymond Mhlaba Municipality adopted the reviewed 2021/2022 IDP in May 2021 as mandated by Municipal Systems Act 32 of 2000. Subsequently, the reviewed IDP copy was submitted to COGTA MEC within 10 days of adoption. The plan was then assessed by COGTA MEC inconjunction with relevant Sector Departments using an IDP assessment tool designed by Department of Corporative

Government and Traditional Affairs (CoGTA) to assess the credibility of the municipality's IDP. Six key performance areas were assessed according to Local Government Strategic Agenda. 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 IDP's.

5. KPA RATINGS

An overview of the detailed assessment is attached to provide the municipality with a synopsis of scoring per each key performance area (KPA).

The 2021/2022 IDP KPA's Assessment Ratings are as follows:

Municipality	KPA 1 – Spatial Planning	KPA 2 - Service Delivery	KPA 3 - Financial Viability	KPA 4 - Local Economic Development	KPA 5 - Good Governance	KPA 6 - Institutional Arrangements	Overall Rating
Raymond Mhlaba LM	High	Medium	High	High	High	High	HIGH

In conclusion, as per the above table the municipality scored an overall **HIGH** rating.

6. FINANCIAL IMPLICATIONS

None

7. RECOMMENDATIONS

It is **RECOMMENDED** that:

- 1) The MEC comments on the IDP noted.



Enquiries: Ms F Gxabuza – 072 460 2743

The Honourable Mayor

Raymond Mhlaba Local Municipality

P.O. Box 36

Fort Beaufort

5720

Dear Cllr. Z. Rasmeni

**COMMENTS BY THE MEMBER OF THE EXECUTIVE COUNCIL (MEC) ON THE
INTEGRATED DEVELOPMENT PLAN (IDP) REVIEW: 2021 - 2022**

1. Introduction

Annual assessment of Integrated Development Plans (IDPs) is the outcome of Provincial monitoring and support prescribed by Section 31 of the Municipal Systems Act (MSA), 32 of 2000. This particular Section requires the Member of the Executive Council (MEC) for Local Government in the province to monitor processes followed by the municipality to draft/develop/ review IDPs in accordance with predetermined timeframes and appropriate mechanisms of community consultation. The outcome of provincial monitoring is measured by IDPs submitted by municipalities to the MEC for Local Government in accordance with Section 32(2) of the MSA. In compliance with the above legislative imperative, the department together with relevant stakeholders on an annual basis conduct assessment of IDPs. This process entails assessment if processes towards the development of the IDPs have been complied with. In fulfilling this requirement, municipalities of the Eastern Cape Province were assessed in accordance with the District Cluster Approach where all municipalities were assessed per district municipal area.

2. Implementation of IDP Assessment

The assessment of IDPs adhered to COVID 19 protocols specifically Section 36 (3) of the Amended Regulations of the Disaster Management Act, 2002 issued in terms of the Government Gazette No. 44895 dated 25 July 2021 that subjected the gatherings to a maximum of 50 persons. Against this legislative background (MSA), pursuant to District Cluster approach and in compliance with the COVID 19 Regulations, IDP assessment was limited to one day per District Municipality and its Local Municipalities. Resultant to the compliance with COVID 19 protocols the participants invited were:

- One IDP Manager per municipality
- Municipal Director responsible for Technical Services
- Officials from the sector departments
- One official from State Owned Enterprise (SOE)
- One official from ECSECC

As a prerequisite to the assessment, all municipalities were requested to respond to the IDP Analysis and Assessment Framework prior the session. There was a poor turnout by sector departments and relevant stakeholders that were invited. Owing to sector departments that have not played an active role in interfacing their respective plans, strategies and programmes within municipalities during the IDP assessment, COGTA has initiated an IDP Phase-In Approach. The main purpose of IDP Phase-In Approach is to strengthen the process of facilitating the implementation of an IDP Phased-In Assessment Approach aligned to the IDP development phases (Phase 1: *Preparation, Situational Analysis Phases* combined with Phase 2: *Strategies*; Phase 3: *Project Phase* combined with Phase 4: *Integration and Approval*).

The Key Performance Areas (KPA) assessed are outlined below:

- KPA 1: Spatial Planning: Compliance; Spatial rationale; SPLUMA implementation; Access to Land and Human Settlements; Air Quality Management; Climate Change and Natural Environmental analysis.
- KPA 2: Service Delivery: Public Transport; Waste Management Services; Safe and Secured Environment; Disaster Management; Energy; Emergencies & Fire Services; Water and Sanitation.
- KPA 3: Financial Planning and Budgets: Compliance; Expenditure; Revenue Management; Alignment; Valuation; Supply Chain Management; Financial Reporting and Free Basic Services.
- KPA 4: Local Economic Development

COMMENTS BY THE MEMBER OF THE EXECUTIVE COUNCIL (MEC) ON THE INTEGRATED DEVELOPMENT PLAN (IDP) REVIEW: 2021 - 2022

- **KPA 5: Good Governance and Public Participation:** Public Participation; Social Cohesion; Complaints and Fraud Management; Council and other Governance Structures; Special Groups and Populations Issues.
- **KPA 6: Institutional Arrangements:** Organisational Development; Information Communication and Technology.

3. Overall KPA ratings

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

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

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

KPAs	Ratings 2019/2020 IDP review	Ratings 2020/2021 IDP review	Ratings 2021/2022 IDP review
KPA1: Spatial Planning, Land Human Settlement and Environmental Management		MEDIUM	
KPA2: Service Delivery & Infrastructure Planning	MEDIUM	MEDIUM	MEDIUM
KPA 3: Financial Planning & Budgets		MEDIUM	
KPA 4: Local Economic Development			
KPA 5: Good Governance and Public Participation			
KPA 6: Institutional Arrangements	MEDIUM		
Overall Rating			

4. Specific Assessment Findings on the 2021/2022 Final IDP

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

KPA1: Spatial Planning, Land, Human Settlement and Environmental Management - Overall Rating HIGH

- The municipality must develop a land audit report as well as a land invasion policy to better manage land development in the municipal area.
- The municipality must develop an Air Quality Management Plan.
- The municipality must develop a Climate Change Response Strategy.
- The municipality must reflect on its plan to address land degradation and revitalisation.

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

- The municipality must develop a 3 Year Capital Plan that includes roads planning.
- The municipality must indicate budget for roads maintenance.
- The municipality must reflect on plans and budget for non-motorised roads facilities.
- The municipality must develop and adopt Integrated Waste Management Plan and appoint a dedicated Waste Management Officer.
- The municipality must develop a Trade Effluent Policy and budget for its operations and maintenance.
- The municipality must establish a Waste Management Forum.
- The municipality must reflect on the emergency procurement measures contained in the Disaster Management Plan.
- The municipality must consider implementing tariffs to improve fire services.
- The municipality must reflect on the provision for infrastructure reticulation or bulk infrastructure for electricity.
- The municipality must make provision for maintaining electricity facilities.

KPA 3: Financial Planning and Budgets - Overall Rating HIGH

- The municipality must incorporate in the IDP an Annual Financial Statement/ Year-end Preparation Plan.

COMMENTS BY THE MEMBER OF THE EXECUTIVE COUNCIL (MEC) ON THE INTEGRATED DEVELOPMENT PLAN (IDP) REVIEW: 2021 - 2022

- The municipalities must reflect whether there is a separate bank account for projects, if not separate bank account must be opened for conditional grants.
- The municipality must report its conditional grants according to DoRA requirements.
- The municipality must reflect on the MIG spending
- The municipality must reduce salary budget to meet norms and standards
- The municipality must develop data cleansing strategies and bill its consumers on a monthly basis.
- The municipality must reflect on the Free Basic Services integration plans with the district.

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

- The municipality must reflect on the mechanisms for attracting investments into township economies.

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

- The municipality must develop Ward Based Plans and reflect in the IDP
- reflect on the complaints management System and a clear system of channelling petitions.
- The municipality must develop a Legal Management System.

KPA 6: Institutional Arrangements - Overall Rating HIGH

- The municipality must reflect on the status of cascading of the Performance Management System.

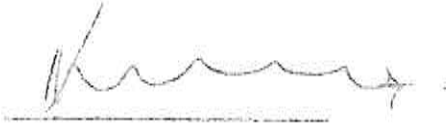
5. Conclusion

Let me now take this opportunity to congratulate you for developing a legally compliant IDP and maintaining a trend of obtaining overall High ratings over the period of IDP assessment cycle of 2017/2022. Given the commendable achievement, you are encouraged to improve on KPA 2 where a Medium rating has been obtained.

COMMENTS BY THE MEMBER OF THE EXECUTIVE COUNCIL (MEC) ON THE INTEGRATED DEVELOPMENT PLAN (IDP) REVIEW: 2021 - 2022

I trust that the above submission will be of great value to your institution. You are therefore advised to develop an action plan with remedial measures for all the areas of concern to avoid repeat findings during the subsequent Financial Year.

Yours faithfully



MR. X.E. NQATHA

MEMBER OF THE EXECUTIVE COUNCIL

DEPARTMENT OF COOPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS

DATE: 10/12/2021

ITEM 06/2022

RENAMING OF NKONKOBÉ GARDEN OF REMEMBRANCE

AUTHOR: STRATEGIC PLANNING&LED: DR L. HANABE

STRAT&LED STANDING COMMITTEE: MARCH 2022

EXCO: MARCH 2022

COUNCIL: MARCH 2022

1. PURPOSE

To request to the Standing Committee to consider the proposal to rename the Nkonkobe Garden of Remembrance.

2. LEGAL FRAMEWORK

Tourism Development White Paper of 1996
Arts and Culture White Paper of 1998

3. AUTHORITY

Arts and Culture White Paper of 1998 recommends the maintenance and promotion of the heritage sites in South Africa.

4. BACKGROUND

The Nkonkobe Garden of Remembrance which is situated in Alice, it's a memorial garden and a historical site which was built in order to honour all those who lost their lives in the struggle for freedom in the area.

The former erstwhile Nkonkobe Local Municipality and Inxuba Local Municipality were amalgamated on August 2016 to establish Raymond Mhlaba Municipality. As the memorial garden of remembrance is named Nkonkobe Garden of Remembrance, the naming of the site may be perceived as not relevant to its location and may hinder endeavors to promote the site.

5. FINANCIAL IMPLICATIONS

Not for known now, the actual material change can be budgeted for in the next financial year.

6. RECOMMENDATIONS

It is **RECOMMENDED** that:

- 1) The Standing Committee to consider the approval of renaming the Nkonkobe Gardens of Remembrance situated in Alice and further recommend to the Executive Committee.
- 2) The Standing Committee recommend to EXCO to mandate the name changing committee to start a process of public consultation.

ITEM 07/2022

RENAMING OF NKONKOBÉ MUSEUM

AUTHOR: STRATEGIC PLANNING&LED: DR L. HANABE

STRAT&LED STANDING COMMITTEE: MARCH 2022

EXCO: MARCH 2022

COUNCIL: MARCH 2022

1. PURPOSE

To request Standing Committee to consider the proposal to rename the Nkonkobe Museum.

2. LEGAL FRAMEWORK

Tourism Development White Paper of 1996
Arts and Culture White Paper of 1998

3. AUTHORITY

Arts and Culture White Paper of 1998 recommends the maintenance and promotion of the heritage sites in South Africa.

4. BACKGROUND

The municipality has built the Nkonkobe Museum in Alice, in order to commemorate and preserve the history of the area, the home to the legends like ZK Jabavu, John Knox Bokwe and other unsung legends, some of the legends have studied in Nkonkobe, they became African leaders. They have put the area in the world map with a perceived view that the area is the intellectual home of African Renaissance.

The museum is showcasing the exhibitions depicting the biographies of important men and women who came from the area and of those who came to study in the area, with the view that the exhibitions will place the area as a centre of learning.

The former erstwhile Nkonkobe Local Municipality and Inxuba Local Municipality were amalgamated on August 2016 to establish Raymond Mhlaba Municipality. As the site is named Nkonkobe Museum, the naming of the site may be perceived as not relevant to its location and may hinder endeavors to promote the museum.

5. FINANCIAL IMPLICATIONS

Not for known now, the actual material change can be budgeted for in the next financial year.

6. RECOMMENDATIONS

It is **RECOMMENDED** that:

- 1) The Standing Committee to consider the approval renaming the Nkonkobe Museum situated in Alice and further recommend to the EXCO.
- 2) The Standing Committee recommends to EXCO to mandate the name changing committee to start a process of public consultation.

ITEM 08/2022

TOURISM MASTER PLAN DEVELOPMENT

AUTHOR: STRATEGIC PLANNING&LED DR L. HANABE

STRAT&LED STANDING COMMITTEE: MARCH 2022

EXCO: MARCH 2022

COUNCIL: MARCH 2022

1. PURPOSE

To present to the Standing Committee the Draft Municipal Tourism Master Plan for approval

2. LEGAL FRAMEWORK

Local Government: Municipal Financial Management Act No 56 of 2003
Tourism Development White Paper of 1996

3. AUTHORITY

The Tourism White Paper of 1996 recommends the development of Tourism Master Plan in order to have a comprehensive long-term plan on tourism development and marketing the destination.

4. BACKGROUND

The Integrated Development Plan of Raymond Mhlaba Municipality regards tourism as one of the sectors that plays a distinct role in broadening the economic development of the area. Raymond Mhlaba Municipality through the Department of Strategic Planning and LED has facilitated and coordinated the development of the Tourism Master Plan.

The plan will enable the tourism role players to develop a common vision for Raymond Mhlaba Municipality tourism future, enable the municipality to achieve its potential as unique and competitive destination within Amathole District Municipality, increase tourism visitation and spending.

5. PROGRESS MADE

The municipality has developed a draft Tourism Master Plan, which is subjected to an on-going stakeholder's consultations, submission of inputs and recommendations.

6. FINANCIAL IMPLICATIONS

None – The development funded by GIZ

7. RECOMMENDATIONS

It is **RECOMMENDED** that:

- 1) The Standing Committee recommends to EXCO to approve the Tourism Master Plan.



RAYMOND
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UMANYANO KUPHULISO

RAYMOND MHLABA MUNICIPALITY
TOURISM DEVELOPMENT PLAN
2021 – 2027

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1. BACKGROUND

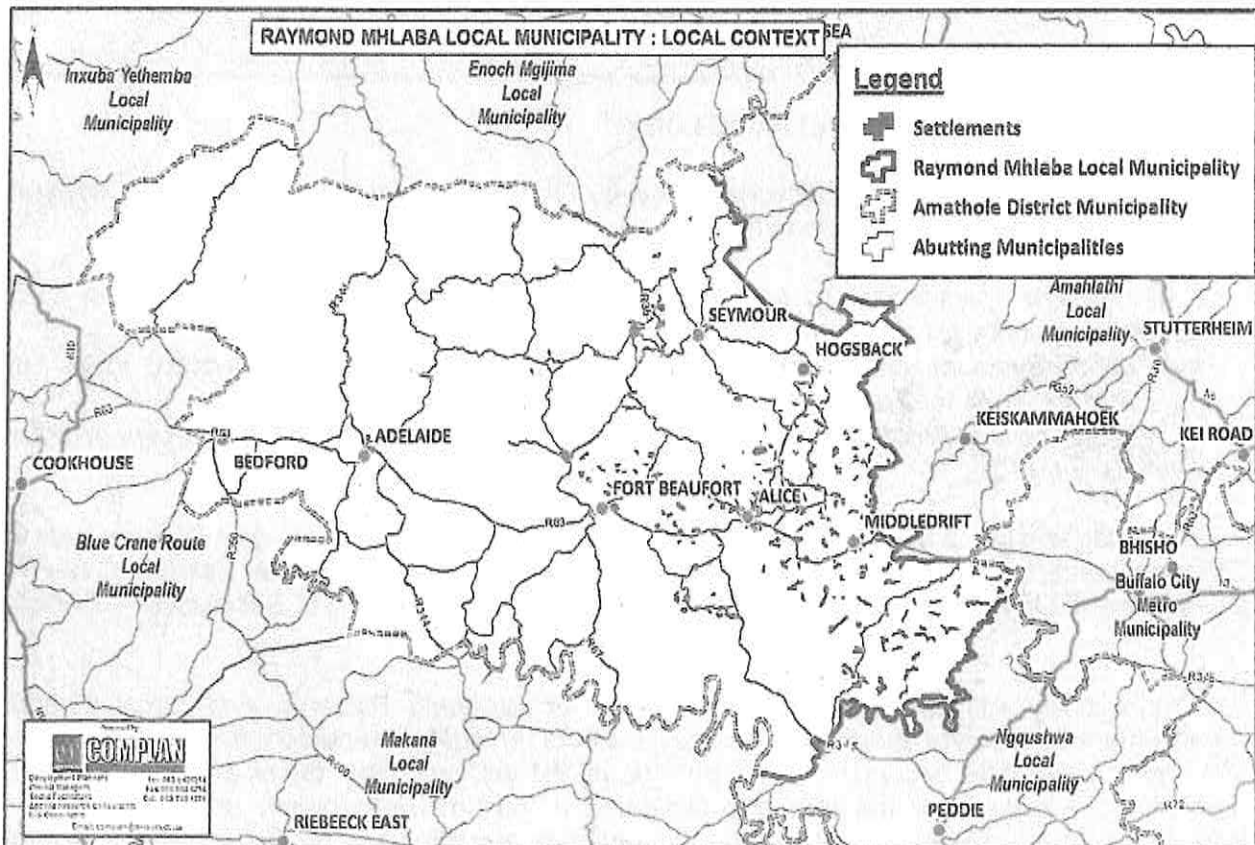
The legendary Tata Raymond Mphakamisi Mhlaba, was born on the 12 February 1920 in a village known as Mazoka in KwaNondyola, Fort Beaufort, he is the son of the soil of the Eastern Cape. In 1994, Raymond Mhlaba became the first Premier of the Eastern Cape Province.

Raymond Mhlaba Local Municipality is named after this legendary; the municipality was established by the amalgamation of former Nkonkobe Local Municipality and Nxuba Local Municipality on August 2016. Raymond Mhlaba Municipality, comprise of the following historical towns of Adelaide, Alice, Balfour, Bedford, Fort Beaufort, Hogsback, Middledrift and Seymour.

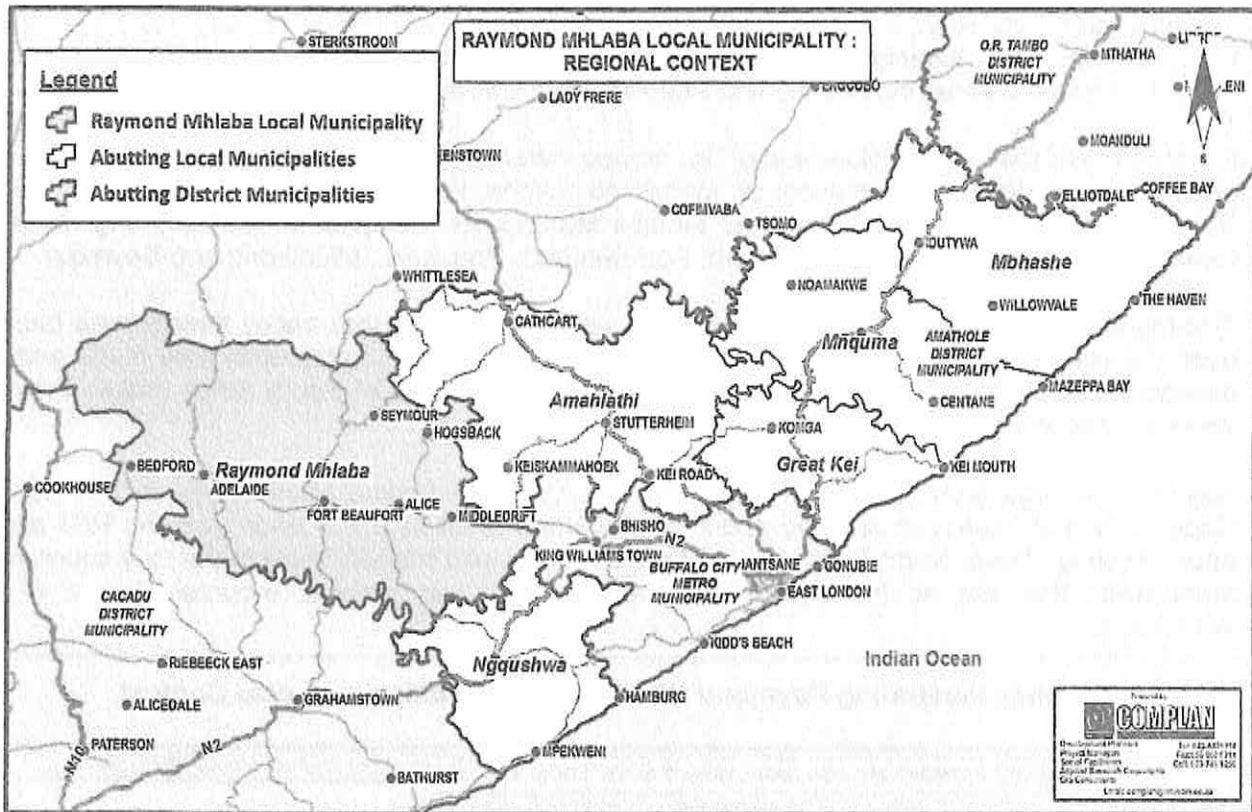
The municipality boasts small towns that have significant history that traces their stories back to over 150 years. The rich heritage of these historic towns and the contribution they made and are making to the political, social, business and academic landscape of South Africa makes them an important national asset.

Raymond Mhlaba Municipality forms part of the Amathole District Municipality, in the Eastern Cape. This municipality is situated about 140km North-West of East London on the R63 and is approximately 200km North-East of Port Elizabeth. Raymond Mhlaba Municipality is a countryside municipality that sits at the foot of the ever-imposing and majestic mountain range of the Winterberg.

A map illustrating Raymond Mhlaba Local Municipality: Local Context



A map illustrating Raymond Mhlaba Local Municipality: Regional Context



2. INTRODUCTION AND METHODOLOGY

Raymond Mhlaba Local Municipality supported by German Agency for International Cooperation (GIZ), commissioned the production of the Tourism Development Plan in order to:

- Assist the municipality to produce a process outline on how to develop the tourism development plan in – house.
- Provide guidance on which steps to take in further developing the existing ideas into a coherent tourism development plan
- Explain how to structure the strategy document and which content to present in different sections.

Raymond Mhlaba Local Municipality initiated the idea of developing the Tourism Development Plan during a leadership training offered by the GIZ in partnership with the Eastern Cape Non-Governmental Organization Coalition at Katberg Resort on the month of September – December 2018.

The municipality officials from the Department of Strategic Planning and Local Economic Development Directorate attended the trainings with other local stakeholders from different sectors. The municipality has been an active partner in the tourism plan development deliberations, presented the tourism status quo and facilitated a tourism development prototype during the workshop whereby GIZ also contributed its experience and expertise on issues related to tourism industry development.

The introduction process summarized the work carried out during the workshop and recommendations based on the tourism development plan whereby the GIZ committed to support and facilitate a Tourism Development Plan multi stakeholder's workshop, which was held on the 23rd January 2019. The workshop focused on four following areas:

- A positioning statement or vision for Raymond Mhlaba Local Municipality
- Presentation of case studies or examples of Tourism Development Plan
- Identification and discussion of the key thematic areas, and
- Allocation of participants into task teams to collect and consolidate tourism information for the Tourism Development Plan

The following thematic areas were discussed at length during the workshop and were allocated to the task teams as an assignment for the Tourism Development Plan, which are as follows:

- Research and Data Collection
- Destination Offerings
- Visitors Mix
- Marketing Communications
- Partnership Formations

The workshop took a resolution that all the information collected and consolidated by the participants will be submitted to the municipality for capturing purposes and preparations for the Tourism Development Plan Process.

Raymond Mhlaba Local Municipality facilitated, coordinated and participated in various public participations meetings in order to engage the local stakeholders to participate on the Tourism Development Plan Process; through the following:

- Representation and participation in steering committee and task teams
- Community Tourism Organization Meetings
- Stakeholders Workshop
- Interviews with various tourism product owners and stakeholders
- Feedback with reference from Integrated Development Planning Roadshow Meetings
- With reference to Raymond Mhlaba Local Municipality Spatial Development Framework

3. RATIONALE FOR TOURISM DEVELOPMENT PLAN

Tourism remains one of the key priority sectors to create jobs and grow the economy in South Africa, the Eastern Cape Province and, in particular the Raymond Mhlaba Municipal area. The municipality is facilitating and coordinating the Tourism Development Plan Process in partnership with the local stakeholders. The purpose of initiating the process of Developing the Tourism Plan is basically to achieve the following objectives:

- To enable the tourism role players to develop a common vision for Raymond Mhlaba Municipality tourism future.
- To provide a strategic framework and outline action in order for the municipality to have a comprehensive - long term plan on tourism development and marketing.
- To provide a framework for meaningful community involvement and beneficiation from sustainable tourism development.
- To provide a framework for the implementation of responsible tourism policies.
- To provide a strategic framework for tourism institutional structuring and capacity building.
- To package an integrated tourism experience and enhancing marketing.
- To enable Raymond Mhlaba to achieve its potential as a unique and competitive destination within Amathole District Municipality.
- Increase tourism visitation and spending

3.1 NATIONAL POLICIES AND LEGISLATIVE FRAMEWORK

The overall document has been developed based on and within the context of the existing of National Policies and Legislative framework on tourism development and marketing. Policies and legislation examined for the purpose of developing this document include the following:

- Tourism White Paper on the development and promotion of tourism in South Africa, 1996
- Arts and Culture White Paper of 1998
- Tourism Infrastructure Investment Framework, 1999
- National Responsible Tourism Guidelines for South Africa, 2002
- National Tourism BEE Charter and Scorecard
- National Environmental Management Act
- National Heritage Resources Act, 1999 (Act No. 25 of 1999) [NHRA]
- Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000)
- Local Government: Municipal Financial Management Act No 56 of 2003
- The Traditional Leadership & Governance Framework Act (Act No 41 of 2003)

3.2 STRATEGIC FRAMEWORK

Legislation and policies examined for the purpose of developing this document includes the following:

- Provincial Development Plan – Eastern Cape Vision 2030
- Eastern Cape Tourism Development Plan
- Amathole District Municipality Tourism Development Plan

4. TOURISM SECTOR STATUS IN RAYMOND MHLABA

The tourism sector status is presented in this document in order to provide a brief synopsis with regards to tourism development in the following respective towns:

ADELAIDE

The town history is reflected in various historic homes, graceful churches and monuments while the large “square” – actually more of an inland, gardens and shady palm trees lining the streets which makes a fine center piece to the town, which impart a character of its own to Adelaide. Adelaide museum was the parsonage of the Dutch Reformed Church from 1860 to 1964 and is a fine example of a two storey colonial era house. It is a national monument, which houses numerous collections of glass, porcelain, silver and more, showing how people lived in those days.

Numerous game viewing opportunities and hunting lodges are situated in the area. Hunting forms an important part of the local economy. The local crafters are highly skilled and offer visitors unique, handmade practical and ornamental products from the region. For the glimpse of the traditions, culture and a way of life of the local people, one can visit the township taverns and local traditional cuisine spots whereby someone can taste the traditional cooking and township cultural experience. Adelaide has marvelous hospitality places whereby visitors can book a place to stay for a night and have all the meals provided on request during the stay in the area.

BEDFORD

Bedford is a small town tucked against the Kagaberg (part of the Winterberg range). It is a vibrant town with stylish facilities and friendly fun – loving people who create events that draw visitors to

return again and again from far wide. The newly developed Duke of the Bedford Inn, the town is now a popular choice for conferencing and for weddings.

It has been known nationally for its excellent conditions for growing roses, Bedford was chosen as a site for South African Rosarium (a national collection of old roses). The garden is open to visitors all year, but the peak time is October – the same month as Bedford Garden Festival. The area hosts township garden tours every year during the Bedford Garden Festival. The area is rich in stories and architectural gems that bear mute testimony to events of the past. Tourists interested in local and/ or family history can arrange walks and talks on demand with Bedford's historical guide. The Bedford is known for fine cuisine using local seasonal fresh produce including local veld – grazed beef and lamb. Bedford hosts various hospitality establishments ranging from B&B's , Lodges, hotel and Country Farm Lodges.

Visitors are always welcome to play golf, tennis or bowls. The mountains and wide opens plains make the Bedford area ideal for extreme outdoor sports. The mountain behind the town is popular with paragliding activities. The Kudu Classic train run is on the national diary and increasing numbers of mountain bikers are catered for small groups.

BALFOUR & SEYMOUR

The area is a home to the Chief Jongumsobomvu Maqoma; his royal lineage can be traced back to the origins of the Xhosa people. The great place whereby visitors receive guided tours, historical information about the area and experience the culture and traditions of the area. The area is endowed with heritage sites, beautiful dams and is a perfect spot for agri-tourism. The area hosts Katberg Resort and Mpofu Game reserves, whereby visitors to the area can play golf, embark on hiking trails, horse riding tours, outdoor activities and game viewing. The two hospitality establishments can hosts conferences, weddings, team building activities, camping and provide hunting experiences as well. The area is a famous with heritage attraction route, which commence from Balfour, which is called Maqoma Heritage Route.

FORT BEAUFORT

Fort Beaufort area became the centre of the majority of the conflicts that took place between the British and the Xhosa during the 8th War of Land Dispossession from 1850 to 1853. The area is endowed with rich heritage sites, historical educational schools, museum, a fort and hosts local handmade craft centre. Township and cultural tours are conducted by accredited tourist guides; visitors can take walking tours and historical tours of the town. Fort Fordyce Nature Reserve provide a friendly game viewing experience for visitors, it is a suitable area for team building activities, camping, hunting and outdoor activities. The area has hospitality establishments and restaurants which visitors can utilize during their stay in the area. The area has beautiful features of Rock Paintings and Caves.

ALICE

Alice is a home to University of Fort and Lovedale College, which produced internationally and national leaders. The area is endowed with rich heritage, museums, art galleries, forts and craft centers. The area hosts conferences, sport tourism activities, festivals, major educational activities and events which attracts many visitors to the town. Alice has hospitality establishments and homestays which provide accommodation and authentic cultural experience for the visitors. Alice has magnificent places to eat, which they cater for all the visitors needs when visiting the area, which are as follows: coffee shops, local cuisine, restaurants and tshisanyama. Alice is surrounded by villages whereby visitors can embark on hiking trails, bush camping and outdoor activities.

HOGSBACK

Hogsback which is situated on the mountains, with beautiful waterfalls, landscape and scenic view, is a perfect place for hiking, mountain biking, horse riding, cultural tours and outdoor activities. The area is the perfect destination for those that love the outdoors, head for the trails on foot and exploring the scenic view of the beautiful mountains.

The area is famous for snow during the winter and XMAS in July Festival, it attracts visitors from abroad and nationally, it is a perfect resort for weddings, celebrations, conferences, festivals, team building, educational tours and historical tours. The area hosts various hospitality establishments, restaurants, local cuisine places and craft centers.

MIDDLEDRIFT

The area is endowed with rich heritage sites, memorial monuments and a craft center. The area is a home to the Double Drift Game Reserve, whereby visitors can go on game drive and view the scenic beauty of the area. The area hosts annually horse riding events, which attracts visitors to the area. The area has the hospitality accommodation whereby visitors can book a place to stay and have meals on request during their stay in the area. Visitors can be taken to a township tour and rural visit tours whereby visitors can experience the local life and taste the local cuisine.

4.1 TOURISM INFORMATION OFFICES

Raymond Mhlaba Local Municipality has established five tourism information offices on the following towns: Adelaide, Alice, Balfour, Bedford and Hogsback. The objective of developing the tourism information offices' is as follows:

- To disseminate tourism information to the visitors, in order to promote Raymond Mhlaba.
- Assist travel agents and tour operators in preparing itineraries for tourists.
- Put together statistics concerning the number and nature of tourism related enquiries.
- Preparing publicity and displays, maintain literature and brochure stock.
- Keep a current database of tourism attractions and heritage sites.
- Dealing with telephonic, postal and facsimile enquiries.
- Record and filing of the tourism and heritage documents.
- Provision of secretariat services on Community Tourism Organization meetings and tourism related workshops.

4.2 CRAFT CENTRES

Raymond Mhlaba Municipality in partnership with the Community Tourism Organization's has established arts and craft curio shop in Alice and Hogsback Tourism Information Offices, whereby the local crafters can display and sell their products.

4.3 TOURIST GUIDES

Raymond Mhlaba Municipality has trained six local youth to become accredited and registered tourist guides; the municipality supports the tourist guides with technical and financial support. The tourist guides serves as tourism ambassadors, they promote the area in terms of conducting historical tours, walking tours, cultural and nature based tours.

4.4 HOSPITALITY SECTOR

The accommodation establishments which are listed in this document comprise of Hotels, Guest Houses, Lodges, Bed and Breakfast, Backpackers and Homestays.

LIST OF ACCOMMODATION ESTABLISHMENTS

Town	Number of establishments	Graded	Not Graded	Total
Adelaide	6	2	4	6
Alice	12	2	10	12
Bedford	4	2	2	4
Fort Beaufort	7	3	4	7
Hogsback	27	12	15	27
Middledrift	1		1	1
Total				57

4.5 GAME RESERVES

Raymond Mhlaba Municipality is a home to two game reserves, which falls under Great Fish Nature Reserves under the Eastern Cape Parks and Tourism Agency.

Town	Number of game reserves	Total
Balfour	1	1
Fort Beaufort	1	1
Total		2

4.6 PLACES TO EAT

Raymond Mhlaba Municipality has a variety of places to eat whereby guests can enjoy a delicious meal, lunch, braai and local cuisine.

Town	Number of Restaurant	Number of Coffee Shop	Total
Adelaide		1	1
Alice	5	1	6
Bedford	5	1	6
Fort Beaufort	7	1	8
Hogsback	10	4	14
Middledrift	0	0	0
Total			35

4.7 TOURISM EVENTS FACILITATED BY RAYMOND MHLABA LOCAL MUNICIPALITY

Raymond Mhlaba Local Municipality is facilitating the following events in order to develop and promote tourism and to stimulate the Local Economic Development in the area.

NAME OF THE EVENT	LOCATION	DATE
XMas in July Festival	Hogsback	July
Cultural Heritage Festival	Alice	September
National Heritage Rugby Festival	Alice	September
Bedford Garden Festival	Bedford	October
Community Builder of the Year Awards	Rotating around the RMM towns	December

4.8 RAYMOND MHLABA TOURIST MARKETS

The below information have been collected from the Fort Beaufort Museum Visitors Register Book, it excludes visitor statistics information from other tourism products and tourism services institutions in Raymond Mhlaba Municipality. (This information is subjected to be reviewed during the multi stakeholder's workshop which will be facilitated by the municipality)

INTERNATIONAL MARKET	DOMESTIC MARKET
Germans, Netherlands and Euro Zone	Eastern Cape and country wide
Budget Travellers, Young and Middle and Old Age Families	Families and Group of friends, students Age varies
Interested on History, Culture, Adventure, Discovery and Natural Landscape	Interested on scenic beauty, landscape, heritage, research and adventure

5. SWOT ANALYSIS

Information on the strengths, weaknesses, opportunities and threats with regards to Tourism Development and Marketing was gathered through a stakeholder consultation processes as indicated in the background. It is critically important for the municipality and partners to clearly identify Strengths, Weaknesses, Opportunities and Threats (SWOT) that will serve as a basis of providing a reliable information to assist in tourism development planning and marketing.

5.1 STRENGTHS

- Branding of Raymond Mhlaba Municipality with the heritage icon (Tata Raymond Mhlaba)
- Draft Tourism Development Plan

- The availability of Raymond Economic Development Agency
- Cultural Diversity
- Beautiful Natural Landscape and arable land for Agri-tourism
- Rich Cultural Heritage and Community tourism
- Existence of development initiatives aimed at promoting heritage and tourism
- Already existing tourism related events
- Quality handmade arts and craft products
- Tourist Information Offices are in place and strategically positioned in tourist routes
- Existence of tourism products and supporting activities
- Availability of registered tour operators
- Availability of government sector departments
- Existence and Availability of University of Fort Hare and Lovedale College
- Diversity of arts forms (Dance, Music, Drama, Poetry and etc.)
- Existence and availability of Community Tourism Organizations

5.2 WEAKNESSES

- No Local Tourism Organization Committee or Association
- Lack of accessibility and maintenance of the existing infrastructure for tourism attractions
- No available information on market research with regards to tourists visiting the destination
- Inadequate budget allocation for tourism development, marketing and tourism events
- Inability of the local crafters to take advantage of the tourism industry due to lack of support programmes
- Limited facilities for upmarket tourists
- Majority of facilities not graded
- Lack of support for Tourism Information Offices
- Poor state of the Tourism Information Offices
- Lack of tourism signage and branding
- Very limited information on the culture & artifacts of indigenous people

5.3 OPPORTUNITIES

- Development of Raymond Mhlaba Statue
- Amatola Trail and Maqoma Heritage Route
- Availability of capacity building institutions
- Establish partnerships with the local private sector and local tourism stakeholders to undertake periodic market research on various areas of tourist's demands, which could be utilized as baseline for tourism marketing information
- Enhancing collaboration and partnership with government departments and private sector
- Land availability for tourism development
- Availability of dams for water sports
- Availability of community game reserves for hunting and game viewing
- Availability of local performers for entertainment
- Establish educational tours for local schools and improve awareness programmes on biodiversity of the area
- Identification, packaging & marketing of cultural and liberation heritage routes
- Promote community tourism initiatives to enhance township economy
- Opportunity for indigenous people of the region to tell their stories
- Develop support programmes for crafters
- Development of tourist accommodation for up-market tourists
- Development of tourism products to support the tourism vision and brand
- To improve service excellence in the hospitality industry
- Marketing the area as a destination of choice within ADM

5.4 THREATS

- Inability to respond effectively to tourist or client needs
- Loss of confidence by potential private sector investors
- Continue to loose-out on the market share of tourists from other destinations within the Amathole District Municipality
- Vandalism & deterioration of the existing tourism and heritage sites
- Perception (crime levels in townships)
- Overcrowding of the local markets by the foreign craft thereby closing opportunities for local crafters
- Competition with other destinations within the Amathole District Municipality on the service excellence
- Poor Infrastructure

6. STRATEGIC FRAMEWORK

The purpose of this section is to present the development framework for the Raymond Mhlaba Tourism Development Plan and outline the methodology and/or rationale for the composition of each element. The strategic framework builds on the foundation of the Situation Analysis and SWOT Analysis to provide a framework for achieving the required changes in the tourism industry.

It identifies the vision to guide the direction of tourism development, goals and objectives to contextualise the vision and measure achievements. The strategic framework rests on key pillars which form the structure of the plan whereby the projects and programmes are identified; these can be interventions which require direct action, facilitation or coordination from the municipality in partnership with the local tourism stakeholders and the private sector.

The strategic framework therefore contains the key priorities for tourism development, management and marketing for Raymond Mhlaba municipal area and creates consensus among stakeholders on the fundamental actions going forward. The following figure from 5.1 – 5.3 provides the outline of the strategic framework.

6.1 DRAFT VISION STATEMENT

The vision of the Raymond Mhlaba Tourism Sector plan was developed through a visioning exercise which was undertaken during stakeholder workshops which was facilitated by GIZ.

“Raymond Mhlaba Municipality is a scenic destination for adventure, culture, cuisine and agritourism”

The draft vision statement is subjected for a review based on the Final Tourism Development Plan Multi Stakeholders workshop which will be facilitated by the municipality.

6.2 TOURISM DEVELOPMENT GOALS

TOURISM GOALS

- **Increase visitation and tourism spending in Raymond Mhlaba Municipality**
- **Create a competitive responsible cultural tourist destination**
- **Accessibility and marketing the destination**
- **Develop and facilitate support for tourism development institutions**

6.3 TOURISM DEVELOPMENT OBJECTIVES

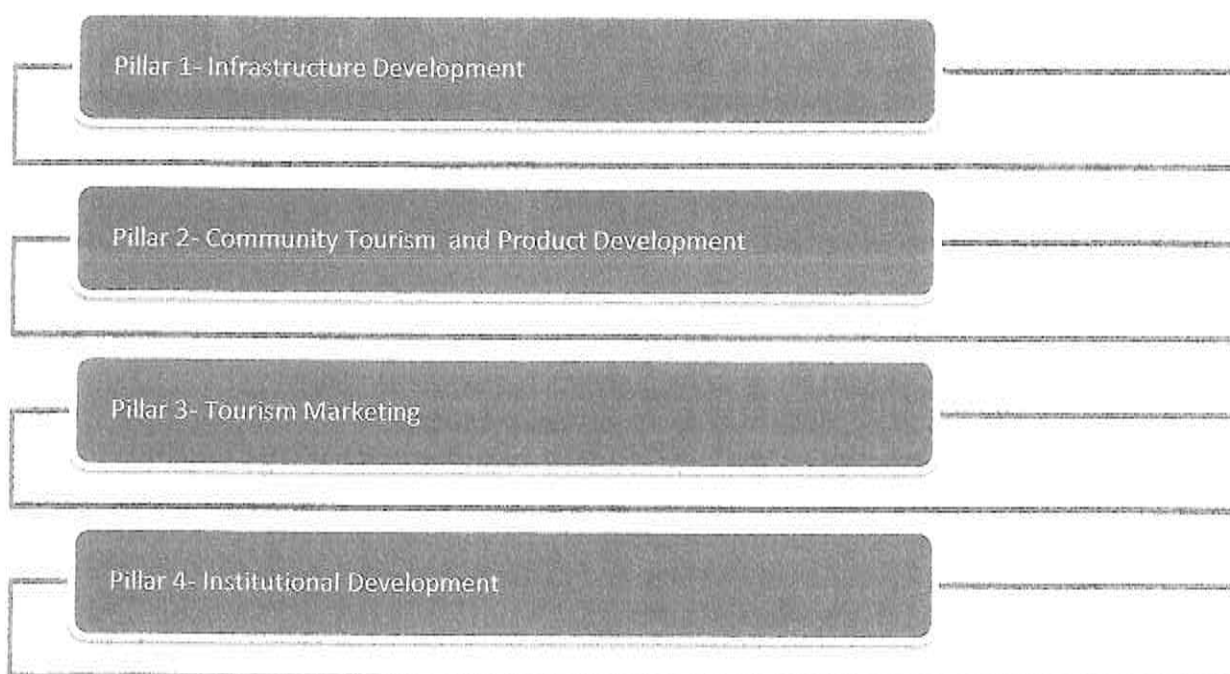
OBJECTIVES			
PILLAR 1	PILLAR 2	PILLAR 3	PILLAR 4
INFRASTRUCTURE DEVELOPMENT	COMMUNITY TOURISM AND PRODUCT DEVELOPMENT	TOURISM MARKETING	INSTITUTIONAL DEVELOPMENT

7. STRATEGIC PILLARS

The tourism vision, goals and objectives influences the formulation of strategic development pillars. Four strategic pillars have been identified under which projects are grouped, namely:

- Pillar 1- Infrastructure Development
- Pillar 2- Community Tourism & Product Development
- Pillar 3- Tourism Marketing
- Pillar 4- Institutional Development

7.1 STRATEGIC PILLARS



Pillar 1- Infrastructure Development

The pillars cascade from the vision, goals and objectives set out in the preceding sections and are the specific actions which need to be undertaken. The pillars were identified based on the opportunities and threats identified in the SWOT and from the workshop activities; this is in line to position the Raymond Mhlaba Municipality to be the most efficient and effectively on tourism development opportunities and mitigate threats.

7. 2 PILLAR 1: INFRASTRUCTRE DEVELOPMENT

7.2.1 RATIONALE

As part of the tourism systems approach, certain infrastructure and maintenance is required for the tourism industry to develop in an effective manner. This includes the provision of infrastructure such as tourism facilities, Information and Communication Technology, telecommunications, signage, tourism offices, heritage and tourism sites etc. The presence of this infrastructure is important to the further development of Raymond Mhlaba tourism industry as accommodation establishments, tour operators, crafters, restaurants and businesses also rely on these services to operate efficiently. Currently the infrastructure and maintenance in Raymond Mhlaba is one of the key challenges which results in poor quality services and access to tourism sites.

7. 2.2 PILLAR 1: INFRASTRUCTRE DEVELOPMENT RECOMMEDNATIONS

The following projects and programmes have been identified with the following recommendations:

- Development and maintenance of tourism infrastructure
- Enhance improvement and maintenance of the roads and tourist sites
- Facilitate and coordinate tourism signage

7. 2.3 PILLAR 2: COMMUNITY TOURISM AND PRODUCT DEVELOPMENT

7.2.4 RATIONALE

The development and support of community tourism offers opportunities for emerging tourism entrepreneur's to participate in the tourism industry and it also stimulate greater economic transformation and benefits to the local people. The tourism product development will form an essential component in terms of increasing the number of products in Raymond Mhlaba in order to offer attractive cultural tourism experience and services in the area.

7. 2.5 PILLAR 2: COMMUNITY TOURISM AND PRODUCT DEVELOPMENT RECOMMENDATIONS

The following projects and programmes have been identified with the following recommendations:

- Facilitate provision of capacity building trainings to the tourism products
- Develop and support a greater variety of tourism products
- Facilitate the development of feasibility studies for tourism and heritage projects
- Facilitate mentorships programmes with established tourism businesses
- Promotion of the existing tourism products
- Development and Promotion of Heritage and Cultural Precinct to promote cultural diversity
- Enhance promotion of adventure tourism

7. 2.6 PILLAR 3: TOURISM MARKETING

7.2.7 RATIONALE

The effective marketing of the tourism sector is an essential element for the success and attractiveness of the destination, as it is through marketing initiatives that is possible to promote

brand awareness. The limited budget towards tourism marketing initiatives and lack of tourism linkages has a negative effect on tourism development in the destination.

7. 2.8 PILLAR 3: TOURISM MARKETING RECOMMENDATIONS

The following projects and programmes have been identified with the following recommendations:

- Facilitate marketing linkages and partnership with other tourism stakeholders
- Update tourism database information and statistics
- Resourcing of Tourism Information Offices
- Facilitate tourism awareness promotional material
- Launch the Local Tourism Organisation and Tourism Vision
- Facilitate the development of marketing material for tourism products
- Facilitate participation on tourism trade shows, tourism indaba, conferences and awareness programmes
- Facilitate tourism educational programmes and brand awareness campaigns
- Utilize digital marketing systems

7. 2.9 PILLAR 4: INSTITUTIONAL DEVELOPMENT

7.2.10 RATIONALE

The municipality will not be able to give effect to this plan without the appropriate institutional arrangements in place. Below is an outline of the recommended institutional arrangements to ensure the successful implementation this plan.

7.2.11 (a) ROLE OF RAYMOND MHLABA MUNICIPALITY

Raymond Mhlaba Municipality primary responsibilities are tourism planning and infrastructure development, strategic co-ordination, facilitating skills development, stakeholder relationship management and tourism regulation. The municipality in partnership with other tourism stakeholders is responsible for the implementation of Tourism Development Plan and providing financial and technical support to the Local Tourism Organization. The municipality will exercise oversight and participate on the Local Tourism Organization programmes.

7.2.11 (b) ROLE OF THE LOCAL TOURISM ORGANISATION

The Local Tourism Organization is responsible for driving tourism development and marketing in partnership with government and other tourism stakeholders. The organizations facilitate tourism product development and coordinate various marketing initiatives in order to promote the destination. The overarching role of the Local Tourism Organization is to promote the destination area in its entirety which includes the following:

1. Marketing the destination
2. Attending regional (Eastern Cape) consumer shows
3. Facilitate community tourism awareness programmes/initiatives
4. Attending national consumer and trade shows
5. Establishing and coordinating community tourism forums
6. Co-coordinating bids for conferences and tourism events
7. Lobbying for improvements in infrastructure, e.g. road upgrades
8. Facilitate development of feasibility studies and funding applications
9. Facilitate and mobilize business investment's programmes

10. Providing input to municipal tourism policy
11. Undertaking tourism research
12. Providing input to municipal planning for tourism development in the area
13. Coordinating and disseminating tourism market research to members
14. Providing advice and information to tourism entrepreneurs
15. Facilitate tourism awareness campaigns, trade & media
16. Assisting with tourism business skills development

7.2.11 (c) PARTNERSHIPS

The success of the Tourism Development Plan is by and largely driven by effective and sustainable partnerships with the following government departments and business support institutions:

- National Department of Tourism
- Eastern Cape Department of Economic Development, Environmental Affairs and Tourism
- Department of Sport, Recreation, Arts and Culture
- Amathole District Municipality
- Eastern Cape Development Corporation
- Eastern Cape Parks and Tourism Agency
- Small Enterprise Development Agency
- Culture, Art, Tourism, Hospitality, and Sport Sector Education and Training Authority

7.2.12 PILLAR 4: INSTITUTIONAL DEVELOPMENT RECOMMENDATIONS

The following projects and programmes have been identified with the following recommendations:

- Government to support tourism development
- Facilitate establishment of the Local Tourism Organization
- Facilitate capacity building programmes and support the Local Tourism Organization
- Facilitate the development of feasibility studies and business plans for tourism projects
- Enhance collaboration and partnership with other stakeholders on tourism development and marketing
- Facilitate business investment programmes and mobilize private sector investors
- Facilitate capacity building trainings for the tourism practitioners

8. IMPLEMENTATION PLAN

The strategic framework developed identified programmes and projects as per strategic pillar, these projects are required to be developed further and direction provided on their implementation. Therefore, the expected economic benefits associated with tourism are unlikely to materialise unless there is an effective implementation of the actions. The purpose of the implementation plan is to provide tools to direct the relevant stakeholders in the implementation of the tourism strategy.

The key stakeholders which are expected to provide support and collaborate to implement projects and programmes within Raymond Local Municipality include the following partners: Amathole District Municipality, Department of Economic Development, Environmental Affairs and Tourism, Eastern Cape Development Corporation, Small Enterprise Development Agency, Eastern Cape Parks and Tourism Agency, the Culture, Art, Tourism, Hospitality, and Sport Sector Education and Training Authority, Department of Sport, Recreation, Arts and Culture, the private sector etc. It is also recommended that Raymond Mhlaba Municipality Tourism Development Plan be incorporated into the Amathole District Municipality planning.

9. PROJECTS AND PROGRAMMES IMPLEMENTATION PLAN

SERIAL NUMBER	PROJECTS, PROGRAMME AND INITIATIVES	POSSIBLE SUPPORT FROM PARTNERS	TIME FRAMES
1.	Establish Local Tourism Organization	ADM, ECPTA	September 2022
2.	Resourcing of all the Tourism Information Offices	ECPTA, NDT	2022 - 2023
3.	Conduct and audit the tourism and heritage attractions	ADM, ECPTA, NDT	2022 - 2023
4.	Conduct and audit the existing tourism signage in RMM	ECPTA	2022 - 2023
5.	Develop a feasibility study for Maqoma Caves and Heritage Interpretive Centre in Balfour.	ADM, ECPTA, DEDEAT, NDT, DSRAC, DAC, NHC UFH	2022 - 2023
6.	Conduct Tourism Skills Development Training for tourism products	SEDA, ECDC, CATHSSETA, ECPTA, TEP	2022 - 2023
7.	Participate and Exhibit on Tourism Indaba	ECPTA, ADM, DEDEAT	2022 - 2027
8.	Develop a feasibility study for big swing (Zipline) in Raymond Mhlaba Municipality	ADM, ECPTA, DEDEAT, NDT	2022 - 2023
9.	Development of the Local Tourism Organization Constitution and Registration	ADM, ECPTA	2021 - 2022
10.	Development and implementation of tourism awareness and educational programme	ADM, ECPTA ,	2021 - 2022
11.	Develop promotional material for the destination marketing	ECPTA, NDT	2022 - 2023
12.	Develop a craft centre at Bedford Tourism Information Office	SEDA	2022 - 2023
13.	Develop a feasibility study for the development of water sport activities in Raymond Mhlaba	ADM, ECPTA, DEDEAT, NDT	2023 - 2024

	Municipality		
14.	Develop a feasibility study for the development of horse riding trails in Middledrift	ADM, ECPTA, DEDEAT, NDT	2021 - 2022
15.	Facilitate an office and branding for Raymond Mhlaba Tour Operators at Alice Tourism Information Offices	ADM, ECPTA, SEDA, TEP	2021 - 2022
16.	Develop a feasibility study for the development of Foxwood Dam Cultural Heritage in Adelaide	ADM, ECPTA, DEDEAT, NDT	2023- 2024
17.	Development and implementation of craft market programmes	SEDA, ECDC, ECPTA, ADM	2021 - 2022
18.	Resource the Raymond Mhlaba Museum in Alice	DSRAC, NHC	2022 - 2023
19.	Develop and implement the skills development programme for tourism practitioners	SEDA, ECPTA, NDT	2021 - 2022
20.	Develop mentorship programme for the emerging tourism products	ADM, ECPTA	2021 - 2022
21.	Support of emerging tourism products and events	ADM, ECPTA, NDT, DSRAC	2021 - 2025
22.	Concept Document		2021 – 2022
	Feasibility Study for War of Resistance	ADM, ECPTA, NDT, DSRAC	2022 - 2023

10. CONCLUSION

There is no doubt that tourism can play a significant role in supporting economic development in Raymond Mhlaba Municipality. The municipality must take a lead in coordinating the tourism development and management of the area in partnership with the private sector; which has a role to drive tourism marketing in Raymond Mhlaba Municipality.

The Tourism White Paper further specifies that tourism development in South Africa should be government led, private sector driven, community based and labour conscious. These various sectors are committed to partnership with people of South Africa to develop and market good quality, sustainable tourism experiences that demonstrate the countries commitment to social, economic, environmental, technical, institutional and financial responsibility. To this end, tourism sector stakeholders must ensure that tourism contributes equitably to the socio-economic upliftment of Raymond Mhlaba.

ITEM 09/2022

IMPLEMENTATION OF THE COMMUNICATION PLAN

**AUTHOR: Strategic and LED Services Dr L. Hanabe
STG COMMS: FEBRUARY 2022
EXCO: MARCH 2022
COUNCIL: MARCH 2022**

1. PURPOSE

To present before the Standing Committee the implementation of the Communication plan for noting.

2. LEGAL FRAMEWORK

The Constitution of the Republic of South Africa Act 108 of 1996.
The National Framework for Government, 2009 issued by Government Communication and Information System (GCIS).
Local Government: Municipal Systems Act No.32 of 2000 as amended
Promotion of Access to Information, Act 2 of 2000
Local Government: Municipal Structures Act 117 of 1998.
Intergovernmental Relations Framework Act of 2005.

3. AUTHORITY

Municipal Systems Act 32 of 2000 instructs the Municipal Manager to ensure there is an adopted approach on Communications that will ensure public participation by communities, stakeholders and provide rights for citizens in terms of developmental communication.

4. BACKGROUND

Due to Covid- 19 pandemic and Local Government Election 2021, various planned activities could not take place. Strict regulations prohibited mass gatherings, use of amenities and election period. As a result, these following activities on the Communications Plan could not be implemented: -

- Mayor's Cup
- Bedford Garden Festival
- Disabled Indaba

- Elderly Month Celebrations
- 16 Days of Activism
- MPAC Roadshows
- Mayoral Imbizos
- World Aids Day
- Ngumbela Tournament

1. Official Memorial service of the late Dr Advocate Mthetheleli Ngumbela

Raymond Mhlaba Municipality held a befitting memorial service to bid farewell to the Icon, distinguished entrepreneur and sports developer par excellence, Dr Advocate Mthetheleli Ngumbela. The event was held on the 21st, Thursday October 2021, at Fort Beaufort, Cape College at 12h00.

The Council Speaker, Cllr Anele Ntsangani was the programme director of the day. Present, the Hon Mayor Cllr Bandile Ketelo, MP Sakhumzi Somyo, Nkosi Ndlazi, Municipal Manager Ms Unathi Malinzi and all directors. The Ngumbela family got comforted with this initiative made by the municipality.

Communication Unit rendered the following support to the event

Support rendered

- Notices were placed in all Municipal Building and strategic notice boards.
- Internal Memo informing the internal stakeholders was sent through emails.
- Branding and photography

2. Official opening and renaming of the Middledrift Multipurpose Centre

Raymond Mhlaba Municipality held a remarkable event on the 27th October 2021, at Middledrift Town, where an official opening and renaming of the Middledrift Multipurpose Centre. The centre officially was named after Bonakele Milner Ntsangani, a freedom fighter and a liberator, who was born at Debe, Marele location. The Ntsangani family paid respect by their presence to witness on their own, the respect bestowed to Bonakele Milner Ntsangani for the immense

contribution he made to the people of Raymond Mhlaba and Eastern Cape and South Africa as a whole.

Those who graced the event include Amathole District Executive Mayor Cllr Khanyile Maneli, Deputy Mayor of the District Cllr Nomfusi Nxawe, Raymond Mhlaba Mayor Cllr Bandile Ketelo, Chief Whip Cllr Nonkazimlo Mlamla, Raymond Mhlaba Councillors, Amagqunukwebe Tribe Chief Nkosi Nokwandisa Kama and Miss SA 2nd Runner up, Zimi Mabunzi. During event, there was the unveiling of the plaque by District Exec Mayor Cllr K.C Maneli alongside with RMLM Mayor Cllr B. Ketelo and Miss SA 2nd Runner up, Zimi Mabunzi.

On this day, also a memorial lecture on the life and times of Bonakele Milner Ntsangani was delivered by Mr Mzandile Masala, a well-known figure on the liberation fight against the apartheid.

Communication unit rendered the following support to the event:

- Media invite
- Video clip
- Live interview slot on Radio (FORTE FM) for Municipal Manager, Ms U. Malinzi on the 26th October at 13h10.
- Branding
- Media release
- Poster

3. Inaugural Council Meeting and Swearing-In of newly elected Council

Raymond Mhlaba Municipality conducted its Inaugural Council Meeting following the Local Government Elections held on the 1st November 2021. The Municipal Manager, Ms Unathi Malinzi convened the session of swearing-in of Councillors where TROIKA members were elected. Council Speaker, Cllr Thozama Ngaye, Mayor, Cllr Zingiswa Rasmeni and Chief Whip Cllr Nonkazimlo Mlamla. The Chairperson of MPACC is Cllr Zikhona Tyali.

The council meeting was held on the 23rd November, Tuesday 2021, at the New Council Chambers in Alice.

Communication Unit rendered the following support to the Inauguration:

- Video Clip
- Media Invite
- Branding
- Accreditation
- Photography
- Announcement on radio. (FORTE FM)
- Branding
- Media release

4. Public notices, Mayor's message and Media Release issued

- Public Notice - Special Council Meetings (10/12/2021 & 28/01/2022), Municipal Shutdown for December Holidays, Electricity Outages Updates.
- Mayor's Messages (World Aids Day, Seasons Greetings, Matric Class Of 2021)
- Media Release - Official opening and renaming of Middledrift Multipurpose Center, Inaugural Council Meeting, Raymond Mhlaba hit by hailstorm

5. HUMAN RESOURCE IMPLICATIONS

Overtime

6. STRATEGIC IMPLICATIONS

The implementation of the Communications plan will assist the municipality in delivering its information and services delivery achievements to the targeted stakeholder/ communities.

7. FINANCIAL IMPLICATIONS

None

8. RECOMMENDATIONS

It is **RECOMMENDED** that:

- 1) The report on the implantation of the communication plan be noted.
- 2) The Communications Unit to prepare for the new Communications Strategy (2021 -2026), Communications Plan, Communication Policies (social media policy).