



RAYMOND
MHLABA
MUNICIPALITY
.....
UMANYANO KUPHHLISO

2026/2027
DRAFT
REVIEWED INTEGRATED DEVELOPMENT PLAN

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LIST OF ACRONYMS

ADM	Amathole District Municipality
CBO	Community Based Organization
EPWP	Expanded Public Works Programme
EMP	Environmental Management Plan
CWP	Community Works Programme
DLTC	Driver's License Testing Centre
FBS	Free Basic Services
GDP	Gross Domestic Product
HDI	Human Development Index
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
HR	Human Resources
IGR	Intergovernmental Relations
IDP	Integrated Development Plan
IA	Internal Audit
ITP	Integrated Transport Plan
IWMP	Integrated Waste Management Plan
KPA	Key Performance Area
KPI	Key Performance Indicator
LED	Local Economic Development
LUM	Land Use Management
MSA	Municipal Systems Act, 2000
MFMA	Municipal Finance Management Act, 2003
MTREF	Medium Term Revenue and Expenditure Framework
MTSF	Medium Term Strategic Framework
MIG	Municipal Infrastructure Grant

MSCOA	Municipal Standard Chart of Accounts
INEP	Integrated National Electrification Programme
IUDF	Integrated Urban Development Framework
NHR	National Housing Register
NDP	National Development Plan
NGO	Non-Governmental Organization
NMT	Non-motorized Transport
PMS	Performance Management System
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework
SMME	Small Medium & Micro Enterprises
SCM	Supply Chain Management
RMLM	Raymond Mhlaba Local Municipality
RMEDA	Raymond Mhlaba Economic Development Agency

1. INTRODUCTION

The Municipal Systems Act, 32 of 2000 requires municipalities to develop a five (5) year strategic planning document popularly known as Integrated Development Plan (IDP). IDP is a strategic document through which the municipality conducts a comprehensive analysis of the community needs and subsequently priorities available resources to address those needs. It seeks to ensure vertical and horizontal integration between the municipal planned intervention with the planning efforts of national and provincial spheres of government as well as within the various sectors of government.

The 2026-2027 IDP comprises of eight (8) chapters as listed below.

IDP OUTLINE:

- CHAPTER 1:** Strategic intent: Entails the Municipal Vision, mission, and values for the long-term development of the municipality with emphasis on the municipality's development needs.
- CHAPTER 2:** Provides the situational analysis of the Raymond Mhlaba, demographic profile and sector analysis. It assesses the level of services and highlights the backlogs on service delivery.
- CHAPTER 3:** Summary of the Key Performance Areas.
- CHAPTER 4:** **Development Objectives and Strategies, Indicators and Targets and 2026/2027 Developmental Projects:** This Chapter entails Raymond Mhlaba Local Municipality's strategic objectives and performance deliverables which give directives to the developmental agenda of the Municipality.
- CHAPTER 5:** **Municipality's Sector Plans & Policies** - outlines the summary of municipal sector plans, by-laws and policies, which guide the municipality in the service delivery provision. outlines municipal sector plans their status with executive summaries of the newly developed plans, by-laws and policies which guide the municipality in the service delivery provision. These plans present strategic interventions in response to the current status quo of the municipal area.
- CHAPTER 6:** Outlines the broad financial plan, allocation of resources and the MTREF.
- CHAPTER 7:** Provides an overview of the municipal Performance Management System, monitoring, and evaluation process.

CHAPTER 8: In this chapter, the summary of the SDF outlined including the nature and location of various activities in a manner that best meets agreed objectives.

CHAPTER 1: BACKGROUND AND SUMMARY

1.1 BACKGROUND

Raymond Mhlaba Local Municipality was established after the amalgamation of Nkonkobe and Nxuba Local Council. Alice town is a legislative seat and KwaMaqoma is the administrative head of the municipality, the latter is situated about 140km North West of East London on the R63 and is approximately 200km North East of Port Elizabeth. The Raymond Mhlaba Municipality is situated along the southern slopes of the Winterberg Mountain range and escarpment and is within the greater Amathole District Municipality in the Province of the Eastern Cape. The municipal area covers approximately 6 474 km², with major towns being Alice, Adelaide, Bedford, KwaMaqoma and Middledrift. Smaller settlements include Hogsback, Seymour, Balfour and Debenek.

A municipal Integrated Development Plan (IDP) serves as an enabler for mutual accountability on the agreed priorities and allocation of resources to contribute to the long-term development of the municipality. It is therefore one of the most critical plans in ensuring effectiveness and efficiency, as well as community participation at a local government level.

An IDP encourages both short- and long-term planning. In the short term, it assists in addressing issues or challenges that may be resolved within the relevant term of office while at the same time it provides space for the long-term development of the area in an integrated and coordinated manner.

In terms of section 34 of the Municipal Systems Act 32 of 2000 as amended, a municipal council must review its integrated development plan:

- Annually in accordance with an assessment of its performance measures; and
- To the extent that changing circumstances so demand.

1.2 MUNICIPAL VISION AND MISSION

On 30 May 2022, Council adopted the following municipal vision and mission for the long-term development of the municipality.

VISION

“A SERVICE EXCELLENCE DRIVEN MUNICIPALITY”.

MISSION:

“Acceleration of the provision of quality services responsive to the needs of all communities”.

1.3 VALUES

The achievement of the above vision depends on embedding the municipal values in the plans and actions of the municipality. In fact, these values listed hereunder will propel the municipality towards its vision.

a) UBUNTU

A service excellence municipality centered on being a caring, humane and compassionate institution towards its community.

b) ACCOUNTABILITY

Commitment in providing consistent and qualitative feedback to communities.

c) TRANSPARENCY

Inform communities about the services and operations that are being offered.

Prioritize openness on the services, operations rendered to communities.

d) COURTESY

Demonstrate friendliness, politeness, humility to communities.

e) VALUE FOR MONEY

Make the best use of available resources including eliminating waste of public resources.

f) CONSULTATION

Maximize meaningful community engagement by impressing on sourcing of mandate and report back.

g) SERVICE EXCELLENCE

Improve the provision of quality services for the betterment of the well-being of communities.

h) INTEGRITY

Display a high degree of moral authority, unmatched conscience and respectful behavioral pattern.

i) RESPECT

Accord utmost loyalty, humility, diligence and an unwavering commitment to the communities in serving and servicing their needs.

j) REDRESS

Strive for equal, excellent, qualitative treatment to the previously disadvantaged communities.

k) FAIRNESS

Foster the provision of services with impartiality, fairly and without biasness.

l) ACCESS

Increase equal access and improve the provision of quality services to the previously disadvantaged communities.

m) ETHICS

Promote exceptional moral compass, uncompromised integrity and supreme respect in honor of the commitment to serve the people.

1.4 KEY INFORMANTS

The review of the Integrated Development Plan for 2026/2027 financial year has been informed by the following;

- 2022 Census
- Eastern Cape Socio-Economic Consultative Council (December 2025)
- Ward priorities (2022 – 2027)
- State of the Nation Address (2026)
- State of the Province Address (2026)
- 12 Outcomes of Government.
- Sustainable Development Goals.
- The Provincial Growth and Development Plan.
- The National Spatial Development Perspective.
- The Municipal Spatial Development Planning.
- 2025 Annual Report Roadshows
- National Development Plan
- District Development Model

1.5 SUSTAINABLE DEVELOPMENT GOALS (SDGS)

The intention of the SDG's is to be a universally shared common, globally accepted vision to progress to a just, safe and sustainable space for all inhabitants. It is based on the moral principle of the Millennium Development Goals that no one or one country should be left behind and that each country has a common responsibility in delivering on the global vision.

1.6 AFRICAN UNION 2063 AGENDA

The African Union and the affiliated countries adopted Agenda 2063 as a guide in alignment with the Sustainable Development Goals to enhance development in Africa and further to ensure that coordinated service delivery in Africa is not compromised.

The Agenda 2063 is premised on 7 aspirations, which are as follows:

1. A prosperous Africa based on inclusive growth and sustainable development.
2. An integrated continent, politically united and based on the ideals of Pan Africanism and the vision of Africa's Renaissance.
3. An Africa of good governance, democracy, respect for human rights, justice and the rule of law
4. A peaceful and secure Africa
5. An Africa with a strong cultural identity, common heritage, values and ethics
6. An Africa where development is people-driven, unleashing the potential of its women and youth.
7. Africa as a strong, united and influential global player and partner.

1.7 BACK TO BASICS

Local government has been a primary site for the delivery of services in South Africa since 1994. A tremendous progress has been noted in delivering the basic services in local government e.g. Water, electricity, sanitation and refuse removal at a local level. 61 Municipalities have committed to implementing the Back-to-Basics Programme which aims to meet the Back to Basic delivery. The programme is about serving the people at a basic level through the five pillars:



1.8 LEGISLATIVE FRAMEWORK

The section below outlines the legislative framework that guides the development of the Integrated Development Plan and Municipal Budget. Key pieces of legislation that provide guidance and define the nature of integrated development planning include but not limited to the South African Constitution 1996, the Municipal Systems Act 2000, and the Municipal Finance Management Act 2003.

1.8.1 South African Constitution, 1996

Section 151 of the Constitution of the Republic of South Africa provides a legal status of municipalities as thus:

- The local sphere of government consists of municipalities, which must be established for the whole of the Republic.
- The executive and legislative authority of a municipality is vested in the Municipal Council.
- A municipality has the right to govern, on its own initiative, the local government affairs of its community, subject to national and provincial legislation, as provided for in the Constitution.
- The national or a provincial government may not compromise or impede a municipality's ability or right to exercise its powers or perform its functions.

Section 152 also provides the objects of local government as thus:

The objects of local government are –

- to provide democratic and accountable government for local communities;
- to ensure the provisions of services to communities in a sustainable manner;
- to provide social and economic development;
- to promote a safe and healthy environment; and
- to encourage the involvement of communities and community organization's in matters of local government.

A municipality must strive, within its financial and administrative capacity, to achieve the objects set out in subsection (1) of the Constitution of the Republic of South Africa.

Section 153 provides for developmental duties of municipalities as thus:

- Structure and manage its administrative and budgeting and planning processes to give priority to basic needs of the community, and to promote the social and economic development of the community; and
- Participate in national and provincial development programmes.

1.8.2 Other legislative guidelines for Developmental Local Government include:

- a) White Paper on Local Government, 1998- Introduced a notion of a developmental local government: Defined as: *“Local government that is committed to working with its citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives.”*
- b) Municipal Demarcation Act, 1998
- c) Municipal Structures Act, 1998 (Amendment, 2000)
- d) Municipal Systems Act, 2000 regulates core municipal systems
- e) National Environment Management Act, 1998
- f) Municipal Finance Management Act, 2003

1.8.3 *Municipal Systems Act, 2000*

Section 25 of the Municipal Systems Act 2000, stipulates that each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality. An Integrated Development Plan, adopted by the Council of a municipality, is the key strategic planning tool for the municipality. Section 35 (1) (a) of the Municipal Systems Act 2000, describes an IDP as:

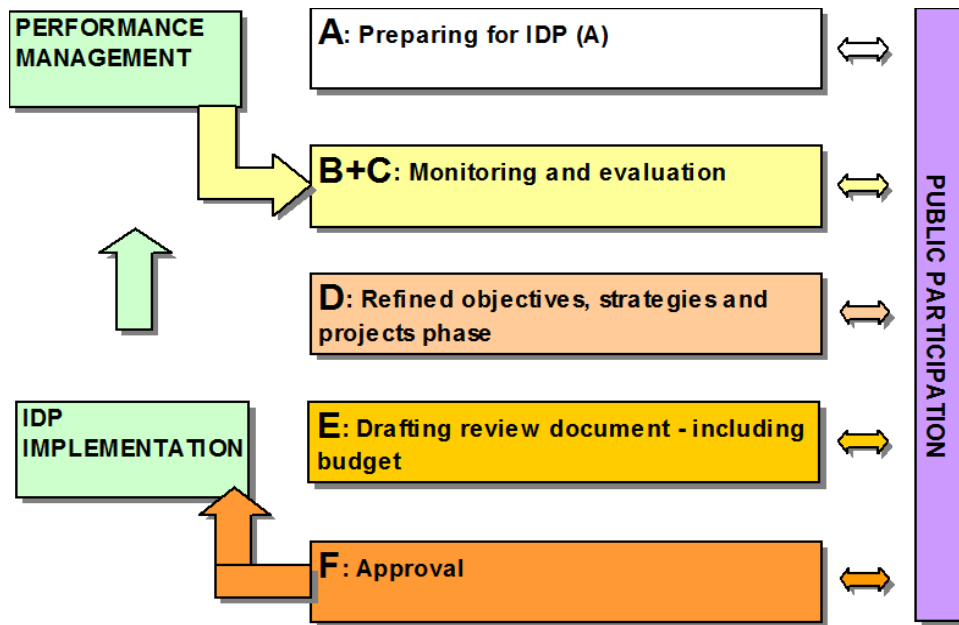
- The principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development in the municipality;
- Binds the municipality in the exercise of its executive authority.

1.8.4 *Municipal Finance Management Act, 2003*

Section 21 (1) (a) of the Municipal Finance Management Act states that the Mayor of a municipality must coordinate the process for preparing the annual budget and for reviewing the municipality integrated development plan and budget for reviewing the municipality's integrated development plan and budget related policies to ensure the budget and integrated development plan are mutually consistent and credible. The act further makes provisions for development of the Service Delivery and Budget Implementation Plan as a mechanism to strengthen alignment between the IDP and Budget.

1.9 PROCESS FOLLOWED IN DRAFTING THE 2026/2027 IDP

The diagram below presents the process flow followed in the review of the current IDP.



Phases of the IDP

PHASE 0: PLANNING
During Phase 0 of the IDP the municipality, have to develop an IDP Process Plan that is in line with the District IDP Framework. All organizational arrangements for the development of the IDP should be put in place during this phase.
PHASE 1: ANALYSIS
The Analysis phase is aimed at establishing the current developmental status of the municipal area. This will be done by comparing community needs with statistical information that is available to be able to identify priority areas, jointly with community.
PHASE 2: STRATEGIES
During the Strategies phase the developmental priorities of identified priorities during the analysis are used as the basis for developing a vision and a mission for the municipality. Thereafter strategic objectives and strategies are developed to ensure that the vision is achieved.
PHASE 3: PROJECTS

During the Projects phase projects are identified in line with the strategies developed during phase 2. These projects have to be prioritized.

PHASE 4: INTEGRATION

During the integration phase all sector plans and programmes are developed e.g. Spatial Development Framework, Housing Sector Plan etc. Only summaries of these plans are included in the IDP document.

PHASE 5: APPROVAL

During the approval phase of the IDP, the IDP document has to be advertised for 21days to enable all stakeholders and members of the public to give inputs – thereafter, the IDP has to be adopted by council before the commencement of the new financial year.

Internal Institutional Arrangements for The IDP Process

On the 29 of August 2025, Council adopted an IDP/Budget/PMS Process to ensure smooth and well organized IDP/Budget processes for 2025 /2026 financial year. The municipality has identified role players to assist and inform the IDP Review Process as well as the roles and responsibilities attached to them.

	Composition	Responsibilities
Council	All Councillors	<ul style="list-style-type: none"> - Final Decision Making in terms of approval - Approval of the Reviewed IDP/PMS and Budget - Consider and approve Process Plan - Approval of budget calendar - Ensure conclusion of management performance agreements
Mayoral Committee	EXCO Members	<ul style="list-style-type: none"> - Chaired by the Mayors - Plays pivotal role in the reviewal of the IDP - Considers community inputs in the IDP and motivate to Council - Involved in quality check of the IDP document before its tabled to Council
Mayor		Ensure that IDP is reviewed annually, and that issues raised by communities find expression in the IDP and re given necessary attention and consideration
Municipal Manager		<ul style="list-style-type: none"> - Preparation of the Process plan - Undertaking the overall management and coordination of the planning process ensuring that (participation and involvement of all different role players; time frames are adhered to; conditions for participation are provided and results of the planning and IDP review process are documented) - Nominating persons in charge of different roles

		<ul style="list-style-type: none"> - Adjusting the IDP in according with proposals from the MEC for local Government and Traditional Affairs - Responding to comments on the draft IDP from the public and other spheres of Government to the satisfaction of the municipal Council - Chairing the IDP Steering Committee
IDP & PMS Manger		<ul style="list-style-type: none"> - Day to day management of the IDP and PMS Process - Ensure that the contents of the IDP and PMS satisfy the legal requirements and the requirement of the District Framework - Consolidate inputs from various stakeholders to the IDP
Managers and Heads of Departments		<ul style="list-style-type: none"> - Managers, with the assistance of officials, will be responsible for coordination and submission of departmental inputs for all phases of the IDP and PMS - Reporting progress with regard to project implementation - Provision of relevant technical and financial information for budget preparation
IDP/BUDGET/PMS Steering Committee	Municipal Manager (Chair); Senior Managers; Middle Managers IDP/PMS (Secretariat)	<ul style="list-style-type: none"> - Serve as a working committee of the IDP, PMS and Budget - Ensure integration between the IDP, PMS and Budget by adhering to process Plan - Ensure alignment with Provincial Government and District Municipality Plans.
IDP/PMS/BUDGET Cluster Teams	Chaired by EXCO Members Government Departments	<ul style="list-style-type: none"> - Provide technical assistance in the development of the IDP

1.10 PUBLIC PARTICIPATION

In line with Chapter 4 of the Local Government: Municipal Systems Act 32 of 2000 each municipality has to establish a culture that will promote inclusivity and participation amongst its citizens. In Raymond Mhlaba, public participation is used as a tool of fostering participatory governance and meaningful community engagements.

The structure for public participation is through Public Participation Programmes (Outreaches/Roadshows), Imbizo, Ward Committee Meetings and IDP Representative Forums. In order to ensure that there is representation of the various organized and unorganized groups within our municipal area, the municipality makes use of the following approach:

- Placing adverts in newspaper(s), Daily Dispatch, in English and isiXhosa
- Municipal Website to publish notices.
- Community Radio Stations.
- Flyers, posters, ward councillors, announcements through church gatherings and community-based organizations, *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 and community based organization's that represent the need of such groups.

1.11 INVOLVEMENT OF WARD COMMITTEES

Involvement of ward committees is crucial in the promotion of participatory governance as they serve as an extension of council and in communicating council programmes. The Local Government: Municipal Structures Act 117 of 1998 and the Local Government: Municipal Systems Act 32 of 2000 advocates for formation of wards committees in each ward of the municipality.

Ward committees:

- are made up of representatives of a particular ward;
- are made up of members who represent various interests within the ward;
- are meant to be an institutionalized channel of communication and interaction between communities and municipalities;
- give community members the opportunity to express their needs and opinions on issues that affect their lives, and to be heard at the municipal level via the ward councillor; and

- are advisory bodies created within the sphere of civil society to assist the ward councillor in carrying out his or her mandate in the most democratic manner.

1.12 COMMUNITY PRIORITIES

Community and stakeholder participation in matters of local government is a cornerstone of democracy. Section 152 of the South African Constitution (Act 108 of 1996) put it concisely that: “the objects of local government include, amongst others, the encouragement of involvement of community and community organisations in matters of local government”. Furthermore, the Local Government: Municipal Systems Act (Act 32 of 2000) states that a municipality must develop a culture of municipal governance that complements formal representative government with a system of participatory governance, and must for this purpose encourage, and create conditions for the local community to participate in the affairs of the municipality, including in the preparation, implementation, and review of its integrated development plan. In order to give effect to the above legislative provisions, the municipality embarked in a process of soliciting community priority needs for 2022-2027. Below are priority needs identified by community members which will be used to inform the planning of the municipality during 2022/2027.

Ward 1		
Ward Cllr Ruselo		
Number	Community Issue	Description
1	Electricity	Extension of electrification for household connections in all villages Provision of Free Basic Services
2	Roads	Regravelling access roads in all villages Gravelling of internal street and DR roads
3	Social amenities	Construction of Community Hall (Mgxotyeni) Fencing of graveyard in all villages
4	Land and Human Settlements	Construction of RDP houses in all villages
6	Agriculture	Dam scooping in all villages Assistance on livestock disease (Black Quarter) in most villages Increased livestock improvement Fencing of Ploughing Fields

		Removal of Cactus (Ukatyi)
7	Education	Provision of scholar transport in all villages
8	Health	Access to Mobile Clinic for all villages
9	Employment	EPWP opportunities for all villages
10	Water & Sanitation	Drilling of boreholes for water supply Access to water in all villages Completion of toilets

Ward 2

Ward Cllr Matayo

No	Community Issue	Description
1	Electricity	Installation of high mast Lights in Ntselamanzi
2	Roads	Regravelling of roads in all villages Paving of road linking Lower Gqumashe to Upper Gqumashe and Dyamala
3	Social amenities	Maintenance of Community Halls Cleaning, Fencing and extension of graveyard Construction of recreation Park (Ntselamanzi) Construction of Community Hall in Upper Gqumashe
4	Land and Human Settlement	Construction of RDP Houses at Maplangeni Location Provision of temporal structures for disaster victims
5	SMME	Trainings on Youth empowerment Support for cooperatives
6	Agriculture	Agricultural support for households through Siyazondla Fencing of Ploughing fields in all villages Dam scooping for all villages
6	Education	Training and Skill development for unemployed youth and women
7	4IR (ICT)	Network improvement

Ward 3

Ward Cllr Kley

Number	Community Issue	Description
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1	Electricity	Extension of electrification for household connections Provision of Free Basic Electricity
2	Roads	Paving of internal streets in Mpolweni, Takalani (Phase 2) Regravelling of internal streets in Chris Hani, Kanana, Mpolweni and Madakeni
3	Social amenities	Renovation of Mpolweni Community Hall, Washington Bongco Library Construction of recreation Park in Mpolweni, Takalani. Construction of Day Care Centre in Takalani
4	Land and Human Settlements	Construction of RDP houses in Madakeni and Chris Hani Provision of electrical and water infrastructure for vacant sites in Kanana and Takalani for housing development
6	SMME	Provision of Women and Youth LED Projects
7	Agriculture	Agricultural support for households through Siyazondla
8	Education	Training and Skill development for unemployed youth and women

Ward 4

Ward Cllr Walaza

Number	Community Issue	Description
1	Electricity	Household electrification in all villages Provision of free Basic Electricity Maintenance of High mast lights in Seymour
2	Roads	Paving of internal streets in Old Location Seymour Gravelling of internal streets in all villages Construction of a Bridge to Elundini
3	Social amenities	Construction of community halls in Upsher, Cathcartvalley Furniture and repairs for Lushington and Hertzog Community Hall Fencing of Graveyards in Lushington, Seymour, Hertzog
4	Land and Human Settlements	Construction of RDP houses in all villages
5	SMME	Provision of Women and Youth LED Projects
6	Agriculture	Agricultural support for households through Siyazondla

		Fencing of Ploughing fields in Picardy, Lushington, Cathcartvalley, Lushington, Upsher, Hertzog Removal of Alien plants or species such Ukatyi, Dywabasi
7	Education	Training and Skill development for unemployed youth and women
8	Health	Upgrading of the Seymour Clinic Access to Mobile Clinic for all villages Availability of Ambulance for patients to referral hospitals
9	Safety & Security	Revival of CPF and formation neighborhood watch teams
10	Water & Sanitation	Water Standpipes (Platform, Upsher, Hertzog, Cathcartvalley, Lushington)

Ward 5
Ward Cllr Tsotsa

Number	Community Issue	Description
1	Electricity	Extension of electrification for household connections in all villages Provision of Free Basic Electricity Installation of 1 High mast light per village
2	Roads	Resurfacing and paving of main road from Mavuso to Ngobe, from Skolweni(Mxhelo) to Roxeni, from Nomaqamba to Meva. Rehabilitation of bridge from Roxeni to Lenge, between Ngwabeni to Meva
3	Social amenities	Finalisation of Mxhelo Community Hall (Skolweni)
4	Land and Human Settlements	Construction of RDP houses in all villages
5	SMME	Provision of Women and Youth LED and CBP projects. Provision of CASP for Local farmers, LED Support for SMME's Development of Youth and Women's Forum
6	Agriculture	Agricultural support for households through Siyazondla Fencing of Ploughing fields in all villages Removal of alien plants (Aloe and Ukatyi)

7	Education	Training and Skill development for unemployed youth and women
8	Health	Access to Mobile Clinic for all villages Availability of Ambulance for patients to referral hospitals
9	Water & Sanitation	Strategic Installation of boreholes water infrastructure as a reserve supply
10	4IR (ICT)	Develop rural smart Wi-Fi

Ward 6
Ward Cllr Ngcume

Number	Community Issue	Description
1	Electricity	Maintenance of streetlights in Happy Rest and Town Central Installation and maintenance of high mast lights
2	Roads	Regravelling of roads in Tukulu and Gubura Paving of internal streets in Hillcrest, Town Central and Golf Course Maintenance of roads in Happy Rest, Town Central Fixing of potholes and stormwater drainage system Erection of speed humps in Golf Course
3	Social amenities	Construction of Community Hall in Gubura Construction of Sport facilities for Tukulu, Gubura, Town Central Renovation of Happy Rest Hall
4	Land and Human Settlements	Construction of RDP houses in Tukulu, Gubura and Hillcrest Removal of Asbestos roofing in Hillcrest, Town Central,
6	SMME	Provision of Women and Youth LED and CBP projects. Provision of CASP for Local farmers, LED Support for SMME's Development of Youth and Women's Forum
7	Agriculture	Agricultural support for households through Siyazondla Fencing of Ploughing fields in Tukulu farm,
8	Education	Training and Skill development for unemployed youth and women
9	Health	Access to Mobile Clinic for all villages Availability of Ambulance for transporting patients to referral hospitals
10	Safety & Security	Provision of security around the Old Municipal Building in Town Central

11	Employment	Provision of EPWP opportunities for all villages
12	Environment	Grasscutting and clearing of tree-felling in Town Central, Happy Rest and Hillcrest Cleaning of illegal dumping sites in Golf Course
13	Water & Sanitation	Provision of Water tanks and sanitation for Tukululu, Gubura and Golf Course
Ward 7		
Ward Cllr Siduli		
Number	Community Issue	Description
1	Electricity	Installation of High mast Lights in all villages
2	Roads	Regravelling of roads in all villages Construction of Bridges in Ngquthu to Gonzana
3	Social amenities	Construction of Community Halls (Gonzana, Mankazana, Stanley) Renovation of Community Halls (Oakdene, Tyatyorha, Lamyeni, Ngwevu, Nobhanda) Renovation of Day Care Centre in Mabheleni Fencing of cemeteries (Lower Blinkwater, Gonzana, Oakdene, Ngqutu, Stanley, White and Mankazana) Construction of sport fields (Gonzana, Nondyola and Wezo) Construction of Youth and Adult Centres Construction of a Clinic in Gqugesesi
4	Land and Human Settlements	Construction of RDP houses in all villages
5	SMME	Provision of Women and Youth LED Projects Provision of CASP for Local farmers, LED Support for SMME's Development of Youth and Women's Forum
6	Agriculture	Agricultural support for households through Siyazondla Fencing of ploughing fields in all villages Fencing of grazing camps (Healdtown villages, Wezo, Nondyola and Gonzana) Dam scooping in all villages
7	Education	Training and Skill development for unemployed youth and women
8	Health	Access to Mobile Clinic for all villages

		Provision of ambulance for transporting patients to referral hospitals
9	Waste	Provision of skip Bins or Waste Containers in all villages
10	Water & Sanitation	Installation of water stand pipes for all villages Revival of Boreholes
Ward 8		
Ward Cllr Zizi		
Number	Community Issue	Description
1	Electricity	Installation of high mast lights in Newtown Installation of streetlights in Town and town entrances Access to electricity in all farm villages
2	Roads	Regravelling of farm access roads Maintenance of all roads in ward 8 incl. Town, Appiesdry and Newtown Reparation of bridges and construction of Bridges Installation of pedestrian crossing signs at Newtown Paving of internal roads (Newtown and Appiesdry)
3	Social amenities	Renovations of community hall & library in Newtown Installation of an alarm system in Newtown halls Upgrading of the Newtown sportsfield
4	Land and Human Settlements	Land disposal of vacant municipal sites Construction & rectification of RDP houses in Newtown Construction of middle-income houses
5	SMME	Skills development: (cotton ,candle making, juice making ,brick making ,soap production ,piggery project ,bakery and beadwork
6	Agriculture	Construction of Dipping tanks and livestock handling facilities; Newtown Increased livestock improvement Establishment of grazing land in Newtown
7	Education	Provision of scholar transport in all farm areas Construction of high school in Newtown

8	Health	Training of home-based care givers Upgrading of Newtown clinic
9	Safety & Security	Fencing along the road (R63)
10	Environment	Grass cutting and bush Clearing along the R63 and R67 roads
11	Water & Sanitation	Access to water in all farm villages Construction of VIP toilets

Ward 9

Ward Cllr Quillie

Number	Community Issue	Description
1	Electricity	Installation of high mast lights in Readsdales, ekuPhumleni Blackwoods Installation of streetlights in Fairban, Kolomane, Balfour, Access to electricity in all farm villages Access to Free Basic Services
2	Roads	Regravelling of access roads from Katberg to Readsdales via Blackwood Maintenance and gravelling of all access roads in ward 9 Reparation of bridges and construction of Bridges in all areas of Ward 9 Paving of internal streets in Balfour
3	Social amenities	Construction of Community Halls in Readsdales, Jurieshoek, Phillipton Renovation of Buxton Hall, Kolomana Hall, Ekuuphumleni Hall and Marsdorp Hall Fencing of graveyard in Readsdales, Jurieshoek, Happy Rest, Dunedin, Fairban. Construction of sportfields in all villages Construction of Day Care Centres in Blackwoods and Jurieshoek Construction of a Library in Balfour
4	Land and Human Settlements	Land disposal of vacant municipal sites Construction of RDP houses in all areas
6	SMME	Skills development: (cotton, candle making, juice making, brick making, soap production, piggery project, bakery and beadwork) Construction orange juice factory

7	Agriculture	Provision of dipping tanks and livestock handling facilities Fencing of ploughing fields in Readsdale Dam scooping and furrows for irrigation in all areas Increased livestock improvement Construction of Game Reserve in Readsdale
8	Education	Provision of scholar transport in all farm areas
9	Health	Access to Mobile Clinic for all villages
10	Safety & Security	Visibility of SAPS in all areas
11	Environment	Grass cutting and bush Clearing along the R63 and R67 roads
12	Water & Sanitation	Access to water in all farm villages Provision of water tanks (3 Tanks for Votyiwe, Edika, Happy Rest) Maintenance of Water Stand pipes Construction of VIP toilets in all villages
13	4IR (ICT)	Networks improvement

Ward 10

Ward Cllr Xhego

Number	Community Issue	Description
1	Electricity	Electrification of new extensions in 23 villages Provision of free Basic electricity for 23 villages
2	Roads	Construction of Bridges for (Phandulwazi and Gilton, Khayaletu and Guquka, Hala and Mabhangaleni, Chamama and Zixinene, Khayaletu and Nothenga, Mdeni and Mkhuthukeni, and between Sompondo villages Regravelling of roads in 23 villages
3	Social amenities	Fencing of Ploughing Fields and cemeteries in 23 villages Construction and fencing of sportfields in all villages Electrification and furniture for community halls Construction of Community Halls for 18 villages Construction of Day Care Centres in 23 villages

4	Land and Human Settlements	Disaster assistance Construction of RDP Houses
5	SMME	Support for Youth and Women projects Access to Beehives project
6	Agriculture	Dam scooping for 23 villages Assistance with agricultural projects in 23 villages Clearing of grazing land Land care project for donga erosion
7	Education	Support for a Computer School in Hopefield
8	Health	Construction of a Clinics in Tyhume and Amathole Access to Mobile Clinic for the Ward Renovation of Amathole Basin Clinic
9	Safety & Security	Provision of Road Rangers in R345 Police Station for Amathole area to utilize unused Post Office
10	Environment	Grass cutting and bush Clearing along the R63 and R67 roads
11	Water & Sanitation	Installation of water standpipes for 23 villages Porvision of VIP toilets for 23 villages Installation of Boreholes and provision of water tanks for 23 villages (Hala, Sompondo and Siphingweni)

Ward 12

Ward Cllr Gqokro

Number	Community Issue	Description
1	Electricity	Installation of Street Lights for all villages Electrification of new extensions
2	Roads	Gravelling of internal streets in all villages Paving of Roads in Msobomvu
3	Social amenities	Construction of Community Hall in Krwakrwa, Majwarheni, Msobomvu Fencing of Graveyards in all villages Upgrading of Sportfields (Poles and Grand stand) in Msobomvu

4	Land and Human Settlements	Construction of RDP Houses in all villages and Bergplaas
6	SMME	Skills development : (cotton ,candle making, juice making ,brick making ,soap production ,piggery project ,bakery and beadwork) Training Centre for skills development
7	Agriculture	Dam scooping for all villages Construction of Dipping tanks and livestock handling facilities; Increased livestock improvement Fencing of Ploughing Fields in all villages.
8	Education	Provision of Scholar Transport in all farm areas
9	Health	Access to Mobile Clinic for all villages
10	Safety & Security	Fencing along the road
11	Environment	Grass cutting and bush Clearing along the R63 and R67 roads
12	Employment	Access to EPWP employment projects
13	Water & Sanitation	Access to water in all villages Provision of VIP toilets Installation of Water stand pipes in Mkhobeni, Dish, Melani

Ward 13

Ward Cllr S. Magxwalisa

Number	Community Issue	Description
1	Electricity	Electrification of new extensions
2	Roads	Maintenance of internal roads and DR Roads in all villages
3	Social amenities	Construction of community halls (Quthubeni, Washington, Zalaze and Ngcabasa) Renovation of community halls Finalization of Ngqolowa Sports field
4	SMME	Skills development : (cotton ,candle making, juice making ,brick making ,soap production ,piggery project ,bakery and beadwork Provision of LED projects for youth and women

5	Agriculture	Construction of Dipping tanks and livestock handling facilities; Increased livestock Dam scooping Eradication of alien plants (ukatyi) Fencing of Ploughing Fields in all villages
6	Education	Scholar Transport all farm areas Renovation of Thamsanqa and Zwelijongile High Schools
7	Health	Upgrading of Qhibira Clinic
8	Safety & Security	Fencing along the road
9	Environment	Grass cutting and bush Clearing along the R63 and R67 roads
10	Employment	Provision of EPWP programs
10	Water & Sanitation	Access to water in all villages Provision of VIP toilets Installation of Boreholes Revival of windmills

Ward 14

Cllr Mashenqana

Number	Community Issue	Description
1.	Electricity	Electrification of new extensions Provision of free basic services Installation of high-mast lights in Njwaxa/Mbizana
2.	Roads	Regravelling of roads (Mxubu, Debe-Marele, Mbizana, Sityi)
3.	Social amenities	Construction of community hall in Mxubu Renovation of Debe-Marele Community Hall Construction of Day Care Centre in Njwaxa
4.	Agriculture	Construction of a Dipping Tank in Gqadushe Support with LED Projects (Poultry, Piggery)

5.	Water	Access to water in all villages
Ward 15 Ward Cllr Klaas		
Number	Community Issue	Description
1	Electricity	Electrification in Lower Ncerha
2	Roads	Regravelling of internal streets (Tyhali, Lower Ncerha, Nangu, Tyutyuza, Zibi, Mabheleni) Paving of main road between Upper Gqumashe and Victoria Hospital Regravelling of the road from Dyamala via Upper Gqumashe to Alice Town (and installation of pipes)
3	Social amenities	Construction of Community Halls (Jojozi (Tyhali) and Ngqele) Maintenance of Community Halls in (Dyamala, Lower Ncerha, Mabheleni, Tyutyuza) Construction of Dyamala Sports field Furniture for Community Halls in (Zibi) Completion of Day Care Centre (Jonini) and construction of Day Care Centres (eLalini, Ngqele) Renovation of Mdeni Creche Fencing of cemeteries (Zibi, Mabheleni) Finalization of Dyamala Sportfield phase 2 Construction of Sportfield (Ngqele efama) Construction of a Youth Empowerment Centre
4	Land and Human Settlements	Land disposal of vacant municipal sites Construction of RDP houses Construction of middle-income house
5	SMME	Assistance with CBP Projects (Zibi, Tyutyuza and Mabheleni)
6	Agriculture	Construction of Dipping tanks and livestock handling facilities
7	Health	Access to Mobile Clinic (Tyutyuza)

Ward 16		
WARD Cllr Zamo		
Number	Community Issue	Description
1	Electricity	Extension of Electrification for household connections Provision of Free Basic Electricity for all areas Installation of High Mast Lights in Gugulethu, Middledrift Town Converting old meters and replace them with new ones in Middledrift Town
2	Roads	Completion of Phase 2 Paving Regravelling of access roads in Qawukeni, Cwaru, Qanda, Lugudwini, Upper and Lower Regu Paving of main road in Mpolweni Construction of bridges in Mxumbu, Pewuleni, Qanda and Ngwenya Location Construction of a bridge from Sweethome to Brillian Park
3	Social amenities	Construction of Community halls in (Mfiki, Cildara, Gugulethu, Thornpark) Construction of Library in Middledrift Town Renovation of Lower Regu Community Hall Construction of Sportfields in all villages Upgrading and fencing of cemeteries Roll out Small Town Revitalisation programme
4	Land and Human Settlements	Land disposal of vacant municipal sites in Middledrift Town Construction of RDP houses in all villages Construction of middle-income houses in Middledrift Town Issuing of Title deeds for RDP Houses in Gugulethu and Mpolweni
5	SMME	Skills development : (cotton ,candle making, juice making ,brick making ,soap production ,piggery project ,bakery and beadwork
6	Agriculture	Dam scooping in all villages Increased livestock improvement
7	Education	Provision of Scholar Transport all villages

8	Health	Access to Mobile Clinic for all villages
9	Safety & Security	Fencing and street lighting along the road R63
10	Environment	Grass cutting and bush Clearing along the R63 and R67 roads
11	Water & Sanitation	Access to water in all villages Provision of VIP toilets completion Construction of V-drains for stormwater control
Ward 17		
Ward Cllr Matyolo		
Number	Community Issue	Description
1	Electricity	Electrification of new Extension in Ntonga, Mayipase, Zihlahleni, Ntonga, Debe Nek, Mngqaba-Tafeni, Nonaliti, Qanda, Trust No.1 Installation of Highmast Lights
2	Roads	Regravelling of internal streets and access roads in all villages
3	Social amenities	Furniture for Community Halls in 7 villages
4	Land and Human Settlements	Land disposal of vacant municipal sites in Debe Nek Construction of RDP houses for all villages Construction of middle-income houses
5	SMME	Skills development : (cotton ,candle making, juice making ,brick making ,soap production ,piggery project ,bakery and beadwork)
6	Agriculture	Construction of Dipping tanks and livestock handling facilities Increased livestock improvement Dam scooping
7	Education	Provision of Scholar Transport in all areas Construction of high school in Newtown
8	Health	Access to Mobile Clinic for 8 villages Availability of Ambulances for emergencies
9	Safety & Security	Fencing along the road
10	Environment	Grass cutting and bush Clearing along the R63 and R67 roads

11	Employment	Provision of EPWP opportunities for 8 villages
11	Water & Sanitation	Installation of Water Taps or standpipes for 8 villages Provision of VIP toilets
Ward 18 Ward Cllr Mjo		
Number	Community Issue	Description
1	Electricity	Provision of Free Basic Electricity in all villages High mast lights for all villages
2	Roads	Construction of bridges in (Gxwedera, Kwezana and Sheshegu) Regravelling of internal streets in all villages Construction of DR 12093
3	Social amenities	Renovation of community halls in (Joji, Lloyd and Khayamnandi) Furniture for Thembisa farmhouse used as hall and Sheshegu Community Hall Building of community halls for in all villages Building of Noluthando Day Care Centre Building of Old Age Centre in Papani and Siyabathanda Service Center Renovation of the shearing shed of Kwezana used as a community hall Fencing of cemeteries for all villages
4	Land and Human Settlements	Construction of RDP houses for all villages
6	SMME	Support for Youth and Women Projects Funding for CBP Projects
7	Agriculture	Land care for all villages Fencing of grazing camps in all villages Dam scooping for all villages Eradication of Cactus (Ukatyi)
8	Education	Scholar Transport for all villages
9	Health	Mobile clinic for Masakhane area

10	Safety & Security	Fencing along the road
11	Cleansing	Grass cutting and Bush Clearing along the R63 and R67 roads
12	Water & Sanitation	Jojo tanks for (Mpozisa, Nomtayi and Mpolweni)
Ward 19		
Ward Cllr Tokwe		
Number	Community Issue	Description
1	Electricity	Installation of High Mast Lights in Nazo Street, Mike Valley & Group Five Electrification of Daweti Extension (Informal settlement)
2	Roads	Paving in Nondumo Street, Nkukwini, Kanana to Matikinca Streets, Zoya, Sabisa, Rojie join Qupe, Tebe, Matyila., Nditha Street, Sineli Street, Ngoqo Street, Mbengashe Street, Matyila, Mlonyeni, Daweti Street and Nazo Street. Regravelling of internal street in Zwide, Tinis, Dubu, Mike Valley, Kuwait and Daweti Construction of speed humps in Group 5 Maintenance of roads
3	Social amenities	Renovations of community hall in Gontsi Sportfield Construction of community hall in Old Rank, Gontsi Construction of Recreation Park in Mcathu Installation of a palisade fence in Gontsi Sportfield Fencing of Daweti & Dubu cemeteries Construction of a police station Construction of a day care centre
4	Land and Human Settlements	Land disposal of vacant municipal sites Construction of RDP houses in Daweti Construction of middle-income houses
5	SMME	Skills development (cotton ,candle making, juice making ,brick making ,soap production ,piggery project ,bakery and beadwork)
6	Agriculture	Construction of Dipping tanks and livestock handling facilities Increased livestock improvement

		Establishment of grazing land in Bhofolo Small-scale livestock farmers for
8	Education	Provision of Scholar Transport in all areas Renovation of Lingelabantu Primary School
9	Health	Training of home-based care givers
10	Safety & Security	Fencing along the road
11	Cleansing	Grass cutting, stormwater drainage for Ward 19 areas
12	Water & Sanitation	Access to water Provision of VIP toilets in Daweti informal settlement
Ward 20		
Ward Cllr Lento		
Number	Community Issue	Description
1	Electricity	Installation of Street lights in Kwepileni Installation of High mast lights in Ntoleni and Mlalandle
2	Roads	Regravelling of roads in (Ntoleni, Mlalandle, Ndaba, Hillside, Golf course, Nondyola) Maintenance of roads in Kwepileni Paving of main roads in Hillside and Golf Course Completion of paving of Hillside main road to Ntoleni Police Station Maintenance of stormwater drainage in Golf Course, Hillside and Kwepileni
3	Social amenities	Renovation of Community Halls in (Ntoleni, Mlalandle, Ndaba and Hillside) Construction of Community Halls in (Golf Course and Kwepileni Construction of Sportfield in Hillside
4	Land and Human Settlements	Construction of RDP Houses in (Mlalandle, Ndaba, Ntoleni)
6	SMME	Skills development : (cotton ,candle making, juice making ,brick making ,soap production ,piggery project ,bakery and beadwork)

7	Agriculture	Construction of Dipping tanks and livestock handling facilities; Increased livestock improvement Establishment of grazing camps
8	Education	Provision of Scholar Transport all farm areas Construction of high school
9	Health	Access to Mobile Clinic for Ndaba, Ntoleni, Malalandle
10	Safety & Security	Fencing along the road
11	Cleansing	Grass cutting and bush Clearing along the R63 and R67 roads
12	Water & Sanitation	Access to water in (Mlalandle, Ndaba, Ntoleni, Hillside, Golf Course, and Kwepileni) Provision of VIP toilets

Ward 21

Ward Cllr Tukani

Number	Community Issue	Description
1	Electricity	Installation of High Masts Lights in Fairview , Spidyuni & Reyini Location Maintenance of High Mast Lights (changing of bulbs and censors) Installation of streetlights around Adelaide Town Connection of High Mast lights at Mount Pleasant
2	Roads	Paving of Sithotho Street (Main Road from Lingelethu to Red Location) Makhenyane Street, Mount Pleasant (main street ,)Funani , Maswili, Mbetschu, Mabindla & Joja street Filling of Portholes Erection of Speed humps (Williams Street)
3	Social amenities	Construction of Community Hall (Red Location) Renovation and Maintenance of Lingelethu Community Hall Fencing of Cemeteries (Red Location) Renovation of Wanderers stadium
4	Safety & Security	Securities and Caretakers for Halls and Sport Fields

5	Cleansing	Removal of illegal dumping sites
6	Water & Sanitation	Maintenance of Storm water drains Access to water Construction of Foxwood Dam
Ward 22 Ward Cllr Yanta		
Number	Community Issue	Description
1	Electricity	Installation of high mast lights at the location and town entrances (Bez'ville, Alwyn Street , Gelvandale ,behind Sipho Camagu School and town entrances Access to electricity in all farm areas
2	Roads	Paving in Percey Joseph Street, Viljoen Street and New Area Regraveling and grading of all gravel roads Maintenance of stormwater drainanges
3	Social amenities	Renovation of Bezuidenhoutville Hall Fencing of community halls Renovation of Bezuidenhoutville and Red Location Parks Upgrading of Bezville and Red Location Sportfields
3	SMME	Skills development
4	Education	Provision of Scholar Transport in farm areas
5	Environment	Clearing of illegal dumping sites
5	Water & Sanitation	Access to water
Ward 23 Ward Cllr Xhameni		
Number	Community Issue	Description
1	Electricity	Maintenance of high mast and streetlights

2	Roads	Regravelling and paving of roads Maintenance of roads Paving of Da Silva Street, Bourke Street, Hutton Street, Nappier Street, Somerset Street, Cole Street, Khweyi Street, Baseka Street, Graveyard Road (Landfill site road) and Lindani Street.
3	Social amenities	Construction of a library at the location Upgrading of sport facilities Construction of a bridge in town
4	Land and Human Settlements	Construction of RDP houses
5	Agriculture	Upgrading of animal pound
6	Employment	Developing skills centers for the unemployed
7	Environment	Greening and beautification of the ward
8	Water & Sanitation	Access to water Extension of Andrew Turpin dam Maintenance of Boreholes Extension of sewer pond Upgrading of public toilets

1.13 MEC IDP COMMENTS

Raymond Mhlaba Local Municipality's IDP was rated HIGH for 2025/2026 IDP assessment. The following were the results per Key Performance Area:

KPA	RATING 2023/2024	RATING 2024/2025	RATING 2025/2026
KPA 1 :Spatial Planning, Land, Human Settlement and Environmental Management	Medium	Medium	High
KPA 2: Basic Service Delivery	High	Medium	Medium
KPA 3: Financial Planning and Budgets	High	High	High
Local Economic Development	High	High	High
Good Governance & Public Participation	High	High	High
Institutional Arrangements	High	High	High
OVERALL RATING	HIGH	HIGH	HIGH

Though the municipality has managed produce a **credible IDP for three consecutive years**, however there is a need to improve in KPA 2 i.e Spatial Planning, Land, Human Settlement & Environmental Management and Basic Service Delivery. The municipality has thus developed an action plan to address the gaps in the IDP.

1.13.1 IDP MEC COMMENTS ACTION PLAN

NUMBER	MEC COMMENT	PROGRESS
KPA 1: SPATIAL PLANNING, LAND, HUMAN SETTLEMENTS AND ENVIRONMENTAL MANAGEMENT		
1.	Development of a Land Audit Report.	The municipality is undertaking the development of a Land Audit internally. External stakeholders have been invited to

		submit nominations for participation in the Project Steering Committee. The first sitting is scheduled to take place in March 2026.
2.	The municipality must reflect on all human settlements blocked projects.	The blocked projects have been identified and updated during the situational phase (Fort Beaufort Hillside 500, Hillcrest 818 Alice, McFarlene 40 and Roxeni 40).
3.	Development of a Climate Change Response Strategy or activities that respond to climate change.	The municipality has developed a draft strategy which will be presented in the Waste and Environmental Forum scheduled to take place before the end of February 2026. In addition, the municipality is selected by SALGA to be assisted in developing, reviewing, and implementing environmental by-laws particularly those relating to Biodiversity Conservation, Air quality management, Climate change mitigation and adaptation, Disaster Management and Fire services and fire risk reduction
4.	Reflect on the implementation of the environmental management by-laws.	Currently the municipality does not have environmental management by-laws, but SALGA has committed to support the municipality for the development of the said by-laws. The first engagement session is scheduled for 16 March 2026
5.	Development of a trade effluent policy and budget for its operation and maintenance.	The municipality is in discussions with SALGA, DEDEAT and DFFE.
6.	Development the Leachate Plan.	The municipality was advised by DEDEAT that the current waste disposal sites do not require a leachate plan, however, the said plan will be developed when the municipality constructs a new landfill site.
KPA 2 :SERVICE DELIVERY AND INFRASTRUCTURE PLANNING		

7.	Develop a 3 Year Capital Plan inclusive of Roads and stormwater planning .	A draft three-year capital plan has been developed and will form part of the 2026/2027 Draft IDP.
8.	Reflect key District Development Model programmes and catalytic projects.	DDM (One Plan) catalytic projects will be incorporated the draft IDP in March 2026.
9.	Development of an Integrated Transport Plan .	The municipality has cascaded the district plan on transport and the same is incorporated into the IDP.
10.	Reflect on both primary and secondary schools within the area that has been affected by the school rationalisation and realignment process.	The Department of Education was engaged to assist with the information and the department has since committed to provide the municipality with the necessary information.
11.	Reflect on the Disaster Early Warning Systems.	The Municipality operates a 24/7 central communication centre. The municipality also make use of whatsapp groups, facebook page, emails and notice boards to disseminate information to communities.
12.	Prioritize budget for disaster public awareness and advocacy campaigns.	It is budgeted for on the operational budget.
13.	Allocate budget for response and recovery in line with gazetted national thresholds.	Budget on response and recovery is allocated and will be incorporated in the Draft IDP, 2026/2027
14.	Develop and implement disaster management by-laws	The municipality has been selected by SALGA as on the municipalities that will be assisted in developing, reviewing, and implementing by laws relating to Disaster Management and Fire services and fire risk reduction

15.	Develop a Hydrant Maintenance Plan.	The municipality is in talks with the ADM to enter into a Service Level Agreement (Possible Joint Hydrant Maintenance Plan).
16.	Develop electricity by-laws.	The Policy is developed, stakeholders are consulted and thereafter will be submitted for promulgation into a by-law
KPA 3: FINANCIAL PLANNING AND BUDGETS		
17.	Budget for Repairs and Maintenance Plan as per the prescribed norms and standards .	
18.	The municipality must ensure councillor's remuneration and employee costs are within the prescribed norms and standards.	The municipality year in and year out has budgeted councillor's remuneration as per the gazette.
19.	Reflect on the mechanisms to curb water losses and illegal electricity connections.	The municipality is implementing smart meters project to reduce illegal electricity connections.
KPA 4: LOCAL ECONOMIC DEVELOPMENT		
20.	Reflect on mechanisms for business expansion and retention for existing businesses and the attraction of further investment.	The municipality has developed an LED strategy which includes activity plan to attract business / investment and the retention thereof.
KPA 5 :GOOD GOVERNANCE AND PUBLIC PARTICIPATION		
21.	Reflect on the functionality of War Rooms.	The municipality has introduced civic education to all wards to bridge the gap of war rooms.
22.	Develop Ward Based Plans for all wards.	For the 2025/2026 financial year , the municipality is assisted by COGTA to pilot 2 wards for the development of ward based plans.
23.	Develop Human Resource (HR) Plan.	The municipality has a draft Human Resource Plan in place, it will be presented in March 2026 to Management and Local

		Labour Forum. Thereafter, it will be submitted to Corporate Services Standing Committee for further processing .
24.	Cascade implementation of Performance Management System (PMS) to other levels.	A Change Management workshop has been successfully conducted. The municipality plans to initiate a pilot program for Individual Performance Management Systems in service delivery departments by March 2026.

1.14 POWERS AND FUNCTIONS

A municipality has the functions and powers assigned to it in terms of sections 156 and 229 of the Constitution. These functions and powers are divided between the District municipality and the local municipalities established within its area of jurisdiction. Section 84(a) to (p) of the Structures Act defines the functions and the powers that are assigned to District and Local Municipalities. The Minister may authorize (under certain circumstances) a local municipality to perform a district function and power and the Member of the Executive Council for local government may (under certain circumstances) adjust specified functions and powers between the district and a local municipality in its area.

As stipulated in the Constitution of the Republic of South Africa 1996, functions and powers between Amathole District Municipality and Raymond Mhlaba Local Municipality are reflected hereunder.

SCHEDULE 4 B	Amathole DM	Raymond Mhlaba LM
Air Pollution		✓
Building Regulations		✓
Childcare Facility		✓
Electricity		✓
Fire Fighting Services		✓
Local Tourism		✓
Municipal Planning		✓
Stormwater management system		✓
Trading Regulations		✓

Water (potable)	✓	
Sanitation	✓	
SCHEDULE 5 B		
Billboards and display of advertisement in public places		✓
Cemeteries		✓
Cleansing		✓
Control of Public nuisance		✓
Control of undertaking that sells liquor to the public		✓
Fencing and Fences		✓
Local Amenities		✓
Local Sport Facilities		✓
Markets		✓
Municipal Parks and Recreation		✓
Municipal Roads		✓
Noise Pollution		✓
Pounds		✓
Licensing and control of undertakings that sell food to the public	✓	
Public Places		✓
Refuse Removal, Refuse Dumps, Solid waste disposal		✓
Street Trading		✓
Street lighting		✓
Traffic and Parking		✓

The Raymond Mhlaba Local Municipality is performing all the relevant functions as prescribed functions enshrined in the 1996 Constitution.

CHAPTER 2: DEMOGRAPHIC PROFILE OF RAYMOND MHLABA LOCAL MUNICIPALITY AND ENVIRONMENTAL CHARACTERISTICS

2.1 INTRODUCTION

This chapter deals with the existing situational analysis of Raymond Mhlaba Local Municipality. It considers the brief description of the municipal area, demographic indicators, socio-economic indicators, infrastructure, land use and related issues, and the physical environment. For any planning process to be outcome based, focused and drive priority-based decision making, valid and reliable data is necessary. Related to this is also the objective analysis of data and at the same time the presentation of the results in a non- biased manner. **Census 2022 coupled with the 2025 IHS Global Insight results were utilized throughout this document as the primary sources of data.**

2.2 Raymond Mhlaba LOCAL MUNICIPALITY PROFILE

Raymond Mhlaba Local Municipality in Context

Raymond Mhlaba Local Municipality was established in 2016 and after the amalgamation of Nkonkobe and Nxuba Local Councils. Alice town is a legislative seat and Ma is the administrative head of the municipality, the latter is situated about 140km North West of East London on the R63 and is approximately 200km North East of Port Elizabeth. The municipality has the following satellite offices – Middledrift, Hogsback, Alice, Seymour, Adelaide and Bedford. The Raymond Mhlaba area is neighbored by the boundaries of Makana Local Municipality, Blue Crane Local Municipality and the Buffalo City Metropolitan Municipality.

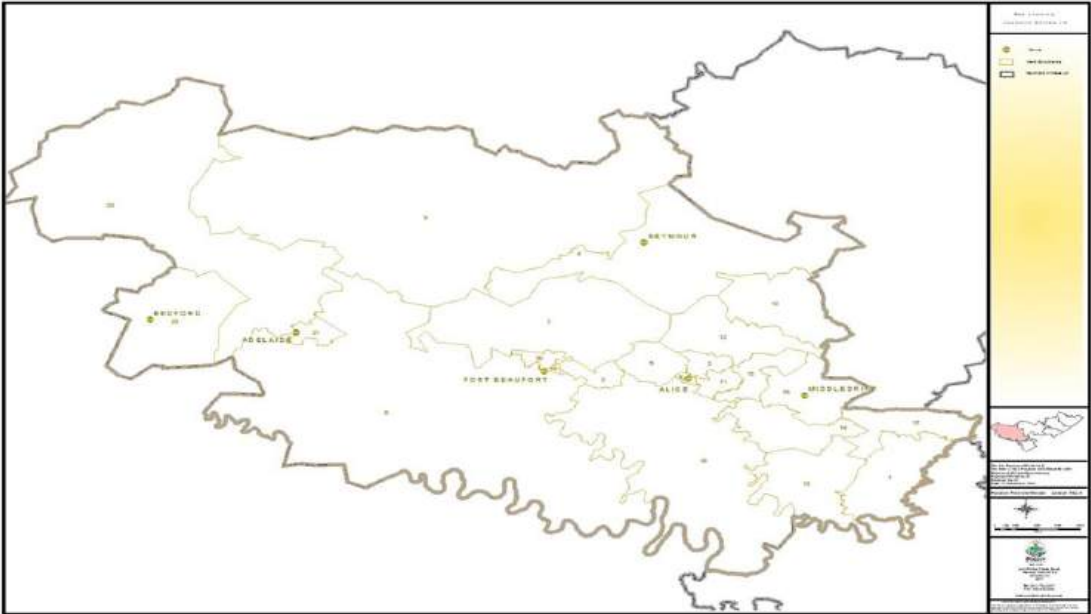


Figure 1: Map of Raymond Mhlaba Local Municipality

2.3 WARD BASED INFORMATION

Ward	Villages
1	Qamdobowa, Zigodlo, Ndindwa, Mgxotyeni, Kulile, Mnqaba, Xhukwane, Sxekwen, Koloni
2	Township, Ntsela, Upper & Lower Gqumashe, Skhutshwane
3	Takalani, Kanana, Mpolo 1-2-3, Nkukwini, Tyoks Valley, Ntlekisa , Tambo Square
4	Seymour, Katkat Valley, Lushington, Lundini/Elukhanysweni, Hogsbag, Hertzog/Tambuksvlei, Platform
5	Ngobe, Ngwabeni, Gaga Sikolweni; Kwameva, Mgquba, Lenge, Nkobonkobo, Mavuso, Roxeni, Nomaqamba, Sgingqini, Lalini, Skolweni, Memela
6	Tukulu Farm, Guburha, Golf Course, Happy Rest, Town Central, Hillcrest
7	Rwantsane, Nobhanda, Mabheleni, Lamyeni, Ngwevu, Tyatyora, Luzini, Sikolweni, Mdeni, Cimezile, Tebha, Gontsana, Oakdene, Mankazana, Pikat, Ntilini
8	KwamaQoma Town, Newtown, Rietsfontein, Sparkington, Smithkraal, Wagondrift, Kluklu Farm
9	Balfour, Buxton, Upper Blinkwater, Glenthon, Winterberg country club, Post Retief, Ekuphumleni, Massdor, Jurieshoek, Katberg, Readsdales, Blackwood, Philipton, Fairbain, Kolomani (Marais, Grafton, Ngqikane, Votyawe, Phathikala, Edika, Dunedin, Cains, Diphala)
10	Gomoro, Machibi, Mpundu, Gilton, Guquka, Sompondo, Khayaletu, Hala, Nothemba, Hopefield, Benfield, Gato, Mathole, Komkhulu, Ngwangwane, Mkhuthuleni, Mdeni, Esphingweni, Machibini, Mqayise, Ndlovurha, Zixinene, Chamama, Mdlankomo
11	University of Fort Hare

12	Msobomvu, Magala, Ngcothoyi, Bergplaas, Melani, Krwakrwa, Upper Ncera, Majwareni; Khwezana, Mazotweni, Macfalani, Wordon, Dish, Mkhobeni, Taylor
13	Zalaze, Quthubeni, Fama, Ngcabasa, Ngqolowa, Qhomfo, Didikana, Phewuleni, Qhibira, Ndulwini
14	Saki, Ngwenya, Njwaxa, Mbizana, Gxadushe, Debe Marele, Faki, Mxumbu
15	Lower Ncera, Tyhali, Zibi, Mabhelani, Tyutyuza, Ngqele 1, Ngqele 2, Ncera Skweyiya, Dyamala
16	Annshaw, Town/Gugulethu, Lower Regu, Mfiki, Cwaru, Qawukeni, Cilidara, Ngele, Nothenga, Gudwini
17	Qanda, Trust 1&2, Koloni, Farm Bill, Thafeni, Nonaliti, Debenek, Zihlaheni, Mayiphase, Ntonga
18	Joji, Loyd, Phumlani, Khayamnandi, Thembisa, Xolani, Gxwedera, Balura, Lalini, Eskolweni, Kwali, Mpozisa, Lower Sheshegu, Nofingxana, Nomtayi, Lokhwe, Jowu, Jimi, Korks Farm, Krwanyini, Kwezana West
19	Gontsi, Dudu, Gommagomma, Zwelitsha, Nkukwini, Mike Valley, Kuwait, Group 5, Zwide, Daweti 1&2
20	Hillside, Golf Course, Ndaba, Kwepile, Ntoleni, Mlalandle
21	Red Location, Lingelethu, Adelaide Town, Mount Pleasant, Molweni Game Reserve, Mount Pleasant
22	Bezville, New Area, Gelvandale, Springgrove, Elandsdrift, Red Location,
23	Goodwin Park, Nonzwakazi, Bhongweni, Bedford Town, Phola Park, New Brighton, Khayelitsha, Ndlovini, Sizakhele and Tyoksville

2.4. DEMOGRAPHIC ANALYSIS

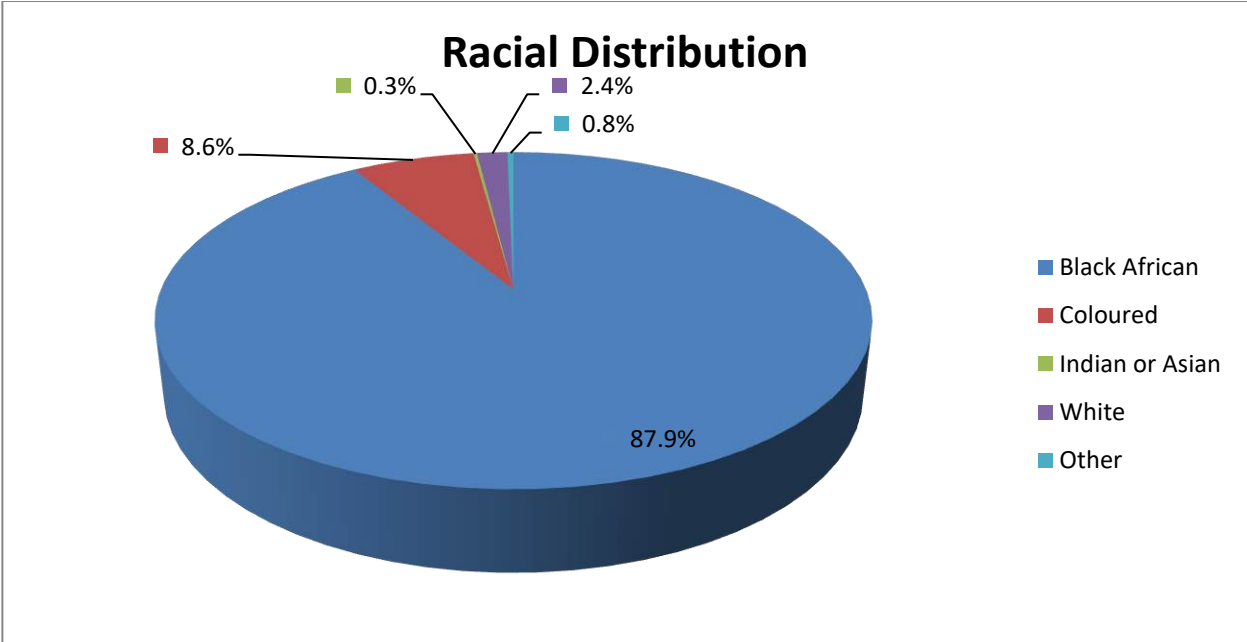
2.4.1 Total Population

The 2022 Census indicates that the total population in Raymond Mhlaba Municipality is 178 594. The municipality has 23 wards; and it is dominated by large populace which is indigent. The majority of the population of Raymond Mhlaba resides in both villages and farms, and

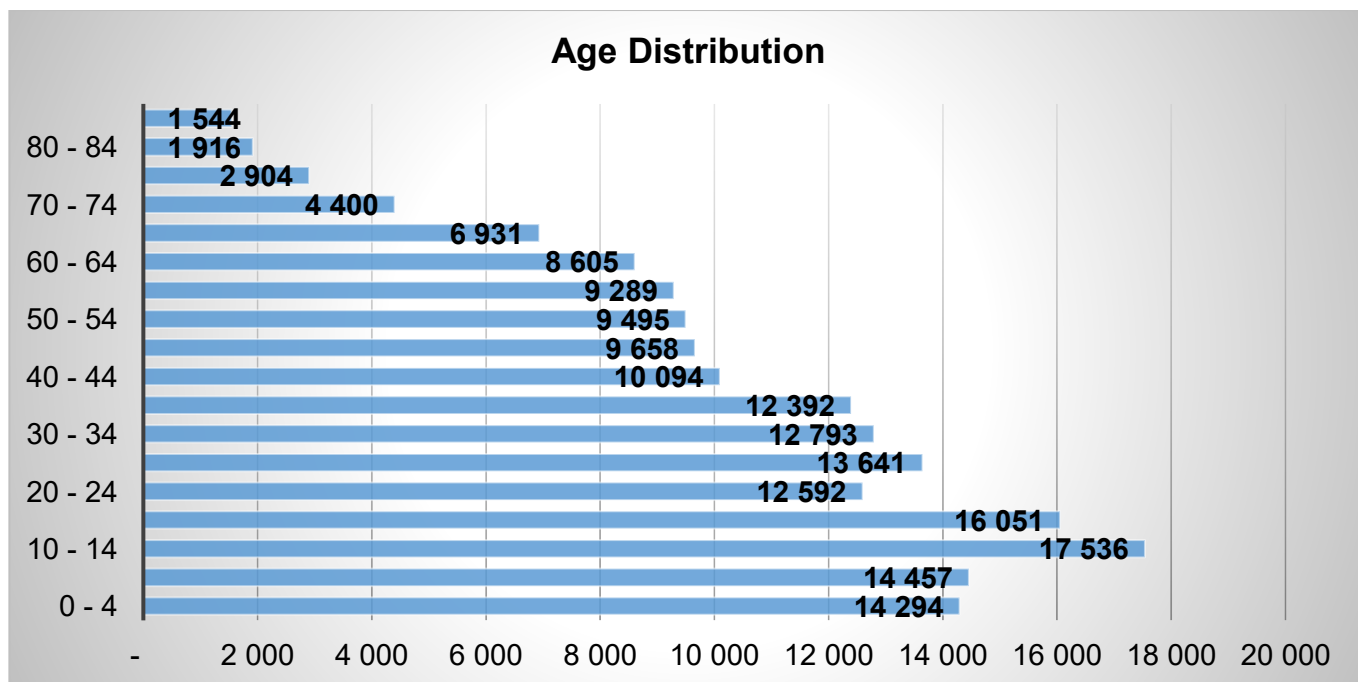
minorities are located in urban dwellings. Urbanisation is mainly concentrated in Alice, KwaMaqoma, Adelaide and Bedford.

Population Growth Rate – Racial Distribution

In 2022, population consisted of 87.9% African, 2.4% White 9% Coloured, 8.6 %, Indian 0.3% and other 0.8%. The largest share of population is within the age category of 15-34 years with a total number of 55 077. The age category with the second largest number is the older working age category between (35-59) years with a total of 50 928 , followed by babies and kids (0-14 years) with 46 288. The age category with the least number of people is the retired / old age (60+ years and older) with only 26 300 people. It is notable, that in comparison to the 2011 census and 2016 community survey, there is an increase in the growth of coloureds, decrease in other racial groups being black and white.



Source: Census 2022



2.4.2 Population Analysis:

The 2022 population statistics indicates that the municipality appears to be a fairly stable with a total of 92 671 females and 85 924 males. The population pyramid above, indicates that the population of Raymond Mhlaba Local Municipality is dominated by youth and women, ages from 25-39. This means, municipal programs and projects as a response to community needs should respond to gender issues especially towards females accordingly in order to :

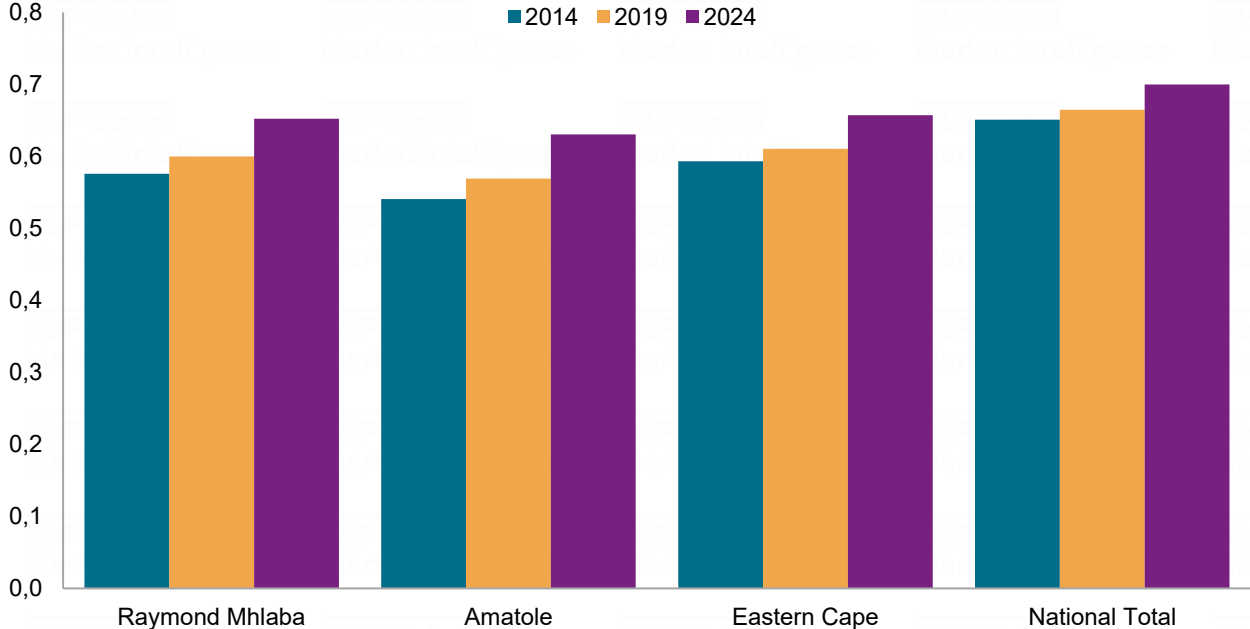
- a) Enhance access to economic development for vulnerable population groups;
- b) Improve women's and youth earning power;
- c) Reduce vulnerability to social injustice and poverty;
- d) Increase participation of women and vulnerable groups in policy development.

2.5 Development

Human Development Index (HDI)

HDI is a summary of composite index that measures a country's average achievements, in the three basic aspects of the human development: longevity knowledge, and decent standard of living. Longevity is a measurement by a combination of adult literacy rate and the combined primary, secondary and tertiary gross enrolment ratio and the standard of living is measured by

Gross Domestic Product (GDP) per capital. The Human Development Index (HDI) reported in the HDI report of the United Nations is an indication of where a country is, in terms of development.



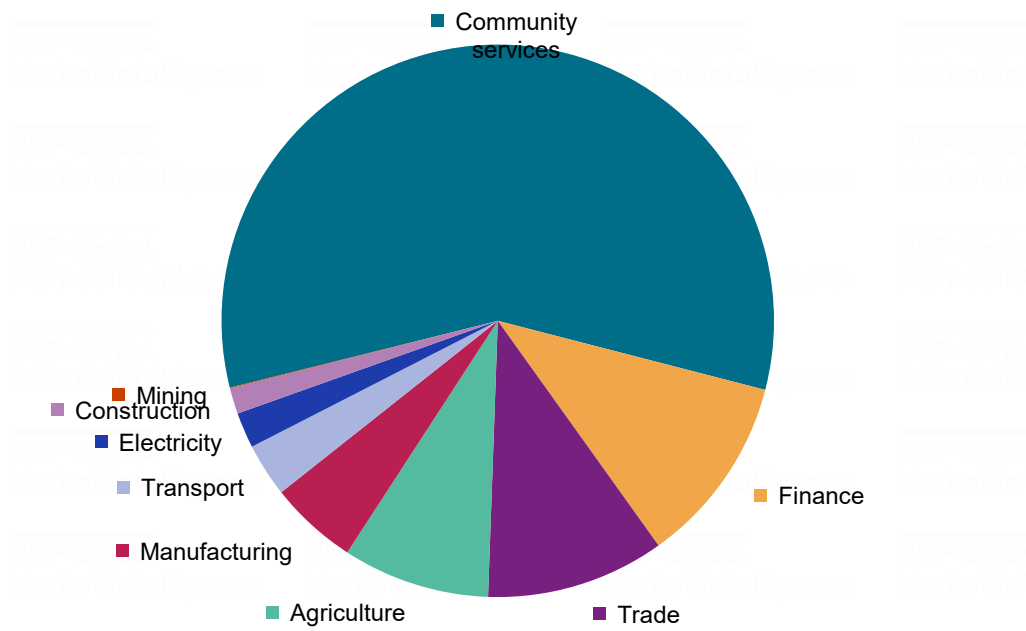
In 2024 the municipality had an HDI of 0.652 compared to the Amatole with a HDI of 0.631, 0.657 of Eastern Cape and 0.7 of National Total as a whole. Seeing that South Africa recorded a higher HDI in 2024 when compared to Raymond Mhlaba Local Municipality which translates to worse human development for the municipality compared to South Africa. South Africa's HDI increased at an average annual growth rate of 0.73% and this increase is lower than that of Raymond Mhlaba Local Municipality (1.25%).

2.6 GROSS DOMESTIC PRODUCT (GDP)

With a GDP of R 11 billion in 2024 (up from R 6.46 billion in 2014), the municipality contributed 20.69% to the Amatole District Municipality GDP of R 53.2 billion in 2024 increasing in the share of the Amatole from 21.13% in 2014. The municipality further contributes 1.98% to the GDP of Eastern Cape Province and 0.15% the GDP of South Africa which had a total GDP of R 7.35 trillion in 2024 (as measured in nominal or current prices). Its contribution to the national economy stayed similar in importance from 2014 when it contributed 0.16% to South Africa, but it is lower than the peak of 0.16% in 2015.

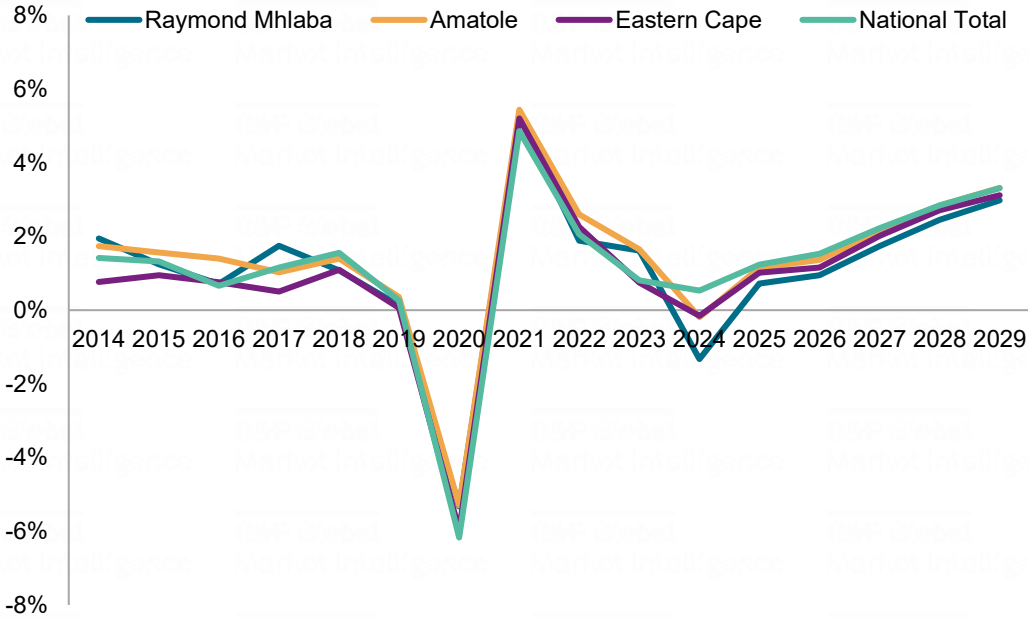
2.7 GROSS VALUE ADDED (GVA)

In terms of the IHS Markit Regional eXplorer, the Municipality's economy is made up of various industries namely, community services, agriculture, finance, trade, transport etc. Community services sector is the largest within municipality accounting for R 5.95 billion or 57.9% of the total GVA in the local municipality's economy. The sector that contributes the second most to the GVA of the municipality is the finance sector at 11.1%, followed by the trade sector with 10.4%. The sector that contributes the least to the economy of Raymond Mhlaba Local Municipality is the mining sector with a contribution of R 4.62 million or 0.05% of the total GVA.



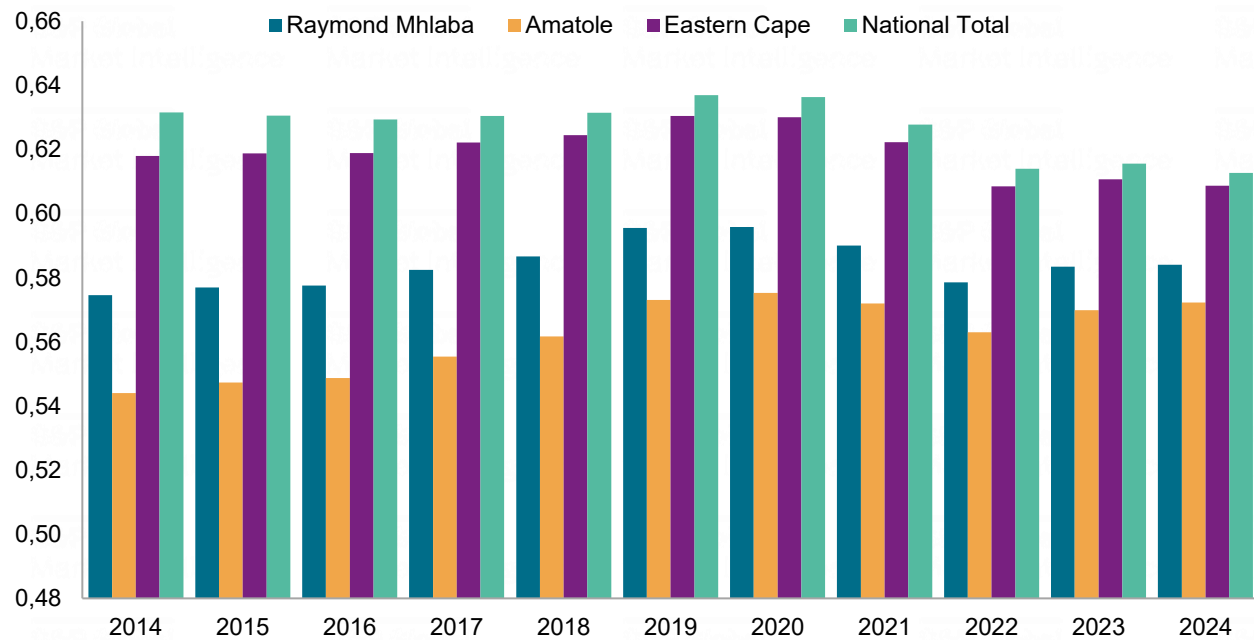
Economic Growth Forecast

It is expected that Raymond Mhlaba Local Municipality will grow at an average annual rate of 1.76% from 2024 to 2029. The average annual growth rate in the GDP of Amatole District Municipality and Eastern Cape Province is expected to be 2.16% and 2.00% respectively. South Africa is forecasted to grow at an average annual growth rate of 2.22%, which is higher than that of the Raymond Mhlaba Local Municipality.



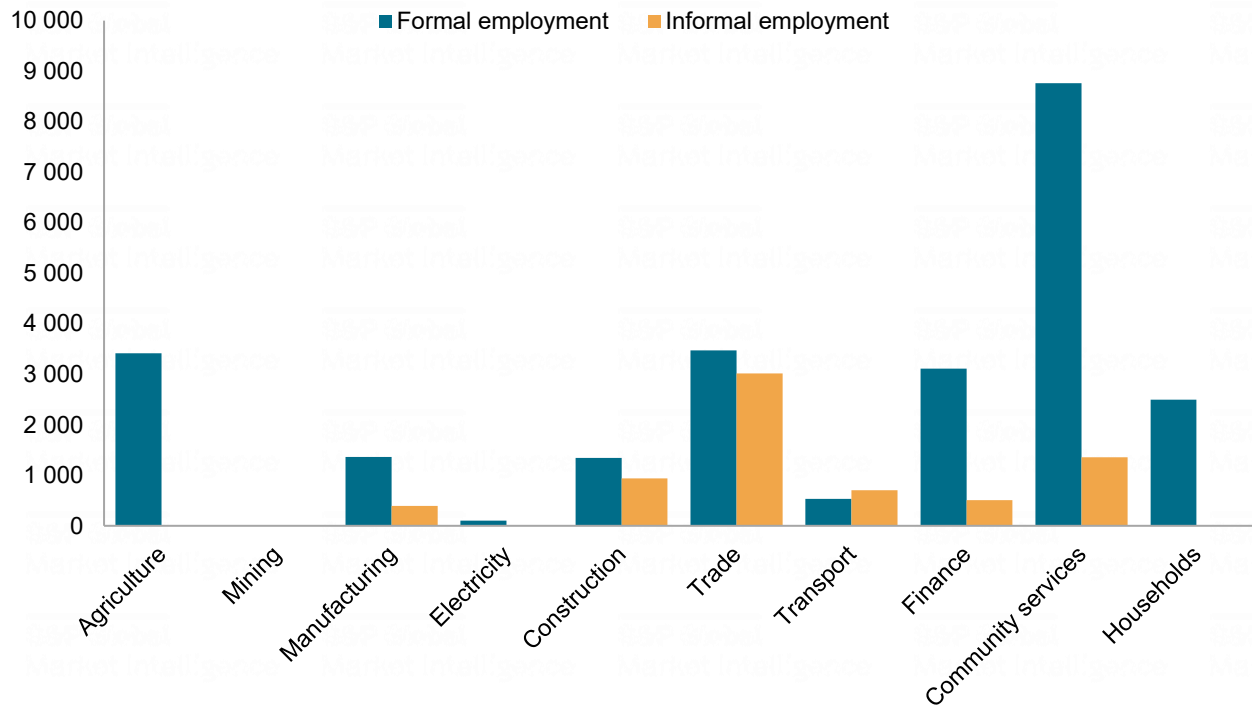
2.8 GINI COEFFICIENT

The Gini coefficient of the Municipality in 2024 was at 0.584, which reflects a marginal increase in the number over the ten-year period from 2014 to 2024. The Amatole District Municipality and the Eastern Cape Province had a Gini coefficient of 0.572 and 0.609 respectively. When the Municipality is contrasted against the entire South Africa, it can be seen that it has a more equal income distribution with a lower Gini coefficient compared to the South African coefficient of 0.613 in 2024. This has been the case for the entire 10-year history.



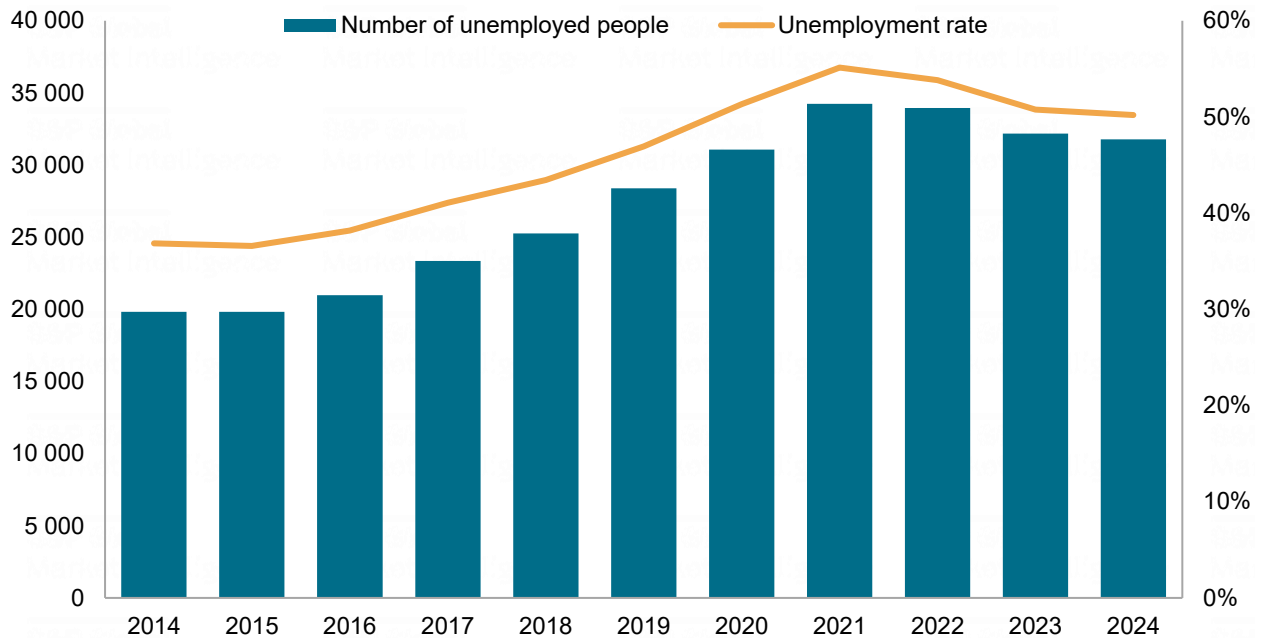
2.8 EMPLOYMENT

A total of 31 500 people within the municipality were employed in 2024. The number of formally employed people counted were 24 600 in 2024, which is about 78.06% of total employment. The number of people employed in the informal sector counted were 6 920 or 21.94% of the total employment. Informal employment within the municipality decreased from 7 250 in 2014 to an estimated 6 920 in 2024. The economic sectors that recorded the largest number of employments in 2024 were the community services sector with a total of 10 100 employed people or 32.1% of total employment in the local municipality. The trade sector with a total of 6 480 (20.6%) employs the second highest number of people relative to the rest of the sectors. The mining sector with 8.01 (0.0%) is the sector that employs the least number of people in Raymond Mhlaba Local Municipality, followed by the electricity sector with 99.5 (0.3%) people employed. The table below depicts a picture of formal and informal employment by broad economic sector



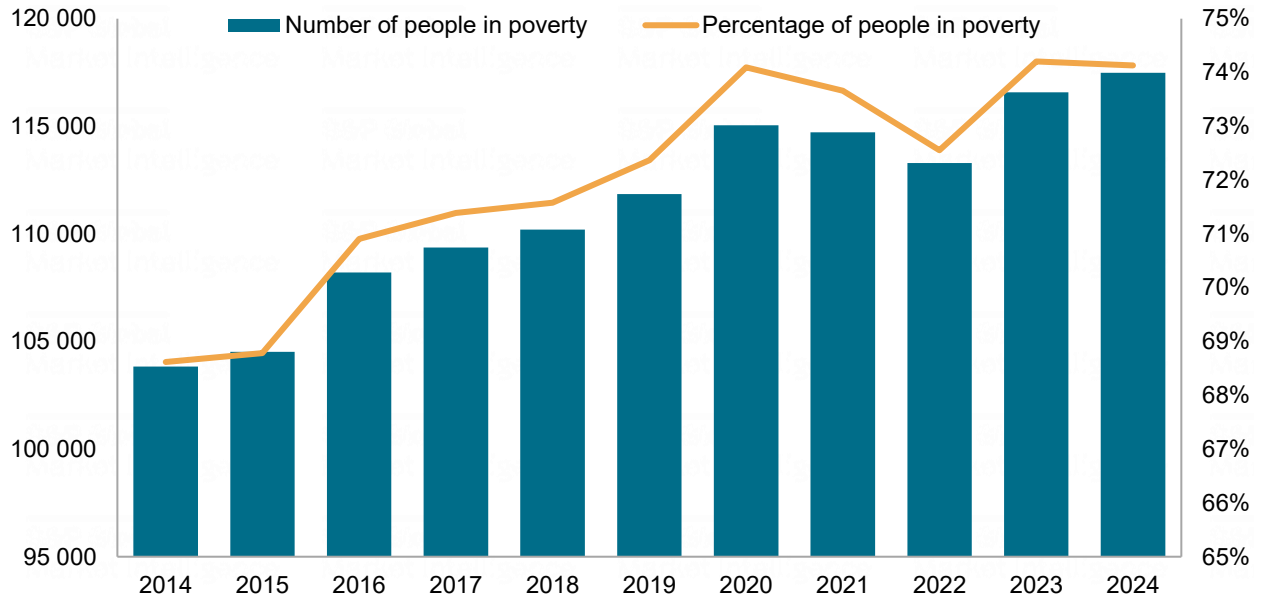
2.9 UNEMPLOYMENT

The statistical analysis reveals that unemployed data includes all persons between 15 and 65 who are currently not working, but who are actively looking for work. It therefore excludes people who are not actively seeking work (referred to as discouraged work seekers). In 2024, a total number of unemployed people amounted to 31 800 which is an increase of 12 000 from 19 800 in 2014. The total number of unemployed people within the Municipality constitutes 25.32% of the total number of unemployed people in Amatole District Municipality. The Raymond Mhlaba Local Municipality experienced an average annual increase of 4.83% in the number of unemployed people, which is worse than that of the Amatole District Municipality which had an average annual increase in unemployment of 4.36%. The graph below reflects the total number of unemployed people within the municipality.



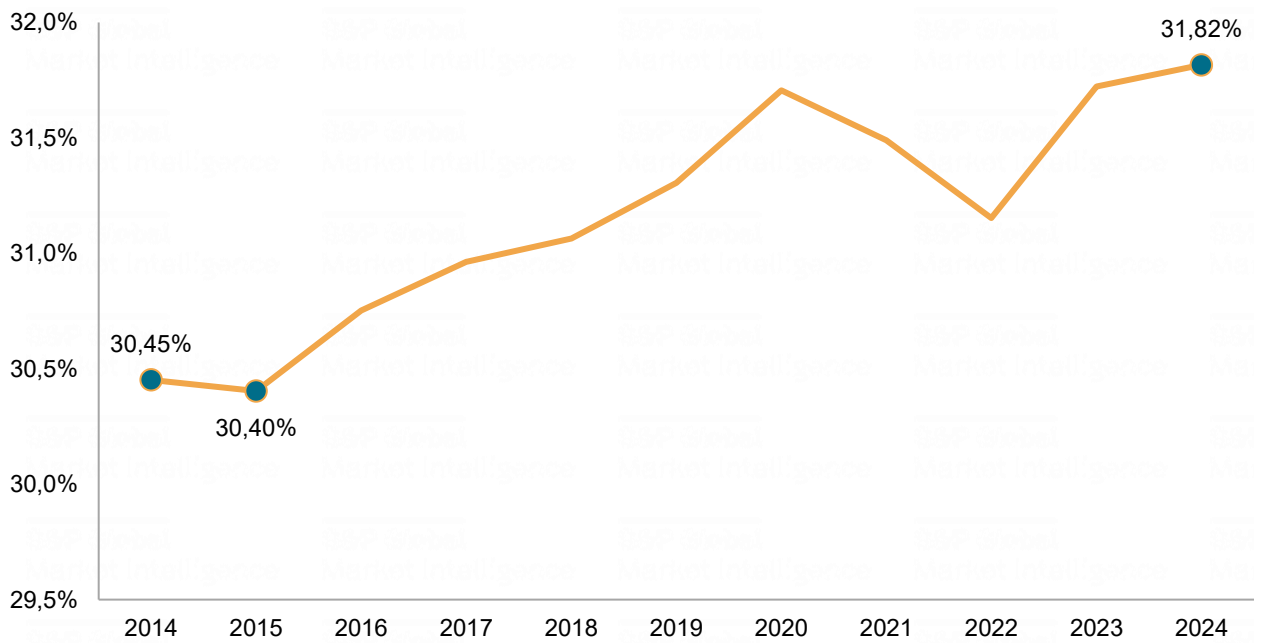
2.10 POVERTY INDICATORS

The upper poverty line is defined by Stats SA as the level of consumption at which individuals are able to purchase both sufficient food and non-food items without sacrificing one for the other. Using the upper poverty line definition 118 000 people were living in poverty in 2024, this is 13.14% higher than the 104 000 in 2014. The percentage of people living in poverty has increased from 68.62% in 2014 to 74.13% in 2024, which indicates an increase of -5.51 percentage points. This may be attributed by many aspects i.e. inequality or social injustice, high unemployment rate, retrenchments, climate change and scarcity of working opportunities. The graph below reflects the number of people living in poverty.



2.10.1 POVERTY GAP

In 2024, the poverty gap rate in the Municipality was 31.8% and in 2014 was 30.5%, it can be seen that the poverty gap rate increased from 2014 to 2024, which means that there were no improvements in terms of the depth of the poverty within Municipality. The graph below shows the poverty gap rate between 2014 to 2024.



Interventions to alleviate poverty;

1. Proactively identify land for development purpose.
2. Support in accessing employment opportunities and skills development programs.
3. Improve access to basic services.
4. Take active steps to ensure that overall economic and social conditions of the community are conducive for employment opportunities.
5. Review existing policies and procedures to promote local economic development.

2.11 INCOME DISTRIBUTION

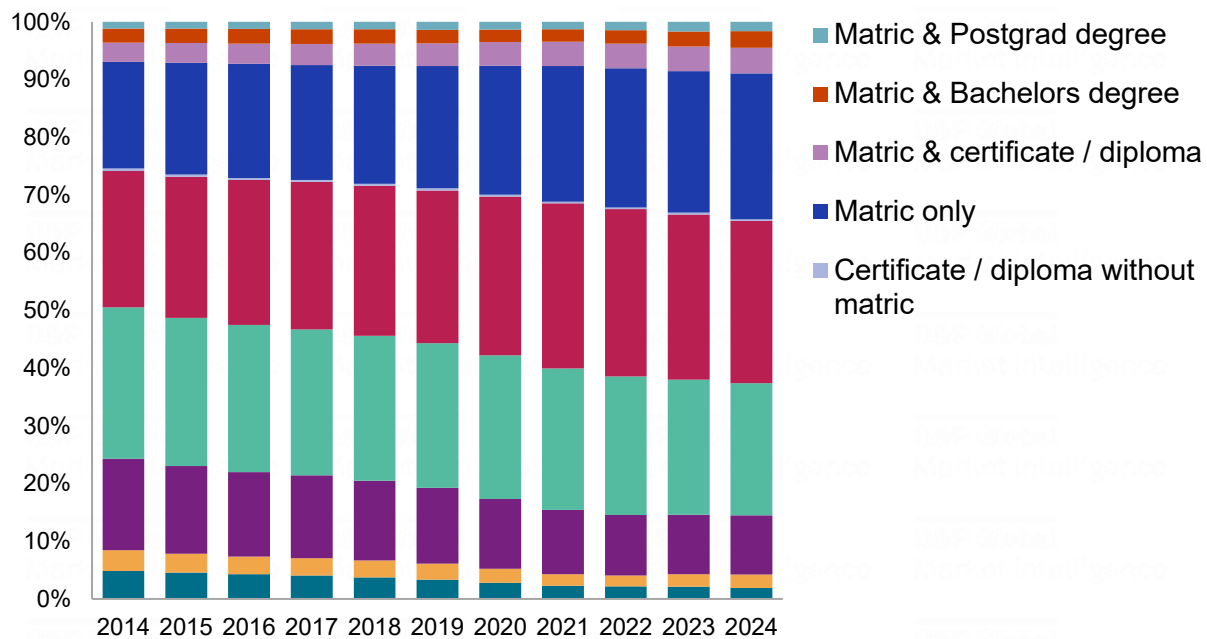
It was estimated that in 2024 8.61% of all the households in the Raymond Mhlaba Local Municipality, were living on R30,000 or less per annum. In comparison with 2014's 24.52%, the number is more than half. The 72000-96000 income category has the highest number of households with a total number of 6 720, followed by the 54000-72000 income category with 6 470 households. Only 2.8 households fall within the 0-2400 income category. For the period 2014 to 2024 the number of households earning more than R30,000 per annum has increased from 75.48% to 91.39%. The municipality recorded an average annual growth rate of 7.52% (from R 4.4 billion to R 9.09 billion) from 2014 to 2024, which is less than Amatole's (7.77%), but more than Eastern Cape Province's (6.79%) average annual growth rates.

The total personal income of the Municipality amounted to approximately R 9.09 billion in 2024. The African population group earned R 7.24 billion, or 79.74% of total personal income, while the White population group earned R 874 million, or 9.81% of the total personal income. The White and the Asian population groups only had a share of 9.62% and 0.83% of total personal income respectively.

2.12 EDUCATION

Education is a key dimension which directly influence the potential employability of community members because of their education background and level of skills that they possess. The level of education and skills within a region impacts on many factors, including: the productive efficiency of investments (e.g. health, capital), employment potential, the gender gap and productivity and income levels. In view of the foregoing, education is therefore, acknowledged as being inextricably

linked to the economic development of the Municipal area and to a growing society at large. The Municipality is showing great improvement in terms of education. The number of people without any schooling decreased from 2014 to 2024 with an average annual rate of -8.51%, while the number of people within the 'matric only' category, increased from 19,000 to 27,000. The number of people with 'matric and a certificate/diploma' increased with an average annual rate of 3.35%, with the number of people with a 'matric and a Bachelor's' degree increasing with an average annual rate of 1.92%. Overall improvement in the level of education is visible with an increase in the number of people with 'matric' or higher education. The graph below reflects highest level of education within the municipal area.



In addition to the above, the following table indicates the level of education amongst the population within the municipality.

EDUCATION LEVELS	
Level of education	Total
No schooling	2050

Grade 0-2	2490
Grade 3-6	10 900
Grade 7-9	24 400
Grade 10-11	30 00
Certificate /diploma without matric	290
Matric only	27000
Matric certificate /diploma	4720
Matric & bachelor's degree	3040
Matric & Postgraduate degree	1740

Source : ECSECC , 2025

A total of 104 000 individuals across the municipality were considered to be functionally literate in 2024, while 15 900 people were considered to be illiterate. Expressed as a rate, this amounts to 86.70% of the population, which is an increase of 0.092 percentage points since 2014 (77.53%). The number of illiterate individuals decreased on average by -4.64% annually from 2014 to 2024, with the number of functional literate people increasing at 1.62% annually.

Interventions relating to Education:

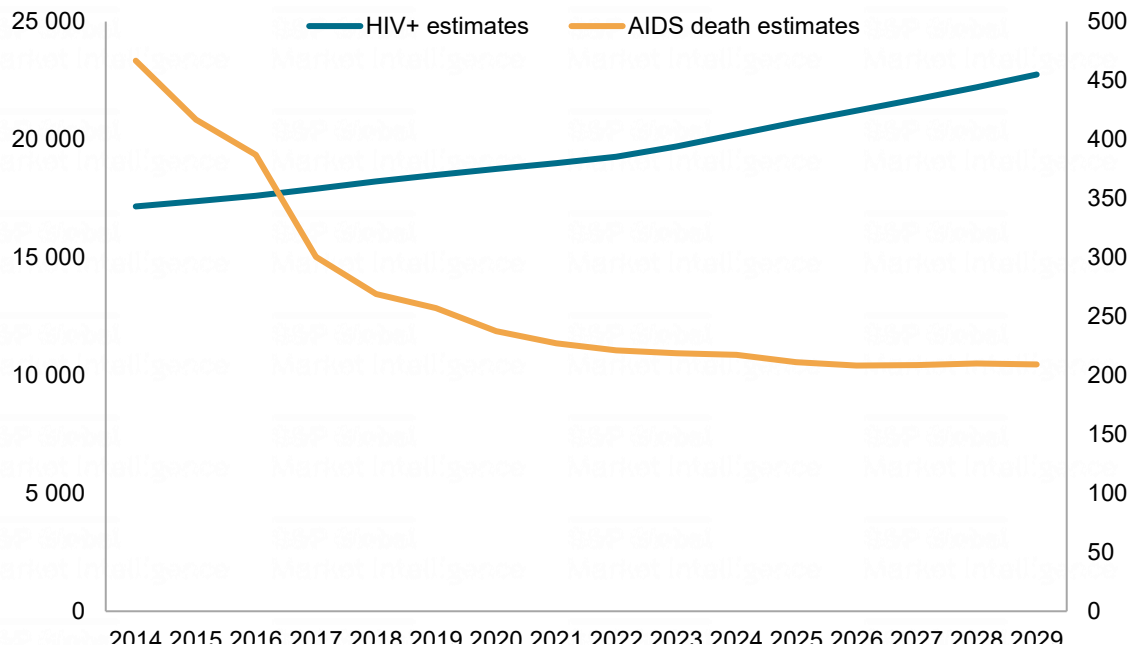
1. More equitable access to technical and vocational education, training and higher education; and the knowledge, skills and values needed to function well and contribute to society.
2. Assist in acquisition of foundational and higher-order skills

Implication for Economic Growth

There has been a gradual improvement in the level of education in Raymond Mhlaba and the population is relatively well educated compared with other municipal areas in the province, however overall education levels are still quite low. There is a large proportion of the population who are unable to be fully economically active members of the community on the basis that they are unemployable. This impacts on the income levels of the community and reduces the potential for economic growth. Another reason could be the lack of employment opportunities for more skilled workers, which reduces the incentives for further study. Skilled people are more likely to leave the area to look for work or higher paying work elsewhere, reducing the skills available in the area.

2.13 HIV/AIDS

In 2024, it is reported that there were 20 200 people living with HIV infections within the municipal area. This reflects an increase at an average annual rate of 1.65% since 2014, and in 2024 represented 12.75% of the local municipality's total population. The Amatole District Municipality had an average annual growth rate of 1.41% from 2014 to 2024 in the number of people infected with HIV, which is lower than that of the Raymond Mhlaba Local Municipality. The graph below gives a picture of the HIV/AIDS profile and forecast between 2014-2029.



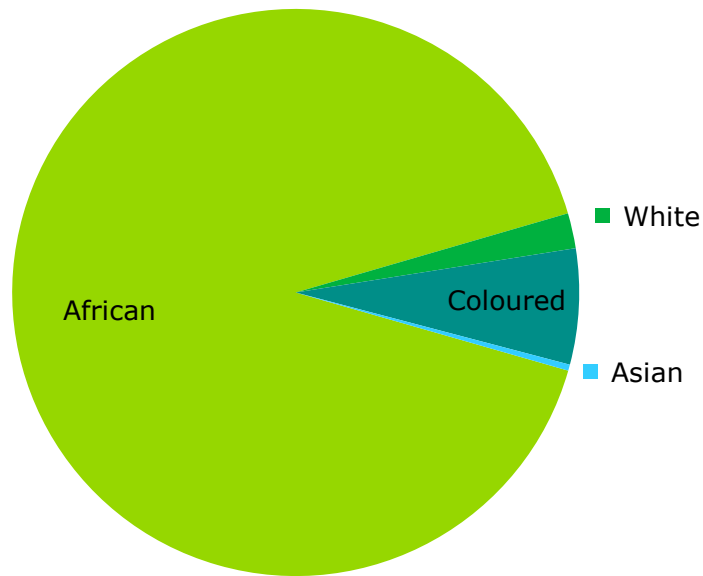
INTERVENTIONS RELATING TO HIV/AIDS

1. Focus on programs that will minimize the risk
2. Facilitate programs with Provincial counterparts to address the issues of HIV/AIDS

2.14 NUMBER OF HOUSEHOLDS AS 2022

The Municipality had a total of 53 048 households as at end of 2022. The composition of the households by population group consists of 91.4% which is ascribed to the African population group with the largest number of households by population group. The Coloured population group had a total composition of 6.2% (ranking second). The White population group had a total composition of 2.0% of the total households. The smallest population group by households is the Asian population group with only 0.4%. The growth in the number of African headed households between 2010 and 2020 was on average of 0.47% per annum, which translates in the number of households increasing by 1 820 in the period. The average annual growth rate in the number of households for all the other population groups has increased by 0.44%.

Number of Households by Population group
Raymond Mhlaba, 2022



Source: IHS Markit Regional eXplorer version 2257

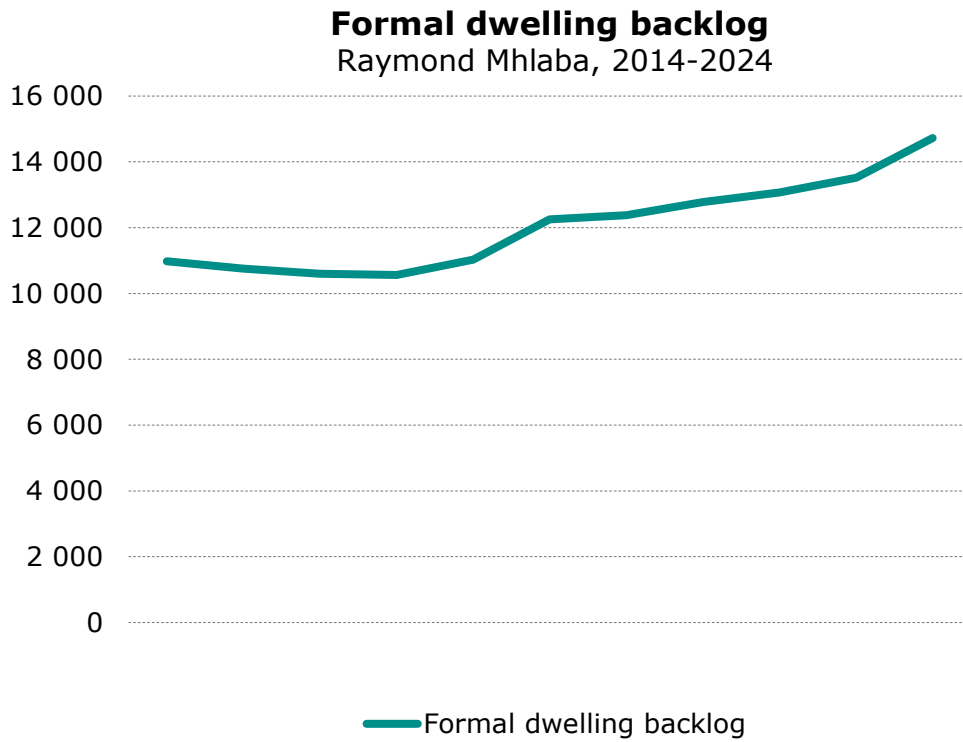
2.14.1 HOUSEHOLD BY INFRASTRUCTURE

The section below deals with the number of households by infrastructure type as at 2022.

2.14.1.1 Number of households by type of dwelling unit

Dwelling type	Formal	Informal	Traditional	Other dwelling type	Total
Number of households	46990	1339	4549	170	53048

2.14.1.2 Number of Households not living in a formal dwelling



Source: IHS Markit Regional eXplorer version 2257

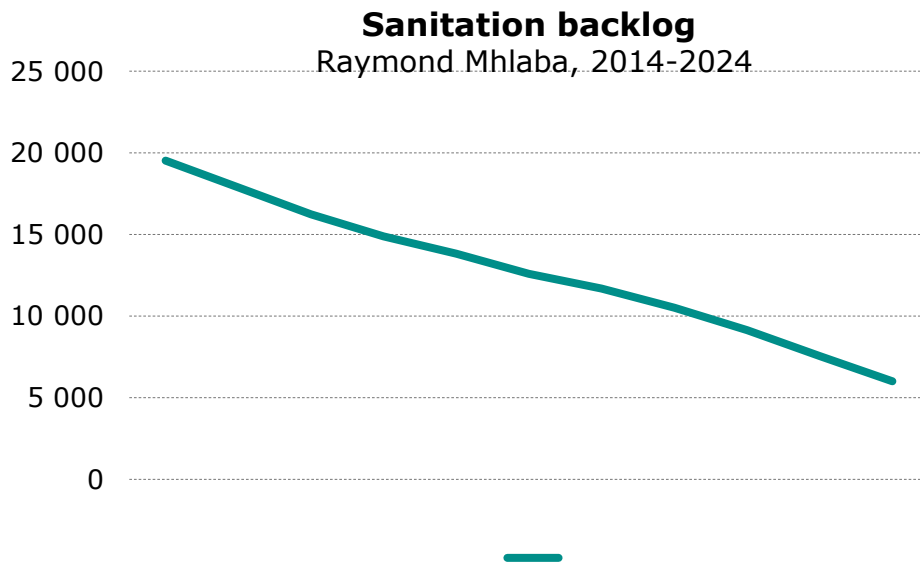
2.14.1.3 Households by type of sanitation

The Municipality had a total number of 31877 flush toilets (60.09% of total households), 1516 Chemical (2.85% of total households) and 17851 (33.65%) of total households' pit toilets. The figures are broken down on the table below for the year 2022:

Household by type sanitation	Flush toilet	Chemical	Pit toilet	Bucket system	No toilet	Other	Total
Number of households	31 877	1516	17851	436	469	899	53048

2.14.1.4 Sanitation backlog

As illustrated in the graph below, number of households in 2022 without any hygienic toilets in was 19 655, this decreased annually at a rate of 7.28% .



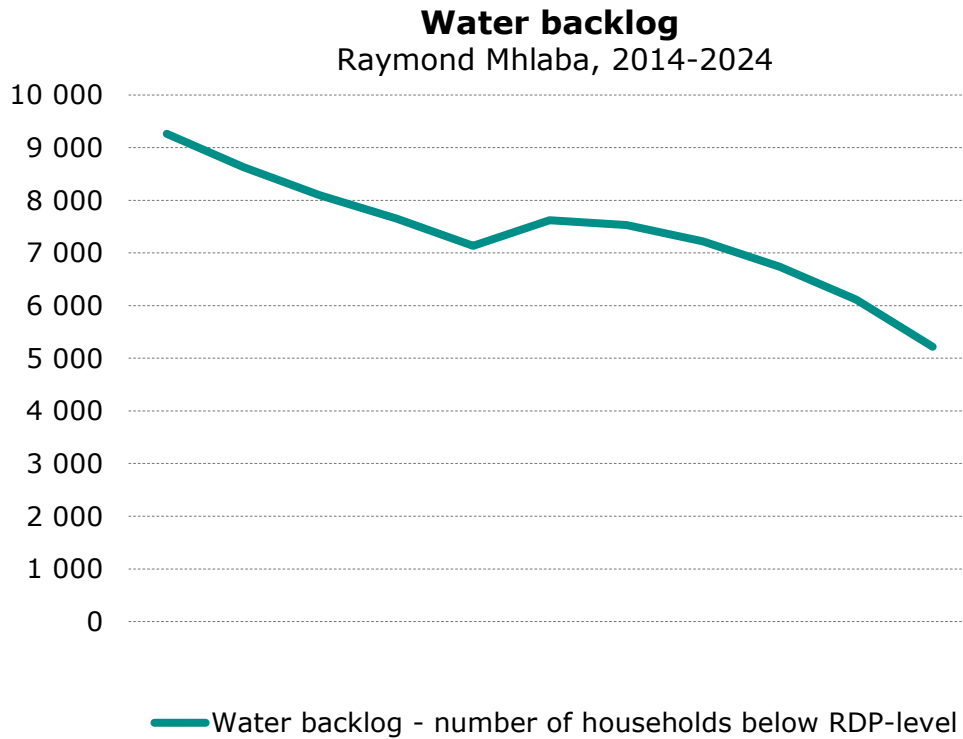
Source: IHS Markit Regional Explorer version 2257

2.14.1.5 Household by Level of access to water

Type of water	Piped water inside dwelling	Piped water in yard	Communal piped water	No formal piped water
Number of households	23192	13542	10413	5900

2.14.1.6 Water backlog

In 2022 the number of households below the RDP-level were 10 413 within Raymond Mhlaba Local Municipality, this decreased annually at 2.74% per annum.

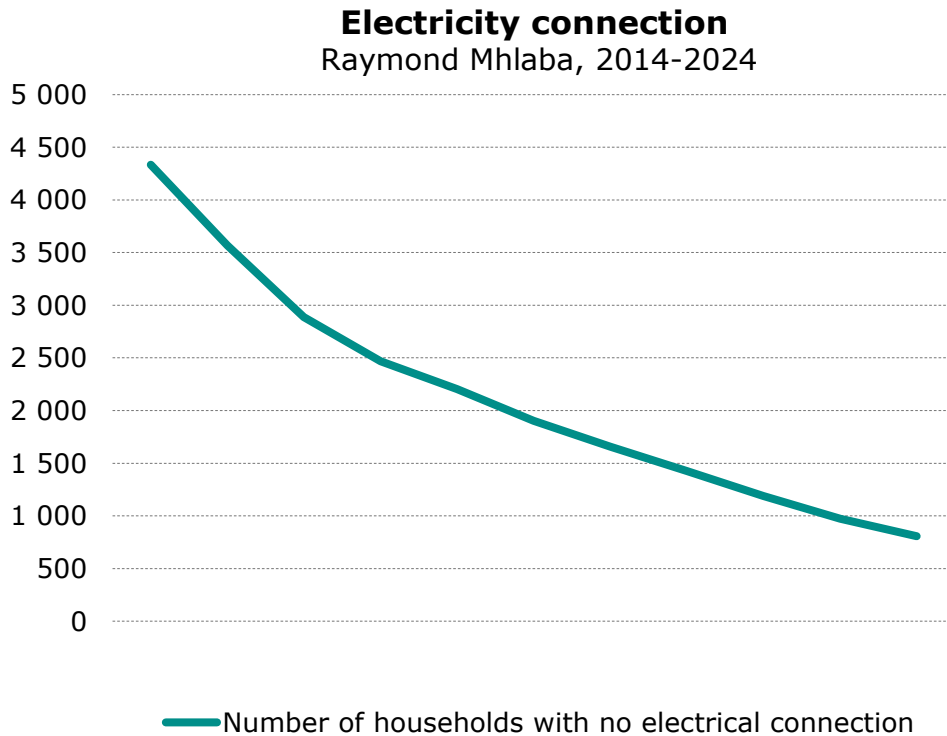


Source: IHS Markit Regional eXplorer version 2257

2.1.14.7 Household by Electricity Connection

Type of electrical connection	Electricity for lighting only	Electricity for lighting and other purposes	Not using electricity	Total
Number of households	1 796	41 474	1 562	44 832

Households with no electrical connection



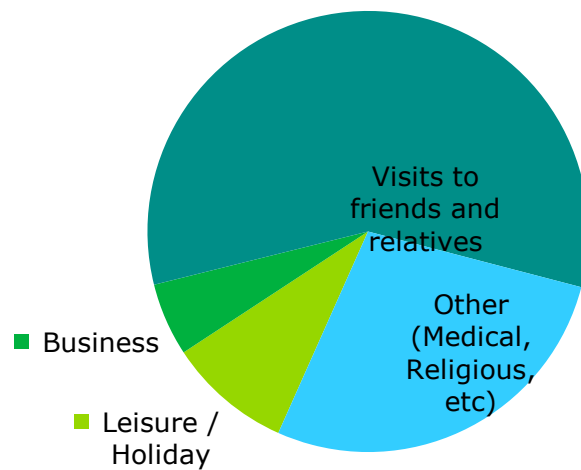
Source: IHS Markit Regional eXplorer version 2257

Looking at the table above it can be seen the number households without an electrical decreased annually at 13.17% per annum .

2.15 TOURISM

Tourism in Raymond Mhlaba is one of the key sectors of economic growth. Raymond Mhlaba is renowned of its rich heritage and history. It is the home to the University of Fort Hare, Lovedale College, the Historical Adelaide Gymnasium High School and Healdtown; moreover the municipal area boasts a number of tourism routes. This rich history and heritage however are not yet exploited. Visit to friends and relatives recorded the largest share of 57.60% of the total tourism and Others (Medical, Religious, etc) tourism had the second highest share of 24.65%, followed by leisure / holiday tourism at 12.02% and the Business tourism with the smallest share of 5.73% of the total tourism within Raymond Mhlaba Local Municipality.

Tourism - trips by Purpose of trip Raymond Mhlaba Local Municipality, 2024



Source: IHS Markit Regional Explorer version 2257

2.16 ENVIRONMENTAL CHARACTERISTICS

This section provides background on the current status of the Environmental conditions and characteristics within Raymond Mhlaba Local Municipality. Furthermore, it also reflects the key issues facing the environment within the municipal area.

2.16.1 Physical Attributes

Vegetation Types

- **Amatole Montane Grassland:** Sweet grassland dominated by grasses such as Themeda tiandra, Pennisetum sphacelatum, and Ehrharta calycina. This vegetation is good for cattle and sheep grazing. It is suitable for winter grazing but is vulnerable to transformation to sourveld, Karoo and Grassy Fynbos due to overgrazing.
- **Bedford Dry Grassland:** This grassland is composed of a few Acacia Karoo trees along water courses. It is suitable for grazing, and erratic summer rainfall makes the area high risk for agronomy.
- **Eastern Cape Escarpment Thicket:** The enclosed canopy is up to 6m in height and woody evergreen species are dominant. There is also a great variety of species in this thicket type and it is suitable for grazing of angora and Boer goats.

- **Eastern Cape Thornveld:** Open savannas dominated by Acacia Karoo bush clumps or individuals. They have a strong grassy characteristic, except in areas where overgrazing is present. Fire and grazing are important processes in the extent of this vegetation type.
- **Great Fish Thicket:** This vegetation is characterized by shrubs of an adult height, and dense and tangled shrubs with spines and thorns. On steep valleys it is characterized by tall, succulent tree euphorbias.

2.16.2 Geology and Soils

The Geology of Raymond Mhlaba Local Municipality mainly consists of the Beaufort sediments that are intruded by the Karoo dolerite that have thus penetrated the formation in many areas in the form of sills and dykes. The Beaufort sediments therefore comprise of shale, mudstone and sandstone. The soils in the area are therefore derived from the Beaufort and Molteno series of the Karoo sequence, most of the soils are therefore shallow and poorly developed and rocky. Alluvium occurs in the river terraces and no mineral deposits are found in the area although there is building stones and gravel that can be obtained from the area.

2.16.3 Topography

Raymond Mhlaba Local Municipality has a landscape that has a character of a flat, regular topography; the Northern Part of the municipality is structured by high mountain ranges, having the highest peak being the Hogsback Region, which has a height level of 1700m- 2000m above the sea. Towards the southern region, the topography starts to have a relatively flat surface and evens out, having some of the southern parts with the heights of less than 200m above sea level. The topography has influenced the distribution of human activities in the area, with most of the settlements occurring at heights of 200m-400m above sea level.

2.16.4 Biodiversity Conservation

Most of the Raymond Mhlaba jurisdiction is undisturbed and untouched environment, therefore the biodiversity in the area is very rich. There are areas that are categorized as those that are of primary environmental sensitivity, and these areas include those that are around the rivers and dams, those that are along wetlands and nature reserves. These areas are those that require

environmental policies that are there to protect them and to ensure that they contribute towards the thriving economy of the municipality. In the Raymond Mhlaba Local Municipality the notable areas include:

- A natural corridor, which according to Terrestrial Critical Biodiversity Areas exists in the central portion of the Municipality.
- Water resources, which include Keiskamma River Basin, Koonap River, Baviaans River, Tyume River, Mxhelo River, Kat River Dam, and other rivers.
- Protected areas include the Doubledrift Nature Reserve, the Great Fish River Complex, and the Mpofu Game Reserve.
- Existing forests include the forestry products such as eucalyptus, pine, wattle and indigenous forests.

2.15.5 Climate Change

Climate change is a phenomenon that seems to have effect on everyone and therefore every area is affected by it, this phenomenon therefore has effects as to change climatic conditions, whether in a positive or negative way, this means that weather conditions are subjected to change because of a phenomenon known as global warming, which therefore lead to temperature increase and change in seasonal patterns within a region. The effects of such are associated with heavy rainfalls, unbearably hot conditions, mudslides due to heavy rainfalls therefore resulting in soil erosion. The result of such implications therefore results in depletion of food security, depletion of water sources therefore resulting in increased poverty to those that are dependent on subsistence farming, and increased prices to consumers that rely on commercial crop production, as it requires the farmers to increase technological efforts to sustain food production.

2.15.6 Water Resources

- **Rivers:** Raymond Mhlaba Local Municipality is well drained by a number of rivers, the major ones thus being the Keiskamma River that is located easterly of the municipality, the Kat River which is located on runs north to south on the western side of the municipality, the Tyume river which runs from the mountainous Hogsback region and proceeds westerly towards Alice and then the southern- easterly to join the Keiskamma river. The Southern edge of the municipality is drained by the Koonap River and the Great Fish River.

- **Dams:** Raymond Mhlaba Municipality is supported by two main dams, which are the Kat River Dam and the Binfield Park Dam. There are also other small dams that are found within the municipal area, and they are known as the pleasant view dam, Hogsback Dam and the Debe Dam. These dams, along with the Sandile Dam that is found in a neighbouring municipality known as the Amahlathi Municipality, serve as main water supply schemes for the area and therefore serve as water supply for both domestic and agricultural use in the area. The municipality has however identified a tourism opportunity with the construction Foxwood dam, north of Adelaide.
- **Waterfalls:** the municipal area has water falls around Hogsback area, which is one of the beautiful resorts around Raymond Mhlaba.

2.15.7 Environmental Sensitivity

The majority areas in Raymond Mhlaba Municipality is undisturbed, the biodiversity in the area is still very rich. Areas of primary environmental sensitivity, mostly along rivers, dams, wetlands and nature reserves are categorized as conservation areas. These areas require sound environmental policies and practices to ensure a sustained and thriving economy in the municipality. In the Raymond Mhlaba Municipality the notable areas include:

- A natural corridor, which according to Terrestrial Critical Biodiversity Areas exists in the central portion of the Municipality.
- Water resources include Keiskamma River Basin, Kat River Dam, and other rivers.
- Protected areas include the Doubledrift Nature Reserve, the Great Fish River Complex, and the Mpofo Game Reserve.
- Existing forests include the forestry products such as eucalyptus, pine, wattle and indigenous forests.

2.15.8 Ecosystem Status

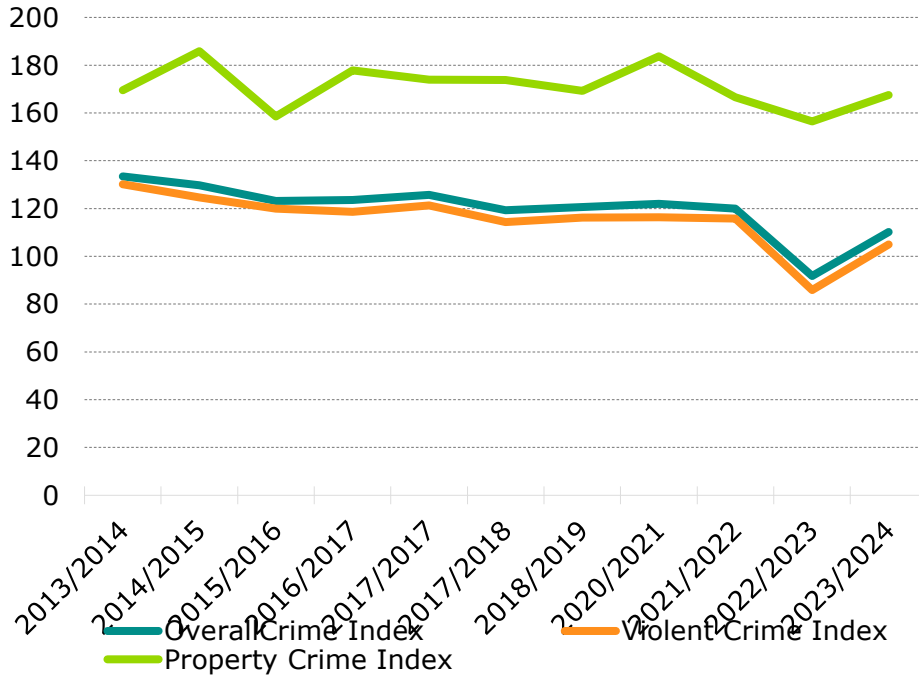
The ecosystem has guidelines that are attached to it that are intended to inform the land use management processes within the area and they assist with the identification of the need for Environmental Impact Assessment also known as the (EIA) in certain areas within the municipality. Endangered, vulnerable and least threatened areas describe some of the relevant characteristics of the ecosystem status that falls within the municipality.

- **Endangered Areas:** These are areas whose original ecosystem has been so reduced that they are functioning and existence is under threat of collapsing. Endangered land cannot withstand loss of natural area through disturbance or development. Portions of endangered areas have been identified mainly in Alice and KwaMaqoma and a small portion in Adelaide.
- **Vulnerable Areas:** Vulnerable areas cover much of their original extent but further destructions could harm their health and functioning. Vulnerable land can only withstand limited loss of the area through disturbance or development. Vulnerable land covers a large extent of the Raymond Mhlaba Local Municipality.
- **Least Threatened Areas:** The ecosystems of the less threatened areas cover up most of their original extent which are mostly intact, healthy and functioning. These areas can withstand some loss to the natural areas through development. A greater portion of Raymond Mhlaba is covered by least threatened eco-system status.

2.14 CRIME

Like all small towns, various forms of crime ranging from, rape, robbery, burglary and assault affect Raymond Mhlaba Local Municipality. Four types of crime are prevalent in the Raymond Mhlaba, namely sexual crimes, common robbery, burglary at residential premises and assault with the intent to inflict grievous bodily harm.

Overall, Violent and Property Crime Index Raymond Mhlaba, 2013/2014-2023/2024



Source: IHS Markit Regional eXplorer version 2257

For the period of 2013/2014 to 2023/2024 overall crime has decrease at an average annual rate of 1.45% . Violent crime decreased by 1.46% since 2013/2014, while property crimes decreased by 1.37% between the 2013/2014 and 2023/2024 financial years.

CHAPTER 3: STATUS QUO ANALYSIS PER MUNICIPAL KEY PERFORMANCE AREA (KPA)

The aim of this Chapter is to provide detailed information on the status quo of each key performance area. It also articulates the municipality's broad institutional framework in relation to governance and basic service delivery.

3.1 KPA 1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

1. INTRODUCTION TO ADMINISTRATION

Raymond Mhlaba Local Municipality Council adopted an organisational structure, which will ensure attainment of the objectives entailed in the IDP. Alice town is a legislative seat and KwaMaqoma is the administrative head of the municipality. The municipal main offices are in KwaMaqoma, while the Council Chamber is in Alice. The municipality has satellite offices in Adelaide, Alice, Bedford, Seymour, Middledrift and Hogsback. All these satellite offices have Unit Managers who are responsible for smooth running and monitoring of municipal satellites. The municipality has a code of conduct for Councillors, as well as, for all employees. The principalship of the Raymond Mhlaba Local Municipality's administrative structure lies with the Municipal Manager who administers the Institution with departments and various units reporting directly to him/her.

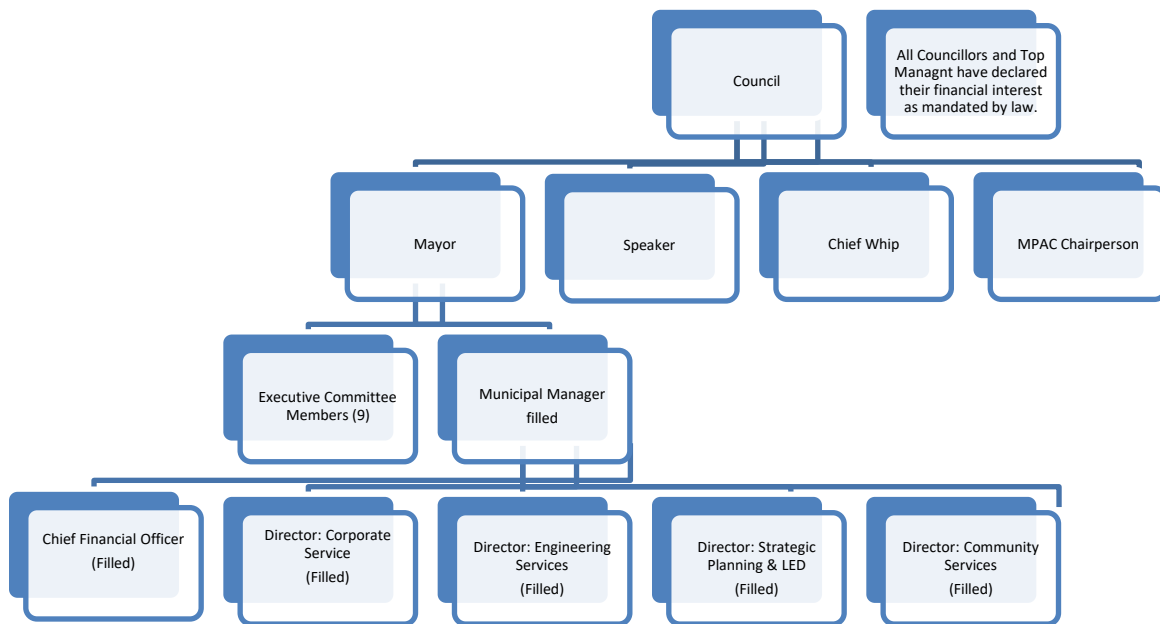
Functions of the Municipal Manager include:

- The management of the Municipality;
- The rendering of Raymond Mhlaba Municipality's administrative Services to the Municipality;
- The rendering of Financial Services to the Municipality;
- The rendering of Corporate Services to the Municipality;
- The rendering of Protection Services;
- The rendering of Engineering Services;
- The rendering of support to the Office of the Mayor.
- The rendering of support to the Office of the Speaker
- The rendering of support to the office of the Chief Whip.

Of the functions identified , six (6) departments were established to perform the functions, these being:

- Municipal Manager’s Office
- Corporate Services
- Budget & Treasury Office
- Strategic Planning & Local Economic Development
- Engineering Services
- Community Services

Illustration of the Institutional Structure of Raymond Mhlaba Municipality is as follows:



All Councillors and Top Management have declared their financial interest as mandated by law.

Vacancy rate per Department

Below is the breakdown of vacancy rate per departments;

DEPARTMENT	FILLED POSITIONS	NO OF VACANCIES	TOTAL NO OF POSITIONS	% OF VACANCIES
MM's Office	09	5	14	35.71
Strategic Planning & LED	18	8	26	30.76
BTO	45	12	57	21
Corporate Services	94	37	131	28
Community Services	171	91	250	36.4
Engineering Services	117	46	163	28.2
TOTALS	454	199	641	31%

The municipality has no critical or scarce skills and all positions are filled timeously.

3.2 Human Resource Strategy

The Raymond Mhlaba Local Municipality is in the process of developing the HR Strategy. Terms of reference have been developed with the assistance of COGTA. The HR Strategy focuses on building systematic human resource practices that will improve employees' motivation and skills.

The strategy also focuses more on selecting the right employees to do the job, managing their activities, and motivating them to stay with the municipality. The purpose of generating this strategy is to mitigate the threats and weaknesses which human resources and the municipality is faced with by among other things, taking advantage of the identified opportunities and capitalising on the identified strengths.

One of the key issues that can make the municipality an employer of choice is to offer competitive salaries and financial reward, which can be viewed as a major differentiation in being an employer of choice.

3.3 Job Evaluation

The process of job description writing is in progress. A Job Evaluation Committee has been established and the committee ensures that departments are developing their respective job descriptions. The job evaluation is conducted by the District Job Evaluation Committee and thereafter to the Provincial Audit Committee for confirmation of results.

The municipality has appointed two delegates to serve in the District Job Evaluation Committee. Currently the municipality has developed 100% of job descriptions and 90% has been completed and approved by the Provincial Audit Committee and 10% of the job description has been submitted to the PAC for audit purpose.

3.4 Employment Equity Plan

The plan seeks to achieve reasonable progress towards affirmative action in the workforce. After the analysis of the existing employee profile of Raymond Mhlaba Municipality it was discovered that the Municipality race is no longer a problem.

The Municipality strives to meet the Employment Equity targets to comply with the Employment Equity Act and redress past imbalances. The Employment Equity plan was approved by Council in December 2019 and is being reviewed annually.

Total number of employees (including employees with disabilities) in each of the following occupational levels: Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	1	0	0	0	0	0	1
Senior management	3	0	0	0	1	0	0	0	0	0	4
Professionally qualified and experienced specialists and mid-management	9	1	0	0	8	0	0	0	0	0	18
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	57	3	0	1	29	1	0	0	0	0	91

Semi-skilled and discretionary decision making	68	3	0	0	36	5	0	1	0	0	112
Unskilled and defined decision making	66	11	0	0	145	7	0	0	0	0	231
TOTAL PERMANENT	203	18	0	1	220	13	0	1	0	0	456
Temporary employees	47	0	0	1	53	2	0	1	0	0	103
GRAND TOTAL	250	18	0	2	273	15	0	2	0	0	559

Total number of employees with disabilities only in each of the following occupational levels: Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	0	0	0	0	0	0	0	0	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0	0	0	0	0	0	0	0	0	0	0
Semi-skilled and discretionary decision making	2	0	0	0	0	0	0	0	0	0	2
Unskilled and defined decision making	0	2	0	0	0	0	0	0	0	0	2
TOTAL PERMANENT	2	2	0	0	0	0	0	0	0	0	4
Temporary employees	0	0									0

GRAND TOTAL	2	2									4
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3.5 The Workplace Skills Plan (WSP)

According to the Skills Development Act, all employers are expected to submit their Workplace Skills Plan and Annual Training Report to their respective SETA's by the 30 April of each year. In addition, employers are also expected to prepare monitoring reports on any training that took place as per the submitted WSP and submit to LGSETA on quarterly basis. For the 2024 financial year, the Municipality has developed, adopted and implemented a WSP and submitted it to the LGSETA by April , which is a stipulated time. The process of development of the WSP included skills audit that identified training interventions needed. The following programs are reflected in Raymond Mhlaba Municipality Workplace Skills Plan (WSP).

- National Treasury Minimum Competency Requirement
- Workplace Integrated Learning
- Unit Standard based and Non-Unit standard based Trainings
- Skills programs

3.6 Training of officials, Councillors, Ward Committees and Unemployed learners

Training is conducted in line with the Council approved WSP and an allocated budget for training including funding from SETA's. The training of officials, councillors, ward committees and unemployed learners are also a target in the institutional scorecard of the municipality. Therefore, training is one of the areas that is prioritised by the municipality.

3.7 Labour Relations

3. 7. 1 Local Labour Forum

The above-mentioned structure serves as a consultative structure between Labour and Employer and is functional. The structure is made up of councillors, managers and both two recognized union in the sector as prescribed in the Collective Agreement on Organizational Rights. The LLF deals with matters of mutual interest excluding matters that fall under the purview of the Provincial and National Bargaining Council. The LLF convenes its meeting quarterly and when necessary.

3.7.2 Employee Wellness and Occupational Health and Safety

The objectives of the employee wellness and occupational safety are to promote health and wellbeing of employees and Councillors by providing on-going education, information and communication in all health-related aspects. They are also encouraged to be proactive about their health and modify their lifestyle for own benefits. The municipality is also ensuring that a safe working environment is created for all the employees at work and visitors during operations. It was identified during the wellness programmes that some employees are suffering from chronic diseases and measures were taken by the municipality to assist those employees. Hospitalisation and counselling of employees is also being undertaken for certain employees. Workshops were held to sensitise employees about conditions that can affect their work and employees are encouraged to come forward for assistance. Follow ups are done for those employees that were affected by these diseases. A workshop for financial health was conducted for employees who are 55 years of age and upwards to sensitise employees about the misuse of pension money. Banks, insurance companies and pension funds were invited to give advice on employees.

The municipality has a functional Occupational Health and Safety Committee (OHS). This committee has started a process of evaluating the conditions of municipal offices that are occupied and are preparing a report and action plan on correcting defects.

3.8 LEGAL MATTERS

The Municipality has a Legal Unit that oversees all the legal and litigation matters. A litigation register is in place and reports to council on these matters quarterly.

3.9 COUNCIL SUPPORT AND RECORDS MANAGEMENT

Raymond Mhlaba Council Support Unit provides administrative support to all Council structures through compilation of items into an Agenda and taking and transcribing of minutes. The Unit is expected to issue out Agendas for meetings in line with Standing Rules of Order of Council.

As part of the support functions for the success of Raymond Mhlaba Municipality in fulfilling its statutory functions outlined in the Municipal Structure Act, it is key that the support mechanisms outlined in the Municipal Systems Act be put in place. The goal of the auxiliary services is to provide an efficient service to both internal and external stakeholders. Records management is a process of ensuring the proper creation, storage, maintenance, use and disposal of records to

achieve efficient, transparent and accountable governance. Sound records management implies that records are managed in terms of an organizational records management programme governed by an organizational records management policy.

A File Plan was approved by the Provincial Archives in December 2017. A well-organized File Plan enables an organization to find information easily. Records that are correctly filed and stored are easily accessible, and this promotes transparency, accountability and democracy. The orderly and efficient flow of information enables the organization to perform its functions successfully and efficiently. The National Archives and Records Service of South Africa Act, 1996 provides the legal framework according to which the National Archives and Records Service regulates the records management practices of all governmental bodies.

The municipality runs a registry in compliance with legislative requirements and this facility is supposed to be used efficiently and effectively to promote good governance and service delivery goals of the municipality. The National Archives and Records Services, in terms of its statutory mandate, requires governmental bodies to put the necessary infrastructure, policies, strategies, procedures and systems in place to ensure that records in all formats are managed in an integrated manner. Raymond Mhlaba municipality is in a process of installing an electronic records management system that complies with these legislative requirements. Training of users and review of records management policy need to be done to enhance good use of the facility. Storage of documents is still a challenge. The Municipality is in a process of procuring two containers that will be customized according to Provincial Archives specifications. Document management workshop will be organized and facilitated by the Provincial Archives.

1.10 Fleet Management

For the Council to function and execute its core responsibility, a requirement being a support aid in the form of fleet was identified. This is a support aid which requires both acquiring and maintenance. In the process of ensuring the MFMA provisions are enhanced including asset management process, the municipality must ensure adequate controls. The allocated vehicles must always be accounted for by designated officials within departments. Trip authorities are always a priority in allocation of vehicles and submission of accurate logbooks and petrol slips are non-negotiable.

3.12 INFORMATION AND COMMUNICATION TECHNOLOGY (ICT)

ICT in the institution is guided by a combination of internal planning instruments and governance frameworks that ensure alignment with Municipal objective. The Integrated Development Plan serves as the overarching strategic document that informs ICT planning and resource allocation. Within the IDP, ICT is positioned as a cross-cutting enabler that supports institutional transformation, service delivery, and good governance in terms of systems and applications in use. The Corporate Governance of ICT Policy Framework, as adopted by South African municipalities, provides a structured approach to managing internal ICT resources based on internationally recognised standards, i.e. ISO 38500 and the King IV Code of Corporate Governance, It ensures that ICT governance is embedded at all levels of municipal operations, from council and executive management to operational units.

The municipality has made progress in digitising its operations, although there are significant challenges that hinder the full realisation of ICT's potential.

- Having a contracted financial management system provider, the municipality is progressively implementing Municipal Standard Chart of Accounts (mSCOA).
- The ICT infrastructure is also in a process of upgrading both WAN (Wide Area Network) and LAN (Local Area Network), an comprehensive assessment of the municipal network environment has been conducted where lack of reliable internet connectivity, modern hardware, and integrated systems has been identified. Budget has been set aside for the project.
- In collaboration with Communications Unit, ICT Unit maintains a website and ensures uptime while interactive services such as online applications, digital payments and service tracking will be added in Website Enhancement Project.
- The Unit initiated the development of an internal intranet platform as part of its broader digital transformation efforts. The intranet is envisioned as a centralised, secure, and user-friendly digital workspace that will enhance internal communication, collaboration, and access to information across departments.

The development of the intranet is currently at the testing stage in preparation for the rollout of the platform across all users.

- A skills gap in the knowledge and use of digital tools, data management, and cybersecurity has been identified, which delays the adoption and effective use of technology. This skills gap not only affects internal operations but also limits the municipality's capacity to innovate and respond to emerging challenges. The ICT unit will develop a training plan to capacitate the ICT team as well as the user-base on internal systems for effective use of municipal applications for centralised service delivery models and alignment with the Fourth Industrial Revolution (4IR). Public-private partnerships (PPPs) are also being explored for collaborations with technology firms, academic institutions and sector departments can support infrastructure upgrades, digital literacy campaigns, and the establishment of innovation hubs. These partnerships can also help bridge the digital divide by providing access to devices, training, and support services.
- Smart municipal services are progressively being introduced as another avenue for transformation. Technologies such as smart meters have been deployed to enhance utility management, while Geographic Information Systems (GIS) will also be rolled out to support spatial planning and infrastructure development. Mobile platforms are also fully active to facilitate citizen engagement, allowing residents to report faults, access information, and interact with the municipality more easily.

An ICT governance framework is in place to ensure alignment with evolving legislation and technological changes, risk Management and cybersecurity as well as enhanced accountability and transparency with approved policies to guide ICT investments, data management, and service delivery. The ICT policies are as follows:

- ICT Backup Policy
- ICT Change Management Policy
- Email Policy
- ICT Security Management Policy
- User Access Management Policy

The municipality is implementing the governance framework through an ICT Strategy that was developed in 2019, and in order to ensure alignment with the current Integrated Development Plan – a review process of the Strategy has started. The purpose of reviewing and renaming the

Municipality's ICT Strategy to a Digital Transformation Strategy is to ensure that the strategic direction of the ICT Unit is aligned with current technological trends, service delivery priorities, and governance requirements. The original strategy, developed in 2019, has become outdated due to rapid advancements in digital technologies, changes in legislative frameworks, and evolving community needs.

Cybersecurity and data protection is prioritised. The municipality is enhancing its overall information security controls by procuring biometric access control systems for its datacentres, a network layer security gateway as well as secure socket layer email security certificate. Currently, the municipality has its data backup systems, antivirus system and security firewall in place and in compliance with national cybersecurity standards. Municipal Staff will be trained in cybersecurity awareness, and incident response protocols will be established.

As part of strengthening ICT governance and ensuring structured oversight of digital initiatives, the Municipality has established an ICT Steering Committee. This committee serves as the central governance body responsible for guiding the strategic direction, implementation, and monitoring of ICT and digital transformation initiatives.

To enhance its effectiveness and ensure focused attention on key areas, the Steering Committee is composed of two specialised sub-committees:

- ICT Strategic Committee – This sub-committee is responsible for aligning ICT initiatives with the Municipality's strategic objectives. It provides oversight on ICT planning, policy development, and prioritisation of projects to ensure that technology investments deliver value and support service delivery goals.
- ICT Architecture Committee – This sub-committee focuses on the technical and architectural aspects of ICT systems. It ensures that infrastructure, platforms, and applications are interoperable, secure, and scalable. The committee also plays a key role in standardising technology choices and guiding the adoption of emerging technologies.

The reports from the ICT Steering Committee are then transmitted to the Management Committee, Audit Committee and Standing Committee for decision making and forward transmission to the Executive Committee and Council thereafter for adoption.

The Municipality has recognised the critical importance of business continuity and disaster recovery in ensuring uninterrupted service delivery and data protection. A formal Business Continuity Plan (BCP) and Disaster Recovery Plan (DRP) are under development to ensure full compliance with governance and risk management standards, significant progress has already been made in strengthening foundational capabilities.

The ICT Unit is successfully implementing a fully functional offsite backups and endpoint backup mechanisms. These systems ensure that critical data is securely stored and can be recovered in the event of system failures, cyber incidents, or other disruptions to safeguard municipal information assets and maintaining operational resilience.

The development of a compliant BCP and DRP will build upon these existing capabilities, providing a structured framework for risk mitigation, recovery procedures, and continuity of essential services.

An establishment of an ICT Helpdesk has been initiated. This function is designed to serve as the central point of contact for all ICT-related queries, incidents, and service requests across municipal departments. The Helpdesk purpose is:

- Streamlining support processes by logging, tracking, and resolving technical issues efficiently.
- Improving response times and accountability through a structured ticketing and escalation system.
- Enhancing user experience by providing timely assistance and clear communication on ICT matters.
- Generating data-driven insights through reporting on common issues, service trends, and performance metrics.

The Helpdesk process is at a piloting stage through a manual process and further development will be implemented on an ongoing basis.

3.2 KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Service delivery falls within the functional area of different institutions, but all impact on the lives of the community. This KPA deals with the core functions of the municipality and focuses on the the provision of electricity, roads & stormwater, community facilities, refuse removal, emergency services, and Land & Human Settlements.

2.1 ELECTRICITY

INTRODUCTION TO ELECTRICITY

The supply of electricity in Raymond Mhlaba Municipality is provided for by two suppliers, i.e. Eskom and the Local Municipality. The municipality has a NERSA license to provide electricity in Adelaide, Bedford and KwaMaqoma and the surrounding townships. Electricity in the other administrative areas of Alice, Middledrift, Hogsback, Seymour, farm areas and all rural villages is supplied by Eskom. The Municipality has a combined NMD of 14.4 MVA.

In areas supplied by Eskom it is estimated that electricity provision stands at 95% with a backlog of 5% of which most of the areas are extensions that require a line upgrade to electrify the villages, whereas, in areas supplied by the municipality it is estimated that electricity provision stands at 99% with a backlog of 1% which is new connections for extensions, etc.

The Municipality has Mini Grid at Upper Blinkwater which was completed with support and funding from GIZ with DEDEAT. The mini grid supplies electricity to around 67 households. The mini grid has a PV solar panel coupled with wind turbines. The mini grid generates and supplies around 65kW of power.

The municipality has also taken into consideration savings in energy consumption within the municipality area of supply. A retrofitting project has started where the municipality is changing streetlights and high mast lights to energy-saving lights i.e. LED lights. This project will not only focus on street lightning and high mast, in the near future it will also consider changing internal building lights and air conditioners etc. to energy-saving mode.

RAYMOND MHLABA MUNICIPALITY ELECTRICAL DISTRIBUTION NETWORK OVERVIEW

The municipal developed a contingency plan for electricity distribution to ensure the continuous operation of essential services and minimize disruption in the event of power outages or electrical system failures. This type of plan outlines how an organization or facility will respond to short-term or long-term loss of electrical power.

Source of Supply:

The municipality is supplied by **two incoming feeders** from an Eskom Point of Supply.

- **Feeders:**

Munic 1: Supplies the **town** and **part of the township**.

Munic 2: Supplies the **remaining part of the township**.

- **Network Configuration:**

The distribution system is configured as a **ring network**. This type of configuration enhances reliability by allowing multiple paths for power flow.

- **Normal Open Point (NOP):**

The ring includes a **Normal Open Point**, which is strategically placed to:

- Prevent circulating current under normal operation.
- Allow **back-feeding** during faults or maintenance, ensuring continuity of supply.
- **Operational Benefit**

In the event of a fault on one feeder, the affected area can be **re-energized from the healthy feeder** by **closing the NOP**, provided protection settings and loading conditions permit.

Key Challenges:

- Ailing infrastructure
- Links and conductors damaged.
- Ghost vendors and illegal connections
- Palisade fencing required for mini sub-stations in residential area.
- Underground old cable faults which lead to unplanned outages
- Increased vandalism and theft on electrical network and equipment especially during loadshedding incurring high cost for replacing and fixing.

1.2 ROADS AND STORM WATER MANAGEMENT

2.2.1 ROADS

The road network within the Raymond Mhlaba Municipal area falls under the jurisdiction of three (3) authorities, namely:

- South African National Roads Agency Limited (**SANRAL**) - responsible the National Route R63 and R67,
- Eastern Cape Department of Roads and Transport - responsible for the provincial trunk, main, district and minor roads within the area.
- Raymond Mhlaba Local Municipality - responsible for all municipal roads.

The National Department of Transport has rolled out the Rural Transport Services and Infrastructure Grant whose objective is to ensure effective and efficient investment on rural roads through development of Road Asset Management System (**RAMS**) with the following methodology in mind:

- ***Collection of Road Inventory data including condition assessment and traffic data.***
- ***Setting up pavement and bridge management system compatible with national standards.***

The system is currently in place and relevant data and updated in line with conditions of the grant. Municipalities are encouraged to utilise this system when prioritising road project.

The National Department of Transport is currently rolling out the Rural Transport Services and Infrastructure Grant whose objective is to ensure effective and efficient investment on rural roads through development of Road Asset Management System (RAMS) with the following methodology in mind:

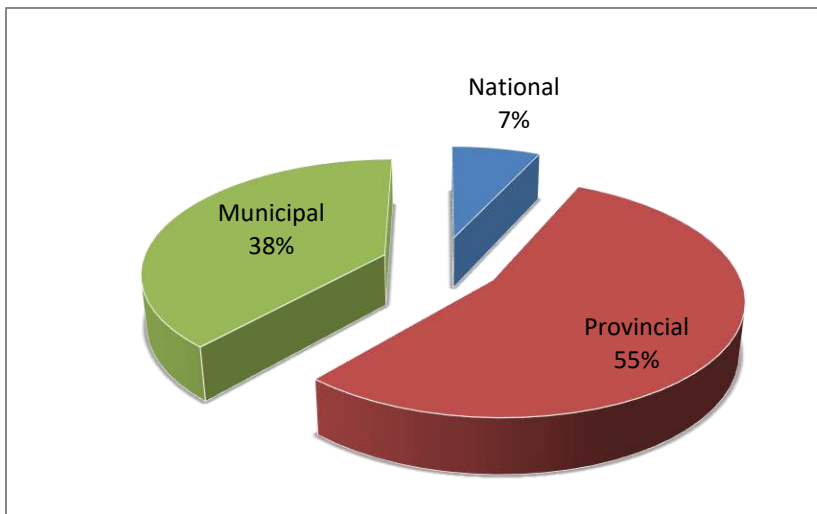
- ***Collection of Road Inventory data including condition assessment and traffic data.***
- ***Setting up pavement and bridge management system compatible with national standards.***

The road network within the Raymond Mhlaba Local Municipality Area, together with the relevant road authority is indicated in table below:

Road network in the Raymond Mhlaba Local Municipal Area

ROAD AUTHORITY	LENGTH
SANRAL	158.35
DRPW	1234.24
RAYMOND MHLABA L.M	878.64
Total	2 280.23

The pie-chart of the road network within the Raymond Mhlaba Local Municipality Area in terms of ownership percentages is reflected below.



CONDITION OF THE SURFACED ROADS:

The surfaced road network was assessed in accordance with the procedure set out in TRH 22. The roads are summarized in the table below.

ROAD AUTHORITY	LENGTH
SANRAL	158.35
DRPW	1234.24
RAYMOND MHLABA L.M	878.64
Total	2 280.23

The road network has been divided between (EPWP) Expanded Public Works Programme and (MIG) Municipal Infrastructure Grant; this enables the municipality to attend to some of road network challenges.

There are five Taxi ranks in Raymond Mhlaba Municipality located in Adelaide, Alice, Bedford, KwaMaqoma, and Middledrift. The aforementioned Taxi Ranks are licensed and operate within the regulations set by the municipality and Department of Transport. Seymour and Balfour, as well as Debe Nek do not have licensed taxi ranks – even though there is commuting activity taking place in those areas. The Alice Taxi Rank was rehabilitated by the municipality (Raymond Mhlaba Local Municipality) in partnership with ASPIRE (Development Agency of Amathole District Municipality) as part of the Small-Town Regeneration Project and has been in operation since March 2019.

The municipal area also has bus shelters around the R63 from Debe Nek to Alice. These shelters play a pivotal role, shielding and providing shade to the commuters against scorching heat and subsequently protecting them on rainy days.

The municipality also offers Traffic Services – these officials regulate traffic offences by all road users and ensure that there is tolerance on the road by all who are making use of it. The traffic services unit also provides the following services: Driver's License Testing Stations in KwaMaqoma and Adelaide, only KwaMaqoma offers Driver's license testing, Renewal of Drivers Licenses (Alice and KwaMaqoma), Public Driving Permit, Learners License application and issue (KwaMaqoma), Driver's License application and issue (KwaMaqoma and Adelaide) and Registration and licensing of vehicles (Alice, Adelaide and KwaMaqoma).

1.2.2 STORMWATER

The Municipality has prioritized storm water and storm water management needs. These are to be taken seriously as it becomes very difficult for the communities to access their properties where storm water drainage is not attended. The network has been neglected for some time and this situation has caused major flooding during rainy seasons. This prevailing situation will cause the road network to disintegrate rapidly over the years to come resulting to high maintenance cost.

Areas of prioritized intervention:

Facilitate the improvement of road infrastructure.

2.2.3 LAND AND HUMAN SETTLEMENT

Raymond Mhlaba Local Municipality has identified the need to conduct a comprehensive land investigation and audit to establish land owned by the municipality, privately owned land by race, nationality and gender. Secondly, to determine whether properties disposed of have been properly transferred. There are a significant number of municipal areas which are under land claims and land restitutions processes. It is indicated that Raymond Mhlaba Municipality has a total number of 169 land claim and restitution cases.

A comprehensive land audit was undertaken in 2013 with technical and financial support from the Amathole District Municipality, prior to the amalgamation of the former Nkonkobe and Nxuba Local Municipalities, which now form the Raymond Mhlaba Municipality. The audit provided valuable insights into land ownership patterns, land availability, and land use status across the two former municipal areas.

However, since the land audit predates the establishment of Raymond Mhlaba Municipality, the information is now outdated and does not fully reflect the current municipal boundaries or recent land development trends. It is therefore recommended that the municipality undertakes an updated, consolidated land audit to provide an accurate and integrated land information base. This will assist in strengthening land use management, improving spatial planning decisions, and supporting the implementation of the Spatial Development Framework (SDF) and other strategic development initiatives.

Amathole GIS Shared Services Centre

Raymond Mhlaba Municipality has signed a Memorandum of Understanding (MoU) with the Amathole District Municipality to form part of the Geographical Information System (GIS) Shared Services Centre. Through this agreement, the municipality gains access to shared spatial data infrastructure, technical expertise, and support in managing geospatial information.

The GIS SSC include map production services, GIS advisory services, GIS training services, GIS data maintenance services, GIS product services and the provision of GIS information services. These services are categorized into two categories: baseline services and advanced GIS services.

Human Settlement

The Raymond Mhlaba Human Settlements Sector Plan is inclined towards increased access to adequate housing through various programmes such as rural housing, title deeds, and serviced sites. The strategic human settlements priorities, i.e., inclusive growth & job creation and reduction of poverty, can also be enhanced by identifying projects in priority development areas such as Alice and Fort Beaufort, which are prioritised for infrastructure development and serve as population concentration points.

The identification of priority projects in strategic locations will enhance the municipality's ability to create liveable neighbourhoods and achieve spatial transformation. The programmes funded in the 2025/26 and 2026/27 financial years in Raymond Mhlaba LM are aligned with national and provincial human settlements plans and programmes. The funded programmes include rural housing, sites and services, as well as title deeds.

The two grants that are earmarked to address the housing demand are Human Settlements Development Grant (HSDG) and Upgrading of Informal Settlement Programme Grant (UISPG) for implementation of national housing subsidy programs. The total MTEF funding allocation to the municipality for 2026/2027 is R54,70 mil for HSDG and R28,30 mil for UISPG. The estimated development costs are estimated at R2 930 296 908 .00 (R2.9 billion) for key projects contained in the HSSP excluding bulk services.

The delivery targets in the planning period include the following.

- 1093 units targeting individuals earning below R3500 per month,
- 3322 sites
- 300 title deeds.

The current housing demand is estimated to be 4,744 units. Of this, 47% (2,219 units) falls within the Breaking New Ground (BNG) subsidised housing segment, reflecting the municipality's predominantly low-income population and the need for continued efforts in focusing on this programme in the planning period. The affordable housing segment (FHF, social housing and Community Residential Units/CRU) represents 53% (2,511). A small percentage of 1,1% or 54 units is found in the open market. The housing backlog has decreased from 11,106 units in 2011

to 6,048 units in 2022 and now 4,744 in 2025, due to an estimated annual average supply of approximately 1200 units delivered since 2011. The National Housing Needs Register has 10 200 beneficiaries, which constitute 6% of the total housing demand.

The following programmes are not implemented in 2025/26;

- Accreditation of Municipalities to perform housing functions
- First Home Finance
- Social Housing
- Community Residential Units (CRU)

Breaking New Ground

The current housing demand is estimated to be 4,744 units. Of this, 47% (2,219 units) falls within the Breaking New Ground (BNG) subsidised housing segment, reflecting the municipality's predominantly low-income population and the need for continued efforts in focusing on this programme in the planning period. The affordable housing segment (FHF, social housing and Community Residential Units/CRU) represents 53% (2,511). A small percentage of 1,1% or 54 units is found in the open market. The housing backlog has decreased from 11,106 units in 2011 to 6,048 units in 2022 and now 4,744 in 2025, due to an estimated annual average supply of approximately 1200 units delivered since 2011.

Significant concentration of households are found in the BNG housing segment (60%), affordable housing and gap market segments (33%) and open market housing segment (6.4%). The demand is currently concentrated in the BNG housing market segment (people who earn less than R3,500 per month) and the lower end of the FHF and social housing segments, which account for 99% of the total housing demand. While the bulk of the demand is driven by low-cost housing, the growth rate is expected to be higher for FHF and social housing as the benefits of a more educated society begin to reflect in earnings.

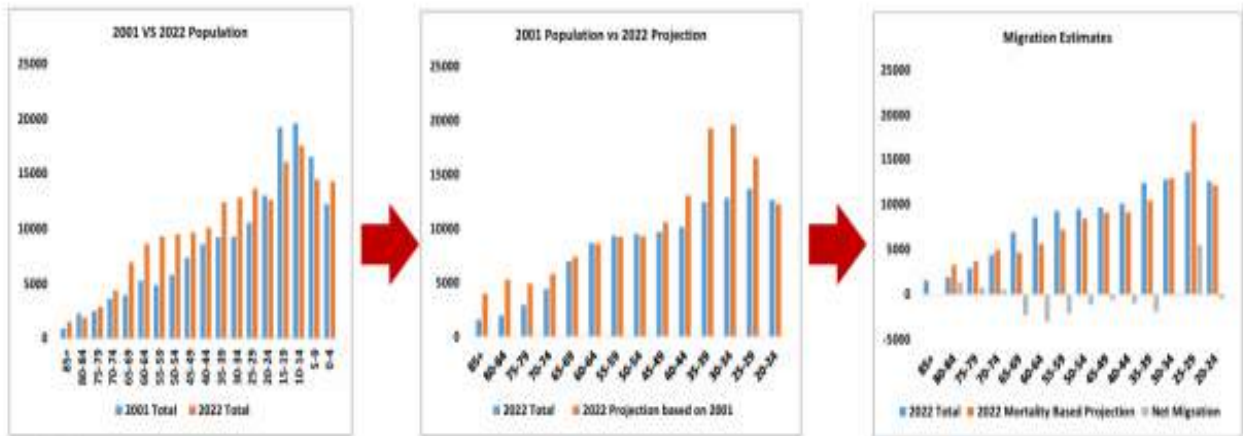
MIGRATION

Owing to notable population growth, population across age groups is projected to increase. Factoring in the national mortality rate, the overall population within lower working-age groups is estimated to increase owing to migration into the local municipality.

Migration dynamics reflect an influx in the lower working-age group population which may stem from a more positive economic picture for the Raymond Mhlaba local municipality relative to its respective district holistically.

The latter age-groups reflect a reverse in migration dynamics with negative net migration noted. It is estimated that in the older non-working age groups there's a migration influx which may suggest the area is suitable for retirement

Migration Estimates



Infrastructure capacity underpinning the plans

The infrastructure landscape within Raymond Mhlaba Local Municipality presents a varied picture, influenced by the dichotomy between urban and rural settings. This assessment, detailed below, considers the current state of water supply and sanitation, electricity supply, roads and transport, and social infrastructure, reflecting the challenges and disparities across the municipality.

• Water Supply and Sanitation

- Urban centers have functional, ageing water infrastructure.
- Significant water/sanitation deficiencies persist in rural areas
- Many settlements rely on boreholes or tankers.
- There is a need for improved, sustainable water solutions (Raymond Mhlaba IDP, 2024).

• Electricity Supply

- Urban areas are relatively well-connected to the grid.
- Rural areas and informal settlements across the municipality experience insufficient electricity supply, necessitating alternative energy solutions (Stats SA, 2022).

• Roads and Transport

- Road networks are comparatively better in urban hubs, facilitating connectivity and access to services. Conversely, rural areas suffer from poor road conditions.
- Limited public transport options exacerbate mobility challenges for residents in remote areas, hindering access to employment, healthcare, and other essential amenities (Raymond Mhlaba Integrated Transport Plan, 2023).
- Social Infrastructure
 - Social facilities such as schools, clinics, and community centers are primarily concentrated in urban areas. This leaves rural settlements underserved, RAYMOND MHLABA LOCAL MUNICIPALITY 95 resulting in disparities in access to education, healthcare, and community services.
 - Informal settlements lack access to nearby social infrastructure, highlighting the need for integrated service planning to address spatial inequalities and promote inclusive development (Eastern Cape Department of Social Development, 2024).

The National Housing Needs Register

The National Housing Needs Register (NHNR) is a central database that offers families the opportunity to register their need for suitable housing by disclosing information about their current living conditions, household composition and the type of housing assistance they would essentially require from national government.

The NHNR ensures that the allocation of housing opportunities that are realised through the different programmes contained within the National Housing Code is achieved in a fair, transparent & audit-able manner. This process is done through the selection of households from various geographical areas based on the agreed criteria e.g. age, preference, employment & income status. To date the municipality has successfully registered a total number of 13 547 applicants on the NHNR database.

Beneficiary Allocation Policy

In alignment with the recommendations contained in the Housing Sector Plan (2025–2030), the municipality has developed a Beneficiary Allocation Housing Policy. This policy provides a structured framework for the fair, transparent, and equitable allocation of housing opportunities to qualifying beneficiaries.

The introduction of this policy strengthens the municipality's capacity to manage housing allocations effectively, minimize disputes, and ensure compliance with both national and provincial human settlements guidelines. It also contributes to improved coordination between the municipality, provincial departments, and community stakeholders in the implementation of housing projects.

Sanitation

To strengthen housing governance and promote transparent allocation processes, the municipality has appointed members to serve on the Beneficiary Allocation Housing Committee of the Raymond Mhlaba Municipality. The participation of municipal representatives in this committee ensures that beneficiary selection is conducted in line with approved policies, the Housing Sector Plan (2025–2030), and applicable human settlements regulations.

The Municipality has a total number 22 800 flushing toilets 10 700 improved ventilated latrines (VIP) and 9710 household pit toilets. There are about 10 600 households without hygienic toilets.

Land Use Management

These are the land use management legislative framework applicable to Raymond Mhlaba Local Municipality:

- Spatial Development Framework (March 2018 – 2023) currently being reviewed.
- Spatial Planning and Land Use Management Act 16 of 2013
- Raymond Mhlaba Spatial Planning and Land Use Management By-Laws of 2016 (Gazetted 3 October 2016 Vol. 23 No. 3742)
- Land Invasion Policy / Encroachment Policy
- Land Disposal Policy
- National Building Regulations and Building Standards Act 103 of 1977

SPATIAL PLANNING AND LAND USE MANAGEMENT

Raymond Mhlaba Local Municipality is in the process of establishing a stand-alone municipal planning tribunal to process all matters related to land use applications. The Municipality is also

currently in the process of establishing an Appeals Authority to consider appeals related to land use and development applications. The Appeals Authority will be constituted in accordance with the requirements of the Spatial Planning and Land Use Management Act (SPLUMA) and will comprise members of the Municipal Executive Committee (EXCO).

The institution has since appointed a qualified town planner to deal with all town planning requirements in terms of SPLUMA and an Authorized Official has also been appointed by Council to process all Category 2 Land Use and development applications.

The municipality has adopted a Wal- to-Wall Land Use Scheme and is currently in the process of being Gazetted. Furthermore, council has approved and Gazetted SPLUMA By-laws (Gazetted 3 October 2016 Vol. 23 No. 3742) that have been customized by Raymond Mhlaba Local Municipality.

Land-use management has two main underlying rationales. They are as follows:

- The widely faced resistance to the idea of uncontrolled land development and
- The commonly expressed wish by particular sectors in society to promote various types of desirable land development.

The resistance to uncontrolled development is motivated by a number of concerns, the precise mix of which is determined by the particular social, economic and political contexts of different times and places. Essentially, however, these concerns include the following:

- Environmental concerns: uncontrolled development of land can have adverse effects on natural habitats, cultural landscapes and water quality.
- Health and safety concerns: uncontrolled development can lead to overcrowding and unsafe building construction. Certain land uses can also be detrimental to the health and safety of neighbours.
- Social control: the control of land uses and building types has long been a means of exerting social control, particularly through the exclusion of certain types of person, household or economic activity from certain areas through the application of particular development controls limiting, for instance, plot sizes, plot coverage and home industries.
- Efficiency of infrastructure provision and traffic management: increasingly it has become clear that where the granting of development permission is not coupled with the provision

of adequate infrastructure and traffic management the consequences can be severe. Similarly, where the infrastructure is provided, generally at high financial cost, without taking into account likely and relevant land-use and settlement patterns, the opportunity costs to society are very high.

- Determination of property values for purposes of rating: the market value of land is the basis on which property valuation is determined and the extent and nature of development permitted on the land is a key factor in that determination.
- Aesthetic concerns: the control of land development enables government to prescribe certain design parameters of buildings

1.3 SOLID WASTE MANAGEMENT

1.3.1 WASTE MANAGEMENT

Raymond Mhlaba Municipality is responsible for waste management which includes street sweeping, litter picking and removal of illegal dumping on municipal/ public spaces through assistance from Engineering Department. Refuse removal is currently not done in rural and farm areas due to capacity, shortage and ageing transport system. Refuse removal is done every week, as per the municipal schedule. Cleaning campaigns are conducted every quarter and when the need arise. Also, education and awareness programs are done through the distribution of brochures and social networks. The municipality has designated one of its employees to be a Waste Management Officer and is responsible for reporting all waste management activities to South African Waste Information System.

The municipality has also three solid waste sites and one transfer site located in Alice, Middeldrift, KwaMaqoma and Adelaide. All these waste facilities have permits/license as issued in terms of Environmental Act, 1989. From time to time, the municipality ensures that all its waste disposal sites are maintained and as such there is an improvement in the operations of the Bedford landfill site.

STATUS OF MUNICIPAL DISPOSAL SITES

Waste Site	Size	Status	Comment
Bedford	C	Licensed	GCB
Alice	C	Licensed	GCB

Middledrift	C	Licensed	GCB
Fort Beaufort		Licensed	Transfer site

The RMLM does not collect or accept health care risk waste (HCRW) at any of the waste disposal facilities in its jurisdiction. The medical facilities within the RMLM are responsible for the safe disposal of the HCRW generated. The medical facilities (medical practices, hospitals, etc.) have contracts with private medical waste companies to collect, transport and dispose of their medical waste. HCRW is mainly removed to be treated and disposed of by service providers who have to be registered on the South African Waste Information System (SAWIS) as required in terms of the National Waste Information Regulations (DFFE, 2013a). The HCRW generators are required to register and report to SAWIS.

According to Compass Medical Waste Services servicing various facilities in RMLM, HCRW from the RMLM is either incinerated as a means of disposal or treated through Electro Thermal Destruction. Compass Medical Waste Services collects, transports and disposes of the HCRW from various facilities listed in Table 4-28 within the RMLM. Sharps and infectious waste are transported to the Compass HCRW facility in Berlin, Eastern Cape, where the waste is treated. Pharmaceutical waste of schedule 0-4 is taken to the Aloes Waste Disposal Site in Gqeberha for destruction and disposal. Schedule 5 waste (such as medicines or substances) and above and anatomical waste are treated through A-Thermal treatment.

Greening programmes

The Department of Forestry, Fisheries and the Environment (DFFE) has introduced 2 Municipal Cleaning and Greening Programmes, wherein 164 participants were employed for a period of 6 and 12 months. The aim of the programme is to create job opportunities, environmental management practice, street cleaning, litter picking, clearing of illegal dumps and strengthening support for small medium and micro enterprise. The Municipality is also taking part in the 10million trees program introduced by DFFE. The Greening Project is aimed at planting 1500 trees in the RDP houses and will be rolled out to all other Municipal areas. All these programmes have yielded good results especially on awareness campaigns on waste management.

1.3.2 WASTE MINIMIZATION/REDUCTION/RECYCLING

There are quite a few informal waste minimization/ reduction programmes run by individuals within the communities almost in all towns within the municipality. Raymond Mhlaba Local Municipality also have formal and informal waste recyclers in all the towns. Various stakeholders i.e., DEDEA, DFFE, ADM, PETCO etc assist in trainings and funding of these recycling projects.

1.3.3 WASTE MANAGEMENT COOPERATIVES

The municipality has waste management community cooperatives in two areas namely: Alice Golf Course and Newtown and has since been extended to Seymour, Hogsback and Middeldrift. The cooperatives are intended to improve the standard of the service by the municipality by rendering the following services: refuse collection; litter picking; street sweeping; removals of illegal dumping's and conduct environmental and waste awareness campaigns. The cooperatives were involved to achieve the following:

- render refuse removal service where the municipal cannot
- assist in job creation
- capacity building in communities
- create a sense of ownership among the citizens
- increase awareness on waste related issues

1.4 ENVIRONMENTAL MANAGEMENT AND CLIMATE CHANGE

The municipality continuously conducts educational and environmental awareness campaigns in schools. Furthermore, the municipality also partners with DFFE, DEA, DEDEAT and ADM to assist with environmental matters. The municipality conducts environmental awareness campaigns quarterly and has also appointed an environmental officer whose responsibility is to improve environmental management programmes. During the year under review, the municipality has partnered with the DFFE in the flooding mopping programme where 164 participants were employed to conserve and preserve the natural habitat. The Municipality has been involved in the initiation process of the Biosphere project that will be implemented by the Department within the Municipality. The municipality through assistance from ADM has developed a State of the Environment Report (SOER) which was adopted by Council on 28 March 2024.

1.4.1 ENVIRONMENTAL/WASTE MANAGEMENT BY-LAWS

The Municipality has promulgated 14 by-laws which one of relates to Solid Waste Disposal by law. Section 18 of the by-law states that “No person may dump, accumulate, place or leave any waste whatsoever on any road, highway, street, pavement, any commonage land, park or any other open space”. The by-law further states that anyone who fails to comply with the above conditions commits an offence. There are nine peace officers employed to ensure that these by-laws are enforced.

1.4.2 INTEGRATED WASTE MANAGEMENT PLAN (IWMP)

As a mandate by the National Environmental Management: Waste Act of 2008 that all municipalities develop their own Integrated Waste Management Plans (IWMP). The Department of Forestry, Fisheries and the Environment (DFFE) appointed a service provider Delta built Environment consultants (Pty) Ltd to Develop an IWMP for Raymond Mhlaba Local Municipality for a period of 18 Months and the project has been successfully completed. The Raymond Mhlaba Municipality adopted its Integrated Waste Management Plan on 28 May 2025.

1.4.3 WASTE MANAGEMENT FORUMS

The municipality has established a waste and environment management forum which sits quarterly. The forum presented the terms of reference to the stakeholders and there is a schedule of meeting once a quarter. In addition the municipality is participating in various provincial forum such as waste forum, environmental management forum, climate change forum.

1.5 CEMETERIES

Raymond Mhlaba municipality currently has a total of thirteen cemeteries located in urban areas. All these cemeteries are full to capacity and as such the municipality has identified new sites but awaiting the process of EIA to unfold.

The municipality also has a programme of fencing rural cemeteries which are identified by ward councillors in consultation with members of the community in their respective wards in each

financial year. The fencing is labour intensive; thus contractual workers are taken from the community.

1.6 FIRE AND DISASTER SERVICES

a) Fire Services

The Municipality is rendering the firefighting service full time and as such, a building was renovated in KwaMaqoma and is being used as a main fire station. The building does not have all necessary technological equipment / resources as to enable fire fighters to operate effectively and efficiently, however the section operates 24/7 (24hours) since December 2022. Satellite bases have been established in Adelaide, Alice and Hogsback. All these bases are operational. There is a medium sized fire truck to improve the fire service. However, due the vastness of the municipality there is still a need to increase the number of fire trucks to improve the turnaround time for this service.

In 2024 , the municipality developed and adopted fire service tariffs and these tariffs are being implemented continuously and will be reviewed periodically.

Moreover , the Raymond Mhlaba Municipality adopted an All Hazards Contingency Plan and the District Fire Management Plan, for the Amathole District Municipality, is in place.

These plan covers:

- Chronic disease;
- Road traffic accidents;
- Floods;
- Drought;
- Lightning;
- Hail;
- Tornadoes;
- Veldt fires;

- Structural fires; and
- Roads (potholes, fences).

The aim of the Fire Risk Management Plan is to:

- Achieve acceptable levels of fire risk.
- Promote compliance with various legislation relating to fire risk.
- Minimise the negative impact of fires on life, property, and the environment.
- Promote the involvement of all stakeholders in fire risk management.
- Set up institutional and stakeholder mechanisms to implement the Plan.
- Development of fire risk reduction strategies for priority fire risks.
- Integrate fire risk management into all aspects of RMLM and stakeholder functions.

b) DISASTER

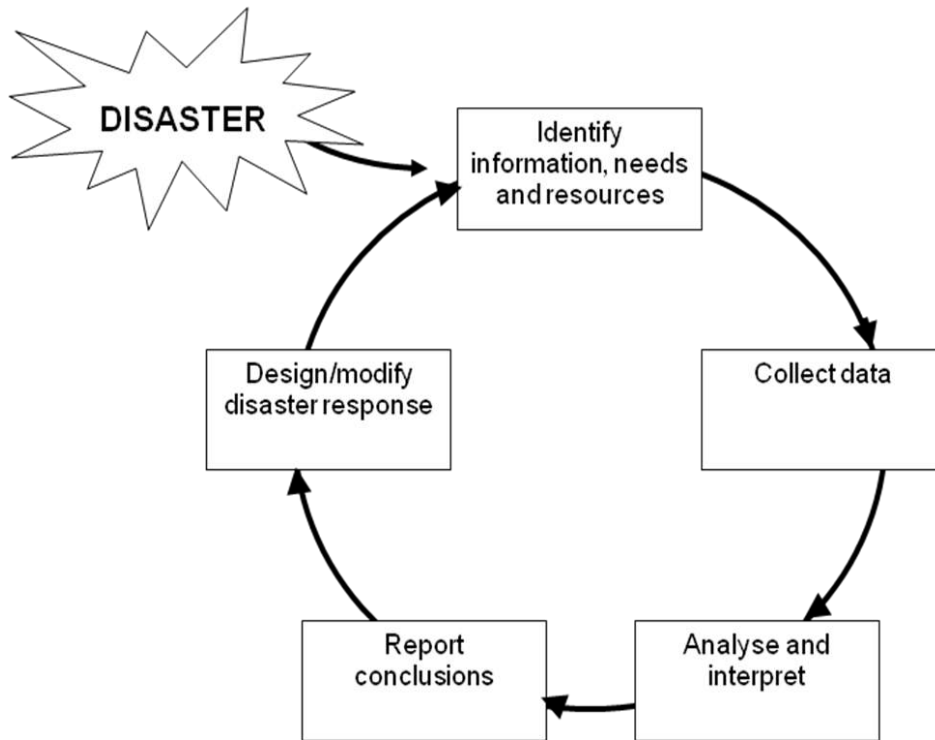
The Raymond Mhlaba coordinates the disaster management functions and a disaster management officer has been appointed. The disaster management plan has been approved by Council. The plan is inclusive of Situational Analysis / Context of Disaster Risk / Risk profile; Planning assumptions, Role Players, Disaster Response and Recovery; Sequence of Response Operations, etc.

The municipality has appointed a Disaster Management Manager, as per the prescribed prescripts and is responsible for disaster management functions. A dedicated Disaster Management Officer is also appointed.

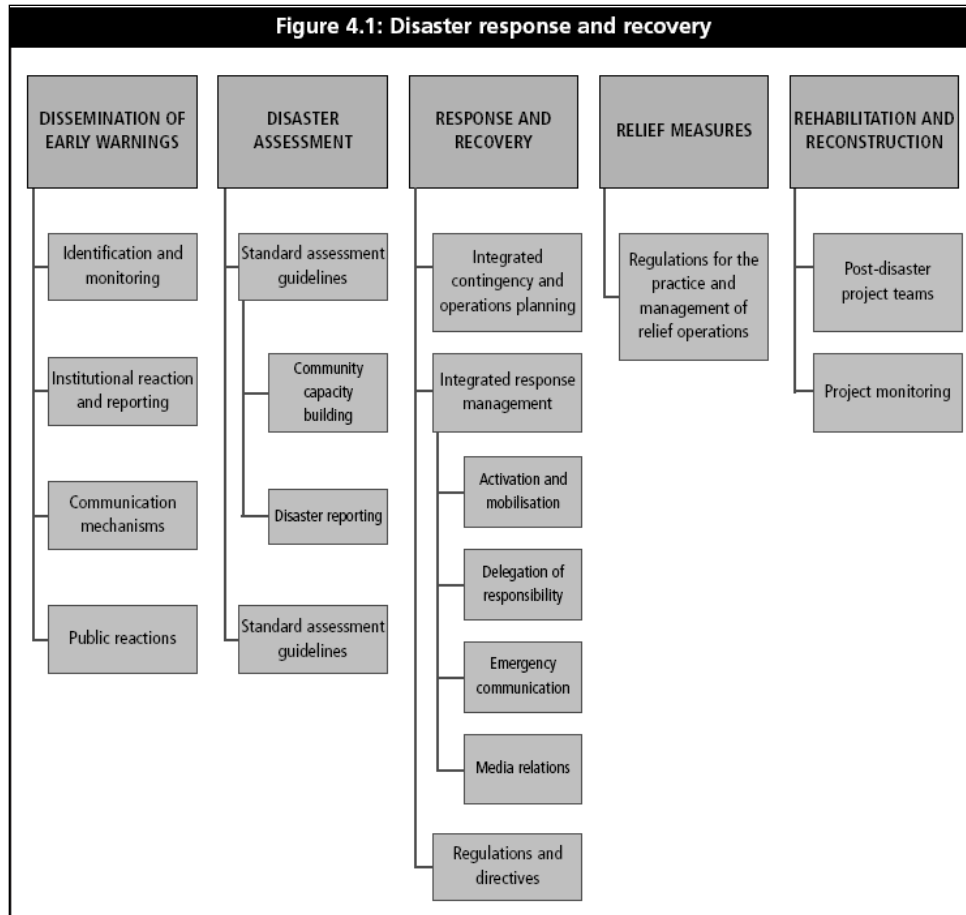
A Local Municipal Disaster Management Advisory forum was established, and sits quarterly with disaster management stakeholders, to consult one another and co-ordinate actions on matters relating to disaster management.

The Amathole District Municipality conducted Disaster risk assessment for all municipalities within its area, which include Raymond Mhlaba Municipality.

Raymond Mhlaba Municipality is prone to natural disasters in a form of heavy rains and storms. The most areas that get affected are around Fort Beaufort, Alice and its rural areas and Middledrift areas. When a disaster occur, role players are notified for speedy response and assessment is conducted. The diagram below illustrate the process of rapid assessment;



The Disaster Response and Recovery actions are summarised in the following framework:



The municipality has an operational budget that covers the costs of running the disaster management assessment on ongoing basis. Awareness campaigns are continuously conducted in government departments and private entities.

1.7 COMMUNITY SAFETY

The municipality has a functional community safety forum which sits quarterly as guided by the approved community safety plan. The primary function of the forum is to provide a safe and healthy environment for the communities within their areas of jurisdiction.

1.8 HALLS AND AMENITIES

a. Halls, Parks and Sport Fields

The municipality has 18 halls within its area of jurisdiction which are situated in urban areas. All these halls are in a dilapidated state, however the municipality has set a target to renovate two halls per financial year. Below is the list of municipal halls located in urban areas and their location;

LOCALITY	NUMBER
Adelaide town	1
Bezuidenhoutville	1
Lingelethu (Old and New)	1
Bedford town	1
Bongweni	1
Colored area	1
KwaMaqoma	4
Alice	1
Middledrift	1
Seymour	1
TOTAL	13

The Municipality also has 6 parks under its area of jurisdiction. Furthermore, there are also these existing sport facilities mentioned hereunder;

1. Chris Hani in Debe-nek
2. Wilton Mkwazi stadium for cricket in Middledrift
3. Alice grounds rugby field and are also utilized for soccer
4. Ntselamanzi Cricket grounds owned by Alice Cricket Board

5. Victoria East Rugby Union fields in Alice
6. Happy Rest Cricket field in Alice
7. Zwelitsha stadium in KwaMaqoma
8. Newtown multi-purpose fields
9. Gontsi multi-purpose field
10. Dyamala sport field
11. Nyarha Park
12. Goodwin Park
13. Lower Blink water sport field
14. Seymour sport field
15. Sakhi sport field

3.11.3 LIBRARIES

Raymond Mhlaba Municipality has 8 Public Libraries in the CBD areas, namely; Bedford, Adelaide x 2, Alice, KwaMaqoma x 3 and Seymour. This service is performed on an urgency basis with Department of Sport, Recreation, Arts & Culture. The municipality is requested to submit a business plan which outlines the activities that will be carried out within these libraries .The municipality is also required to enter into a MOU with the Department which outlines the responsibilities of each party, however the DSRAC does not fund 100% for the needs of the Library Services.

Challenges	Possible solutions
Limited financial resources	DSRAC to fund 100% of the programme

3.2.7 COMMUNITY PUBLIC TOILETS

All the public toilets in the CBD are vandalised and constitutes a health risk. Communities have shown interest in renovating these and operating them at a minimal fee by the users.

3.3 KPA 3: LOCAL ECONOMIC DEVELOPMENT

3.3.1 Local Economic Development

LOCAL ECONOMIC DEVELOPMENT ANALYSIS

Local Economic Development represents a fundamental and transformative strategic pillar being aggressively pursued by Raymond Mhlaba Local Municipality to systematically confront and dismantle the deeply entrenched socio-economic challenges, particularly endemic poverty, chronic unemployment, and economic marginalization, that continue to plague local communities across the municipal jurisdiction. As a quintessentially participatory and community-driven initiative, LED operates on the principle of collaborative governance, bringing together the tripartite alliance of local government institutions, private sector business entities, and civil society organizations in a coordinated effort to catalyze meaningful economic transformation and social upliftment at the grassroots level. This multi-stakeholder approach ensures that interventions are contextually relevant, locally responsive, and directly aligned with the specific needs and aspirations of individual communities, thereby maximizing the potential for sustainable impact and long-term socio-economic resilience.

Fundamentally, LED functions as a bottom-up socio-economic development instrument that is strategically embedded within the broader frameworks of the Integrated Development Plan (IDP) and South Africa's New Growth Path (NGP), designed to create an enabling and conducive business environment that actively promotes entrepreneurship, attracts investment, and enhances overall economic competitiveness within the municipal boundaries. The core strategic focus of LED extends beyond mere job creation to encompass the enhancement of regional competitiveness through skills development, infrastructure improvement, and the facilitation of market access for small and medium enterprises (SMMEs). By prioritizing sustainable growth trajectories and ensuring that economic expansion is both inclusive, benefiting all demographic segments regardless of socio-economic status and environmentally sustainable, LED aims to fundamentally transform the local economic landscape, creating diversified economic

opportunities, reducing dependency on external economic forces, and building resilient communities capable of self-driven prosperity and continued development momentum that endures across generations.

Policy context for LED

The Constitution of the Republic of South Africa (1996) states that “A municipality must structure and manage its administration, budgeting and planning processes to give priority to the basic needs of the community, and to promote social and economic development of the community”. The White Paper on Local Government (1998) introduces the concept of a ‘developmental local government’, which is defined as: “Local government committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs, and improve the quality of their lives”.

GOVERNMENT’S PERSPECTIVE ON MUNICIPAL LED ROLE:

“Local Government is not directly responsible for creating jobs. It is responsible for taking active steps to ensure that the overall economic and social conditions of the locality are conducive to the creation of employment opportunities” refer to Local Government White Paper (1998). Local Economic Development, according to LED Guidelines (2005), is not about municipalities or other public bodies financing small local projects from the public purse. Nor is it about Mayors, Councillors or municipal officials trying to run or manage these or even larger projects. All too frequently these local projects have been initiated without real business plans or any serious notion of sustainability and they only last a short while and provide temporal employment for as long as the public grant, which created them, lasts. Raymond Mhlaba Municipality has through many initiatives strived to strengthen the local economic development within the area as informed by the mentioned legislations by focusing on a long-term sustainable approach.

SETTING UP THE LED UNIT

The LED unit consists of Agriculture, SMME/Cooperative Development, Informal Traders, Tourism and Heritage. These sections are filled with skilled personnel who perform LED tasks. The LED Unit specializes on Community Based Projects (CBP), LED Projects which are mainly

soft impact projects (what is normally referred to as quick wins). In implementing the LED programs and LED Funding policy, the municipality has an entity called Raymond Mhlaba Economic Development Agency (RMDA), this entity focuses mainly on high impact projects and assist the municipality in the implementation of LED projects that are captured in the Municipal IDP. The LED Unit/ agencies/forums have appropriate and sufficient powers, functions and resources to enable them to discharge their responsibilities effectively. The setting up of LED institutions and structures are attempts to facilitate an inclusive and robust approach to achieve LED objectives.

INSTITUTIONALISATION OF LED

The Raymond Mhlaba Municipality actively participates in the Amathole District LED Forum, which focuses on assessing economic trends across the district, reviewing the impact of municipal economic strategies, and monitoring the implementation of development projects and policies. The forum also serves as a platform for peer learning, where municipalities share best practices and experiences.

Efforts are currently underway to revive local LED forums, beginning with the one in Adelaide, as part of a broader initiative to institutionalise Local Economic Development. Workshops will be conducted to enhance stakeholder participation and strengthen the implementation of LED objectives. Additionally, there are ongoing efforts to revive the local business forum, ensuring that business interests are effectively represented. Furthermore, plans are in place to establish an agricultural forum to bring together all agricultural associations, ensuring that all commodities are represented and that the sector functions in a coordinated and inclusive manner.

LED STRATEGY

The Raymond Mhlaba Local Municipality's Local Economic Development (LED) Strategy, approved in August 2024, outlines a framework aimed at improving the socio-economic well-being of its residents. The strategy is grounded in a detailed socio-economic profile of the municipality, which provides the rationale for its economic objectives and development priorities. It identifies **five strategic goals** that will guide implementation and serve as key indicators of economic progress:

- **Goal 1:** A municipal area characterised by infrastructure and facilities that enables sustained economic development.
- **Goal 2:** A thriving agricultural sector which facilitates agribusiness growth and development.
- **Goal 3:** A preferred tourism destination within the Eastern Cape Province.
- **Goal 4:** A self-sustainable community utilising local resource; and
- **Goal 5:** A skilled and learned community contributing to the development of Raymond Mhlaba.

These goals will drive the implementation of related objectives and priority interventions that will create an enable environment for economic development and act as catalysts for radical economic transformation in the municipality.

RAYMOND MHLABA ECONOMIC DEVELOPMENT AGENCY (RMEDA)

Raymond Mhlaba Economic Development Agency hereinafter referred to as RMEDA was established in the year 2002. It is registered as a Section 21 Company. The Agency was established along the principles of government entity with a primary role of focusing on high impact projects, whilst the municipality's focus would be on medium-term impact projects. The decision was made that the Agency will neither be a precinct-based agency or sector focused agency, but it would rather be assuming the middle ground. The rationale behind that approach was the fact that the Agency has been expected to operate in a relatively small area. The implications of the space constraints to the Agency were mainly the bases on its ability to create a critical mass. It has thus investigated projects in all the sectors and geographic pockets of the Raymond Municipal area.

SUPPORT OF PUBLIC EMPLOYMENT PROGRAMME

The Raymond Mhlaba Local Municipality has entered into a strategic partnership with key government departments, including the Department of Cooperative Governance and Traditional Affairs (COGTA), the National Department of Public Works, and the Department of Economic Development, Environmental Affairs and Tourism (DEDEAT), to support the Expanded Public Works Programme (EPWP). This initiative is designed to alleviate poverty and provide income relief through temporary employment opportunities for the unemployed, particularly targeting

vulnerable groups. To ensure effective implementation and governance, the municipality established an EPWP Steering Committee, chaired by the Honourable Mayor or a delegated Portfolio Head. The committee plays a critical oversight role by facilitating programme implementation, approving budgets, guiding the development of credible business plans, and monitoring performance to ensure that the EPWP achieves its objectives. Permanent EPWP Coordinators have also been appointed to institutionalise the programme within the municipal framework and ensure its sustainability.

In addition to the EPWP, the municipality collaborates with COGTA to implement the Community Works Programme (CWP), which provides a consistent source of part-time employment for eligible community members, functioning as an employment safety net. A dedicated CWP Steering Committee, along with appointed Site Managers and Coordinators, ensures that the programme is managed efficiently in accordance with approved implementation plans and recruitment policies. Together, these initiatives not only create employment but also promote sustainable local economic development and social inclusion across the Raymond Mhlaba municipal area.

SMALL TOWN REVITALISATION PROGRAMME (SRP)

The Alice Revitalisation Programme initially started as the Alice Rejuvenation Project by local stakeholders and Fort Hare Alumni in the early 2000's. This has evolved with Aspire, RMEDA, Raymond Mhlaba Municipality and Amathole District Municipality playing more prominent roles in formulating the strategy for the regeneration of this forum, in alignment with Aspire's small towns Regeneration Model. A lot has been achieved through the Alice Regeneration Programme, to mention a few, Alice Taxi Rank construction and it was successfully handed over on the 12 April 2019 together with Garden of Remembrance and Foot bridge to Lovedale College.

The Alice town streets have been paved and Tyhume road to Victoria Hospital has also been tarred. The Fort Hare Bridge was successfully constructed and the road from this bridge to Victoria Gaga Street has been successfully tarred and SMME's that conducted all the construction work were awarded with certificates. Subsequently to the Alice Revitalisation programme, the Municipal Council took a resolution to approved Seymour Revitalisation programme. The Municipality requested the Office of the Premier to consider funding the programme in the attempt to respond to the infrastructure development, local economic development, and spatial development

challenges, however, the Municipality will further engage other organs of state for the same purpose.

COMPARATIVE AND COMPETITIVE ADVANTAGES

Raymond Mhlaba Municipality possesses several comparative and competitive advantages centred on its natural resources and untapped economic potential. The municipality is the largest in the Amathole District, comprising a third of its geographical area, and includes the imposing Winterberg mountain range, which provides both scenic beauty and biodiversity value. While dolerite quarrying represents a minor part of the economy currently, with mining contributing only 0.04% to economic sectors, this presents an opportunity for expansion given dolerite's value as construction aggregate. The Ncaza Community and surrounding areas have significant potential for game farm transformation, as numerous game viewing opportunities and hunting lodges are situated in the area, with hunting forming an important part of the local economy.

The region's exceptional biodiversity is anchored by the Katberg Mountains' varied terrain and rainfall, which ensure a rich, diverse local ecosystem with an amazing variety of plant and animal life. A particularly valuable resource is aloe harvesting, the municipality is rich in *Aloe ferox* (known locally as *Ikhala*), and there was a pre-processing plant in Seymour that used to produce aloe bitters, fillets, and leaf powders, with harvesters requiring no agricultural input as they simply reap what nature presents. This sustainable wild-harvesting industry has a huge potential to provide stable income to rural communities and feed into growing international markets for natural cosmetic and pharmaceutical products, representing a competitive advantage in the biodiversity economy that aligns with global trends toward organic, sustainably sourced materials.

AGRICULTURE

Agriculture is one of the mainstays of the region's economic base; it involves the investment of basic infrastructure (water supply) as well as, poverty alleviation programmes such as crop and livestock production. In Raymond Mhlaba, there are three types of agricultural areas, that is:

- Intensive agriculture: refers to areas identified for its potential for citrus and/or irrigated crop production. These areas will need to be considered for specialized infrastructure provision and appropriate land development and tenure arrangements.
- Organic Agriculture: refers to areas identified for organic agricultural potentials for essential oils production & pharmaceutical plants (to make medicinal herbs & medicines).
- Citrus Production: Raymond Mhlaba Municipality has undertaken to assist communities within the municipality to participate in the Citrus industry based on approaches from other community-based initiatives.

To put the proposal into action, the Municipal council took a resolution to fund a feasibility study on Citrus Development within the municipal area, and further entered an MOU with the Chief Jongumsobomvu Maqoma Foundation be the facilitating agents and will also partner with technical experts with experience in the citrus industry and community-based business approaches.

It is understood that there is a total citrus production area of approximately 70 000 hectares planted in Southern Africa, of which the Eastern Cape occupies approximately 26%. The Amathole district contributes 4.9% of Eastern Cape's total citrus exports and this is largely produced in the Raymond Mhlaba municipality. The climate conditions of the region make it better suited to produce navel oranges, lemons and easy peelers such as Clementine and Satsumas. Citrus farming is highly profitable and labour intensive, thus making the Citrus business highly effective on wealth and jobs creation. The proposed model serves as a great opportunity to empower communities within Raymond Mhlaba by converting idle land parcels within the area into income and job generating operations, reducing the current migration away from the municipality and alleviating poverty within the area. The aim of the project is to build 100ha of Citrus per community which will generate sustainable rural jobs. Each community and their Traditional Authority, owning a 100ha land parcel, will syndicate with other communities to own a citrus packaging facilitating and will do joint marketing and processing of the product.

Two sites within the Raymond Mhlaba Local Municipality were identified for this study being, Upper Kat River Basin and Tyume Valley. To this point, the feasibility study at Upper Kat River Basin is complete.

TOURISM

Raymond Mhlaba Municipality possesses significant comparative advantages rooted in its natural and cultural endowments. The municipality prides itself on world-class tourist destinations namely Hogsback, Katberg, Fort Fordyce and the Double Drift Game Reserves, Maqoma Heritage Route, and Bedford, to mention just a few. The area is home to two popular sites of our rich heritage like Lovedale College across the Tyhume river and the University of Fort Hare in Alice, which have both produced heroes and heroines, great sons and daughters of Africa including Dr. Tengo Jabavu, Prof. Z.K. Matthews, Nelson Mandela, Oliver Tambo, Julius Nyerere, Robert Mugabe, Seretse Khama, Robert Sobukwe, and Thabo Mbeki (the list is long). These unique nature-based attractions, including nature reserves, hiking trails, and sport tourism opportunities, combined with exceptional heritage-based attractions such as architectural buildings and cultural heritage sites, create an irreplaceable tourism product that competitors cannot easily replicate.

The municipality's competitive advantages lie in its strategic initiatives and infrastructure development. Tourism has been identified as a catalyst to drive economic growth and development, with the sector clustered across accommodation, game reserves, heritage and history, education, outdoor activities, cultural villages, events, crafts, and tour guiding. The municipality has made concrete investments including establishing homestay programs (with Amanda's Homestay winning as a top achiever in the 2024 Eastern Cape Provincial Homestay Awards), developing the Mthontsi Lodge at Mount Pleasant, and operating five Visitor Information Centres across Alice, Hogsback, Balfour, Bedford, and Adelaide. The Department of Strategic Planning and LED has developed a draft tourism master plan outlining development and marketing strategies, demonstrating organized, forward-thinking governance.

However, the municipality faces challenges in fully leveraging these advantages, including limited accommodation diversity and the need for continued infrastructure improvements. The ongoing refurbishment of tourism information centres and plans to extend homestays to Bedford show commitment to addressing gaps. With its unmatched historical significance—tourism cannot be exclusively looked at without considering heritage given the historic endowment of the municipal area—and growing tourism supply infrastructure, Raymond Mhlaba Municipality is positioned to transform its comparative advantages into sustained competitive success in the regional tourism market.

LOCAL TOURISM ORGANIZATIONS

Raymond Mhlaba Municipality is currently in the process of establishing Community Tourism Organisations in Adelaide, Alice, Balfour, KwaMaqoma, Hogsback and Middledrift. Once all these CTOs are established, Local Tourism Organisation Structure will be working hand in hand with the municipality and the way it is constructed it includes all sub sectors within the area that have products to offer in the tourism value chain.

Various tourism development initiatives originate from the CTO's. These activities include annual events and festivals. The main function and role of the LTO is ideally to market the destination, facilitate the development of tourism products in the destination, establish a sustainable financial model upon which the Visitor Information Centre's can operate, networking and collaboration, route development and research. Raymond Mhlaba Municipality in partnership with the Community Tourism Organisations have developed and designs a tourism market brochure. The purpose of the brochure is to promote the municipality as the leading tourist destination in Amathole District and the Eastern Cape Province at large.

CRAFTERS ASSOCIATION

Raymond Mhlaba Municipality Crafters Association is also in the review process, which is comprised of crafters across the area, and each area has a representative on the structure. The structure's role and responsibilities are to develop and promote craft, as the area is one of the unique places whereby craft is linked to the richness of the heritage. Raymond Mhlaba Local Municipality as a host, facilitate the establishment of the structure and works hand in hand with the structure as a partner by providing monitoring, financial and technical assistance.

Raymond Mhlaba Municipality, through Strategic & LED Department has converted and refurbished the Arts and Craft Shop in Alice Tourism Information Centre into an Arts and Craft Curio Shop, whereby all the handmade arts and craft items produced in Raymond Mhlaba will be displayed and sold. The municipality is planning to collaborate with the Raymond Mhlaba Crafters Association to monitor the centre operations and customer service.

TOUR GUIDES

Raymond Mhlaba Local Municipality trained six local youth to become accredited tourist guides in Raymond Mhlaba. The municipality is planning to facilitate and coordinate level three first aid training for the tourist guides to capacitate them and meet all necessary tourist guides national level requirements. The municipality is supporting the tourist guides with promotional material to promote the tourist guides.

The municipality has set aside space at Alice Visitor Information Centre, which could be utilized by the tourist guides for office work and meeting place for tourist guides activities. The tourist guides have been accredited, they have their own badges, licences and certificates for them to operate legally on tourism promotion activities in Raymond Mhlaba. The function of the tourist guides is to promote and conduct historical, cultural and social tours in the area as tourism ambassadors.

SMME and COOPERATIVE DEVELOPMENT

The Raymond Mhlaba municipal area faces significant challenges with its cooperative sector, which is predominantly composed of black-owned enterprises operated by elderly individuals. This demographic composition creates sustainability concerns as the experienced operators age out of the workforce, leading to knowledge and skill attrition. Many of these cooperatives were established by unemployed persons from economically marginalized communities who lacked technical skills and business experience, substantially limiting their prospects for success. While the municipality has provided support through financial assistance, capacity building, and legal registration in accordance with the Cooperative Act No.14 of 2005, the newer amendment Act No. 6 of 2013 now emphasizes strengthening cooperative governance, regulatory adherence, and improving directorship and management structures.

The municipality's approach to supporting SMMEs involves an enterprise development program focused on registration assistance, business development information access, and funding opportunities. However, few SMMEs in the region have successfully secured grant funding due to compliance gaps. To address this, the municipality is collaborating with stakeholders including DEDEAT and Amathole District Municipality to help SMMEs meet compliance requirements and improve their funding prospects. Additionally, partnerships with Independent Power Producers are being leveraged for SMME benefit. The municipality is also working to create a more enabling

business environment by addressing business licensing issues through the repeal of the Business Act of 1991, ensuring that both LED officials and the Raymond Mhlaba cooperative forum are informed about these regulatory amendments.

BUSINESS ATTRACTION AND RETENTION

Raymond Mhlaba Municipality does reflect on economic infrastructure, particularly through Goal 1 of the LED Strategy, which envisions "a municipal area characterised by infrastructure and facilities that enables sustained economic development." The municipality has demonstrated practical commitment to this through various infrastructure projects implemented under the Small Town Revitalisation Programme, including the construction of the Alice Taxi Rank, paving of Alice town streets, tarring of roads (such as Tyhume road to Victoria Hospital and Fort Hare Bridge connections), construction of the Garden of Remembrance and foot bridge to Lovedale College, and approval of the Seymour Revitalisation programme. Additionally, the municipality acknowledges infrastructure needs in specific sectors, such as the requirement for basic infrastructure investment in water supply for agriculture, specialized infrastructure for intensive citrus production areas, and tourism-related infrastructure like visitor information centres and the recently completed Mthontsi Lodge. The municipality recognizes infrastructure development as integral to addressing economic development, spatial development challenges, and creating an enabling environment for business growth across the municipal area.

Mechanisms for business attraction and retention

Municipalities typically employ various mechanisms for business attraction and retention, though the specific implementation varies by locality. Studies have shown that successful local economic development requires "active policies that help local businesses develop export capabilities, attract investment aligned with local strengths and needs, ensure local workers have opportunities to gain skills and employment, and create linkages between new investments and existing local businesses." Common mechanisms include investment incentives, streamlined regulatory processes, business support services, infrastructure development, and sector-specific promotional strategies.

The municipality's intention to integrate trade and investment functions within the LED department represents a strategically sound approach aligned with the interconnected nature of LED strategies economic drivers. Trade and investment reinforce each other in a virtuous cycle where

success in trade often attracts investment, and investment enhances the capacity for trade. By housing these functions within LED, the municipality would be positioning itself to leverage the multiplier effect described in the document, where export-oriented businesses bring new money into the local economy, while strategic investments build the productive capacity that enables future growth. This integrated approach would allow the municipality to systematically pursue business attraction through targeted investment promotion, while simultaneously developing retention strategies that enhance local firms' competitive capabilities in trade markets. Research has shown that such integration is essential because trade and investment aren't merely "optional enhancements" but rather "essential pathways to prosperity and growth" in today's interconnected economy. This organizational structure would enable the municipality to implement the "thoughtful" strategies needed to ensure that attracted investments create meaningful linkages with existing local businesses, that competitive pressures drive innovation rather than displacement, and that the resulting economic benefits.

3.4. KPA 4: MUNICIPAL FINANCIAL VIABILITY

The Municipal Finance Management Act 56 of 2003 (MFMA) prescribes that the Council of a municipality must for each financial year approve an Annual Budget for the municipality before the start of that financial year. Section 16 (2) of the same Act stipulates that in order for the municipality to perform what is prescribed, the Mayor of the municipality must table the Annual Budget at a Council meeting at least 90 days before the start of the financial year. The processes involved during the 90-day period enable transparent engagements amongst the Communities, Councilors, the Executive and Administration to finalize the budget. The consultative and Public Participation processes also promote oversight over the adoption and implementation of the budget. The departmental budget statements provide Council with information on how different departments within Raymond Mhlaba Municipality (RM) intend to spend the funds that will be appropriated by Council, to enable Council and communities keep departments accountable for their delivery commitments contained in the Service Delivery Budget Implementation Plans (SDBIP) and to ensure that Council Committees effectively perform their oversight functions.

3.4.1 REVENUE MANAGEMENT

Raymond Mhlaba Municipality is largely grant dependent. The major source of revenue is Rates and service charges. Revenue collection is currently at 80%. Revenue management is

established under the Finance Directorate with Revenue Manager responsible for the Department. The Department has a structure that caters for 4 different sections being:

- (a) Billing and Customer Care
- (b) Property Valuations
- (c) Free basic Services
- (d) Credit Control and
- (e) Cash Management
- (f) Revenue Enhancement Strategy

The Department has systems in place to run the department and those include revenue policies, procedures, staff complement as well as all relevant equipment. Revenue Related policies are reviewed annually by Council in order to keep in line with their respective by-laws and applicable legislating and regulations these policies include:

- (a) Tariff Policy
- (b) Indigent Management Policy
- (c) Credit Controls Policy
- (d) Property Rates Policy

Raymond Mahlaba Local Municipality makes use of Sage 200 Financial System where all staff have been fully trained and accustomed to. The system keeps information for all debtors, including property details, tariffs, customer details, financial data and applicable audit trails. The data contained in the financial system is constantly maintained to achieve accuracy and credibility, this is achieved by ensuring there is constant reconciliation of General Valuation Roll and the financial system so make sure that all properties are include in the billing file contained within the financial system (this information is not likely to change). All property changes are managed by way of creating new consumers under the properties that exchange hands on continuous bases.

Billing is performed on Sage200 financial system for rates, refuse, electricity and sundry accounts. Statements are the generated and sent to consumers by way of emails. Those with no emails are

delivered letters using the EPWP Temporary staff in order to ensure all consumers receive their statements. Rates are billed based on property values linked to each property and tariffs that get updated by July each year. Refuse is also permanent to each property based on type of use of the service.

Electricity is mainly serviced on prepaid form as 80% of consumers within the Municipality use prepaid electricity meters. It is mainly businesses that are linked to Conventional meters and those are just below 300. Conventional meters are billed based on meter readings obtained from each meter. Meter readings are obtained monthly and processed into the financial system and verified before billing is made. Any exceptions are corrected before final Billing. Interest is charged on overdue accounts at a rate of prime rate plus 1%.

Billing ranges within the below average billing figures per month:

1. **Rates** – Average of R4 800 000 per month
 - a) July each year at an average of R62 055 000 (annual Billing debtors)
2. **Refuse** - Average of R2 494 000 per month
3. **Rental** - Average of R30 60 per month
4. **Electricity** - Average of R3 600 000 per month

Billing activities are managed internally. Assistance is sought from Financial System Service provider from time to time when the need arise. All the billing deadlines are met on month-to-month basis,

3.4.2 REVENUE ENHANCEMENT STRATEGY

The purpose of this strategy is to ensure that all possible avenues are explored to Maximize the receipt of any monies available to Council by way of intergovernmental transfers and Grants or Donations, including expanding the billing database and maximize income opportunities on every registered serviced site within the RM' jurisdiction. The second component of this strategy focuses on strengthening and building capacity within credit control and debt management practices and processes of Council, ensuring the attainment and exceeding of collection rates in line with key budgetary requirements. The third component of the strategy focuses on maximize the registration of households eligible for participation within the Free Basic Services programme of

Council, this component is aimed at arresting spiraling debts associated with this user group and limiting consumption of services in line with the FBS allocation threshold.

3.4.3 CREDIT CONTROL AND DEBT COLLECTION POLICY

The Policy sets out to control and manage the recovery of outstanding debt due to Council. This policy is in place and is subject to regular updates. The policy lays down the basis for distribution of accounts, collection procedures, interest and penalties to be charged in the event of non-payment, with strong focus on management reporting requirements pursuant of key legislative requirements and performance management. Giving effect to the administration of this policy, Council through the appointment of a revenue specialist has invested in a Revenue Management and Debt collection System fully compliant with Municipal Bylaws and objectives of the policy framework, the system effects have result in macro approach to debt management and collection being affected, in an effective and efficient manner, maximize the return on investment and per household.

3.4.4 TARIFF POLICY

This policy sets key guidelines on what should be considered when pricing services and guiding principles for the compilation of water, sanitation, solid waste and electricity tariffs. This policy is subject to constant review, given significant reforms within the electrification sector, which impact on the price cost of services rendered, and ultimately on the sustainability of trading services.

3.4.5 THE INDIGENT SUPPORT SERVICE

The Municipality has a section under Revenue Management Department in the Budget and Treasury Directorate that specifically deals with Indigent and Free basic Services. The Municipality has an indigent Policy that guides the process of free basic services. The policy is in line with the framework that is provided by CoGTA and is very similar to the one of the Amathole District Municipality.

The Municipality gives all approved indigent consumers 50kwh of electricity on a monthly basis. This is done in all areas, where electricity is supplied by the Municipality as well as where Electricity is supplied by Eskom.

Municipality maintains a quarterly schedule of indigent Registration Campaign where visits are done in all wards within the Municipality to register consumers into the Indigent Database. These schedules are communicated to All Councillors as well as ward committees to facilitate those sessions in their respective communities. The schedules are made in conjunction with Amathole

District Municipality, which ensures that joint indigent campaigns are achieved. The Free Basic Service Steering Committee was also established in the beginning of 2023/2024 financial year, where CoGTA came to launch the Committee. The Committee is functional. The Indigent register is currently sitting at 9 812 including Eskom beneficiaries.

3.4.6 RAYMOND MHLABA TARIFFS

The municipality has developed its Tariff's for the year 2025/2026 financial year and the National Treasury is encouraging all Municipalities to implement tariff structure that reflect the following;

- Tariffs that are fully cost-reflective – including the cost of maintenance and renewal of infrastructure especially electrical infrastructure
- Tariffs that are structured to protect basic levels of service and ensure the provision of free basic services to the poorest of the poor (indigent); and
- Tariffs that are designed to encourage efficient and sustainable consumption.

3.4.7 ASSET MANAGEMENT

The municipality has an approved asset management and disposal policy that is reviewed on an annual basis. The Municipality uses AMS360, which is an asset management software to maintain the Asset Register and the register is updated monthly for movable and immovable assets. Any lost and stolen assets are reported to the asset manager and the asset register is updated. This is a plan to unify the asset management function and financial management system. Work in progress that is completed during the year is only componentized and transferred to infrastructure assets at year-end as this function requires engineers to physically verify the completed assets and identify components and allocate the cost of the project to the different components on the ground.

The municipality is fully compliant with GRAP 17 Both the movable and immovable assets were evaluated. Section 63 of the MFMA No. 56 of 2003 stipulates that “the Accounting officer is responsible for the management of:-

- The assets of the municipality, including the safeguarding and the maintenance of those assets
- Ensure that the municipality has and maintains a management, accounting and information system that accounts for the assets and liabilities of the municipality

- That the municipality has and maintains a system of internal control of assets and liabilities including an asset and liabilities register, as may be prescribed”.

3.4.8 SUPPLY CHAIN MANAGEMENT

The unit is the custodian of the institution’s Supply Chain Management Policy which has been adopted by Council and it is reviewed annually and ensures its implementation in its procurement processes at all times. The policy itself is in line with Treasury Guidelines and is renewable annually. The unit has the following key priority areas:

- To ensure that the municipality has and implements a supply chain management policy, this gives effect to the provisions of the act.
- To ensure procurement of goods and services in a fair, equitable, transparent, competitive and cost effective and comply with the prescribed regulatory framework .
- That all reasonable steps are taken to ensure that proper mechanisms are in place and separation of duties in the supply chain management system is implemented to minimize likelihood of fraud, corruption, favoritism and unfair and irregular practices.
- To ensure that all contracts/agreement are in writing and are procured in line with the Supply Chain Management
- To ensure that the supply chain management delegations are properly enforced and managed
- That the municipal bid structures are in place and effective, to ensure competitive bidding process.
- Ensure submission of proper, accurate and applicable reports as per MFMA
- To ensure the disposal of municipal assets in accordance with the applicable legislation.
- Ensure that municipal inventory levels are kept at an acceptable level as per the Municipal SCM policy

The institution is using CSD for the procurement for goods and services for the operational budget depending on delegation as per legislation and is using an electronic order system for purchases.

Also, the bidding system is followed as per legislation in terms of capital appointments and according to the delegations.

There are three bid committee structures that are active and have own set of dates that they normally follow to attend to matters. The Bid Committees are:

- The Adjudication Committee that is comprised of Head of Departments, Supply Chain Management Manager and is chaired by the CFO of the institution.
- Specification and Evaluation Committees are appointed by Municipal Manager in line with MFMA and as well SCM officials assist in sitting of these committees.

The municipality has the following elements of SCM that are fully functional:-

Demand management: This is the beginning of the supply chain, and must begin with a needs assessment, to ensure that goods or services are required in order to deliver the agreed service, that specifications are precisely determined, that requirements are linked to the budget and that the supplying industry has been analyzed.

Acquisition management: It is the management of procurement by the municipality to decide on the way the market will be approached; to establish the total cost of ownership of a particular type of asset; to ensure that bid documentation is complete, including evaluation criteria. Logistics management: This aspect addresses the setting of inventory levels, placing of orders, receiving and distribution of material and goods, stores, warehouse and transport management, expediting orders, the review of vendor performance, maintenance and contract administration.

Disposal management: A supply chain management policy must provide for an effective system of disposal or letting of assets no longer needed, including unserviceable, redundant or obsolete assets, subject to sections 14 and 90 of the MFMA.

Contract Management: This section addresses the validity of our contracts in terms of compliance and applicable deliverables. It also monitors any variations that may be incurred. Risk management: Risk management is maintained in all elements of SCM by putting in place proper controls. Risk management includes identification of risks on a case-by-case basis; Performance management: This is a monitoring process, undertaking a retrospective analysis to determine whether the desired objectives were achieved. Some of the issues that may be reviewed are

compliance to norms and standards; cost efficiency of procurement process (I e the cost of the process itself).

3.4.9 ANNUAL FINANCIAL STATEMENT AND AUDIT

Budget and Treasury office is also responsible for preparation of Annual Financial Statement and Audit Coordination. This area entails the following;

- Preparation and submission of Annual Financial Statements
- Ensuring that audit is performed well by Auditor General and required information is submitted to them timeously
- Ensure that Audit Action plan is developed and implemented

The municipality developed and approved an Annual Financial Statements preparation plan and an Audit Action Plan to address issues identified and raised in the previous audit and progress is monitored by the Audit Committee.

3.4.10 MUNICIPAL STANDARD CHART OF ACCOUNTS (MSCOA)

Section 216(1) of the constitution states that national government must establish a National Treasury and prescribe measures to ensure both transparency and expenditure control in each sphere of government. Uniform expenditure classification in the form of Standards Chart of Accounts (SCOA) have already been rolled out to the National and Provincial Government Departments. mSCOA was introduced in the Local Government sphere in 2014 and the Minister of Finance promulgated the Municipal Regulations on Standard Chart of Accounts (mSCOA) on 22 April 2014. The objective of the regulations was to provide national standards with uniform recording and classification of municipal budget and financial information at a transactional level by providing a standard chart of accounts. In accordance with these regulations, the municipality is MSCOA complaint and monthly reports are submitted to National Treasury at ease.

Raymond Mhlaba Current Status:

- All Treasury submission done on time.
- Monthly reports are uploaded on LGPortal database monthly.
- Keeping up with Treasury changes on the project.

- Employees have been informed about mSCOA change and requirements.

3.4.11 FINANCE POLICIES

The municipality has developed and approved finance policies which are reviewed annually ;

1. Indigent policy.
2. Budget implementation and management policy.
3. Cash management and investment policy.
4. Funding and reserves policy.
5. Borrowing policy.
6. Municipal rates policy.
7. Long term financial policy.
8. Tariff policy.
9. Supply Chain Management policy.
10. Credit control and debt collection policy.
11. Asset Management policy.
12. Infrastructure and investment and capital investment policy.

These policies are reviewed annually. Once adopted they are promulgated into by-laws and are used by the institution to control the municipal revenue, as well as the municipal credit control.

3.4.12 RESOLVING THE OUTSTANDING MATTERS RAISED BY THE AUDITOR GENERAL

The municipality has effective internal control systems that are utilised to manage day to day operations of the institution although there are weaknesses identified by Auditor-General, the municipality has developed an audit intervention plan which is looking to all the auditor's recommendation. There was only one matter on the Audit of Predetermined Objectives (AOPO) and it has since since been resolved.

FINANCIAL YEAR	2023/2023	2023/2024	2024/2025
AUDIT OUTCOME	Qualified	Qualified	Qualified

3.4.13 VALUATIONS

The municipality has compiled a new Valuations Roll that will be implemented in July 2025. The Certified Valuation Roll was delivered to the Accounting Officer on the 31st of March 2025. As at May 2025, the General Valuation Roll is under review by the owners who are expected to file their objections with the Municipality.

Furthermore , the municipality has managed to Gazette the New General Valuation Roll in line with Section 49 of the MPRA under Gazette number 5393. The municipality also gazettes the property rates tariff annually. The property valuation roll is published on the municipal website and can be accessed on www.raymodmhlabagov.za. The new General Valuation Roll is also available in all Municipal offices for viewing by property owners.

Finance Department and the Communications Department collaborated in a full drive to ensure that the General Valuation Roll process is communicated to the public. Advertising has been done via social media, Bi-weekly advertisement of the Notice of General valuation Roll on Daily dispatch and via notice that have been affixed in municipal notices to ensure public is made aware of the new General Valuation Roll. The new valuation roll will be adopted by the Council in the next council meeting and such a resolution shall be gazetted and published in line with 6 and 14 of the MPRA.

3.5 KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

3.5.1 POLITICAL STRUCTURE OF RAYMOND MHLABA MUNICIPALITY

The principal-ship of Raymond Mhlaba Municipality lies with Council, which operates a number of committees. The municipality has an approved Council Calendar which assists Council in all the strategic processes and sitting of Council and its Committees. Structures of Council and

Council itself sit quarterly (or as and when required) as per the prescripts of adopted Council Calendar. On a quarterly basis, the Office of the Municipal Manager submits an item to Council on the implementation of Council resolutions (Council Resolution Matrix).

The Committees listed below are established in terms of Sections 79 and 80 of Local Government Municipal Structures Act (Act no 117 of 1998). Listed below are the committees that assist Council in carrying out its Political responsibilities:

1. Executive Committee
2. Audit Committee and Performance Audit Committee
3. Municipal Public Accounts Committee
4. Risk Management Committee
5. Women’s Caucus

3.5.2 COMMITTEES OF COUNCIL

The Municipality has functional section 79 and 80 committees of which section 80 committees are as follows; Engineering, Finance, Strategic Planning and Local Economic Development, Corporate Services, Community Services, Sport and Recreation Committee headed by Members of the Executive Committee. These Committees are set up to deal with oversight roles, support and performs an advisory role to the Mayor and Council.

The following Councillors are chairpersons of the above-mentioned committees:

NO.	NAME	COMMITTEE
1.	Cllr B.S Tyhali	Corporate Services Committee
2.	Cllr S Zuka	Engineering Services
3.	Cllr S Mjakuca	Finance Committee
4.	Cllr E Bantam	Community Services Committee
5.	Cllr Z Rasmeni	Strategic Planning and LED Committee
6.	Cllr P Sabane	Sports and recreation Committee

3.5.3 SECTION 79 OVERSIGHT COMMITTEES:

3.5.3.1 Municipal Public Accounts Committee (MPAC)

This committee exercises oversight responsibilities over the executive responsibilities of Council. It also assists Council to hold the executive and municipal entities to account, and to ensure the economic, efficient and effective use of municipal resources. By doing so the Committee helps to enhance the public awareness on financial and performance matters of Council and its entities, where applicable.

3.5.3.2 Public Participation and Petitions committee

The municipality has established a public participation and petitions committee in order to facilitate a fair and equitable process of receiving, processing and consideration of petitions. On receipt of the petition, the Office of the Speaker acknowledges the receipt within 24 hours and then forwards it to the Petitions Committee for actioning within 14 days. Upon receipt of the petition, the committee investigates and submits a report to the Speaker to provide a response to the petitioner within 14 working days. The committee sits regularly or at intervals not exceeding six months to submit to the Council a report indicating all the petitions received, referred, resolved and a summary of the response to the petitioners or community.

3.5.3.3 Ethics Committee

The committee as mandated by Council in terms of delegated powers must ensure that issues of Councilor's ethical conduct and discipline become key fundamental values that will shape the future of the Council.

3.5.3.4 Rules Committee

The committee exists to create a clear road map in as far as the implementation of rules within the Raymond Mhlaba Municipality. To enforce compliance in all stings and official gatherings of the Council and to put into place systems that will enhance the development of members of the council in terms of conducting fruitful gathering within council.

3.5.3.5 Women Caucus

The committee oversee/review the alignment, efficiency and effectiveness of gender policy, mainstreaming strategy to implementation, it also oversees and ensure that civic education/awareness programmes, gender analysis and impact assessment are activated within the municipality.

3.5.4 AUDIT AND PERFORMANCE MANAGEMENT COMMITTEE

Raymond Mhlaba Municipality has an independent advisory body that advises the institution on matters, amongst other things, relating to performance management and performance evaluation. The Audit Committee consists of five (5) independent non-executive members listed here under;

Members of Audit and Performance Committee

1. Mr A Langa : Chairperson
2. Ms N Mbokoma
3. Mr Z Hoza
4. Mr S Nelani
5. Ms T Maqwati

Audit committee meetings are conducted quarterly and when it deems necessary as per the approved terms of reference. The committee has a three-year Audit & Performance charter which was approved by Council.

The function of the Audit Committee is primarily to assist the municipality and its Entity (Raymond Mhlaba Economic Development Agency) in discharging its duties relating to the safeguarding of assets, the operation of adequate systems, control processes and the preparation of financial reports and statements. The Committee operates in terms of section 166 of the Municipal Finance Management Act 2003 (MFMA) (Act 56 of 2003) and has endeavored to comply with its responsibilities arising from those requirements. The Committee has performed its duties according to its terms of reference in the form of an Audit Committee Charter, which stipulates amongst other issues the primary purpose of the Committee, which is:

- To monitor the integrity of the Council's financial statements and announcements relating to its financial performance, reviewing significant reporting financial reporting judgments.
- To review the effectiveness of the Council's internal controls and risk management systems.
- To monitor the effectiveness of the internal audit function and review its material findings.
- To oversee the relationship with the internal and external auditors, including agreeing the latter's audit fees and terms of engagement, monitoring their independence, objectivity and effectiveness.

The Audit Committee has no executive function, and its primary objective is to review and challenge rather than assume responsibility for any matters within its remit. In view of the foregoing, the role of Audit Committee has increased and thus focuses on Performance Audit of the Municipality and its Entity (Raymond Mhlaba Economic Development Agency).

3.5.6 RISK MANAGEMENT

The risk management is under internal audit unit. This is aligned according to Sections 62(1)(c)(i) and 95(c)(i) of the MFMA, and National Treasury, Public Sector Risk Management Framework. The risk monitoring is conducted on quarterly basis. Risk annual plan is in place and according to Enterprise Risk Management (ERM) requirements.

The Municipality has established a Risk committee, and it is chaired by Municipal Manager and all departmental Heads of Departments are risk owners. The departmental risk registers are updated monthly and discussed during the departmental meetings. Furthermore, risk champions meeting with the CAE to update the strategic and departmental risk registers which are then discussed with the risk committee for the final updating. Final reports are presented to the Audit Committee and Council.

1.5.7 INTERACTION BETWEEN COUNCIL, STAFF AND COMMUNITY

The municipality make uses of various mediums of communication; the institution has a functional website. Even though there is no intranet, there is instant communication that is used on the website to communication critical information. Information on the website gets updated regularly even though there are challenges in that regard, however information that is supposed to be posted on the website in terms of section 75 of the Local Government: Municipal Finance

Management Act 2003 (Act 53 of 2003) is regularly updated. Currently the municipality relies heavily on social media platforms to communicate immediate information to external stakeholders (Residents, Business and Rate payers etc.). The municipality has revived its Internal Publication (Insight) and plans are in place to revive the external publication (Umhlali) and this will assist in terms of meeting the constitutional mandate, managing Raymond Mhlaba Municipality Brand and being the pulse of the community. In addition, to assist with the strides of informing communities the municipality will improve relations with Forte Fm by ensuring there is a MOA in place.

3.5.8 CUSTOMER CARE

Raymond Mhlaba Municipality has an electronic customer care system in place. The system is accessed through emails, Facebook, website and walk in. The Customer Care System aims to improve customer care loyalty and customer care satisfaction within the municipality by placing all people at the centre of development. The customer care system is one of the strategic indicators that seeks to assist the municipality in achieving its vision of being a service excellence driven municipality. In this way we are displaying our commitment to our values and main principle of **putting people first** and ensuring that service excellence is an integral part of the planning and delivering of all municipal services to the people.

The Unit has identified personnel in all internal department to undertake the customer care duties while the municipality is in a process of centralising customer care function. Complaints/ queries are received through a dedicated email (customercare@raymondmhlaba.gov.za) and Customer Care Office landline (046 645 7478). Once a complaint/ query has been received, the customer care personnel acknowledge receipt of that particular query to the resident / rate payer, then its forwarded / assigned to departmental personnel, who investigates and resolved the query and forward update/ action to Customer Care Unit. The Customer Care contacts the resident/ rate payer and provide feedback and once the resident/ rate payer is satisfied with feedback and the query is resolved, then we close the complaint/ query.

3.5.9 LOCAL COMMUNICATORS FORUM (LCF)

The main purpose for the establishment of the LCF was to close the information gap between the municipality and its communities and to ensure the co-ordination of a local level information management system advising the council and government on issues affecting the communication environment at local level. The strategy that the municipality has adopted is to include ward committees as part of the LCF to ensure that information reaches communities. Sittings of the

forum are proposed to be conducted on a quarterly basis. A process to revive the municipality's Local Communicators Forum is underway, which will also assist IGR in terms of streamlining government projects and programmes.

3.5.10 INTERGOVERNMENTAL RELATIONS FORUM (IGR)

Raymond Mhlaba Local Municipality has fostered Intergovernmental Relations (IGR) to ensure the coordinated delivery of services to citizens. This aligns with the Intergovernmental Relations Framework Act, Act No 13 of 2005, which requires all spheres of Government to coordinate, communicate, align and integrate service delivery to ensure effective access to services. The IGR is a forum that is chaired by the Mayor and includes senior managers of departments in Raymond Mhlaba Municipality as well as senior managers within the municipality. Government departments in this forum present their programmes within the municipal space for the year as well as programmes they want the municipality to be involved in.

3.5.11 PROVINCIAL INTERGOVERNMENTAL STRUCTURES

The Municipal Manager seats in the provincial structure called the Ministers and Members of Executive Council meeting (MuNIMEC). This is where all Ministers, MECs, Municipal Managers, Mayors and Heads of Departments sit. In terms of the value obtained from the meetings; it is challenging to quantify it. There are thorny issues that the municipality has over the years raised in the local structures, and these have been escalated to both the DIMAFO (Mayor's forum) and the provincial IGR structure (MuNIMEC).

3. 5.12 DISTRICT INTERGOVERNMENTAL STRUCTURES

The Amathole District Municipality's Executive Mayor is Chairperson of the District Mayors Forum which has been established in accordance with the Intergovernmental Relations Framework Act, No. 13 of 2005. This forum meets quarterly and seeks to promote and facilitate intergovernmental relations between the district municipality and the local municipalities in the District. Raymond Municipality participates in this forum and benefits immensely from this involvement by being exposed to good practices in other municipalities and strengthening the relationship with the district municipality in forging joint partnerships in the interest of good governance and service delivery. The relationship between Raymond Mhlaba Municipality and the District Municipality has dramatically improved particularly in areas such as communication, sharing of resources and capacity building.

3.5.13 PUBLIC PARTICIPATION

Chapter 4 of the Local Government Municipal Systems Act, 32 of 2000 encourages municipalities to create conditions for the local community to participate in the affairs of the municipality. In terms of strengthening public participation, a wide range of communication tools are used to communicate with the community and to disseminate information. These includes: -

- Newspapers; Times Media, Imbizo's / Road shows,
- Loud hailing,
- Library.
- Notice boards, and
- Municipal Website.
- IGR
- Meetings of CDW's and ward committees
- Forte FM

The office of the Speaker also engages with Traditional Leaders in matters of Public Participation where there are Traditional Councils and with ward councillors to mobilize the ward committee members and community members to attend the meetings.

3.5.14 WARD COMMITTEES

There are 23 wards that constitute Raymond Mhlaba Municipality and for each ward, ten (10) ward committee members were elected. Furthermore, an induction workshop was conducted to all ward committee members through the assistance of COGTA. Ward Committees are a true reflection of a geographical spread, as well as sectoral composition of each ward (where applicable). Ward Committees are playing a huge role in the municipality's IDP and budget processes including Community Based Plans. Ward committees support the ward councillor by providing reports on development, participate in development planning processes and facilitate wider community participation. The Municipality constantly strives to ensure that all ward committees function optimally.

3.5.15 INTEGRATED SERVICE DELIVERY MODEL (ISDM)

The municipality embarked in a process of Integrated Service Delivery Model (ISDM), to provide comprehensive, integrated and transversal services to communities through effective and efficient multi-sectoral partnerships. The objectives of the ISDM are to coordinate and integrate service delivery model of action to address the empowerment of youth and women, social ills of the communities, communities participating in governance and bringing government to the people.

3.5.16 COMMUNITY DEVELOPMENT WORKERS

The Department of Local Government and Traditional Affairs appointed Community Development Workers to assist the municipality to enhance public participation by ensuring that communities are consulted and that their problems are communicated through all government departments.

3.5.17 SOCIAL COHESION

Social cohesion is about improving a way the community interacts – ensuring that all its members can participate in social activities and access services without suffering a sense of exclusion based on their ethnic background, faith, disability and or age. It is a way that promotes interaction and understanding between different groups of people in society, and through this generates a sense of trust and community spirit. In promoting a cohesive society in Raymond Mhlaba, the municipality has a number of programmes which includes; Mayors Cup, Cultural Heritage Festival, Ward Championships, various programmes for elderly, disabled and all these programmes are directed at harnessing people from all races, united in their diversity.

The month of September has been designated as a Heritage and Tourism Month in South Africa. Every year on the month of September, Raymond Mhlaba Municipality has been hosting Cultural Heritage Celebrations to develop, promote the cultural diversity, social cohesion, history, tradition and to use heritage richness of the area to attract tourists and businesses in our municipality.

3.5.18 SPECIAL PROGRAMMES

In line with the guiding legislative prescripts, the Raymond Mhlaba Municipality established a Special Programmes Unit in 2016. To this end, the Special Programmes Unit was established as an instrument to develop and implement targeted programmes to address the fundamental needs and priority interests of the vulnerable groups within the community. Considerably, over the years, the municipality has facilitated the processes of establishing, co-ordinating structures or forums for different vulnerable groups whose mandate, amongst other things, is to lobby and advocate for implementation of their needs, interests and aspiration

On its part, the South African legal and policy framework define the vulnerable groups as being mainly constituted by children, women, older persons, people with disabilities, young people or youth, the Military Veterans and the LGBTQ+. In contextualizing the effectiveness of the Special Programmes Unit, the RMM developed an SPU Strategy which is an implementation tool geared to respond to priority needs of the vulnerable groups.

At the heart of the SPU Strategy is to process the following objectives:

- To streamline, coordinate and facilitate the integration of vulnerable groups into the mainstream development of the broader municipal plans including broader planning phases, policy development and implementation of service delivery plans
- To enable an effective and responsive SPU towards redressing the underdevelopment and under-representation of vulnerable groups in all societal facets, governance structures including decision making.
- To promote and support a cohesive as well as effective network of structures, groups, organisations, focusing on matters relating to vulnerable groups including creating a conducive environment that enables a participatory posture of the vulnerable groups
- Foster strategic collaboration with various entities to address and respond to a plethora of social ills such reducing the HIV/AIDS, fighting the scourge of GBV and substance and drug abuse
- Overall improvement on the coordination of programmes targeting and responding to challenges faced by vulnerable groups including promoting their socio-economic development

Implementation Plan of the vulnerable groups

In an attempt to accelerate the efficient operationalisation of the SPU, the municipality developed an implementation plan as a guiding framework. This implementation plan encapsulate the strategic activities and action plan that underpin the institution's strategy in response to the needs and aspirations of the vulnerable groups. This includes addressing challenges of the vulnerable groups. Overtly, this implementation plan constitutes cross-cutting programmes and collaborative efforts with both state and non-state entities. These collaborative efforts are continuously effected on quarterly basis in order to serve and service the needs of the vulnerable groups. In context, below is the ongoing implementation plan:

The municipality collaborated with the Eastern Cape Provincial Government and hosted the Eastern Cape Provincial Youth Day Celebrations on the 16th June 2024 at Kwa Moko Sports Grounds in Middledrift with the following spin offs:

DoE provided support to young people to enrol for the Mathew Goniwe's Batchelor's degree

DoE issued appointment letters to youth living with disability for employment purposes including entrepreneurship training programme

SMME's owned by young people were accorded opportunities to provide catering services

The municipality partnered with the Nelson Mandela University and hosted Career Expo through the National Science Week held on the 3-4th October 2024 at KwaMaqoma in Healdtown. The National Science Week is a national celebration programme and sought to showcase and promote awareness on the science and technology space by bringing together various stakeholders to engage in science-based activities throughout the week. Moreover, the programme included 300 learners drawn from both primary and secondary schools across the Raymond Mhlaba Municipal area

The municipality continues to elevate education as an apex priority by collaborating with the Department of Education, as well as the Eastern Cape Provincial Legislature through the back to school campaign in assessing the state of readiness at the beginning of the academic year from the 21-24 January 2025. Furthermore, the institution partnered with the private sector and donated school shoes and dignity packs to learners in the area of Bedford on the 28-31 January 2025

The Raymond Mhlaba Municipality collaborated with the Department of Social Development, Department of Sport, Recreation, Arts and Culture, Amathole District Municipality and civic society in launching the Children and Persons with Disability Legacy programme on the 20th November 2025. At the heart of the programme was the mobilisation of vulnerable groups with hope of strengthening their operations and accord them the necessary support for their functionality. The municipality continues to acknowledge and appreciate the supremacy of the constitution which then guarantees every citizen the right to equality. In line with the Department of Public Service and Administration's Policy on Reasonable Accommodation and Assistive Devices for Employees with Disabilities in the Public Sector, the municipality developed its own Policy Reasonable Accommodation and Assistive Devices for Employees with Disabilities

There is a commitment to ensure existing facilities are accessible to disabled persons, availability of ramps to ensure wheelchair access and making toilets accessible. Re-organisation of workstation to ensure that people with disabilities can work effectively and efficiently. During the 2023/2024 financial year, the Raymond Mhlaba Municipality recorded an unprecedented increase in reported cases of Gender Based Violence and Femicide. In enhancing collaborative efforts to eradicate the GBV scourge, the municipality continues to partner with the Dept of Social Development, Dept of Health, Law Enforcement agencies and social partners continues to conduct GBVF awareness programmes. Centrally to the municipality's commitment is to use the fight against GBVF as a catalyst in mobilising social partners and the broader society to collaborate in eliminating the scourge of Gender Based Violence and Femicide. Importantly, it is to strengthen the resolve of creating safer and better functioning communities.

The municipality is committed to strengthening the LGBTQ+ as it is in the process of reviving the LGBTQ+ as the structure became defunct. The engagement process with the LGBTQ+ community has begun in earnest in the quest to establish the LGBTQ+ structure during the first quarter of the 2025/2026 Financial year. The municipality continues to partner with the Law enforcement agencies, Dept of Education, Liquor Board and civic society through social crime awareness programmes. The mobilisation of learners in partaking in this social crime programme has seen local schools creating platforms for male learners conversing on key substantive matters such as substance and drug abuse and GBVF.

The municipality has continuous support to the Military Veterans as the Department of Human Settlement confirmed that it will build 12 houses for qualifying Military Veterans during this financial year. In line with the institution's commitment to safeguard and cushion the vulnerable groups and respond to their interests as well as programmes, the institution has the following plans

1. Women's Empowerment Summit scheduled to take place in August 2025
2. Golden Games with the Elderly in October 2025
3. Mayoral Breakfast with Military and Liberation Veterans in October 2025
4. Children Awareness Campaign in April 2025

CHAPTER 4: MUNICIPAL STRATEGIC OBJECTIVES AND DEVELOPMENT PROJECTS

4.1. INTRODUCTION

This Chapter entails Raymond Mhlaba Local Municipality's strategic objectives and performance deliverables which give directives to the developmental agenda of the Municipality.

The Municipality is committed to the objectives of local government which are enshrined in section 152 (1) of the Constitution of the Republic of South Africa, 1996 namely:

- a) To provide democratic and accountable government for local communities;
- b) To ensure the provision of services to communities in a sustainable manner;
- c) To promote social and economic development;
- d) To promote a safe and healthy environment; and
- e) To encourage the involvement of communities and community organisations in the matters of local government.

Raymond Local Municipality's strategic objectives are therefore crafted within the context of ensuring that efforts are focused on delivering the expected outcomes of the developmental mandate of the local sphere of government.

4.2 ALIGNMENT OF SELECTED NATIONAL, PROVINCIAL, AND LOCAL STRATEGIES

Section 24 (1) and (2) of the Local Government: Municipal Systems Act (No: 32 of 2000) stipulates that;

(1)The planning undertaken by a municipality must be aligned with and complement the development plans and strategies of other affected municipalities and other organs of state so as to give effect to the principles of cooperative government contained in Section 41 of the Constitution.

(2) Municipalities must participate in national and provincial development programmes as required in Section 153(b) of the Constitution." Regulation 2(1) (d) further stipulates that "(1) A municipality's integrated development must at least identify-

(d) all known projects, plans and programmes to be implemented within the municipality by any organ of state."

In line with the above legislation, the municipality has developed objectives and strategies aligned to the needs of the community and also to the two spheres of government.

NATIONAL PRIORITY	NATIONAL OUTCOME	PROVINCIAL PRIORITY	MUNICIPAL KPA	MUNICIPAL PRIORITY AREA
Education	Skilled and capable workforce to support an inclusive growth path	Strengthen education, skills and Human resource base	Municipal Transformation And Institutional Development	Employment Equity Plan Performance Management Workplace Skills Plan
Local Government	Responsive, accountable, accountable, effective and efficient local government	Building a developmental state and improving the public services, and strengthening democratic institutions	Basic Service Delivery And Infrastructure Development Good Governance And Public Participation	Infrastructure Development Social Facilities Maintenance of Roads and stormwater Provision of Electricity Waste Management Integrated and Developmental Planning Good Governance
Creation of decent work and sustain-able livelihood	Decent employment through inclusive economic growth	Accelerate growth and transformation of the economy to create decent work and sustain-able lively-hood	Local Economic Development	Economic Development Tourism SMME & Cooperatives Development Infrastructure Development
Local Government	Responsive, accountable, effective and efficient local government	Building a developmental state and improving the public services, and strengthening democratic institute-ions	Municipal Financial Viability And Management Good Governance And Public Participation	Revenue enhancement Supply chain Management Expenditure Management Financial Control and Reporting Public Participation

				Civic Education IGR Audit and Compliance Special Programmes
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4.3 MUNICIPAL SCORECARD

KPA 1: INSTITUTIONAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT											
PRIORITY AREA	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	BASELINE	MEANS OF VERIFICATION	ACCUMULATIVE ANNUAL TARGET (2022-2027)	2022 -2023	2023 – 2024	2024 - 2025	2025 - 2026	2026 - 2027	INDICATOR CUSTODIAN
Human Resources	To ensure effective and efficient workforce by aligning institutional arrangements to the overall strategy to deliver quality services by 2027	Number of female representatives from employment equity groups employed and submitted to the Municipal Manager	35	Quarterly report reflecting the number of female recruited. Appointment letters. Employment Equity Plan.	22	6	4	4	4	4	Corporate Service
	To ensure effective and efficient workforce by aligning institutional arrangements to the overall strategy to deliver quality services by 2027	People living with disability from employment equity groups employed submitted to the Municipal Manager	1	Quarterly report reflecting number of people living with disability recruited. Appointment Letters. Employment equity.	5	1	1	1	1	1	Corporate Service
	To ensure implementation, monitoring and evaluation of the Integrated Development Plan by 2027	Reviewed and approved organizational structure by Council	4	Quarterly Report; Reviewed organisational structure approved by Council and Council Resolution	5	1	1	1	1	1	Corporate Service

To ensure implementation, monitoring and evaluation of the Integrated Development Plan by 2027	Workplace skills Plan submitted and approved	9	Quarterly Report; Approved and submitted WSP, Proof of submission	5	1	1	1	1	1	Corporate Service
To ensure implementation, monitoring and evaluation of the Integrated Development Plan by 2027	Work-study exercise conducted	New indicator	Quarterly report; Outcomes report approved by Council and Council resolution.	1		0	0	0	1	Corporate Service
To ensure implementation, monitoring and evaluation of the Integrated Development Plan by 2027	Number of workplace skills plan programmes implemented	20	Quarterly report; Report on implementation of WSP; Attendance registers	60	12	12	12	12	12	Corporate Service
To ensure implementation, monitoring and evaluation of the Integrated Development Plan by 2027	Number of wellness programmes facilitated	40	Quarterly report on wellness programmes; Approved implementation plan by the director	20	4	4	4	4	4	Corporate Service
To ensure implementation, monitoring and evaluation of the Integrated Development Plan by 2027	Developed and approved Human Resource Strategy	New indicator	Quarterly report Developed HR Strategy ; Council Resolution	1	0	0	1	0	0	Corporate Service

	To ensure implementation, monitoring and evaluation of the Integrated Development Plan by 2027	Developed and approved Employee Retention Strategy	New indicator	Developed and approved Employee Retention Strategy ; Council resolution	1	0	0	0	0	1	Corporate Service
	To ensure implementation, monitoring and evaluation of the Integrated Development Plan by 2027	Developed and approved Exit and Termination policy	New indicator	Developed and approved Exit and Termination Policy. Council resolution	1	0	0	0	0	1	Corporate Service
	To ensure implementation, monitoring and evaluation of the Integrated Development Plan by 2027	Reviewed and approved Subsistence and Travel policy	New indicator	Quarterly report Developed S and T policy; Council Resolution	1	0	0	0	0	1	Corporate Service
	To ensure implementation, monitoring and evaluation of the Integrated Development Plan by 2027	Developed and approved Dress Code policy	New indicator	Quarterly report Developed Dress Code policy; Council Resolution	1	0	0	0	0	1	Corporate Service
Policy Interactive Design	To ensure implementation, monitoring and evaluation of the Integrated Development Plan by 2027	Number of policy workshops facilitated	3	Quarterly Report; Report on the workshop facilitated. Attendance register. List of policies.	10	2	2	2	2	3	Corporate Service

Performance Management	Customer	To ensure implementation, monitoring and evaluation of the Integrated Development Plan by 2027	Reviewed and approved PMS Policy	Developed PMS Policy	Quarterly report Developed PMS Policy; Council Resolution	1	0	0	0	0	1	Strategic Planning and LED
	Information Communication Technology	To ensure implementation, monitoring and evaluation of the Integrated Development Plan by 2027	Developed and approved Information Management System	New indicator	Quarterly report. Developed Information Management System. Council Resolution	1	0	0	1	0	0	Corporate Service
To ensure implementation, monitoring and evaluation of the Integrated Development Plan by 2027		Refurbishment if ICT infrastructure Phase 2	New indicator	Installation certificate, expenditure report, Installation report		0	0	0	0	1	Corporate Service	
To ensure implementation, monitoring and evaluation of the Integrated Development Plan by 2027		Implemented ERP (mSCOA) Project Plan	New indicator	Quarterly report on implemented System Modules; Certification of Activated Modules	1	0	0	0	0	1	Budget and Treasury Office	
To ensure implementation, monitoring and evaluation of the Integrated Development Plan by 2027		Developed and approved ICT Acceptable Use Policy	New indicator	Quarterly report Developed PMS Policy; Council Resolution	1	0	0	0	0	1	Corporate Service	

	To ensure implementation, monitoring and evaluation of the Integrated Development Plan by 2027	Number of Servers Upgraded	15	Quarterly Reports, Expenditure reports, system generated test report, picture of installed server and Server Installed	8	0	0	4	2	2	Corporate Service
Fleet Management	To ensure implementation, monitoring and evaluation of the Integrated Development Plan by 2027	Number Individual vehicle maintenance report submitted and approved by the Director.	213	Quarterly comprehensive fleet report on a Fuel use, accidents, controls and break downs.	184	0	46	46	46	46	Corporate Service
Administration	To ensure implementation, monitoring and evaluation of the Integrated Development Plan by 2027	Developed Satellite Office Model	New indicator	Quarterly Reports. Developed Satellite Model approved by the MM	1	0	0	0	1	0	Corporate Service
Cost Containment	To ensure the financial sustainability in order to fulfil the statutory requirements by 2027	Developed Cost Containment Plan	Cost Containment Plan developed	Developed cost containment plan	1	0	0	1	0	0	Budget and Treasury
Financial Reporting	To ensure effective and efficient workforce by 2027	Number of reviewed budget related policies	12	Quarterly Reports . 12 Budget Related Policies . Council Resolution	12	12	12	12	12	12	Budget and Treasury

Performance Management System	To ensure effective and efficient workforce by 2027	Organizational performance assessments conducted	4	Quarterly organizational performance reports	20	4	4	4	4	4	Strategic Planning and LED
Litigation Management	To ensure proactive mitigation and response to evolving security threats by 2027.	Developed and approved Litigation Management Strategy	New indicator	Quarterly report Developed Litigation Management Strategy; Council Resolution	1	0	0	0	0	1	Strategic Planning and LED
	To ensure proactive mitigation and response to evolving security threats by 2027.	Developed and approved Litigation Management Policy	New indicator	Quarterly report Developed Litigation Management Policy; Council Resolution	1	0	0	0	0	1	Strategic Planning and LED
POPIA/ PAIA	To ensure proactive mitigation and response to evolving security threats by 2027.	Developed and approved POPIA Policy	New indicator	Quarterly report Developed POPIA Policy; Council Resolution	1	0	0	0	0	1	Strategic Planning and
	To ensure proactive mitigation and response to evolving security threats by 2027.	Developed and approved PAIA Policy	New indicator	Quarterly report Developed PAIA Policy; Council Resolution	1	0	0	0	0	1	Strategic Planning and

Public Participation	To ensure implementation, monitoring and evaluation of the Integrated Development Plan by 2027	Developed and approved public participation policy	Public participation policy developed	Final Approved Public Participation Policy. Council Resolution	1	0	0	1	0	0	Strategic Planning and LED
Special Programmes	To ensure implementation, monitoring and evaluation of the Integrated Development Plan by 2027	Developed and approved Special Programmes strategy	Special Programmes strategy developed	Quarterly report Final Approved SPU Strategy. Council Resolution.	1	0	0	1	0	0	Strategic Planning and LED
	To ensure implementation, monitoring and evaluation of the Integrated Development Plan by 2027.	Developed SPU Model	Developed SPU Model	Quarterly Final Approved SPU Model. Quarterly Report. Council Resolution	1	0	0	0	1	0	Strategic Planning and LED
Language Policy	To ensure implementation, monitoring and evaluation of the Integrated Development Plan by 2027	Developed and approved Language policy	Language policy developed	Quarterly Final Language Policy. Council Resolution	1	0	0	0	1	0	Strategic Planning and LED
Electricity	To ensure adequate, efficient, sustainable energy supply and infrastructure by 2027	Reviewed electricity master plan	New indicator	Reviewed Electricity Master plan, Quarterly Report, Expenditure Report and Council resolution	1	0	1	0	1	1	Engineering Services

Waste Management	To ensure a safe, friendly and sustainable environment by 2027.	Developed IWMP	IWMP developed.	Developed IWMP, Quarterly Report, Confirmation of funding, close out report and Council resolution	1	1	1	0	1	0	Community Services
Environmental Management	To ensure a safe, friendly and sustainable environment by 2027	Developed Environmental Management Plan	Environmental Management Plan	Developed EMP, Quarterly Report, Confirmation of funding, close out report and Council resolution	1	1	1	0	1	0	Community Services
Safety and Security	To ensure proactive mitigation and response to evolving security threats by 2027.	Developed Security Risk Plan	Security Risk Plan developed	Approved Security risk plan	1	1	1	0	0	0	Community Services
	To ensure proactive mitigation and response to evolving security threats by 2027.	Number Security programmes implemented	16	Quarterly Report, Assessment report approved by the MM	20	4	4	4	4	4	Community Services
Disaster Management	To ensure proactive mitigation and response to evolving security threats by 2027.	Developed and approved Disaster Management Plan	New indicator	Developed Disaster Management Plan, Quarterly Report, Expenditure Report and Council resolution	1	0	0	0	0	1	Community Services

Land and Human Settlements	To ensure coordinated, inclusive, and sustainable land use development to optimize resource allocation and infrastructure investment by 2027.	Reviewed SDF	Developed and approved SDF	Reviewed SDF, Quarterly Report, Expenditure Report and Council resolution	1	1	1	0	1	0	Engineering Services
	To ensure coordinated, inclusive, and sustainable land use development to optimize resource allocation and infrastructure investment by 2027.	Developed Land Use Scheme	New indicator	Developed LUMS, Quarterly Report, Expenditure Report and Council resolution	1	1	0	0	1	0	Engineering Services
	To ensure coordinated, inclusive, and sustainable land use development to optimize resource allocation and infrastructure investment by 2027.	Developed Encroachment Plan	New indicator	Developed Encroachment Plan, Quarterly Report, Expenditure Report and Council resolution	1	0	1	0	1	0	Engineering Services
Stormwater	To ensure coordinated, inclusive, and sustainable land use development to optimize resource allocation and infrastructure investment by 2027.	Developed and approved Stormwater Management Plan	New indicator	Developed Stormwater Management Plan; Council Resolution	1	0	0	0	0	1	Engineering Services
Economic development	To ensure accessible and safe municipal facilities by 2027.	Wool Processing feasibility study conducted	New indicator	Quarterly report Developed Feasibility Study	1	0	0	0	0	1	Strategic Planning & LED

KPA 2: BASIC SERVICES DELIVERY AND INFRASTRUCTURE											
PRIORITY AREA	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	BASELINE	MEANS OF VERIFICATION	ACCUMULATIVE ANNUAL TARGET (2022-2027)	2022 -2023	2023 – 2024	2024 - 2025	2025 - 2026	2026 - 2027	INDICATOR CUSTODIAN
Facilities	To ensure accessible and safe municipal facilities by 2027	Number of Community halls maintained	6	Approved maintenance plan, Expenditure report, Quarterly report, Completion report	10	2	2	2	2	2	Community Services
	To ensure a safe, friendly and sustainable environment by 2027	Municipal Office building maintained	4	Approved maintenance plan, before and after pictures, Expenditure report, Quarterly report, Completion report	5	1	1	1	1	1	Community Services
	To ensure the provision and standardization of fire services by 2027	Number of renovated fire base	2	progress report, expenditure report, pictures,	2		1	1	0	0	Community Services
Waste Management	To ensure a safe, friendly and sustainable environment by 2027	Number of cleanup campaigns conducted	186	Quarterly reports, Before and after photos; Schedule of campaigns	92	28	28	12	12	12	Community Services
Waste Management	To ensure a safe, friendly and sustainable environment by 2027	Number of landfill sites maintained	New indicator	Quarterly reports, pictures, expenditure reports	4	0	0	0	2	2	Community Services

Law enforcement	To ensure reduced road traffic accidents by enforcing traffic laws consistently and promoting road safety by 2027	Number of Functional Vehicle testing stations	2	quarterly report, expenditure report, pictures, Roadworthy certificates produced, Systems generated reports	1	1	1	1	1	0	Community Services
	To ensure reduced road traffic accidents by enforcing traffic laws consistently and promoting road safety by 2027	Number of traffic enforcement operations to ensure orderly road traffic control	670	1. Detailed Report on Roadblock Conducted. 2. Register (encapsulating car registration. 3. Report on any fines issued.	720	144	144	144	144	144	Community Services
Cemeteries	To ensure a safe, friendly and sustainable environment by 2027	Number of new established and functional cemeteries	6	EIA approval letters from DEDEAT, expenditure report, pictures, Quarterly progress reports	5	1	1	1	1	1	Community Services
Electricity	To ensure adequate, efficient, sustainable energy supply and infrastructure by 2027	Number of illegal connection audits conducted	16	Quarterly Report, Connection report signed by the Director, Job Card.	20	4	4	4	4	4	Engineering Services
	To ensure adequate, efficient, sustainable energy supply and infrastructure by 2027	Percentage of new connections within 21 days of application	100%	Quarterly reports, job cards, listing of new connections conducted, system generated report, payment confirmation	100%	100%	100%	100%	100%	100%	Engineering Services

	To ensure adequate, efficient, sustainable energy supply and infrastructure by 2027	Percentage of unplanned outages restored within 4 hours	91%	Quarterly Report, Outage report highlighting cause of outage and restoration, Job cards, Confirmation from community member	70%	70%	70%	70%	70%	70%	Engineering Services
	To ensure adequate, efficient, sustainable energy supply and infrastructure by 2027	Number of planned preventative maintenance activities implemented	4	Quarterly Report; Maintenance report highlighting repair contents, Job cards	5	1	1	1	1	1	Engineering Services
Land and Human Settlements	To ensure coordinated, inclusive, and sustainable land use development to optimize resource allocation and infrastructure investment by 2027.	Land Audit Conducted	0	Quarterly Report, Approved Land Audit Report,	1	0	0	0	1	1	Engineering Services
	To ensure adherence to building regulations by 2027.	Percentage of Approved Compliant Building Plans	100%	Quarterly report, list of building plans received	100%	100%	100%	100%	100%	100%	Engineering Services
	To ensure coordinated, inclusive, and sustainable land use development to optimize resource allocation and infrastructure investment by 2027.	Percentage of Approved Compliant Land Use Applications	100%	Quarterly report, list of land use applications received	100%	100%	100%	100%	100%	100%	Engineering Services
Capital Projects	To ensure adequate, efficient, sustainable energy supply and infrastructure by 2027	Percentage MIG Capital projects implemented	100%	Quarterly reports, progress reports, expenditure report, pictures	100%	100%	100%	100%	100%	100%	Engineering Services

	To ensure adequate, efficient, sustainable energy supply and infrastructure by 2027	Percentage of MDRG (Disaster) projects implemented	100%	Quarterly reports, progress reports, expenditure report, pictures	100%	100%	100%	100%	100%	100%	Engineering Services
	To ensure adequate, efficient, sustainable energy supply and infrastructure by 2027	Percentage of INEP projects implemented	100%	Quarterly reports, progress reports, expenditure report, verification reports, pictures	100%	100%	100%	100%	100%	100%	Engineering Services
Free Basic Services	To ensure adequate access to free basic services by 2027	Percentage of qualifying indigents benefiting	90%	Updated indigent register; List on beneficiaries from the system	90%	90%	90%	90%	90%	90%	Budget and Treasury
KPA 3: LOCAL ECONOMIC DEVELOPMENT											
PRIORITY AREA	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	BASELINE	MEANS OF VERIFICATION	ACCUMULATIVE ANNUAL TARGET (2022-2027)	2022 -2023	2023 – 2024	2024 - 2025	2025 - 2026	2026 - 2027	INDICATOR CUSTODIAN
Unemployment	To ensure sustainable Local Economic Development by 2027	Number of jobs created through LED programmes within the municipality.	550	Quarterly reports. Confirmation of employment from the employer. Listing of people employed.	250	50	50	50	50	50	Strategic Planning & LED
	To ensure sustainable Local Economic Development by 2027	Number of jobs created through Expanded Public Works Programme	1695	Quarterly reports. Contracts of people employed. Listing of people employed.	1000	200	200	200	200	200	Strategic Planning & LED

To ensure sustainable Local Economic Development by 2027	Number of jobs created through MIG capital projects	500	Quarterly reports. Contracts of people employed. Listing of people employed.	500	100	100	100	100	100	Engineering Services
To ensure sustainable Local Economic Development by 2027	Number of jobs created through MDRG capital projects	300	Quarterly reports. Contracts of people employed. Listing of people employed.	300	0	0	100	100	100	Engineering Services
To ensure sustainable Local Economic Development by 2027	Number of economic activities supported	21	Quarterly reports. Expenditure Report. Pictures. (Cooperative Indaba -May, Investment Summit - Nov, Regional Events - July; SMME day - Oct, Market Day - Feb, Agricultural Week - April)	38	10	10	6	6	6 (Cooperative Indaba -May, Investment Summit - Nov, Regional Events - July; SMME day - Oct, Market Day - Feb, Agricultural Week - April)	Strategic Planning & LED

Small, Medium and Micro Enterprises	To ensure sustainable Local Economic Development by 2027	Number of SMMEs supported by the Municipality	798	Quarterly reports. Attendance Register. Proof of support provided. (Life Stock Improvement - May and Oct, Brick Making Inputs - Block Y Nov), Procurement of Production Inputs - Jan and March, Land Care Programme April & June, Capacity	50	10	10	10	10	10 (Life Stock Improvement - May and Oct, Brick Making Inputs - Block Y Nov), Procurement of Production Inputs - Jan and March, Land Care Programme April & June, Capacity Building - Quarterly; Climate Smart Approach in 4 - H quarterly; Bedford Gardens (Oct); Famer Technical Support; Quarterly	Strategic Planning & LED
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To ensure sustainable Local Economic Development by 2027	Number of tourism master plan activities implemented		Quarterly Reports on number of activities implemented. Approved tourism master plan, Expenditure Report from the system	8	0	0	0	4	4 (Revival of VIC's – Digitalisation - NOV; Development of Arts, Craft - Curio shop at Bedford & Hogsback - FEB Feasibility Study of the Raymond Mhlaba Resistance and Liberation Heritage Route – JANUARY; Heritage Sites Audit - AUGUST	Strategic Planning & LED
To ensure sustainable Local Economic Development by 2027	Number of Home Stays assisted & (registered) through out RMM	4	Quarterly reports on number of Home Stays assisted. Listing.	4	0	0	0	2	2 (Home Stays – Conduct Awareness and Support (Marketing) – JULY, FEB	Strategic Planning & LED
To ensure sustainable Local Economic Development by 2027	Number of successfully registered informal traders	New indicator	Quarterly reports on registered informal traders. Listing. Registration reports. Updated Database	40	0	0	0	20	20 (Registration Campaign - Quarterly	Strategic Planning & LED

	To ensure sustainable Local Economic Development by 2027	Number of CTO's and LTO's Resuscitated	New indicator	Quarterly reports on Resuscitated CTO's and LTO's. Listing. Attendance Registers. Updated Database	7	0	0	0	0	7	Strategic Planning & LED
Supply Chain Management	To ensure the sustainable Local Economic Development by 2027	Percentage of tenders below R300 000 awarded to local SMME's and Vulnerable groups	90%	Quarterly reports; List of tenders awarded;	90%	70%	70%	80%	90%	90%	Budget and Treasury
	To ensure the financial sustainability in order to fulfil the statutory requirements by 2027	Percentage of tenders above R300 000 awarded to local SMME's and Vulnerable groups	70%	Quarterly reports; List of tenders awarded with vulnerable categories;	40%	30%	30%	40%	40%	40%	Budget and Treasury
Cooperatives	To ensure sustainable Local Economic Development by 2027	Percentage of business licenses approved	New indicator	Quarterly report, listing of business license application, business licenses	100%	100%	100%	0%	100%	100%	Strategic Planning and LED
	To ensure sustainable Local Economic Development by 2027	Number of recycling initiatives established	New indicator	Quarterly report, Listing, attendance register, pictures	2	0	0	0	1	1	Community Services
KPA 4: MUNICIPAL FINANCIAL VIABILITY											
PRIORITY AREA	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	BASELINE	MEANS OF VERIFICATION	ACCUMULATIVE ANNUAL TARGET (2022-2027)	2022 -2023	2023 – 2024	2024 - 2025	2025 - 2026	2026 - 2027	INDICATOR CUSTODIAN

Integrated Development Plan and Budget	To ensure the financial sustainability in order to fulfil the statutory requirements by 2027	MTREF Budget developed	8	1. Draft Budget. 2. Final Budget. 3. Budget Adjustment, 4. Council resolutions	4	n/a	1	1	1	1	Budget and Treasury
Revenue Management	To ensure the financial sustainability in order to fulfil the statutory requirements by 2027	Collection on outstanding debts	60%	1. Quarterly report 2. billing report and cash collected	70%	70%	70%	70%	80%	85%	Budget and Treasury
	To ensure the financial sustainability in order to fulfil the statutory requirements by 2027	finances collected through infringement of by-laws	New indicator	1. Quarterly report; 2. List of fines; 3. System generated report on fines collected	50%	70%	70%	50%	50%	50%	Community Services
Expenditure Management	To ensure the financial sustainability in order to fulfil the statutory requirements by 2027	Expenditure on FMG operating grant	100%	1. Quarterly reports . 2. System Generated Report. 3. Grant register.	100%	100%	100%	100%	100%	100%	Budget and Treasury
	To ensure the financial sustainability in order to fulfil the statutory requirements by 2027	Expenditure on MIG Capital grant	100%	1. Quarterly reports . 2. System Generated Report 3. Grant register.	100%	100%	100%	100%	100%	100%	Engineering Services
	To ensure that projects are aligned with an organization's overall strategic goals and are implemented on time	Expenditure on MDRG (Disaster)	100%	1. Quarterly reports. 2. System Generated Report 3. Grant register	100%	100%	100%	100%	100%	100%	Engineering Services

	To ensure the financial sustainability in order to fulfil the statutory requirements by 2027	Expenditure on INEP Capital grant	100%	1. Quarterly reports . 2. System Generated Report 3. Grant register	100%	100%	100%	100%	100%	100%	Engineering Services
	To ensure the financial sustainability in order to fulfil the statutory requirements by 2027	Expenditure on EPWP grant	100%	1. Quarterly reports . 2. System Generated Report 3. Grant register	100%	100%	100%	100%	100%	100%	Strategic Planning & LED
Financial Management	To ensure the financial sustainability in order to fulfil the statutory requirements by 2027	Valid invoices paid within 30 days of invoice date	90%	1. Quarterly reports; 2. System generated list of invoices paid 3 Invoice register.	100%	100%	100%	100%	100%	100%	Budget and Treasury
	To ensure the financial sustainability in order to fulfil the statutory requirements by 2027	Procurement plans developed and approved	8	1. Developed procurement plan; 2.Proof of approval by the MM	5	1	1	1	1	1	Budget and Treasury
	To ensure the financial sustainability in order to fulfil the statutory requirements by 2027	Savings achieved on implementation of cost containment measures	50%	1. Quarterly reports; 2. List of Cost containment measures; 3.system generated report.	25%	0	0	0	25%	25%	Budget and Treasury
	To ensure the financial sustainability in order to fulfil the statutory requirements by 2027	Procurement transactions compliant with SCM regulations	New indicator	1. Quarterly Report; 2. System generated list of transactions; 3. Compliance report on the list of transactions tested from	100%	0	0	0	100%	100%	Budget and Treasury

				internal audit.							
	To ensure the financial sustainability in order to fulfil the statutory requirements by 2027	Reduction on irregular expenditure	New indicator	1. Quarterly Report;2. Register on Irregular; 3. Report submitted council and Council Resolution	100%	0	0	0	100%	100%	Budget and Treasury
	To ensure the financial sustainability in order to fulfil the statutory requirements by 2027	Developed and submitted Annual Financial Statements	2	1.Submitted Annual Financial Statements; 2. Proof of submission to AG	4	n/a	1	1	1	1	Budget and Treasury
Asset Management	To ensure the financial sustainability in order to fulfil the statutory requirements by 2027	Approved Annual Asset Management Plan	4	1. Approved Annual Asset Management Plan. 2. Quarterly reports; Proof of approval by the MM	5	1	1	1	1	1	Budget and Treasury
	To ensure the financial sustainability in order to fulfil the statutory requirements by 2027	GRAP Compliant Asset Registers	4	1. Quarterly Reports; 2. Updated Assets register	5	1	1	1	1	1	Budget and Treasury
Waste Management	To ensure the financial sustainability in order to fulfil the statutory requirements by 2027	Number of skip bin acquired	8	Expenditure Reports. Pictures. Delivery note.	12	4	4	0	4	0	Community Services

KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION											
PRIORITY AREA	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	BASELINE	MEANS OF VERIFICATION	ACCUMULATIVE ANNUAL TARGET (2022-2027)	2022 -2023	2023 – 2024	2024 - 2025	2025 - 2026	2026 - 2027	INDICATOR CUSTODIAN
Governance	To entrench the culture of good governance by 2027	Developed and approved Integrated Development Plans	2025/2026	Final Reviewed Integrated Development Plan. Council Resolution.	5	1	1	1	1	1	Strategic Planning & LED
	To entrench the culture of good governance by 2027	Developed and approved Annual Reports	2024/2025	Quarterly Report; Final Annual Report. Council Resolution.	5	1	1	1	1	1	Strategic Planning & LED
	To entrench the culture of good governance by 2027	Actions implemented on the audit action plan	2024/2025 Management letter	Quartey Report; Progress report on the Implementation of Audit Action; Internal Audit report on the audit action plan.	100%	100%	100%	100%	100%	100%	Budget and Treasury
	To entrench the culture of good governance by 2027	Unqualified audit opinions obtained from the Auditor General	2	Audit Report	5	1	1	1	1	1	Budget and Treasury

	To entrench the culture of good governance by 2027	Number of councillors who have declared their financial interests - June 2026	45	Signed declaration forms. Report on declaration forms.	45	45	45	45	45	45	Strategic Planning & LED
	To entrench the culture of good governance by 2027	Internal audit recommendations implemented	100%	Quarterly Report. Internal Audit Report Matrix. Internal Audit Assessment Report	100%	100%	100%	100%	100%	100%	Strategic Planning & LED
	To entrench the culture of good governance by 2027	AC resolutions implemented	100%	Quarterly Reports. AC resolution matrix.	100%	100%	100%	100%	100%	100%	Strategic Planning & LED
	To ensure proper governance, accountability and public participation by 2027.	Risk assessment workshop conducted	8	Quarterly report. Risk assessment report. Attendance Register.	5	1	1	1	1	1	Strategic Planning & LED
General Valuation	To ensure proper governance, accountability and public participation by 2027.	Developed and approved general valuation	New indicator	Quarterly reports. General valuation roll	1	0	0	1	1	1	Budget and Treasury
Public Participation	Improve the municipal responsiveness to service delivery breakdowns by 2027.	Official complaints responded to through the municipal complaint management system	100%	Quarterly reports. Reconciliation of complaints received and attended to.	100%	100%	100%	100%	100%	100%	Strategic Planning & LED
	Improve the municipal responsiveness to service delivery breakdowns by 2027.	Average days in responding to complaints received	3	Quarterly Reports. System Generated report on number of days taken to respond.	3	3	3	3	3	3	Strategic Planning & LED

To improve community participation by 2027	Number of community consultations conducted (Service delivery matters with Councillors and other stakeholders)	33	Quarterly reports. Attendance Register.	20	4	4	4	4	4	Strategic Planning & LED
To improve community participation by 2027	Civic education conducted (Community awareness programmes - Vandalism, Policies and by-laws of the Municipality - July-Aug 2026)	20	Quarterly reports. Attendance Register.	12	4	4	4	4	4	Strategic Planning & LED
To improve community participation by 2027	Ward community meetings convened	100%	Quarterly reports. Attendance Register. List of meeting convened.	100%	100%	100%	100%	100%	100%	Strategic Planning & LED
To improve information sharing to communities RMM by 2027	Communication programs implemented as per the Communication Plan	36	Quarterly reports. Pictures. Copy of the publication. Communication Plan.	20	4	4	4	4	10	Strategic Planning & LED
To maintain healthy trusted brand	Developed Consolidated Municipal profile (Implementation of Brand visibility action plan)	5	Quarterly Reports. Developed Municipal Profile - booklet	5	1	1	1	1	1	Strategic Planning & LED

	To entrench social cohesion through vulnerable groups by 2027	Developed and approved ward profiles	New indicator	Progress Report reports/profiles	23	0	0	0	0	23	Strategic Planning & LED
Intergovernmental Relations	To ensure proper governance and accountability by 2027	IGR meetings convened	20	Quarterly reports. Attendance Register. Resolution Matrix	20	4	4	4	4	4	Strategic Planning & LED
Sport	To entrench social cohesion through vulnerable groups by 2027	Sport programmes implemented (Indigenous Game, Heritage Tournament, Sport and Recreation Awards and Mayors Cup)	12/12	Quarterly reports. Expenditure Report. Pictures. Concept document approved by the MM. (Cooperative Indaba, Cultural Week, SMME day, Market Day, Agricultural Week)	20	4	4	4	4	4	Strategic Planning & LED
Special Programmes	To entrench social cohesion through vulnerable groups by 2027	Vulnerable groups programme implemented (Woman's Empowerment summit, Mayor's Breakfast with Older persons, The right to learn campaign and GBVF activity plans)	12/12	Quarterly reports. Attendance Register. Expenditure report	25	5	5	5	5	5	Strategic Planning & LED

Law enforcement	To ensure proper governance, accountability and public participation	By-laws developed (Disaster Management, Environmental Management, Land Invasion, Electricity, Dilapidated Buildings and Unsightly Objects by-laws)	14	Quarterly reports with supporting evidence	10	0	0	0	3	5	Corporate Service
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4.4 DEVELOPMENTAL PROJECTS FOR 2026/2027

4.4.1 MUNICIPAL INFRASTRUCTURE GRANT THREE-YEAR PLAN

RAYMOND MHLABA MIG 3 YEAR CAPITAL PLAN 2026/27 TO 2028-29						
Number	Project Name	Ward	Project Description	FINANCIAL YEAR		
				2026-2027	2027-2028	2028-2029
1.	Construction of Mgxotyeni Community Hall	1	Social amenity	R 4 500 000,00	R -	R -
2.	Construction of Zihlalani Community Hall	17	Social amenity	R 4 500 000,00	R -	R -
3.	Construction of Qhibirha Community Hall	13	Social amenity	R 4 500 000,00	R -	R -
4.	Paving of Ntselamanzi Internal Streets phase 1	2	Roads	R 7 613 000,00	R 5 387 000,00	R -
5.	Paving of Mbewu-Nohashe Streets Phase 2 Internal Street	3,19	Roads	R 18 000 000,00	R -	R -
6.	Regravelling of ward 9 Internal streets phase 2	9	Roads	R 2 129 063,00	R -	R -

7.	Specialised waste vehicles	All	Special project	R 5 000 000,00		
8.	Paving of Mount Pleasant Internal Streets Phase 3	21	Roads	R 6 000 000,00	R -	R -
9.	Paving of Old Seymour Internal Streets phase 3	4	Roads	R 6 000 000,00	R -	R -
10.	Paving of Makhanyane Street	21	Roads	R -	R 7 000 000,00	R 7 000 000,00
11.	Construction of Animal Pound in Bedford	23	Animal facility	R -	R 6 000 000,00	R 6 940 215,12
12.	Construction of Takalani Day Care Centre	19	Day Care Centre	R -	R 2 000 000,00	R -
13.	Construction of Community Hall in Krwakrwa	12	Social amenity	R -	R 4 500 000,00	R -
14.	Construction of Njwaxa Day Care	14	Day Care Centre	R -	R 2 000 000,00	R -
15.	Construction of Guburha Community Hall	6	Social amenity	R -	R 4 500 000,00	R -
16.	Construction of Mabheleni Community Hall	7	Social amenity	R -	R 4 500 000,00	R -
17.	Construction of Phumlani Community Hall	18	Social amenity	R -		R 4 500 000,00
18.	Construction of Thornpark Community Hall	16	Social amenity	R -	R -	R 4 500 000,00
19.	Regravelling of Ngcabasa Internal streets	13	Social amenity	R -	R -	R 5 000 000,00
20.	Construction of Bhofolo Community Hall	21	Social amenity	R -	R -	R 4 500 000,00

For the 2026/2027 financial year no MIG project will require an Environmental Impact Assessment (EIA).

4.4.2 DRAFT INEP PROJECT LIST FOR 2026/2027

INTEGRATED NATIONAL ELECTRIFICATION PROGRAMME (INEP)		
Number	Project name	Project description
1.	Electrification of 51 households in Daweti	Electrification
2.	Electrification of 70 households in Mpolweni	Electrification
3.	2.5km, 11kv Daweti to Jackson Street Link Line Upgrade	Electrical infrastructure upgrade
4.	Electrification of 162 Households at Jackson Street	Electrical infrastructure upgrade
5.	11kv Bhofolo Switching Station Upgrade	Electrical infrastructure upgrade

4.4.3 AMATHOLE DISTRICT MUNICIPALITY PROJECTS

MUNICIPAL INFRASTRUCTURE GRANT THREE YEAR CAPITAL PLAN					
Number	PROJECT TITLE	PROJECT TYPE	Total Planned Expenditure for 2026/2027	Total Planned Expenditure for 2027/28	Total Planned Expenditure for 2028/29
1.	Repairs and Refurbishment of Water Infrastructure: Raymond Mhlaba: Fort Beaufort and Alice	Water	7 268 600	10 000 000	10 000 000
2.	Emergency Interventions at Sewage Systems in the Amathole District Municipality – Raymond Mhlaba	Sanitation	4 207 100	7 000 000	7 000 000
3.	Completion of backlog-Raymond area wide sanitation project	Sanitation: VIP	20 968 760	28 000 000	31 000 000
4.	West Victoria East Water Supply – Phase 4	Water	14 600 000	27 600 000	27 600 000
5.	Nxuba - Adelaide and Bedford Bucket Eradication Phase 4: Upgrading of Bedford WWTW	water and sewer	1 281 500	-	-
6.	Fort Beaufort Bulk Water Supply Phase 2	Water	18 000 000	30 000 000	30 000 000
7.	Nxuba - Adelaide and Bedford Bucket Eradication Phase 6: Upgrading of Bedford WWTW	Sanitation	3 600 000	3 600 000	3 600 000
	TOTAL MIG ALLOCATION		69 925 960	106 200 000	109 200 000

4.4.3. PLANS OF SECTOR DEPARTMENTS FOR 2026/2027:

4.4.3.1 DEPARTMENT OF TRANSPORT

RE-GRAVELLING	Surface ((Pothole Patching & Vegetation control)	Disaster	TOTAL
R5, 946, 511	R5 000 000	R 29 668 277.00	R 40 614 788.00

DEPT OF TRANSPORT:BUDGET EXPANDED PUBLIC WORKS PROGRAMME				
Project Name	Number of Participants per project	Ward/s	Project Description	Annual Budget
Household Contractors	641	1,2,3,4,5,6,7,9,10,11,12	Routine Road Maintenance	7,876,608.00
Scholar Transport Monitors	45	2,3,4,5,6,8,9,10,12	Safety of Learners	1,382,400.00
Supervisors	35	1,2,3,4,5,6,7,9,10,11,12	Supervision	1,671,600.00
Road Rangers	34	1,9,12(N2 & R63 Routes)	Safety of road users	1,137,600.00

Taxi Rank Cleaners	5	6	Safety of road ranks	153,600.00
Walking Bus	6	31	Safety of Learners	184,320.00
TOTAL	767			12,466,128.00

4.4.3.2 DEPARTMENT OF HUMAN SETTLEMENTS

Number	Programme	Budget
1.	Human Settlements Development Grant (HSDG)	R 54,70 mil
2.	Upgrading of Informal Settlement Programme Grant (UISPG)	R 28,30 mil

4.4.3.3 DEPARTMENT OF COMMUNITY SAFETY

ACTIVITY	VENUE AND TIMEFRAME	BUDGET

Social Crime prevention programme (crime awareness programmes)	Alice and Balfour	R192 000 (For all ADM municipalities)
Oversee CPF Elections	All police station areas in the district April – June 2026	No Cost Implication
Unannounced visits (assess service delivery at the Client Service Centres)	Doringkloof, Healdtown, Balfour, Chungwa,, Bedford and Hogsback.	No Cost Implication
Assess compliance to Domestic Violence Act by SAPS	KwaMaqoma, Msobomvu, Kolomane and Alice,	No Cost Implication
Policing Accountability Engagement (imbizo focusing of police service delivery)	Seymour	R98 000 (For all ADM municipalities)

CHAPTER 5: MUNICIPAL SECTOR PLANS & POLICIES

Local government powers and functions are outlined in the Constitution of the Republic of South Africa, 1996, and in the Municipal Structures Act 1998. These sector plans vary from sector to sector and according to provincial discretion on the delegation of functions to municipalities in respect of some sectors. The principle underlying the role of sector planning in the IDP process can be abridged as follows:

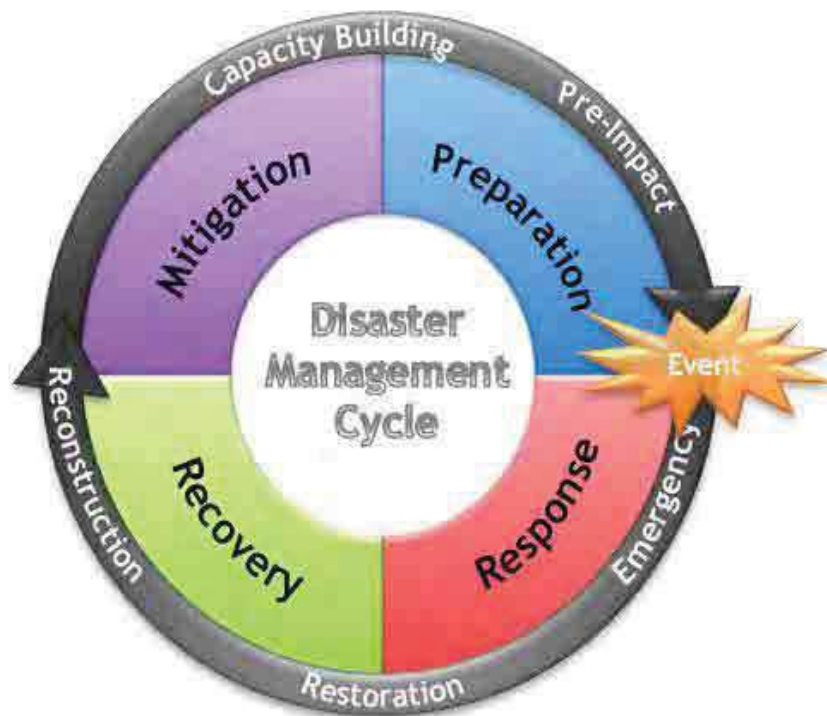
- Specific sectors which fall beyond the ambit of local competencies, such as education, may be directly related to the priority issues identified in a specific municipal area. The municipality is not the implementation agency, attention will still need to be given to the planning process from analysis to integration; to facilitate alignment and co-ordination with other spheres of government and institutions, in the course of the IDP process. What is propounded is that even for sectors where there are no legally prescribed planning requirements, local government can use the integrated planning process to lever national and provincial sector contributions (funds and support) for development by ensuring compliance with national and provincial policy principles and sector guidelines. Local government can also use the IDP process to lobby provincial sector departments by involving them in the local planning process at appropriate points.
- Sector planning requirements contained in the national sectoral legislation in respect of municipal functions such as water and environment should be dealt with as part of the IDP process, where they are relevant to the local priority issues.

The sections below give a brief summary on the developed sector plans of the Municipality as adopted by Council.

5.1 DISASTER MANAGEMENT PLAN

The municipality developed a Disaster Management Plan (All Hazards Contingency Plan) whose primary focus is to confirm the organizational and institutional arrangements to effectively prevent disasters from occurring and to mitigate the impact of those hazards that cannot be avoided. It establishes the operational procedures for risk reduction planning as well as emergency procedures to be implemented in the event of a disaster occurring or threatening to occur. The purpose of the plan is to outline policy and procedures for both the pro-active disaster prevention

and the reactive disaster response and mitigation phases of disaster management. The preventative elements of this plan must be implemented and maintained on a continuous basis.



The illustration above demonstrates the continuum and it should be noted that Disaster Management is not only reactive, but also involves actions aimed at preventing disasters, or mitigating the impact of disasters. Different line functions and departments must contribute in varying degrees to Disaster Management in the various phases of the Disaster Management Continuum.

The emergency or re-active elements of the plan will be implemented whenever a major incident or disaster occurs or is threatening to occur. For the sake of uniformity, the sequence of response operations is described in accordance with the national guidelines, for the first four of the six escalating levels of response, starting in the threatened area or community and escalating to a situation that falls within the classification of a local disaster.

5.1.1 INCIDENT RESPONSE LEVEL ZERO

When a disaster occurs or is threatening to occur, there is usually an informal spontaneous response from the survivors living or working in the threatened or affected area or community. This spontaneous and informal response is referred to as response level zero. It is at this stage the ward (or community) emergency preparedness plan must be brought into operation and the relevant emergency and/or essential services must be notified.

During this interim response period the following protocols will apply:

Coordination

As an interim measure the ward or community emergency coordinator establishes an incident coordination post and proceeds to coordinate and manage the activities of the spontaneous responders until such time as the primary agency arrives on the scene at which point the community emergency coordinator, hands over to the primary agency. If required, the community emergency coordinator together with the spontaneous responders continues to serve in a supporting capacity under the command of the primary agency.

Reporting and communication

The ward or community emergency coordinator immediately notifies the relevant primary emergency service agency (police, fire, emergency medical, traffic etc.) or essential service agency (water, power, health, shelter, access routes, social service etc.) as prescribed by the protocols applicable to the situation.

Incident Response Level One

When the primary agency from the emergency services and/or the essential services operating in municipality's area arrives on the scene they provide the initial response using their own agency internal resources (**response level one**).

Command and control

In the case of a response level one, command and control is exercised by the commander of the primary agency on the scene in accordance with own agency internal operating procedures.

Reporting and communication

The commander of the primary agency provides situation reports (Sitreps) to its agency headquarters in accordance with own agency reporting procedures. During these initial stages, it may be necessary for the primary agency to call for assistance from support agencies to deal

effectively with the situation. This is usually done via own agency headquarters and thus triggers the next response level (**response level two**).

5.2 SPATIAL DEVELOPMENT FRAMEWORK

An SDF is a key component of the IDP. The SDF should indicate the nature and location of various activities in a manner that best meets agreed objectives. The SDF has been drafted by Raymond Municipality in accordance with the relevant legislative requirements to guide the future spatial form of the greater Raymond Mhlaba area. It is aimed at developing a binding set of principles that guide development and developmental rights of property owners. Specifically, the SDF aims to:

- achieve shared and inclusive growth;
- increase access to opportunities, particularly for disadvantaged citizens;
- improve sustainability by minimizing ecological footprints; and
- maintain the unique sense of place of the towns and region.

To achieve these outcomes, various factors such as strategic infrastructure needs and requirements, natural resources, housing, agriculture and appropriate land use need to be taken into consideration.

5.3 TRANSPORT PLAN

The National Land Transport Transition Act, 22 of 2000 assigns planning responsibilities for land transport to Municipalities. This is to be executed in conjunction with spheres of Government. In terms of the Local Government Municipal Structures Act, 117 of 1998 as from 1 July 2005, Amatole Municipality (ADM) is responsible for the Municipal Public Transport, which is a shared function with local Municipalities in terms of services and infrastructure provision.

In addition, ADM is responsible for regulation of the passenger transport services in all areas within the District, as of 1st July 2006.

5.3.1 Strategic Intervention

The following areas of strategic intervention have been proposed for Raymond Mhlaba Local Municipality:

5.3.2 Poor Road infrastructure

Raymond Mhlaba, because of its rural nature and settlement patterns, is characterized by general lack of good road infrastructure, that essentially forms the backbone of any good public transport system. Access to social services and general mobility (to employment and economic opportunities) is restricted due to poor transport infrastructure and lack of suitable public transport services, particularly in remote rural areas. In many instances / missing road links prevent access to rural areas.

The poor road infrastructure results in mini-bus taxi operators restricting their services to paved roads, whilst LDVS and sedans operate most of the local routes on these gravel roads.

5.3.3 Use of LDVS and un-roadworthy vehicles as public transport

More LDVS and sedans are operated as public transport other than the conventional mini buses, mainly due to poor road conditions and inaccessibility of rural areas. None of these LDVS have been converted to ensure safe transport of passengers and many are un-roadworthy and virtually all these vehicles are operated illegally.

5.3.4 Lack of public transport facilities

Although ADM has over the past two years embarked upon a process of upgrading public transport facilities, many taxi ranks are still operated informally on-street or from vacant off-street areas. Many facilities lack basic infrastructure such as toilets, shelters, paving or informal trading facilities.

5.3.5 Roads and storm water

The provision of and maintenance of roads covers the functional areas of the Department of Public Works and Roads (DPWR), the District Municipality and Raymond Mhlaba Municipality.

Raymond Mhlaba is guided by the district wide Amathole Integrated Transport Plan. The DPWR and SANRAL jointly manage National and Provincial Roads.

The construction and maintenance of access roads and local municipal streets is performed by Raymond Mhlaba local Municipality, who are also responsible for ensuring that storm water is effectively managed. The Roads Department jointly with Extended Public Works Programmes have successfully established a Local Roads Forum that will collaborate with Raymond Mhlaba Local Municipality in the prioritisation of roads network maintenance in the municipality. EPWP

has established household contractors in Raymond Mhlaba Municipality, this contributing toward poverty reduction in the area by proving as part of Beautification process to support small towns.

5.3.6 Transport services

The municipality has a functional Driving Licence testing centre and Registration and Licence of Vehicles centre, operating from Monday to Friday and is situated in KwaMaqoma. The station in Alice only offers Renewal of Driving Licences and renewal and licencing of motor vehicles. More than 90% of passengers use taxis, with buses serving only a small sector of the population (less than 10% of the daily public transport users). Passenger rail services are non-existent. Existing rail lines are currently used mainly for freight transport and therefore infrastructure for passengers at stations is limited and, in most cases, non-existent. Stations are only situated in some main towns, with a number of unused sidings located along the main line.

5.4 LIST OF ADOPTED POLICIES

The municipality adopted all these policies listed here underneath. All these policies were last reviewed in 2025 financial year.

Division per KPA	Approved Policy
Municipal Transformations and Organizational Development	<ol style="list-style-type: none"> 1. Placement Policy 2. Fleet management Policy 3. Occupational Health & Safety Policy 4. Overtime Policy 5. Training and Development Policy 6. Employee Wellness Policy 7. Leave Management Policy 8. Recruitment & Selection Policy 9. Municipal Hall Usage Policy 10. Delegation of powers Policy 11. Performance Management Policy 12. Anti-Fraud and Risk Policy 13. Danger allowance Policy 14. Exit management Policy 15. Housing & Rental Policy 16. Acting allowance Policy 17. Employment equity Policy 18. ICT Email Policy 19. ICT user access management Policy 20. Information & Communication Policy 21. Imprisoned employee Policy 22. Job evaluation Policy 23. Sexual harassment Policy 24. Whistle blowing Policy

	<ul style="list-style-type: none"> 25. Workplace HIV & AIDS Policy 26. Transfer & Demotion Policy 27. Smoking Policy 28. Substance abuse 29. Telephone management 30. Records management 31. Overtime 32. Internship 33. Internal sports 34. Abscondment policy 35. Attendance & punctuality 36. Bursary for non-employees 37. Cellular phone & data policy 38. Councillor & employee assistance program 39. ICT backup & recovery 40. ICT security management 41. Shift Allowance Policy
Local Economic Development	<ul style="list-style-type: none"> 1. Local Economic Development Strategy 2. Local Economic Development Funding Policy 3. Policy for Informal Traders 4. Tractor Policy
Good Governance and Public Participation	<ul style="list-style-type: none"> 1. Risk Management Policy 2. Fraud Prevention Policy 3. Communication Strategy 4. Public participation policy

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5.5 BY-LAWS

By the legislative powers vested in the Raymond Mhlaba Municipal council, the following By-laws have been developed and gazetted during 2019/2020 financial year.

1. Credit Control and debt collection by-law
2. Tarriff by-law
3. Property rates by-law
4. Customer care and revenue management by-law
5. Street trading by-law
6. Roads and Street by-law
7. Liquor trading hours by-law
8. Dilapidated buildings and unsightly objects by-law
9. Public amenities by-law

10. Fire safety by-law
11. Impounded of animals by-law
12. Nuisances and animals by-law
13. Solid waste disposal by-law
14. Cemeteries by-law

CHAPTER 6: FINANCIAL PLAN

6.1 INTRODUCTION:

Municipal Finance Management Act 56 of 2003 Section 16 prescribes that the Council of a Municipality must for each financial year approve an Annual Budget for the municipality before the start of the financial year. Section 16 of the Local Government Municipal Finance Management Act (MFMA) prescribes that the council of a municipality must for each financial year approve an annual budget for the municipality before the start of the financial year. Section 68 of the MFMA assigns the Accounting Officer the responsibility of assisting the Mayor in performing the budgetary functions assigned to the latter in terms of Chapters 4 and 7. In terms of the MFMA, section 16(2), the Mayor of a municipality must table an annual budget at a Council meeting at least 90 days before the start of the budget year.

Section 17(1) of the MFMA further states that an annual budget must be a schedule in a prescribed format and further outlines the contents that should be included in such annual budget. The prescribed format is outlined in regulation 9 of the MBRR, which states that “the annual budget and supporting documentation of a municipality must be in a format specified in Schedule A and include all the required tables, charts and explanatory information”. The later paragraph is also supported by regulation 14(1) of the MBRR to ensure that municipalities table in Council a budget in a prescribed format, that is credible and realistic. The budget recognizes the funding streams of Council that have remained the same as in the previous budget years being mainly service charges on refuse, and rates and grant funding from both National Treasury and Provincial State Departments. Other revenue in addition to above is interest on investments and outstanding debtors, and sundry revenue.

6.2 GRANTS EXPENDITURE

All National Grants were fully spent as at 30 June 2024 and no rollover was necessary to be made. The MIG and the INEP Grant (capital grants) were fully spent in the prior year. The municipality through-out the year has been submitting all the DoRA required reports to all grant funders as well as National and Provincial Treasuries.

The other unspent provisional grants we will engage with the grantor and request to utilise the funds for other purposes and transfer to revenue as they were savings from previous fundings by departments.

6.3 MFMA Prescripts

In line with the approved IDP and Budget process plan It is critical that the monitoring and review mechanisms be catered for in the planning process. The following reports are therefore used for the monitoring of the proper implementation of the municipal approved budget with regards to monitoring and amendment of the budget and the municipality compiles and submits the following reports indicated below:

- Section 71,
- Section 52d,
- Section 72, and
- Yearly Reports

6.4 LOANS

The municipality does not have any loans and is not in a process of applying for any loans.

CHAPTER 7: PERFORMANCE MANAGEMENT SYSTEM

7.1.INTRODUCTION

The Raymond Mhlaba Local Municipality's Performance Management System (PMS) aims to monitor, review and improve the implementation of its Integrated Development Plan (IDP) and measure the progress made in achieving the objectives as set out in the IDP. Implementation of the Service Delivery and Budget Implementation Plan (SDBIP) in the IDP ensures that the municipality implements programmes and projects based on the IDP targets and the approved budget. The performance of the municipality is reported on in the Quarterly and Mid-yearly Performance Assessment Reports as well as in the Annual Report.

Two key internal combined assurance tools are internal performance audit and risk management. This ensure that all activities undertaken adequately address significant risks and put in place control mechanisms to mitigate said risks to attain set performance targets. In addition to performance management legislation and regulations, the Performance Management Policy seeks to promote a culture of performance management within Raymond Mhlaba Municipality. A conducive performance management culture will ensure that the developmental objectives as constructed in the IDP gets relevance in the performance agreements of senior managers as well as the consequence implementation thereof. The purpose of the Performance Management Policy is to streamline performance management processes and to ensure that the five-year IDP (2022-2027) is implemented.

1.2 PMS OBJECTIVES

The PMS should provide a mechanism for ensuring increased accountability between the local community, politicians, the Municipal Council and the municipal management;

- The PMS should facilitate learning in order to enable the municipality to improve service delivery;
- It is important that the PMS ensures decision-makers are timeously informed of performance related risks, so that they can facilitate intervention, if necessary; and
- The PMS should provide appropriate management information that will allow efficient, effective and informed decision-making, particularly on the allocation of resources.

The Performance Management Policy clarifies the roles and responsibilities of each of the stakeholders involved in the PMS of the municipality. This negates any confusion that might arise in the municipality's pursuit to speed up delivery and to enhance the quality of services to its local constituents.

The SDBIP is an implementation plan of the approved Integrated Development Plan (IDP) and Medium-Term Revenue and Expenditure Framework. Therefore, only projects that are budgeted for are implemented. The SDBIP serves to address the development objectives as derived from the approved IDP. The format of the SDBIP is prescribed by MFMA Circular Number 13 issued by National Treasury. In terms of Circular 13, the SDBIP provides a picture of service delivery priorities, budget provision and the monitoring of performance.

7.3 MFMA CIRCULAR NO. 13

The Circular stipulates that the Service Delivery and Budget Implementation Plan (SDBIP) serves as a “contract” between the administration, council and community expressing the goals and objectives set by council as quantifiable outcomes that can be implemented by the administration over the next twelve months. The Raymond Mhlaba SDBIP is developed in accordance with circular 13. The SDBIP provides the vital link between the mayor, council (executive) and the administration and facilitates the process for holding management accountable for its performance. The SDBIP is a management, implementation and monitoring tool that will assist the mayor, councilors, municipal manager, senior managers, and community.

7.4 HIGH LEVEL SDBIP TARGETS AND INDICATORS

Quarterly projections of service delivery targets and performance indicators for each vote, is one of the five components of the top-layer SDBIP that must be made public as detailed in MFMA Circular 13. The top layer of the SDBIP includes measurable performance objectives in the form of service delivery targets and performance indicators that are provided to the community, that is, what impacts it seeks to achieve. These are drawn from the IDP programmes, services and activities that are relevant to each specific directorate as well as the statutory plans that the department is responsible for. The SDBIPs therefore are the key mechanisms for monitoring the different responsibilities and targets that each Directorate must fulfil in meeting service delivery needs provided to the community. The municipality is making use of both Top layer and Bottom

layer SDBIP. This is enacted from the auspice that the performance of the Municipal Manager is in direct core of the institution while the performance of the Directors is represented in the bottom.

7.5 CIRCULAR 88

Due to the pilot process in the 2021/22 financial year, intermediate cities, district and local municipalities will not be required to incorporate the indicators in their existing performance indicator tables in the IDP and SDBIP. Instead, these indicators should find expression in a dedicated Annexure to the IDP and SDBIP which clearly indicates the MFMA Circular No. 88 with indicators applicable to the municipality at Tier 1 and 2 levels of readiness. Practically, piloting for all categories of municipalities (except metros) means the following as it relates to municipal planning:

- Tier 1 and Tier 2 outcome, output and compliance indicators applicable to the municipality to be included in a dedicated Annexure to the IDP and SDBIP which clearly indicates the indicator;
- Baselines should be established for Tier 1 and Tier 2 outcome, output and compliance indicators and reflected in the IDP reviews/updates from 2021/22 onwards;
- Targets for outcome indicators should be set with a five-year horizon for local government ;
- Targets for output indicators should be set on an annual basis, with potential quarterly targets depending on the frequency of the indicator); and
- NO targets should be set for compliance indicators as these are tracked for monitoring purposes only.

However, the municipality took an approach to incorporate some of the circular 88 indicators into the 2025/ 2026 IDP in order to familiarize the indicator implementation both administratively and politically.

7.6 REPORTING ON THE SDBIP

Various reporting requirements are outlined in the MFMA, both the mayor and the accounting officer have clear roles to play in preparing and presenting these reports. The SDBIP provides an excellent basis for generating the reports required by the MFMA. The report then allows the Council to monitor the implementation of service delivery programs and initiatives across the municipality's boundaries.

7.7 MONTHLY REPORTING

Section 71 of the MFMA stipulates that reporting on actual revenue targets and spending against the budget should occur on a monthly basis. This reporting must be conducted by the accounting officer of a municipality no later than 10 working days, after the end of each month.

7.8 QUARTERLY REPORTING

Section 52(d) of the MFMA compels the mayor to submit a report to the council on the implementation of the budget and the financial state of affairs of the municipality within 30 days of the end of each quarter. The mayor then delegates this function to the municipal manager. The quarterly performance projections captured in the SDBIP form the basis for the mayor's quarterly report.

7.9 MID-YEAR REPORTING

Section 72 of the Local Government: Municipal Finance Management Act, Act No. 5 of 2003, determines that by 25 January of each year the accounting officer must assess the performance of the municipality and report to the Council on inter alia its service delivery performance during the first half of the financial year and the service delivery targets and performance indicators set in the service delivery and budget implementation plan.

7.10 MONITORING AND THE ADJUSTMENTS BUDGET PROCESS

The section 71 and 72 budget monitoring reports required under the MFMA should provide a consolidated analysis of the municipality's financial position including year-end projections. The Executive Mayor must consider these reports under s54 of the MFMA and then decide as to whether the SDBIP should be amended. The Adjustments Budget concept is governed by various

provisions in the MFMA and is aimed at instilling and establishing an increased level of discipline, responsibility and accountability in the municipality's finances. In simple terms, funds can be transferred within a vote but any movements between votes can only be agreed by an adjustments budget.

7.11.1 QUARTERLY PERFORMANCE ASSESSMENTS AND SCHEDULE FOR PERFORMANCE ASSESSMENTS

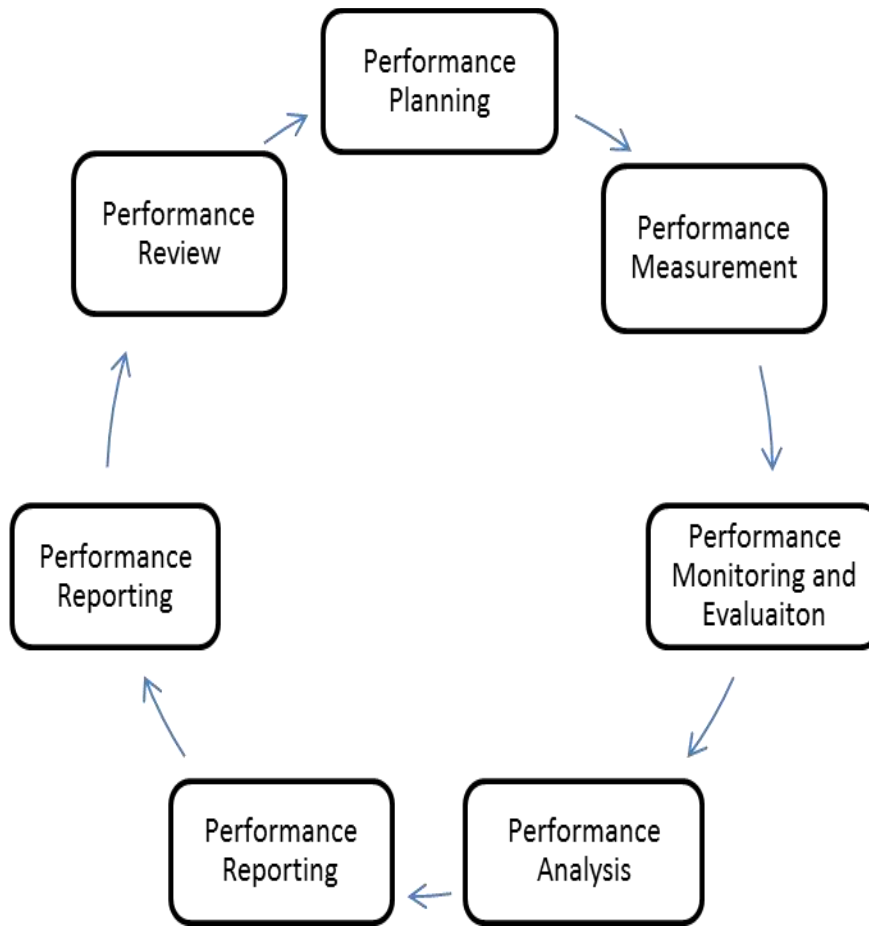
Performance reviews for the Municipal Manager and Directors are conducted quarterly as per the adopted PMS Municipal Policy. An assessment panel to conduct the reviews has been established . The performance of the Employee is assessed in relation to his/her achievement of the targets for each key performance area and the core competency requirements.

For the 2025/2026 Performance reviews will be conducted an a date to be determined for each of the following quarterly periods:

1 st Quarter (July to September):	October 2025
2 nd Quarter (October to December):	January 2026
3 rd Quarter (January to March):	April 2026
4 th Quarter (April to SEPTEMBER):	July 2026

Assessments in the first and third quarter may be verbal if the Employee's performance is satisfactory.

The following presents annual process of managing organizational performance.



CHAPTER 8: SPATIAL DEVELOPMENT FRAMEWORK

8.1 INTRODUCTION

The spatial fabric of South African society was engineered through Apartheid planning, which led to the unequal distribution of resources, low-density sprawl, the lack of opportunities in disadvantaged areas and too much emphasis on private transport. The Raymond Mhlaba Municipality Spatial Development Framework (SDF) has been designed to address these inequalities and to create a more sustainable spatial environment.

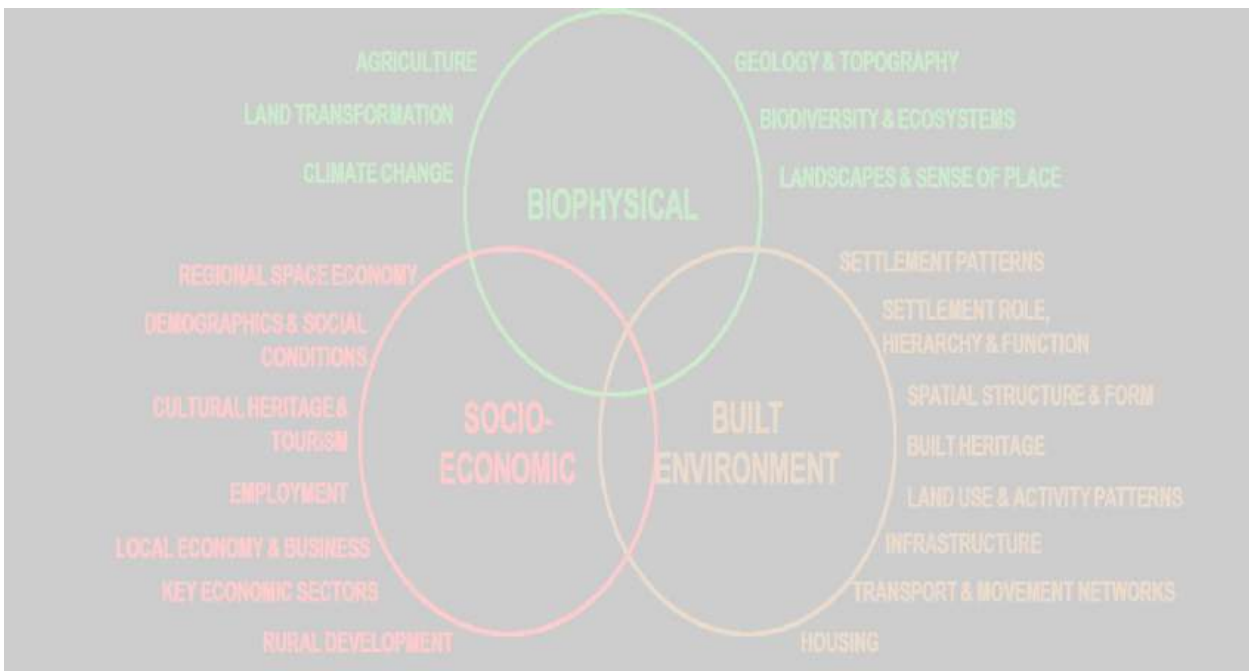
Over the years, guidelines on how to develop Spatial Development Frameworks have been prepared by various National Departments, Provincial Departments and Local Municipalities. All these guidelines worked for the areas they covered, however they never looked at linkages and interaction of adjoining Municipalities Districts, Provinces, *etc.* The latest guidelines developed in the Eastern Cape in 2010, was the Eastern Cape Provincial Spatial Development Plan (ECPSDP) see figure 2, however it was never formally adopted by the Office of the Premier, but it was used as a guide by the authors of SDF's. The ECPSDP developed seven (7) pillars aligned to the Provincial Growth and Development Strategy. In 2014, the Spatial Planning Land Use Management Act (SPLUMA) developed draft regulations and specifically guidelines for SDF's. SPLUMA empowers municipality to take charge of their own planning and this Act also gives municipality more authority on any planning development within its area of jurisdiction. The guidelines identified three (3) pillars as depicted in figure 1 below. The ECPSDP process had extremely wide public participation; we propose integrating the seven (7) pillars of the ECPSDP into the three (3) pillars of the DRDLR spatial development framework guidelines.

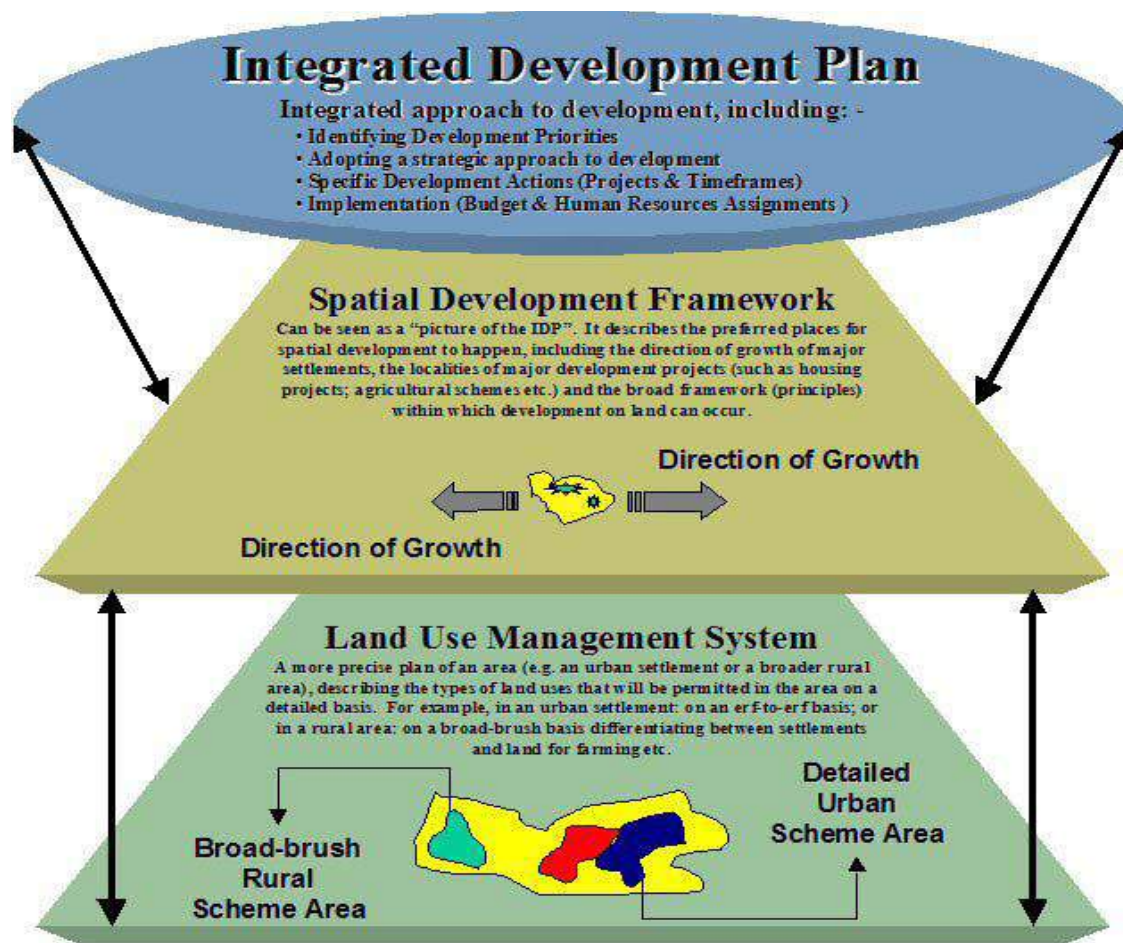
8.2 THE ROLE OF THE SDF

Sections 7, 12 and 21 of Act 16 of 2013 also Spatial Planning Land Use Management Act requires Municipalities must prepare Spatial Development Frameworks. Section 35 (2) of the Municipal Systems Act 32 of 2000 (as amended), stipulates that the SDF, as contained in the IDP, will prevail over a plan defined in Section 1 of the Physical Planning Act 125 of 1991 alias the old guide plans. The SDF therefore has statutory powers once the IDP is adopted by the Council and will guide all land use management within the municipal area. In terms of section 25 (a) of the act,

the SDF, as part of the IDP, must link, integrate and co-ordinate plans (projects from sector and service plans) with spatial implications, and takes into account proposals for the development of the municipality and (b) aligns the resources and capacity of the municipality with the implementation of the plan.

Therefore, it is quite clear that, the purpose of the SDF is not to infringe upon existing land rights but to guide future land uses. No proposals in the plan create any land use right or exempt anyone from his or her obligation in terms of any other act controlling land uses. The maps should be used as schematic representation of the desired spatial form to be achieved by the municipality in the long term. The boundaries created through this process should therefore be left for interpretation and not be scaled.





The formulation of the Spatial Development Framework is a legal requirement, in which, every municipality must adhere to as part of the integrated development planning processes [refer to section 26 Municipal Systems Act]. The Raymond Mhlaba Local Municipality's SDF serves as a strategy to interpret and represent the spatial development vision of the municipality. The vision must be designed to enable sustainable development throughout the municipality while the planning process will address the challenge to balance imperatives of economic efficiency, social and environmental integrity. The SDF for Raymond Mhlaba Municipality was adopted by Council in April 2019 and was carried out in line with the outcome of the NSDP and ECPSDP 2010 where the following seven spatial frameworks were recommended i.e. **Environmental, Social Development and Human Settlements, Rural Development, Infrastructure, Economic Development, Human Resources; and Governance.**

SDF gives effect to the development principles contained in the Spatial Planning & Land Use Management Act (SPLUMA), Act 16 of 2013) including:

- ✓ Spatial Justice;
- ✓ Spatial Sustainability;
- ✓ Efficiency;
- ✓ Spatial Resilience;
- ✓ Good Administration

It is paramount to indicate that the SDF addresses various pertinent issues, for example:

- Settlement
- Natural environment
- Environmental issues
- Land use analysis
- Spatial development proposals

Under Settlement, the SDF looks at the settlement pattern of the municipality which talks about the urban areas and rural areas of the municipality. It also indicates settlement growth trends within the Raymond Mhlaba Municipality. The SDF defines the types of natural environment that characterizes the municipality in terms of topography, soil and geology, water resources climate and vegetation. On environmental issues, the document indicates biodiversity and conservation areas, environmental sensitive areas and ecosystem status. Under land use analysis, the SDF analyses the dominant land uses in the municipality which are Settlement, agriculture and Forestry and conservation. It also identifies the types of land classifications that are found in the municipality. There following classes of land are not found in Raymond Mhlaba, Class 1, Class 11 and class v, all other classes of land can be found.

Spatial structuring elements of the Municipality are clustered into the following main components, namely:

- Development Nodes

- Development Corridors
- Special development Areas
- Environmental management systems

All of these are shown by means of maps within the Spatial Development Framework. As already alluded to, the draft SDF for Raymond Mhlaba Municipality is an existing document and currently undergoing further consultation with all relevant stakeholders towards Council approval. The Raymond Mhlaba Municipality SDF is aimed at addressing the spatial interventions and looking at long-term growth of the Raymond Mhlaba municipal area, these include, housing developments, student accommodation, middle income housing and shopping complex. This kind of development is envisaged to take place in the next 5 – 7 years. The SDF recognizes that any development to take place, issues of infrastructure development should be prioritized, therefore in order to developed, infrastructure should be addressed including (bulk infrastructure for electricity *etc.*), and all these are covered by the spatial development framework of the municipality. The municipality has rezoned land for construction of wind turbines and solar panels as alternative sources of energy, to relieve demand from national grind, and advocating green economy.

8.3 SPATIAL DEVELOPMENT PROPOSALS

The following key spatial structuring elements have been proposed for the Raymond Mhlaba Municipal SDF.

- Settlement nodes and hierarchy
- Hierarchy of corridors
- Priority settlement (cluster) development zones
- Municipal open space systems (MOSS)

8.3.1 Settlement Nodes and Hierarchy

The Raymond Mhlaba SDF identifies certain nodes and settlements in line with levels of investment and hierarchy. The various settlement nodes and hierarchy are as follows:

8.3.1.1 Primary Nodes

KwaMaqoma, Alice and Adelaide are strategically located with the municipal area and play an important role as regional centres for the municipality. They are well located along the main transportation routes that connect these nodes.

Table 1: Proposed Primary Nodes

Node Type	Spatial Development Priorities
<p>Primary Node</p> <ul style="list-style-type: none"> • KwaMaqoma • Alice • Adelaide 	<ul style="list-style-type: none"> • These are existing mixed land use nodes – administrative, social and economic node and concentration of different activities and services for effective functioning of the towns. • They require CBD revitalization and associated precinct /local planning • They need for urban aesthetics. • Infrastructure and social facilities provision and upgrade to cater for existing and future expansion of the towns. • Light industrial development area, focusing on the processing of raw materials from the region • Strengthening of the following activities in three towns: <ul style="list-style-type: none"> ○ Development of commercial activities to service the towns and the entire municipal area. ○ Location of regional and district offices of various government departments and service delivery departments • The need for Sustainable Human Settlement Programme in the form of public-funded housing development (including social housing on vacant land parcels within the CBD and adjoining areas). <ul style="list-style-type: none"> ○ Alice, in addition, requires high density students hotels development in close proximity to the University of Fort Hare and

Node Type	Spatial Development Priorities
	<ul style="list-style-type: none"> ○ Military Veteran Housing ○ KwaMaqoma – requires mixed-use development towards the Grahamstown-Adelaide Junction. ○ Adelaide – requires formalisation of informal settlement in the townships. ● Proper Land Use Management and Land Administration ● Expansion of Commonage and formulation of Commonage Management Plans.

8.3.1.2 Secondary Nodes

There are four (4) secondary nodes identified by the Raymond Mhlaba SDF. These are Bedford, Middeldrift, Seymour and Hogsback (tourist node). These align with the spatial structure proposed in the Amathole District SDF.

Table 2: Proposed Secondary Nodes

Node Type	Spatial Development Priorities
<p>Secondary Node</p> <ul style="list-style-type: none"> ● Bedford ● Middeldrift ● Seymour ● Hogsback (tourist node) 	<ul style="list-style-type: none"> ● These are “major sub-regional nodes” within RMLM where higher to medium order community facilities such as hospitals, schools etc. should be “focused” or “bundle” in order to ensure that a great number of rural residents are served in a more efficient and effective way. ● Ideally, these “nodes” should be in close proximity to public transport routes to ensure maximum accessibility to facilities. ● Commercial activities serving the whole local municipal areas and the surrounding areas (sub-region)

Node Type	Spatial Development Priorities
	<ul style="list-style-type: none"> • Light industrial development focusing mainly on the processing of raw materials produced within the sub-region and the neighbouring areas – agri-processing centres. • Need for local planning (town regeneration and formalization) to maximize use of resources. • Provision and upgrade of existing infrastructure and social facilities • Provision of public-funded rural housing (including social housing on vacant land parcels within the CBD and adjoining areas). . • Strengthening of the following activities in these sub-regional service nodes: <ul style="list-style-type: none"> ○ Development of low-key commercial centre to service the villages and their catchment areas ○ Location of public facilities, such as, multi-purpose community halls, junior and senior primary and senior secondary schools, clinics, sports field, transportation facilities, to serve the villages and their catchment areas. • Local land use scheme to be negotiated. • Environmental Management (protection of natural and cultural resources)

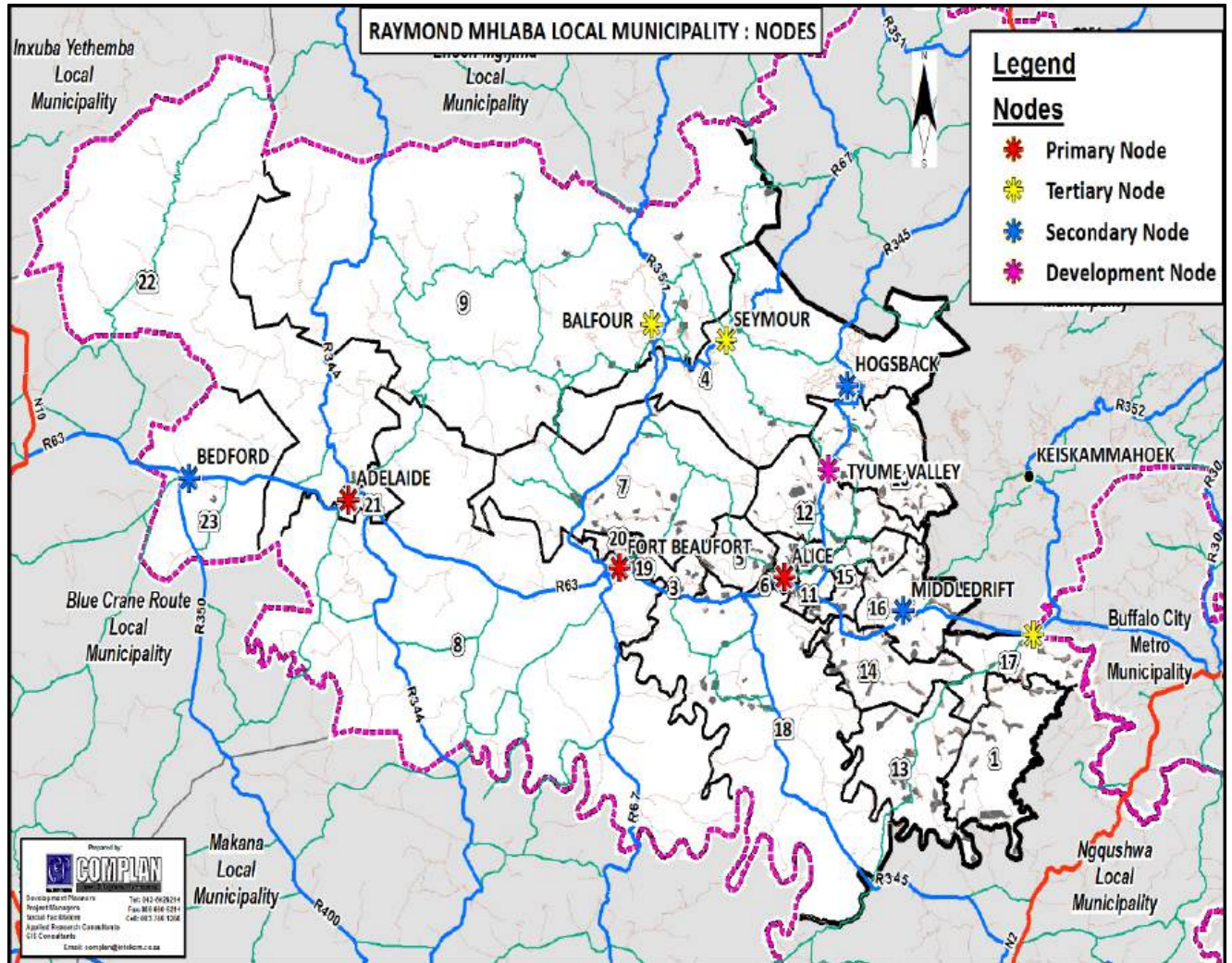
8.3.1.3 Table 3: Tertiary Nodes

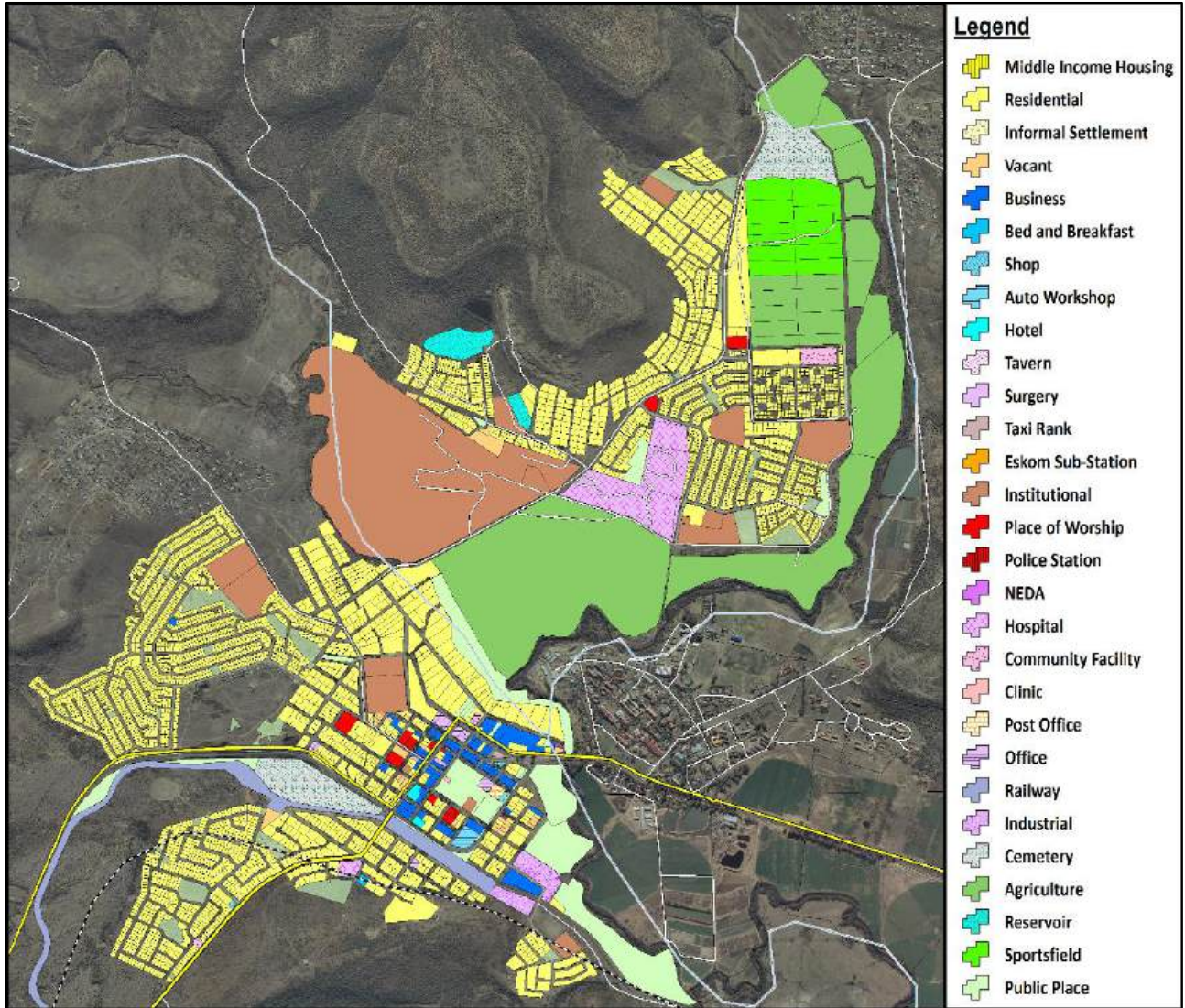
The tertiary nodes identified for the Raymond Mhlaba SDF include the nodes identified in the former Nxuba and Nkonkobe Municipal SDFs; these include Balfour and Seymour.

Proposed Tertiary Nodes

Node Type	Spatial Development Priorities
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<p>Tertiary Nodes (Minor Rural Service Centre)</p> <ul style="list-style-type: none"> • Balfour • Debenek 	<ul style="list-style-type: none"> • These are “minor rural service centres” where medium to lower order community facilities can be “focused” or “bundle” in order to ensure that a great number of rural residents are served in a more efficient and effective way. • Local planning to maximize use of resources. • Provision and upgrade of infrastructure. • Public-funded rural housing provision. • Strengthening of the following activities in major rural service nodes: <ul style="list-style-type: none"> ○ Development of low-key commercial centre to service the villages and their catchment areas ○ Location of public facilities, such as, community halls, junior and senior primary schools, senior secondary schools, mobile clinic services, sports field, transportation facilities, to serve the villages and their catchment areas. • Local land use scheme to be negotiated. • Environmental Management (Protection of natural and cultural resources)
<p>Rural Villages</p>	<p>All other existing villages in the RMLM which are areas of greatest need, requiring special investment to upgrade levels of service to the accepted minimum level so as to improve the level of well-being of the communities. It should involve investment in basic infrastructure, poverty alleviation and rural livelihood programmes and projects.</p>





1.4 ENVIRONMENTAL PRINCIPLES

The Municipality's SDF emphasises the need to protect natural resources, to achieve food security by preventing loss of valuable high potential agricultural land; and connect development to the availability of sustainable water resources. Applicable legislation in this regards,

- National Environmental Management Act (NEMA)
- Eastern Cape Biodiversity Conservation Plan (ECBCP)

In general, when considering applications for land development, the following environmental principles should be considered:

- **Landscape quality:** All development proposals must be evaluated in terms of their effects on the landscape quality of the surrounding area. This must consider the visual absorption capacity of the surrounding land and the visual intrusion, which will result from the development.
- **Urban sprawl:** The development should not contribute to urban sprawl as a result of “leap-frogging” thereby promoting secondary development.
- **Carrying capacity:** New tourism developments outside of the urban edge must evaluate the impacts of the proposed influx of tourists on the immediate natural surrounding areas as well as neighbouring natural and urban areas. A value judgment may be required to determine if the development will exceed the ecological carrying capacity of the surrounding area. This should not promote secondary development (service station; shopping centre's etc.) thus creating the need for new a development node.
- **Waste disposal and sanitation:** Any developments outside the urban edge must be self-sufficient and have a detailed plan for solid waste disposal and on-site sanitation. Developments outside of nodes must not be reliant on the municipal sewage systems as these are planned and designed to accommodate treatment volumes from the defined nodal development areas and may not have sufficient capacity to accommodate additional volumes. In all cases the environmental impacts associated with the waste disposal and sanitation systems will need to be assessed as part of the project Environmental Impact Assessment (EIA).

- **Infrastructure requirements:** The impacts on the natural environment from additional infrastructure requirements must be carefully considered and must be assessed as part of the project EIA.
- **Agriculture:** Developments should preferably not be permitted on land designated as “prime and unique” agriculture land or significantly reduce the area of high value agriculture lands, thereby reducing the potential productivity of these areas
- **Biodiversity corridors:** Development must not impact significantly on biodiversity corridors.
- **Pristine habitats:** Developments must not be situated adjacent to rivers designated as being pristine, near pristine or stressed.

Sustainable Human Settlement Development

The focus of this urban area plan is to identify priority areas for development with respect to housing development, places of employment and ancillary uses that will make Adelaide Town a sustainable human settlement and economic area that will create job opportunities. This plan should take cognisance of the new National and Provincial Sustainable Human Settlements policies. The Adelaide and Bedford LSDF (2014) indicates that housing demand within Adelaide is for RDP, Middle Income housing and rental accommodation.

- **Key Proposals**

The following human settlement (housing) proposals are made for Adelaide Town.

- The SDF (2011) and Housing Sector Plan (2014-2019) for former Nxuba area identified that there is enough land for future housing development within Adelaide town.
- Social and rental housing should be accommodated on developable vacant land and underutilized land parcels through infill development approach in areas close to the Adelaide CBD with good access to existing social, economic and infrastructure facilities and service to cater for middle to lower income market. Social Housing may make a strong contribution to urban renewal and integration and may also be used to facilitate the acquisition, rehabilitation and conversion of vacant land and dilapidated buildings as part of a broader urban renewal strategy.

- Formalisation of an existing and dense temporary informal housing in the Adelaide town but feasibility assessments will be required to determine the potential for in-situ formalisation of informal settlements to determine the need for land for relocation of structure from informal settlements.
- The need to accommodate a range of tenure, housing typologies and mixed incomes to promote mixed integrated and sustainable residential areas.
- Establishment of a new residential area (low, medium and high income housing) within the town.
- Extension of north-western existing low income housing on the adjacent portions of land.
- Open space is proposed as a possible future extension of present public open space in the town.

To cater for the various existing housing need like RDP, Low, Medium and High Density the Adelaide and Bedford LSDF (2014) made the following proposals.

- Low Density Housing with lots of greening next to the Golf course to create a buffer between the golf course and the residential area of Bezuidenhoutville will enhance the extravagance of this golf course. Medium/Higher Density Housing is proposed opposite the golf course along the R344
- Rental accommodation is proposed within a northern direction of the CBD along the river.
- The informal settlements within Lingeletu old and new will have to be formalized or relocated should their location not be in lined with the municipality's vision for the town.

Housing Proposals for Adelaide Town



Public Transport / Movement and Access

As like any small town in the Eastern Cape Province, the Adelaide Town and its surrounding residents depend heavily on public transport services (taxis, bakkies and buses) as the main mode of transport due to limited private car ownership. Hence the need to improve the public transport system as the current system is characterised with many problems.

○ Key Proposals

There is the great need to upgrade the Adelaide taxi and bus ranks through the following:

- Development of Transportation Management Plan through an extensive Traffic Impact Assessment (TIA) to identify transportation problems in more detailed with the aim of providing the basis for the upgrading, development and management of traffic, the public transport system and parking in and around the Adelaide town area.
- Provision and upgrading of the taxi and bus ranks taking in consideration the following:

- Improvement of accessibility in and around the area as well as the efficiency of the current system
- Developing a formalized layout plan with demarcated the entry and exist points.
- Define boundaries of the taxi and bus areas.
- Improve safety of pedestrians moving in and around the transportation node.
- Provide supporting facilities to accommodate the needs of various categories of commuters, such as, disabled people, children and elderly.
- Encourage the densification and intensification of land uses to improve long-term sustainability.
- Provide shelter or canopies for taxis, buses and commuters.
- Provide ablution facilities and safety and security.
- Provide associated informal trading facilities and spaces.
- Identify potential funding sources and submit funding applications for future developments.
- Upgrade informal trading facilities and trading premises, provide infrastructure and prepare an Informal Trading Policy and Management Plan to guide the manner in which the Taxi Node shall be utilised.
- Investigate the possibility of providing commercial, retail and community facilities as part of the Taxi Rank upgrade.

Public Open Space Development

Public open space is provided for the benefit and use of the public. Provision of open space within housing complexes can, in addition to sports facilities and parks, also include cemeteries, detention ponds, nature reserves, river corridors, conservation areas, mountains and roads reserves. Open space system should be regarded as an asset and not a problem. Multifunctional spaces serve dual purpose – they extend the opportunity for economic exchange and also promote socialisation and interaction.

The environmental conservation and management areas in the town comprise all afforested areas, river flood plains, fragile ecosystem, cemetery and public open spaces.

- **Key Proposals**

- Establishment of Town Open Space System (TOSS) to guide development and the maintenance of green elements within the town and its commonage area. This concept will perform the following:
 - Linkage and continuity: to promote a linked and continuous open space system to support integrity of natural systems and provide an opportunity for accessible and linked multi-functional active and passive open space systems.
 - Access, order and typology: to ensure that open space is provided in a manner that promotes access to a range of levels and types of open space (from local park, neighbourhood park, district park and regional park) that supports a wide range of activities, such as sports, walking, meeting and events.
- Creation of multi-functional open spaces to serve dual purposes in the Adelaide area
 - Opportunity for economic exchange activities; and
 - Promote socialisation and interaction.
- Open space (a neighbourhood park or a district park) should be provided and be clustered with other uses, such as, a library, a primary school, a community hall, a local sports field, a primary health centre, a fire station, a place of worship, a swimming pool and a nature conservation area.
- Urban Open Space: an equal distribution of the facilities through all residential areas, as well as upgrading of existing sport infrastructure, should be considered.
- Conservation areas: Environmentally sensitive belts border the town. These features are also barriers as development is now limited within the confines of the Adelaide Town. The Adelaide commonage comprises a unique ecological environment. Development should therefore not pressurize its natural environment or occupy urban agricultural lands.

- Determining the life span of the “**cemeteries**” in Adelaide Town is problematic due to the prevailing uncertainty with regards to various external factors such as HIV/Aids and migration. There is currently only one functional cemetery site for the whole Adelaide Town and this cemetery will soon reach its maximum capacity.
 - Identification of new cemetery site in Adelaide Town based on geotechnical investigation is crucial.
 - The identification of an additional accessible cemetery site, which will serve for the long term, will have to be considered in Adelaide Town and the site to the west of the existing cemetery is highly recommended.
 - The long-term solution will be to identify a well-located regional cemetery to service the entire Adelaide Cluster Development Zone. However, the final site location will only be determined once the necessary geotechnical investigation is completed.

Tourism Development in Adelaide Town

The Adelaide and Bedford LSDF (2014) indicates that Adelaide town has a potential for tourism development. Both local and international tourists visit the town. Tourism attraction activities such as game reserves attract international tourists for hunting on neighbouring game farms.

Adelaide as a town is characterised by having cultural heritage. Currently tourism is very limited in the town but taking place on very small scale. Based on desktop study a number of proposals can be made building on the strengths and opportunities of Adelaide and surrounds. Adelaide location offers the unique opportunity to act as a hub for tourism activity for the surrounding rural areas. Linkages could also be made with the Frontier Country, Karoo Heartland, Sunshine Coast, Amatola Mountain Escape and the heritage routes. It currently serves a small amount of tourists as a service centre and acts as a business centre for the rural communities. It is important to cluster tourist facilities and would also assist with traffic flow and awareness of facilities and services rather than isolated and/or scattered facilities.

- **Key Proposals**

- A detailed tourism master plan needs to be conducted to ensure alignment to the markets.

- Upgrading the existing central business district is of utmost importance and improving the parking and visual appearance by enhancing shop fronts and placing street furniture.
- Essential services and facilities such as banks and retail shops need to be at the forefront and should be easily accessed. Visible policing would also contribute positively towards tourist safety. It would lead to more persons making use of the CBD thereby supporting local business and prolonging visitor stays and expenditure. This activity would have to be closely monitored, to ensure that the financial benefit reaches the communities and extends into other financial generating activities such as homestays, donkey rides, craft market etc.
- Regulation of the establishments is important to ensure good quality accommodation. The existence of the Local Tourism Organisation (LTO) and efforts to revive the tourism industry could offer huge opportunities to expose the establishments through a member based marketing system. Revenues generated by the LTO can then be used to extend and improve the services it currently offers such as operating as a booking office for the coach services and or backpacker's affiliations.
- Provision of Conference facilities in the towns
- Due to the nature of the agricultural potential of the area and its community, a market area selling fresh produce could double up as a marketplace for agricultural entrepreneurs and as an attraction for passing by tourists.
- The greatest domestic market for tourist's, remains in the Eastern Cape. In order for tourist businesses to grow and expand, focus is needed on the quality of the service provided and also the need for tourist infrastructure to be maintained and upgraded.
- The use of technological advancement is needed in certain areas where cell phone coverage is limited and so also access to internet. The use of social media marketing platforms has become increasingly important for communication especially amongst South Africans. There are a number of popular annual events in the surrounding areas that could also be used as a market platform to attract clientele such as the Bedford Garden Festival, hunting season, Christmas in July Hogsback, Grahamstown Arts Festival etc.

Adelaide Town Projects

Former Nxuba area SDF (2011) identified the following projects for Adelaide town:

Adelaide Town Projects

No	Projects
1	624 Bezuidenhoutville / Aerodrome Phase 1
2	481 Bezuidenhoutville / Aerodrome Phase 2
3	160 Bezuidenhoutville / Aerodrome Phase (8.5ha)
4	376 Emabaleni Proposed Housing Project (71.17ha)
5	Bezuidenhoutville Phase 4 including primary school, police station, crèche and clinic (98.4ha)
6	Close Adelaide Landfill Site (2010/11) Alternative A
7	Adelaide Landfill Site Alternative B
8	Adelaide WTW
8	Adelaide WTW
9	Long Term Relocation of WWTW
10	New WTW for Lingeletu & Adelaide Reservoir
11	Floodline Study along Koonap River
12	Infill Housing at Lingeletu (3.03ha) & Geotech
12	Infill Housing at Lingeletu (4.70ha) & Geotech

No	Projects
12	Infill Housing at Lingelethu (4.85ha) & Geotech
12	Infill Housing at Lingelethu (11.1ha) & Geotech
12	Infill Housing at Lingelethu (12.46ha) & Geotech
13	Lingelethu in situ Upgrade 428 Housing
14	Lingelethu Cemetery Expansion
15	Future Secondary School
16	New Business Node / Retail Centre in Bezuidenhoutville
17	Road link Lingelethu
18	Upgrade Lingelethu Bridge
19	Upgrade road between Adelaide & farms (R344)
20	Upgrade stormwater reticulation & drainage
20	Upgrade stormwater reticulation & drainage
21	Squatter upgrading urban renewal (7.73ha)
22	Infill development +-40 sites (2.25ha)
23	Squatter upgrading urban renewal +- (1.25ha)
23	Squatter upgrading urban renewal +- (3.11ha)
24	Future industrial development
25	Activity corridor mixed use
26	Greening & Beautification
27	Greening & Beautification

No	Projects
28	Adelaide commonage management plan
29	Future School
30	Transfer Station
31	New Municipal Offices & Council Chambers
32	Lingelethu Old Access
33	Bezuidenhoutville Access Road
34	Adelaide Pedestrian Bridge (Red Location)
35	Adelaide Pound

Source: Former Nxuba area SDF (2011)

The existing housing projects in Adelaide are spatially referenced under Projects 1 – 4. During the consultation, the community indicated that provision must be made for a primary school in the extension of Bezuidenhoutville towards the west (Project 5).

Adelaide is segregated as a result of the locality of the Water Treatment Works and the ponds. The relocation of the WWTW is suggested as a long-term project (Project 9). The vast portions of land surrounding the WWTW will then be prime residential land, in close vicinity to all the amenities (Project 12). It was established that the land around the ponds is suitable for residential development since no odours are present, but that the soil conditions must be tested as a result of filling and ground works in the past.

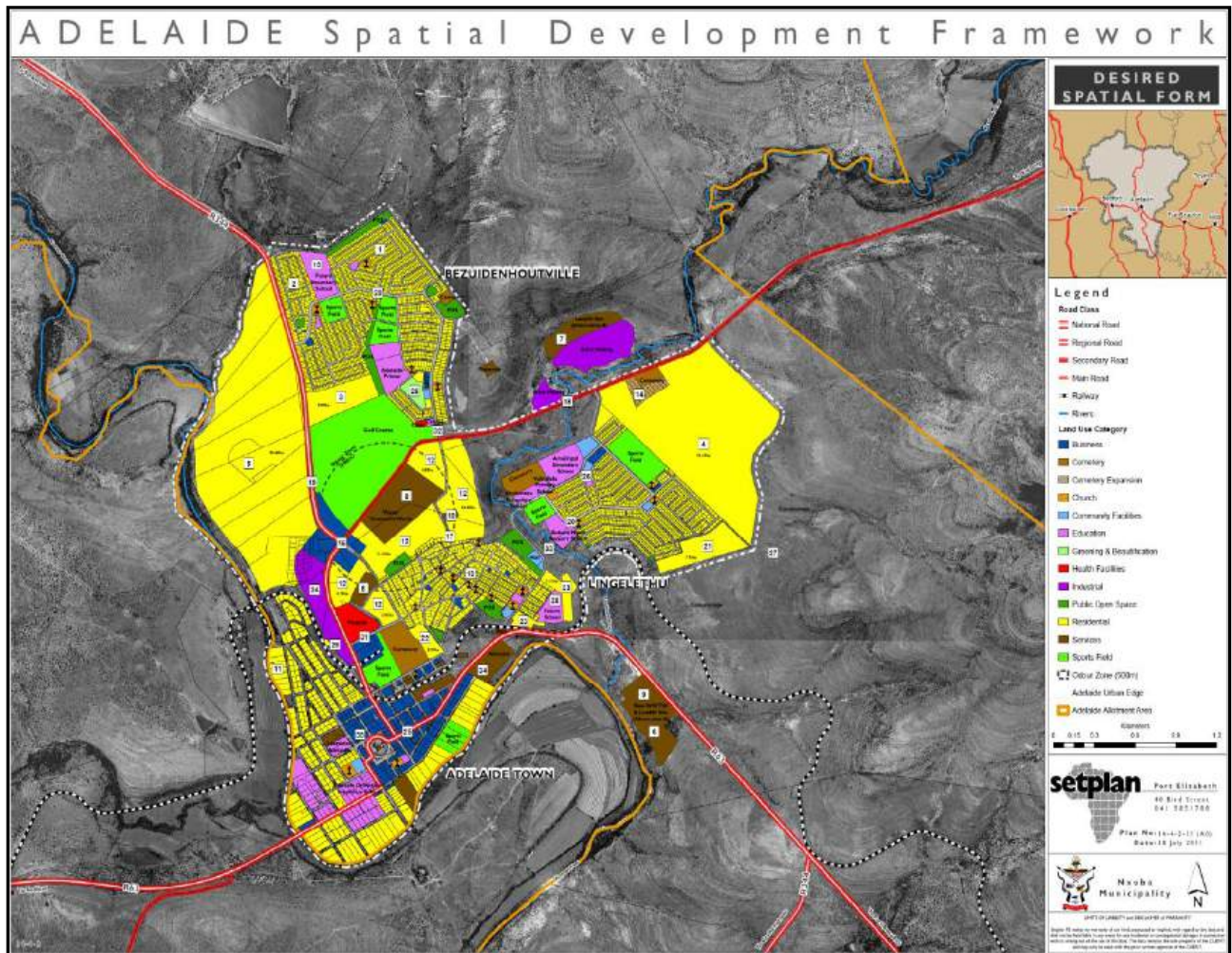
Lingelethu Cemetery expansion was identified in the Open Space Master Plan and is demarcated on the plan (Project 14). A geotechnical investigation would be required before this is implemented.

A new business node was identified on a strategically located intersection in the town (Project 16). The proposed industrial area would be situated between the railway line and this business node (Project 24).

The SDF (2011) indicates that concern was expressed that the middle-income housing along the Koonap River might be flooded, and a flood line study is suggested to determine the developable land next to the river (Project 11).

The two parks currently in the process of being upgraded in the Greening and Beautification Project of Department of Environmental Affairs are indicated as Project 26.

Adelaide Desired Spatial Development Framework



BEDFORD SETTLEMENT ZONE

Locality and description

The zone is located in Bedford and surrounding areas. This zone is envisaged as a Model 1 and Model 2 Densification and Formalization Settlement Zone.

- **Rationale for Zone Identification**

- Bedford is identified as secondary node.
- There are local economic development activities that occur in this zone and they require proper planning.

- **Key proposals**

- Settlement and infrastructure development is the prime need within these zones, accompanied by the identification and maximization of livelihood opportunities through small scale agriculture projects
- Land use management is important to ensure that rural inhabitants have adequate land for settlement and land to sustain their rural – based livelihoods.
- There is the need for local planning process in the settlements in this Zone and once the local planning is complete, consolidation process should be initiated to include sustainable human settlement projects (town and rural housing projects), infrastructure and social facilities provision and upgrades, etc.
- The local planning processes – formalization / in-situ upgrade as well as densification approaches should be adopted but there should be an agreement on planning standards to be adopted in the rural areas including average erf size.
- The Traditional Leaders should be mobilised to support the settlement planning initiatives.
- There will be the need to delineate the settlement edges to indicate the land needs for settlement expansion as well as social development needs over the 20-year lifespan of the SDF.
- There is the need for an institutional arrangements and clarification of roles and responsibilities and cooperation between the RMLM and institution of traditional leadership in respect of land allocation and land use management.

- Local Economic Development projects as contained in the IDP and SDF are pursued in this Zone to improve the condition of life of the people.

Proposals For Bedford Town

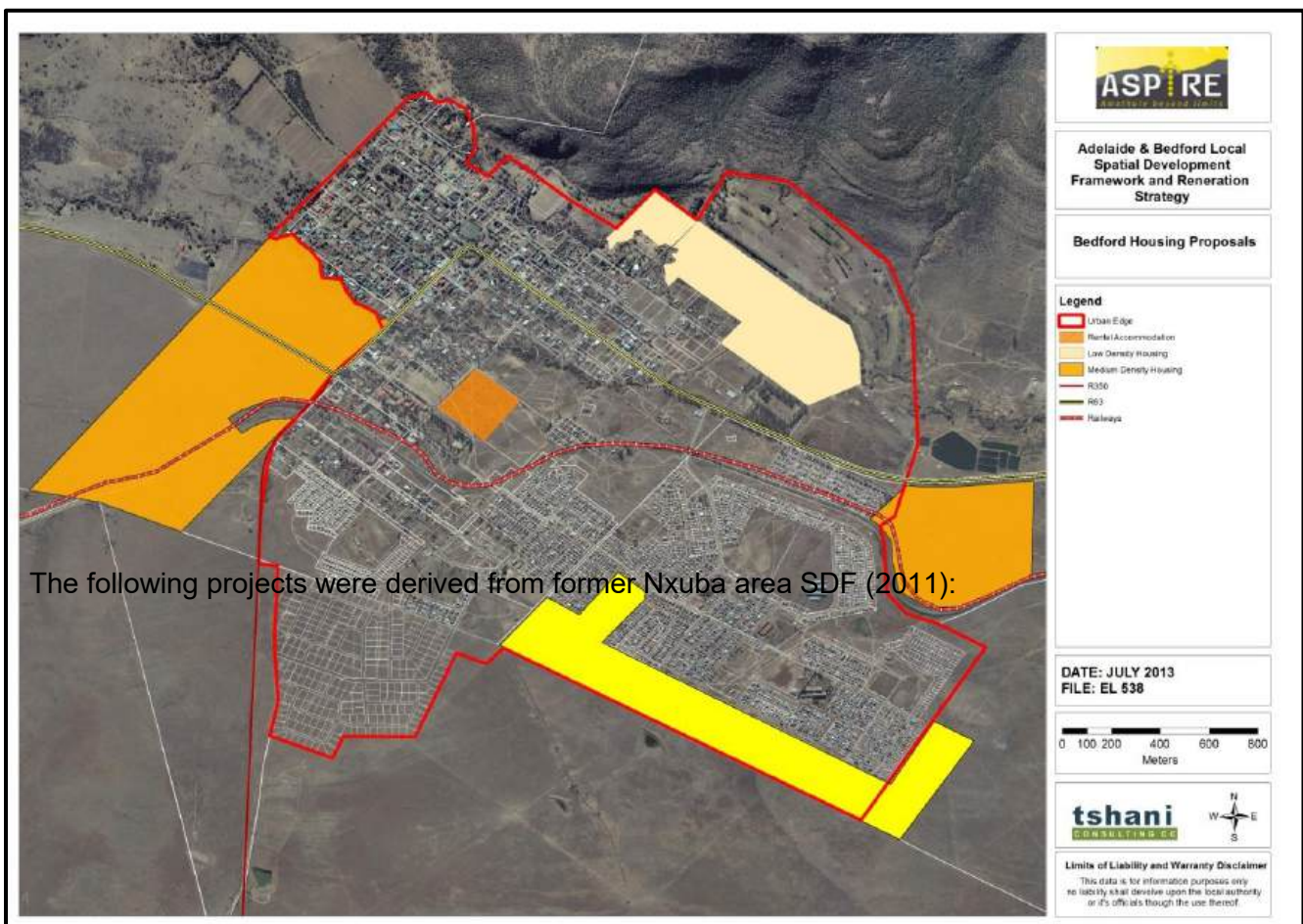
The Raymond Mhlaba SDF identified Bedford town as a secondary node which play significant roles in servicing surrounding rural areas. It has a number of community facilities that can be utilised by both Bedford residents and surrounding community members.

The following proposals were identified by both former Nxuba area SDF (2011) and Adelaide and Bedford LSDF (2013):

- Urban greening and open spaces
- Town beautification
- Provision, maintenance and upgrading infrastructure (water supply, sanitation facilities, roads, electricity and refuse removal)
- Maintenance to Municipal Buildings
- Greening of townships, topsoil for gardens, pavement trees and open space greening
- Formulate and implement heritage management plan and bylaws
- Signage
- Truck stops facilities
- Informal trading area and management
- Promote integrated and sustainable **Human Settlements Development**
 - Low density Housing is proposed along the golf course,
 - Medium density housing is proposed along the R63 entrance into the town of Bedford and along the R63 as one exit the town on the way to Cookhouse.
 - The area indicates in dark yellow is home to informal housing which needs to be formalized.

- Formalize informal settlements in Adelaide and Bedford.
- Approved or relook areas identified for Social/Rental Accommodation in Adelaide and Bedford.
- Plan and survey of areas indicated for Low Density Housing in Adelaide and Bedford.
- Plan and survey of areas indicated for Medium Density Housing in Adelaide and Bedford.

Bedford Housing Proposals



Number	Project
40	161 Nyarha Housing
41	172 Zink/Bongweni Housing
42	200 Goodwin Park Current Housing Project
43	250 Worteldrift Proposed Project
44	600 Ndlovini Proposed Project
45	1600 Sizakhele Proposed Project
45	1600 Sizakhele Proposed Project (26.47ha)
46	Infill Housing at Bongweni & Ndlovini (11.04ha)
47	Goodwin Park Community Hall & Infill Housing (3.99ha)
48	Relocate 30 Illegal Houses on Sportsfield
49	Floodline Study
50	Acquisition of Private Land for Goodwin Park (8.57ha)
50	Acquisition of Private Land for Goodwin Park (16.37ha)
50	Acquisition of Private Land for Goodwin Park (28.04ha)
51	Retail Centre in Goodwin Park
52	Feasibility for Future Cemetery at Worteldrift & Ndlovini
53	Future Industrial Development
54	Lilitha Women's Co-op
55	Expansion of Cemetery
56	Bedford WWTW
57	Bedford Garden Festival Route
57	Bedford Garden Festival Route
57	Bedford Garden Festival Route
58	Urban Agriculture: Stock Pens & Community Gardens
59	Surface Secondary Roads in Bedford CBD
59	Surface Secondary Roads in Bedford CBD
59	Surface Secondary Roads in Bedford CBD

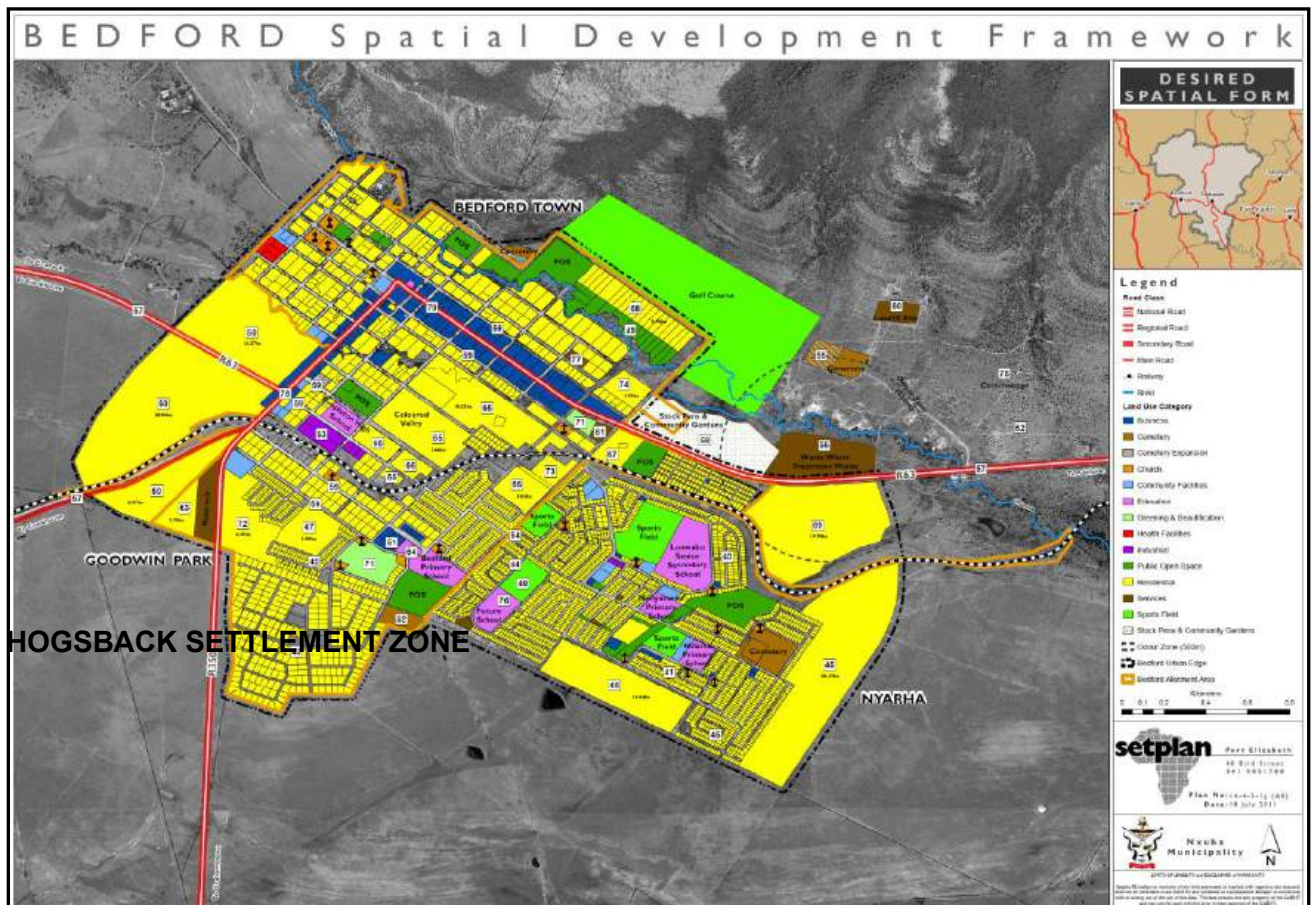
The existing housing projects in Bedford are indicated as Projects 40 – 45. The next site identified for a future housing project by the former Nxuba Municipality is situated at Bongweni and Ndlovini (Project 46). The site measures approximately 11.04ha.

The former Nxuba area SDF (2011) indicated the following to be taken into consideration:

- Investigate the acquisition of land for the expansion of Goodwin Park (Project 50),
- Feasibility and geotechnical investigation into a new cemetery at Worteldrift (Project 52) and,
- A comprehensive infrastructure services investigation on the vacant portions of land around “Coloured Valley” (Project 65).
- Huge potential exists for infill housing, creating a more compact and vibrant town and to optimally utilize the land and infrastructure. Provision should be made for public open spaces in the infill housing projects, where suitable located, undevelopable land (due to infrastructure constraints) could be used for this purpose.

Number	Project
59	Surface Secondary Roads in Bedford CBD
59	Surface Secondary Roads in Bedford CBD
59	Surface Secondary Roads in Bedford CBD
60	Upgrade Bedford Landfill Site
61	Upgrade Bedford Taxi Rank
62	Commonage & Cultural Initiation (Abakwetha)
63	Infill Housing (2.70ha)
64	Public Open Space
65	Infill Housing Services, Investigation & Open Spaces (0.28ha)
65	Infill Housing Services, Investigation & Open Spaces (0.44ha)
65	Infill Housing Services, Investigation & Open Spaces (3.03ha)
65	Infill Housing Services, Investigation & Open Spaces (7.66ha)
65	Infill Housing Services, Investigation & Open Spaces (10.55ha)
66	Eskom Housing (1.70ha)
67	High Density Residential (2.18ha)
68	Medium Density Residential (5.90ha)
69	Medium Density Residential (19.70ha)
70	Activity Corridor Mixed Use
71	Greening & Beautification
71	Greening & Beautification
72	Infill Housing (6.41ha)
73	Infill Housing (2.12ha)
74	Infill Housing (1.93ha)
75	Bedford Commonage Management Plan
76	Future School
77	Expand Bedford Pound
78	Future Business Node

Bedford Desired Spatial Form



- **Locality and description**

Hogsback is situated north of Alice en route to Cathcart. Hogsback is adjoined to the main road passing through Alice by a tarred road, which is regarded as a strategic route for forestry and tourism initiatives in the sub region.

This zone includes a small service centre, namely Hogsback. This zone is envisaged as a Model 1 Densification and Formalization Settlement Zone with additional land required for settlement of landless people and commonage purposes.

To this end, a farm named Plaatjieskraal has provisionally been identified for this purpose. A Feasibility Study on this land is in the process of being commissioned, which will identify whether the land is suited to the envisaged purposes.

- **Rationale for Zone Identification**

- This zone lies within a strategic conservation and tourism area, with forestry being a key industry in the area. Hogsback is a small settlement area with limited services.
- This zone is identified to accommodate the existing needs of the community who work and live in the area and should not be regarded as an area to accommodate settlement of people from other communities.

- **Key proposals**

- Densification and Formalization Settlement Zone with additional land required for settlement of landless people and commonage purposes.
- A farm named Plaatjieskraal has provisionally been identified for this purpose. A Feasibility Study on this land is in the process of being commissioned, which will identify whether the land is suited to the envisaged purposes.
- The environment / natural and planted forests are key assets in this area. Conservation and protection of this economic asset is key. Development and formalization of settlements should be limited to meeting existing needs and further settlement expansion in this area should be avoided.

- Local planning process and facilitation will be required in order to identify additional commonage land to meet the needs of inhabitants living within this proposed Model 1 settlement zone.
- The resolution of cattle grazing problems for the forestry industry lies in the formalization of the relevant restitution claims and development support for the villages in the Tyume Valley.

Proposals For Hogsback Town

Hogsback town is identified as rural service centres or tertiary node which needs serious planning interventions. Hogsback is well known for tourism potential which needs to be exploited in order to benefit the residents of the town and surrounding villages. The town has community facilities which assist local residents.

Key Proposals

- Provision and maintenance of infrastructure (water supply, electricity, roads, railway line, refuse removal, sanitation facilities)
- Create public open spaces for local residents in both towns
- Housing provision (RDP, Low, Medium and High residential areas)
- Provision of community facilities
- Promote the functionality of public transport systems since majority of local population utilise public transport. This can be done through provision of adequate infrastructure that support public transport.
- Promote urban design in both towns in order to beautify them
- Promote small town regeneration in the town

Hogsback Land Use Proposals

- Cultural tourism.

The Precinct Plan for Hogsback will be aiming for:

- Create a robust framework that can adapt to change yet can guide and direct development sustainably;
- Promote the principles of transit orientated development;
- Improve the public environment;
- Preserve the value of the natural environment;
- Promote a mix of land uses;
- Preserve the amenity of the wider residential precinct;
- Promote safety and security through development principles;
- Create a quality address in order to add value to the area.

Key Proposals

- Provision of adequate infrastructure e.g. water supply, electricity, sanitation, roads
- Implement good urban designs for aesthetic value of the town
- Provide public open spaces for people to interact with each other
- Provision of public transport
- Provision of mixed land uses
- Offer community facilities
- Provide tourism information centre
- Provide areas for local people's business activities

SEYMOUR SETTLEMENT ZONE

- **Locality and description**

This zone includes the small rural service centre of Seymour and is situated North West of Hogsback, lying along the identified strategic road linking KwaMaqoma to Cathcart. This zone is envisaged as a Model 1 Densification and Formalization Settlement Zone with additional land required for commonage purposes.

The zone includes the settlement of Cathcartvale to the north east of Seymour, which has recently been upgraded.

- **Rationale for Zone Identification**

- Area is identified as a Development Support Zone
- This Zone identified to receive Local Planning processes
- Area to support settlement, and LED initiatives.
- Consolidation of settlements as a means of creating service thresholds.

- **Key proposals**

- Densification and Formalization Settlement Zone with additional land required for commonage purposes.
- This zone requires settlement development with the intensive development of commonage opportunities.
- Management of land use and land practices is vital to sustainable development in the area.
- It is proposed that displaced farm workers from the land under restitution (e.g. Elandsberg farm) be resettled within this zone. This will require considerable consultation and facilitation through local level planning processes.
- Upgrade of infrastructure and services may be required in this zone to accommodate the settlement needs of displaced households from neighbouring areas due to

restitution claims and for families requiring urban settlement as opposed to rural lifestyles.

Proposals for Seymour Town

The town of Seymour requires proper spatial planning and land use management in order to promote sustainable social, economic and environmental development within Seymour town. To revive the economy of Seymour town, Amathole District Municipality compiled an Implementation Plan for Seymour's small-town regeneration in 2017 which can be used for guiding the development of Seymour. The implementation plan for Seymour's small-town regeneration came up with vision for Seymour town. The vision reads as follows: ***An Economically Sustainable Town, with social amenities catering for the needs of its residents***

The implementation plan proposed following projects to be implemented in Seymour town:

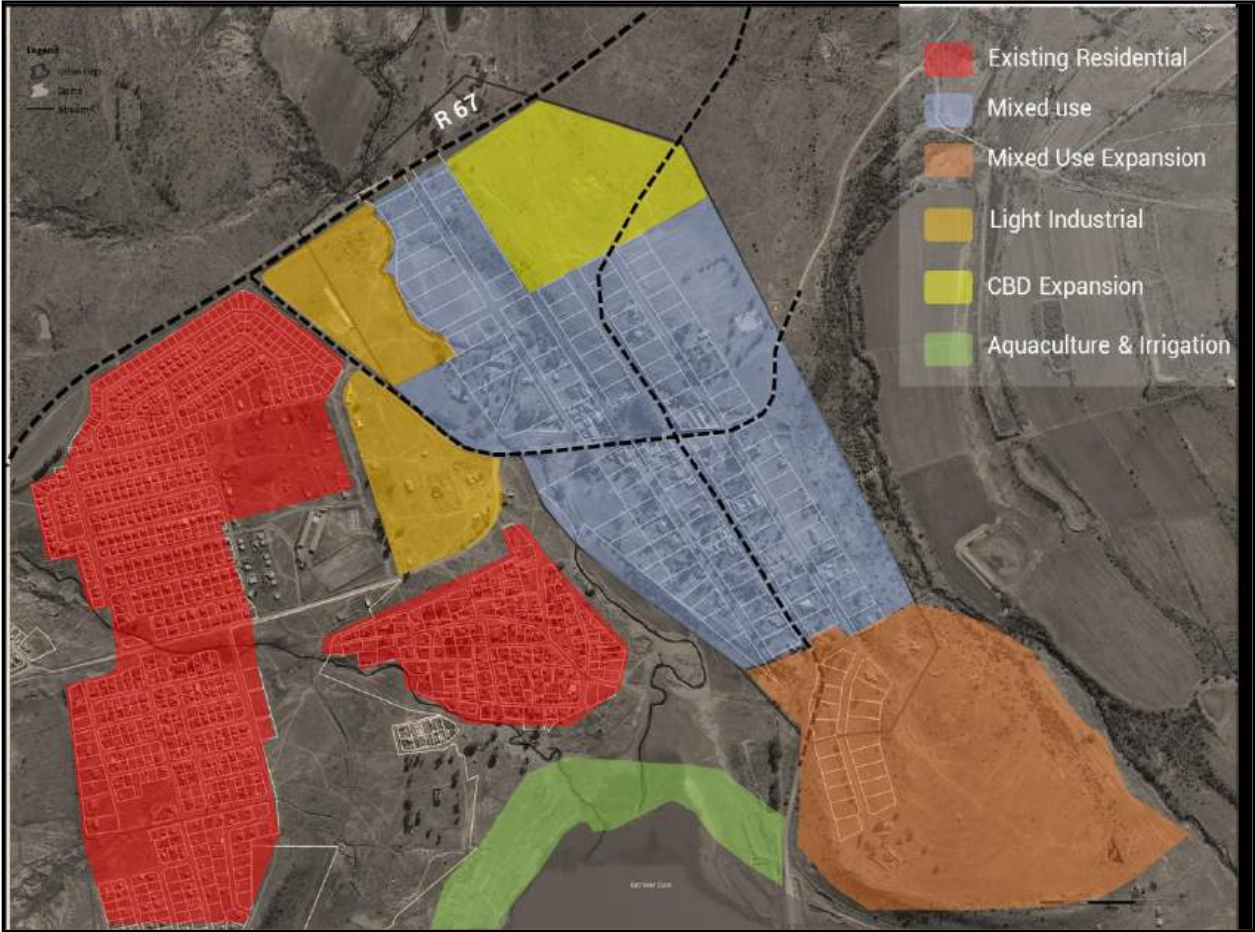
- Job creation & Infrastructure by supported by government
- Growth of citrus sector In Seymour
- Sports facilities, shopping centres and banking institutions
- Youth centre for skills development
- Strong agri-tourism Seymour
- Linkage with surrounding towns
- Revitalisation of factory to promote job creation
- Better roads and upgrades
- A spatial plan linked to the Provincial and Local SDF
- A detailed Industrial Development Plan
- Synergistic relationships across departments to promote STR
- Address and resolve land claims in Seymour

Anchor Projects

The following anchor projects have been identified as which will capitalise on the opportunities which Seymour has to offer as well as meeting the needs of its residence:

- Agricultural Sector Analysis
- Provision of FET College & Upgrade to Skills Centre
- Provision of Multipurpose Sports Facility
- Provide Public Open Space & Social Facilities
- Street Lighting, Furniture & Beautification
- Market Square Creation
- Maintenance of water and sanitation infrastructure
- Upgrading and provision of roads
- Provision of reliable electricity

Seymour town



Seymour Land Use Proposals



BALFOUR SETTLEMENT ZONE

- **Locality and description**

This zone is situated west of Seymour. This zone is envisaged as a Model 1 and Formalization Settlement Zone with additional land required for commonage purposes. It accommodates the rural villages of Balfour, which requires upgrading of the existing settlement to that of a small service centre “hub” likened to that of Seymour. Additional commonage will be required for grazing of stock and other agricultural / livelihoods practices.

- **Rationale for Zone Identification**

- Area is identified as a Development Support Zone
- This Zone identified to receive Local Planning processes

- Area to support settlement, and LED initiatives.
 - Consolidation of settlements as a means of creating service thresholds.
- **Key proposals**
 - This zone is envisaged as a Model 1 and Formalization Settlement Zone with additional land required for commonage purposes.
 - Requires upgrading of the existing settlement to that of a small service centre “hub” likened to that of Seymour.
 - Additional commonage will be required for grazing of stock and other agricultural / livelihoods practices.
 - Management of land use and practices is vital to sustainable development in the area.
 - It is proposed that displaced farm workers from land under restitution, and households wishing to move to access services and facilities be resettled within this zone. This will require considerable consultation and facilitation through local level planning processes.
 - Upgrading infrastructure and services may be required in this zone to accommodate the settlement needs of displaced households from neighbouring areas due to restitution claims and for families requiring urban settlement as opposed to rural lifestyles.

LOWERBLINKWATER SETTLEMENT ZONE

- **Locality and description**

The Lowerblinkwater zone is situated just north west of KwaMaqoma and is dissected by the strategic main road linking KwaMaqoma to Cathcart. This zone is envisaged as a Model 2 Densification and Formalization Settlement Zone. The area is to be handed back to the claimants of a restitution claim.

- **Rationale for Zone Identification**

- Area is identified as a Development Support Zone
- This Zone identified to receive Local Planning processes
- Area to support settlement, and LED initiatives.
- Consolidation of settlements as a means of creating service thresholds.

- **Key proposals**

- This zone requires densification and formalization.
- Settlement pattern will be required to support this zone.
- Settlement planning and development is required for existing and new households
- Management of land use and land practices is vital to sustainable development in the area
- Upgrading of infrastructure and services will be required in this zone to accommodate settlement needs in this zone.
- Services to support a Model 2 Settlement pattern will be required to support this zone.

GWALI / MSOBOMVU SETTLEMENT ZONE

- **Locality and description**

The Gwali / Msobomvu settlements are situated north of Alice just west of main road enroute to Hogsback (midway). Numerous informal settlements have developed in this area. Disputes between traditional authorities are evident in this area, pertaining to land rights and respective administrative responsibilities over land.

- **Rationale for Zone Identification**

This zone will have to accommodate demands for settlement and agricultural land from new and old residents.

- **Key proposals**

- Described as Densification and Formalization Settlement Zone.
- This area requires formalization and settlement planning.
- The zone requires careful land use and settlement planning
- Management of land use and land practices is vital to sustainable development in the area in order to support the rural livelihoods of inhabitants in the area.
- Upgrading of infrastructure and services will be required in this zone to accommodate varying land use needs in this zone.
- Conservation of the natural assets favouring eco-tourism and agriculture is key to sustaining livelihoods in this zone.

MIDDLEDRIFT SETTLEMENT ZONE

- **Locality and description**

This zone contains the town of Middledrift and includes surrounding villages to the north and south of this town. This zone has been identified as a develop support zone largely due to the numerous boundary / land disputes in the area, both around Middledrift and north of the town. In particular, communities in dispute are located in Ward 7 and include Jojozi, Francis, Jonini, / Mabaleni vs. Upper Regu and Ngele vs. Falcons. Furthermore, the town of Middledrift requires additional land for settlement as current settlement is taking place on the town commonage but much of the surrounding land is subject for land disputes.

This area is defined as a development support zone in that extensive planning and facilitation will be required to resolve land disputes and settlement needs within this zone.

- **Rationale for Zone Identification**

- This zone has been identified as a develop support zone largely due to the numerous boundary / land disputes in the area, both around Middledrift and north of the town.
- Communities in dispute are located in following villages Jojozi, Francis, Jonini, / Mabaleni vs. Upper Regu and Ngelevs Falcons.

- Furthermore the town of Middledrift requires additional land for settlement as current settlement is taking place on the town commonage but much of the surrounding land is subject for land disputes.
- **Key proposals**
 - This area is defined as a development support zone in that extensive planning and facilitation will be required to resolve land disputes and settlement needs within this zone.
 - Focused facilitation to resolve traditional authority and related land disputes is required.
 - Settlement and infrastructure planning will be required.
 - Appropriate land use management systems may be required once land disputes are resolved.

Proposals for Middledrift Town

The Middledrift and Debenek LSDF (2012) proposed the following for the town of Middledrift:

- Provision of mixed land uses: Residential, business, offices, CBD / mixed-use, industrial, industrial, government and municipal purposes, civic and cultural uses, small-scale / urban agriculture, transport and access, utilities and services, sport, leisure and recreation, tourism facilities including accommodation (hotels, resorts, B & B, camp sites, conference centre and caravan parks), open spaces (public and private).
- Ensures connectivity of the area to King Williams Town and Alice and the rest of the region, thus creating exposure to tourism, commercial and other opportunities
- Ensures connectivity of the area to Ngqushwa Municipality and creates an opportunity for tourism to Double Drift Nature Reserve and other opportunities
- Forestry Potential is found in the northern part of the study area and this will be area prioritised for forestry
- Uplift the livelihoods of the communities through Local Economic Development (LED) and provide food security in the area, there are various project identified within the IDP.

- Promote agricultural development within the area. The northern and eastern regions of the study area have dry land cropping potential. Grazing is encouraged along the Ncerha, Zalara, Debe and Keiskamma River because of availability of water for this purpose in these regions.

The Raymond Mhlaba SDF also proposed the following in Middledrift town:

- Maintenance, provision and upgrading of infrastructure (water supply, electricity, refuse removal, sanitation facilities, roads, and railway line).
- Provision of public open spaces within the town
- Central Business District (CBD) Revitalisation
- Support Public Transport through provision of infrastructure that promote functionality of public transport (taxi and bus shelters)
- Promote pedestrianisation in the Middledrift CBD through provision of walkways
- Provision of integrated and sustainable housing (RDP, rentals and social housing, low, middle and high residential houses).
- Provision of community facilities if there is a need.
- There is a need for small town regeneration strategy for Middledrift town.

SOUTH EAST OF MIDDLEDRIFT, EXTENDING TO DEBE NEK SETTLEMENT ZONE

- **Locality and description**

This zone is situated to the southeast of Middledrift town below the main road and extends towards Dimbaza. Furthermore, the area is a natural extension of the settlement densification around Dimbaza, running along the main regional road.

- **Rationale for Zone Identification**

- This has been identified as a settlement development zone due to various housing and settlement projects proposed in this area

- These projects relate to the Debe Nek housing development and upgrading of Debe Valley / Trust No. 2.
- A project requests urgent surveying and planning of informal settlements of Xunjwa

- **Key proposals**

- This zone will require local land use planning and settlement and infrastructure development
- Livelihoods opportunities on commonage land will needs to be identified and developed.
- A project requests urgent surveying and planning of informal settlements of Xunjwa situated in Ward 1.

Debenek Precinct Plan

The purpose of Precinct Plan is to assist the District and Local Municipality, by providing information necessary to proactively support the municipality in fast-tracking the implementation and economic development of infrastructure projects in the area.

Precinct plans are developed to present a new desired development pattern to a dysfunctional area, modify existing land use disparities, protect and endorse existing predominant or preferred future dominant land use and linked ancillary or compatible land uses.

The area identified for development is on the north eastern side of the main access road that provides access into the Debe Nek area via the R63, as well as a portion of the main access road from the intersection with the R63 and up to the railway line. The proposals that are put forth for this precinct are as follows:

- Development of the main access road;
- Streetscaping;
- Development of the informal trade zone;
- Development of the Business Centre;
- Landscaping;

- Development of a public square; and
- Construction of walkways.



DRAFT BUDGET 2026/2027



RAYMOND MHLABA EC129

2026/27 TO 2028/2029 MEDIUM TERM REVENUE AND EXPENDITURE FORECASTS

Prepared in terms of the Local Government: Municipal Finance Management Act (56/2003): Municipal Budget and Reporting Regulations, Government Gazette 32141, 17 April 2009.



2. GLOSSARY

Adjustments Budget – prescribed in section 28 of the MFMA. The formal means by which a municipality may revise its annual budget during the year.

Allocations – Money received from Provincial or National Government or other municipalities.

Budget – the financial plan of the municipality.

Budget related policy – policy of a municipality affecting or affected by the budget, such as the tariffs policy, rates policy and credit control and debt collection policy, etc.

Capital Expenditure – Spending on assets such as land, buildings and machinery. Any capital expenditure must be reflected as an asset on the municipality's balance sheet.

Cash flow statement – a statement showing when actual cash will be received and spent by the municipality. Cash payments do not always coincide with budgeted expenditure timings. For example, when an invoice is received by the municipality it scores as expenditure in the month it is received, even though it may not be paid in the same period.

DORA – Division of Revenue Act. Annual legislation that shows the amount of allocations from National to Local government.

Equitable share – a general grant paid to municipalities. It is predominantly targeted to help with free basic services.

Fruitless and wasteful expenditure – expenditure that was made in vain and would have been avoided had reasonable care been exercised.

GFS – Government Finance Statistics. An internationally recognised classification system that facilitates like for like comparison between municipalities.

GAAP – General Accepted Accounting Principles. World Wide Accepted Standards.

GRAP – Generally Recognised Accounting Practice. The new standard for municipal accounting.

IDP – Integrated Development Plan. The main strategic planning document of the municipality.



KPI's – Key Performance Indicators. Measures of service output and / or outcome.

MFMA – The Municipal Finance Management Act – no 53 of 2003.
The principle piece of legislation relating to municipal financial management.

MTREF – Medium Term Revenue and Expenditure Framework. A medium term financial plan, usually 3 years, based on a fixed first year and indicative further two years' budget allocations. Also includes details of the previous and current year's financial position.

Operating expenditure – spending on the day to day expenses of the municipality such as salaries and wages.

Rates – Local government taxation based on an assessed value of a property. To determine the rates payable, the assessed rateable value is multiplied by the rate in the rand.

SDBIP – Service Delivery and Budget Implementation Plan. A detailed plan comprising quarterly performance targets and monthly budget estimates.

Strategic Objectives – the main priorities of the municipality as set out in the IDP. Budgeted spending must contribute towards the achievement of the strategic objectives.

Unauthorised expenditure – generally, spending without, or in excess of, and approved budget.

Virement – a transfer of budget

Virement Policy – The policy that sets out the rules for budget transfers. Virements are normally allowed within a vote. Transfers between votes must be taken and approved by Council.

Vote – one of the main segments into which a budget is divided, usually at directorate / department level.



3. MAYORAL BUDGET SPEECH

To be inserted

4. BUDGET RELATED RESOLUTIONS

On 31 March 2027 the Council of Raymond Mhlaba Local Municipality met in the Council Chamber to consider the Draft IDP and Annual budget of the municipality for the financial year Invoice. The Council to approve the following resolutions:

1. The council to adopt the Draft IDP for 2026/27 financial year as a strategic document to guide developmental initiatives and programmes for duration of the period enunciated therein,
 - 1.1.1. The organizational structure for 2026/27 financial year, which is an annexure to the IDP.
 - 1.1.2. The IDP and Budget 2026/27 should be made public in terms of section 21A and 21B of the Municipal Systems Act.
 - 1.1.3. The copy of the IDP and Budget 2026/27 be submitted to the MEC for Local Government in terms of section 32 of the Municipal Systems Act.



5. OVERVIEW OF THE BUDGET

5.1 Balanced and Credible Budget

The following National Treasury guidelines have been taken into consideration when preparing the budget:

- Tabling a balance and credible budget that is based on realistic estimates of revenue to be collected, taking into account both actual revenue collected in the past financial year, and revenue projects for the current financial year.
- The inclusion of all grants in the annual budget, on both the revenue and expenditure side;
- The presentation of three-year capital and operating budgets;
- The revision of the IDP to be consistent with the three-year budget;
- The maximum expenditure growth limit of 4.9% to stay within inflation targets as determined by National Treasury. The growth limit applies to own revenue sources only and excludes intergovernmental grants, for both the capital and operating budgets.
- Increases in rates and taxes have been kept within inflation targets, in support of government's macro-economic objectives and investor confidence.

Funding the Budget

Section 18(1) of the MFMA states that an annual budget may only be funded from:

- Realistically anticipated revenues to be collected;
- Cash backed accumulated funds from previous year's surpluses not committed for other purposes; and
- Borrowed funds, but only for the capital budget



Achievement of these requirements in totality effectively means that council has “balanced” its budget by ensuring that budgeted outflows will be offset by a combination of planned inflows. The budget of the municipality is therefore not sustainable over the long-term, this is indicative in its funding measurement due to the low own revenue streams.

Credible Budget

Amongst other things, the following has been taken into consideration to ensure that this is a credible budget;

- Only activities consistent with the revised IDP have been included in the budget, taking into consideration the financial constraints of the municipality;
- It is achievable in terms of the agreed services delivery and budget implementation plan and performance targets;
- Contains revenue and expenditure projection that are consistent with current and past performance
- Does not jeopardize the financial viability of the municipality (ensures that the financial position is maintained within generally accepted prudential limits and that obligations can be met in the short, medium and long term; and
- Provided managers with appropriate levels of delegation sufficient to meet their financial management responsibilities.

The budget sets out certain service delivery levels and associated financial implications, therefore the community should realistically expect to receive these promised service delivery levels and understanding the associated financial implications.



5.2 Government Priorities Considered

THE MTREF

The budget has been prepared based on the requirements of mSCOA and significant progress has been made on the implementation thereof. However, some processes are still being developed and implemented to ensure full compliance, which include activity based costing, asset management, system shortcomings, human capacity building amongst others.

Although the municipality is categorized as Low Capacity Municipality, it is also of outmost importance to ensure that Council complies with all legislative requirements; this entails the channelling of fund, which would ordinarily be utilized for services delivery to the implementation of the legislative requirements.

In President Cyril Ramaposa's State of the Nation Address of 2026, he indicated that government key priorities to be:

- Building a new Consensus in a collective effort to address poverty, unemployment and inequality.
- Reduction of Electricity Loadshedding
- Growing the economy and Jobs through cutting red tape and supporting small businesses.
- Ensuring a Just Transition by investing in renewable energy and green economy. This will attract investment, create new jobs and ensure that coal dependent communities benefit from the transition.
- Accelerating Land Reform
- Fighting corruption as it undermines the delivery of services hurts the economy and investor confidence.
- Making communities safer

Therefore, in framing this budget, priority has been given to objectives and priorities of government based on the IDP to be adopted by council.



The National Energy Regulator of South Africa (NERSA) is responsible for the price determination of the bulk costs of electricity. In March 2026, NERSA approved tariff increases of 10.01 per cent increase in 2026/27. To this end, the free basic electricity subsidy in the local government equitable share is calculated based on a 10.01 per cent tariff increase in 2026/27 due to the municipal increase not yet determined by NERSA. In the absence of an approved tariff increase in the outer years of the MTREF period, the formula assumes an increase of 4,9 per cent for both outer years. The municipality has proposed a tariff of 11,8% to ensure that the cost structure of providing the service is not putting the municipality in a bad position and that the tariff is cost-reflective to ensure that the municipality does cater for electricity repairs and maintenance and this depends upon final approval by NERSA.

The municipality has set aside R 12 million for electricity infrastructure maintenance in an attempt to renew electrical infrastructure assets and reduce losses. The INEP grant allocation for 2026/27 financial year amounts to R 13,4 million; to address the backlog on access to electricity. The municipality has also embarked on reduction of electricity losses so as to attain almost full recovery of electricity costs, which in turn will result in timeous payments of the electricity provider.

In an attempt to addressing challenges faced by the underprivileged, as well as the successful implementation of the indigent campaign, the provision of free basic services and indigent subsidy are increasing in our new budget in comparison to previous years. Electricity income however is also increasing due to the higher demand based on more households having access to electricity, expansion of the municipality and the increase in municipal tariff.

The municipality is working towards the achievement of realising a surplus in future. The municipality has set aside an amount of R121,280 million for Bulk purchase on electricity for the 2026/27 financial year to service current billing for Fort Beaufort and Adelaide.

The area of focus in the coming financial year will be mainly in revenue collection, which is mainly on rates revenue and service charges, and to focus on funding core functions of the municipality and to cut expenditure on non-service delivery projects to ensure the financial viability of the municipality since there is an indication that Raymond Mhlaba Municipality is



very much grant dependant at this stage. We are also embarking on reducing/management of Electricity losses due to illegal bridging and tempering in our areas.

The effective management of assets will also be a focus area to ensure that all assets are well maintained and repaired based on their conditions taking into account the cost effectiveness thereof. The municipality has assessed the current fleet assets and ensure that all those assets that are no longer having economic value are disposed and auctioned to avoid spending much on repairs and maintenance.

A Financial recovery plan was developed to assist the municipality to control its revenue and expenditure in future. The municipality will use the restriction/ interruption of supply of electricity services as a collection tool. Changes are made to the existing budget related policies to ensure that are in line with the 2026/27 draft budget.

6. EXECUTIVE SUMMARY

INTRODUCTION

With the compilation of the 2026/27 Medium-Term Revenue and Expenditure Framework (MTREF), during institutional strategic session, each department had to review its business planning processes taking into account their IDP objectives and individual departmental strategies. Business planning links back to priority needs and master planning, and essentially inform the detail operating budget appropriations and three-year capital programme. National Treasury's MFMA Circular No. 132 was mainly used to guide the compilation of the 2026/27 MTREF.

These circumstances make it essential for municipalities to reprioritise expenditure and to improve their efforts to limit non-priority spending and to implement stringent cost containment measures.

The compilation of the MTREF therefore remains a huge challenge to balance the budget between the limited revenue resources available and the immense need to provide quality service delivery to our community. Tariff increases are limited to be



within the affordability levels of our community and will still promote economic growth to ensure financial sustainability.

The municipality is not in a healthy financial position, however, it needs to at least stabilise and further strive to continuously better its financial position, coupled with acceptable levels of service delivery at affordable tariffs. The retention of sufficient cash-backed reserves is critical for the long-term sustainability of the municipality, and to this end the municipality is unable to achieve this objective. The municipality will try to build its cash-backed reserves by ensuring that all non-cash items are budgeted for and are cash-backed in the future. This will be achieved by ensuring that the municipality stick to its plan and also embark on projects that are revenue generation in nature.

Long-term financial strategy to provide funding choices towards infrastructure implementation

- To enhance exist revenue collection strategies and develop new revenue strings and identify new revenue sources
- Attracting investors through expression of interest
- Borrowings from DBSA to finance capital projects where necessary
- Enter into PPP contacts - Partnership with private companies
- Request DONA funding for infrastructure funding – e.g GIZ to source funding

Consolidated Overview of the 2026/27 MTREF (R'000)

OPERATING REVENUE BUDGET



DRAFT BUDGET 2026/2027

EC129 Raymond Mhlaba - Table A4 Budgeted Financial Performance (revenue and expenditure)											
Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26				2026/27 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
Revenue											
Exchange Revenue											
Service charges - Electricity	2	70 957	78 630	96 025	90 391	105 747	105 747	147 946	121 821	125 841	129 868
Service charges - Water	2	-	-	-	-	-	-	-	-	-	-
Service charges - Waste Water Management	2	-	-	-	-	-	-	-	-	-	-
Service charges - Waste Management	2	37 981	37 500	40 542	36 660	28 200	28 200	27 060	42 205	43 598	44 993
Sale of Goods and Rendering of Services	2	5 912	731	674	749	521	521	329	438	452	467
Agency services	2	-	-	-	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-	-	-	-	-
Interest earned from Receivables	2	16 262	26 112	31 328	33 911	42 601	42 601	22 566	36 337	37 536	38 737
Interest earned from Current and Non Current Assets	2	2 466	4 067	4 107	4 129	2 000	2 000	1 398	2 068	2 136	2 205
Dividends	2	-	-	-	-	-	-	-	-	-	-
Rent on Land	2	-	-	-	-	-	-	-	-	-	-
Rental from Fixed Assets	2	807	1 458	1 016	915	1 170	1 170	687	885	914	943
Licence and permits	2	710	1 606	4 017	9 191	8 000	8 000	4 547	6 050	6 249	6 449
Special rating levies	2	-	-	-	-	-	-	-	-	-	-
Construction Contract Revenue	2	-	-	-	-	-	-	-	-	-	-
Development Charges	2	-	-	-	-	-	-	-	-	-	-
Operational Revenue	2	16 799	15 381	110 138	5 407	1 424	1 424	411	1 424	6 289	6 550
Non-Exchange Revenue											
Property rates	2	107 715	106 130	109 814	74 569	115 061	115 061	97 430	120 546	124 524	128 508
Surcharges and Taxes	2	-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits	2	25	71	823	220	666	666	390	629	650	671
Licences or permits	2	-	-	-	-	-	-	-	-	-	-
Transfer and subsidies - Operational	2	217 855	208 227	235 553	233 154	233 154	233 154	176 400	234 842	236 356	241 889
Interest	2	20 815	37 457	41 420	22 371	41 671	41 671	28 086	41 671	43 046	44 424
Fuel Levy	2	-	-	-	-	-	-	-	-	-	-
Operational Revenue	2	-	-	-	-	-	-	-	-	-	-
Gains on disposal of Fixed and Intangible Assets	2	(2 628)	(6 879)	(2 525)	-	-	-	-	-	-	-
Other Gains	2	1 062	18 171	20 052	-	-	-	-	-	-	-
Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)		496 737	528 862	692 983	511 667	580 216	580 216	507 250	608 914	627 591	645 703

Total operating revenue amounts to R 608 914 million excluding Capital transfers of R59 644 million. Total operating revenue has increased when compared to the 2025/26 Annual Budget.

The increase is mainly due on the anticipated revenues to be collected on property rates and service charges. The weak economic growth has put pressure on consumers' ability to pay for services, while transfers from national government are growing more slowly than in the past.

OPERATING EXPENDITURE BUDGET

Expenditure											
Employee related costs	2	207 191	215 816	217 881	229 914	231 433	231 433	151 603	243 594	251 562	259 992
Remuneration of councillors	2	18 842	20 267	21 179	21 050	21 050	21 050	14 326	21 294	22 484	23 203
Bulk purchases - electricity	2	78 212	90 081	105 311	97 726	117 292	117 292	80 849	121 280	125 282	129 291
Inventory consumed	2,8	251	637	758	-	9	9	1	-	-	-
Debt impairment	2,3	4 801	43 121	-	50 405	50 405	50 405	-	-	-	-
Depreciation, amortisation and impairment	2	16 992	87 930	40 169	23 715	41 857	41 857	36 175	41 857	43 239	44 622
Interest, Dividends and Rent on Land	2	29 491	16 846	8 933	6 020	6 020	6 020	317	1 171	1 210	1 249
Contracted services	2	16 346	38 702	23 177	25 761	34 733	34 733	19 104	38 918	40 203	41 489
Transfers and subsidies	2	11 186	10 186	10 482	3 100	3 100	3 100	1 150	3 215	3 321	3 427
Irrecoverable debts written off	2	(9 363)	79 661	39 236	-	-	-	-	-	-	-
Operational costs	2	54 580	55 855	70 426	45 328	47 305	47 305	33 802	54 822	56 683	58 579
Disposal of Fixed and Intangible Assets	2	-	-	-	-	-	-	-	-	-	-
Other Losses	2	(2 888)	(12 488)	(28 515)	-	-	-	-	-	-	-
Total Expenditure		425 642	646 615	509 037	503 020	553 203	553 203	337 328	526 150	543 983	561 852



DRAFT BUDGET 2026/2027

Total operating expenditure budget amounts to R 526 150 million and translates into a surplus budget of R82 764 million before capital transfers. When compared to the 2025/26 Annual Budget, operational expenditure has decreased in the 2026/27 financial year.

The municipality remains committed to a large capital programme with a significant portion funded by grants from National Government.

- The increase was influenced by following expenditure items: -
 - ✓ Employee related costs
 - ✓ Remuneration of councillors
 - ✓ Transfers and Grants
 - ✓ Finance charges
 - ✓ Repairs and Maintenance
 - ✓ Bulk Purchase



Total Capital Funding of the 2026/27 MTREF (R'000)

Capital Expenditure - Functional											
Governance and administration		1 294	22	602	870	1 391	1 391	2 471	1 318	1 361	1 405
Executive and council		-	-	-	-	-	-	-	-	-	-
Finance and administration		1 294	22	602	870	1 391	1 391	2 471	1 318	1 361	1 405
Internal audit		-	-	-	-	-	-	-	-	-	-
Community and public safety		-	130	-	5 574	5 426	5 426	2 457	2 609	2 695	2 781
Community and social services		-	-	-	43	35	35	-	-	-	-
Sport and recreation		-	-	-	1 174	1 043	1 043	68	2 609	2 695	2 781
Public safety		-	130	-	4 357	4 348	4 348	2 389	-	-	-
Housing		-	-	-	-	-	-	-	-	-	-
Health		-	-	-	-	-	-	-	-	-	-
Economic and environmental services		31 433	15 686	(4 305)	66 181	100 685	100 685	101 738	54 416	56 212	58 010
Planning and development		-	-	-	-	-	-	-	-	-	-
Road transport		31 433	15 686	(4 305)	66 181	100 685	100 685	101 738	54 416	56 212	58 010
Environmental protection		-	-	-	-	-	-	-	-	-	-
Trading services		1 664	4 433	(64)	-	-	-	16 233	14 654	10 143	14 039
Energy sources		1 664	4 433	(64)	-	-	-	16 233	13 154	8 594	12 440
Water management		-	-	-	-	-	-	-	-	-	-
Waste water management		-	-	-	-	-	-	-	-	-	-
Waste management		-	-	-	-	-	-	-	1 500	1 550	1 599
Other		-	-	-	-	-	-	-	-	-	-
Total Capital Expenditure - Functional	3	34 390	20 271	(3 767)	72 624	107 503	107 503	122 899	72 996	70 411	76 235
Funded by:											
National Government		32 480	20 804	(3 539)	63 572	98 946	98 946	108 482	51 865	48 582	53 708
Provincial Government		-	-	-	35	35	35	-	6 500	6 715	6 929
District Municipality		-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (monetary allocations) (Nat / Prov Departm Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educ Institutions)		-	-	-	-	-	-	-	-	-	-
Transfers recognised - capital	4	32 480	20 804	(3 539)	63 607	98 981	98 981	108 482	58 365	55 296	60 637
Borrowing	6	-	-	-	-	-	-	-	-	-	-
Internally generated funds		1 286	130	191	9 017	8 522	8 522	4 676	10 714	11 068	11 422
Total Capital Funding	7	33 766	20 934	(3 348)	72 624	107 503	107 503	113 158	69 079	66 364	72 059

Total capital budget amounts to R 69 079 million. When compared to the 2025/2026 Capital Budget, capital expenditure budget has decreased in the 2026/27 budget due to no MDRG grant being gazzeted for the 2026/27 financial year. For the two outer years, capital expenditure budget increase respectively, however the projects to be implemented were not yet finalised and a reprotization of projects in the IDP will be finalized after the IDP/Budget roadshows to be undertaken in April 2026 and these projects will be included in the final Budget to be presented to Council May 2026. The municipality budgeted for minimal capital assets that will be finance through own revenue and the budgeted capital expenditure is mainly service delivery related (Grader, a Fire Truck and Server upgrade).

Additional provisions can be made in consultation with other departments to reduce their expenditures and be encouraged where necessary to outsource funding to implement other project.



No borrowings for capital projects are planned for 2026/27 financial year. The municipality is still well the limits of its borrowing capacity, but will raise very limited leases in the near future in order to curtail possible rising debt servicing costs.

7. Key Budget assumptions

External factors

South Africa's economy is expected to grow by 1.2 per cent in 2025/26, down from the 1.4 per cent estimated in the 2025/26 budget. Real GDP growth is forecast to strengthen, averaging 1.8 per cent over the medium-term, supported by a revival in investment as new infrastructure allocations take effect and reform implementation builds.

The following macro-economic forecasts must be considered when preparing the 2026/27 MTREF municipal budgets.

Table 1: Macroeconomic performance and projections, 2023 – 2029

Fiscal year	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	Actual	Actual	Actual	Estimate		Forecast	
CPI Inflation	6.9%	5.9%	4.4%	3.3%	3.7%	3.3%	3.2%

Source: National Treasury Budget Review 2025.

Note: the fiscal year referred to is the national fiscal year (April to March) which is more closely aligned to the municipal fiscal year (July to June) than the calendar year inflation.

Headline inflation declined to 4.4 per cent in the fourth quarter of 2024/25, resulting in average inflation of 4.4 per cent for the year. Consumer inflation is projected to average 3.3 per cent in 2025/26 and 3.7 per cent in 2026/27. In the short term, reducing the inflation target to 3 per cent will result in more cuts in interest rates than would be the case under a 4.5 per cent target. Over time, a lower target will decrease inflation and inflation expectations, creating the space for permanently lower interest rates, which will support household spending and investment – boosting economic growth and job creation.

The lower inflation will support higher levels of real economic growth. South Africa's inflation target will be more in line with its trading partners and peer economies, making the economy more competitive. Household spending and private investment will rise due to higher real disposable income and lower borrowing costs.



General inflation outlook and its impact on the municipal activities

There are six key factors that have been taken into consideration in the compilation of the 2026/27 MTREF:

- National Government macro-economic targets; ○ The general inflationary outlook and the impact on municipality's residents and businesses;
- Reduction of Infrastructure Grants which affects service delivery; ○ The impact of municipal cost drivers; ○ The increase in prices for bulk electricity; and ○ The increase in employee costs.

Collection rate for revenue services

The base assumption is that tariff and rating increases will increase at a rate of targeted CPI over the long term. It is also assumed that current economic conditions, and relatively controlled inflationary conditions, will continue for the forecasted term.

The rate of revenue collection is currently expressed as a percentage of annual billings. The collections of the municipality on outstanding debtors are anticipated to increase during the coming financial period due to implementation of effective credit control and the revenue enhancement strategy and financial recovery plan. It should however be noted that the revenue budgeted for are 80% based on billing and therefore we need to explore and implement effective controls to increase our revenue collection.

Growth or decline in tax base of the municipality



Debtors' revenue is assumed to increase at a rate that is influenced by the consumer debtors' collection rate, tariff/rate pricing, real growth rate of the municipality, household formation growth rate and the poor household change rate.

Tariff increases

It should be noted that the tariffs are attached as an annexure to the budget due to the complexity of the tariffs versus the budget schedule.

- Service charges – Electricity tariffs will increase by 11,8% for 2026/27 financial year subject to NERSA approval. This is based on the average cost of rendering the service.
- Property rates tariffs – Rates tariffs will increase by 3,7%
- General (Other Tariffs) – other tariffs will increase by 3,7%
- Interest on investments – We aim to put more monies on our short term investment accounts resulting in an increase of interest received.
- Interest on outstanding debtors – Based on the more effective implementation of the credit control and debt management policy it is expected to decrease.

Salary increases and Council Remuneration

- **Employee Related Costs:**
 - The salary and wage collective agreement was signed by the parties of the South African Local Government Bargaining Council (SALGBC) on Friday, 6 September 2024. It is a five-year agreement effective from July 1, 2024, to June 30, 2029.
 - In respect of the 2026/27 financial year, all employees covered by this agreement shall receive, with effect from 1 July 2026, a salary increase linked to the Consumer Price Index (CPI) plus 0.75 per cent.
 - Municipalities should reflect these negotiated salary increases in the budget submissions

Review of human resource policies, benefits not provided for in collective agreements:

For the 2026/27 budget, municipalities must accordingly identify all benefits paid to current or former employees that are not within the SALGBC agreements, or a valid council policy supported by a long-term affordability



and compliance assessment. Where such benefits exist, for example, annual leave encashment during service, municipalities must consult with labour unions and discontinue the expenditure.

In the case of post-employment medical aid benefits, these must not be granted to employees appointed from a future date, for example, from 1 July 2026. Where a municipality provides the benefit without a policy, it must adopt a policy that reflects existing practice while excluding future employees from receiving the benefit and setting upper limits on the municipality's contributions. The policy and council decision must specify the effective date of exclusion for future employees. Benefits such as post-employment medical aid should not be extended to senior managers or councillors covered by the annual upper-limits gazette notices.

- Municipalities are advised to budget for the actual costs approved in accordance with the Government Gazette on the Remuneration of Public Office Bearers Act: Determination of Upper Limits of Salaries, Allowances and Benefits of different members of municipal councils published annually between December and January by the Department of Cooperative Governance.
- **Using section 67 transfers to pay for councillor funeral costs**
- National Treasury is aware that municipalities are erroneously applying the provisions of section 67 of the MFMA to pay for deceased councillors' funeral costs. This practice is not permissible and constitutes non-compliance to Section 67 of the MFMA; and such transfer of funds is deemed irregular expenditure. This practice must immediately be stopped.
- Any council policy which makes provision for the use of section 67 of the MFMA to make payment for councillor funeral costs must be rescinded with immediate effect.

Impact of national, provincial and local policies

Integration of service delivery between national, provincial and local government is critical to ensure focussed service delivery and in this regard various measures were implemented to align IDPs, provincial and national strategies around priority spatial interventions. In this regard, the following national priorities form the basis of all integration initiatives:



-
- Creating jobs;
 - Enhancing education and skill development;
 - Improving Health services;
 - Rural development and agriculture; and
 - Poverty Alleviation ○ Address electricity load-shedding crisis

To achieve these priorities integration mechanisms are in place to ensure integrated planning and execution of various development programs. The focus will be to strengthen the link between policy priorities and expenditure thereby ensuring the achievement of the national, provincial and local objectives.

Ability of the municipality to spend and deliver on the programmes

It is estimated that a spending rate of 100% will be achieved over the MTREF period.

Budgets are prepared in an environment of uncertainty. To prepare a meaningful budget, assumptions are made about internal and external factors that could influence the Annual Budget.

Other assumptions:

- Investments
Raymond Mhlaba municipality does not have long-term investments, only call accounts which are included in the cash and cash equivalents as per our annual financial statements.
- Borrowing



The municipality is not in a process of applying for any loans.

Service delivery

As part of the improvement of service delivery, more strategies will need to be developed and implemented to ensure that we meet the needs of the community and eliminates factors that have a negative effect on councillors' finances.

Implementation of GRAP and mSCOA

The municipality will fully implement mSCOA in 2026/27 financial year. FMG (grant received from National Treasury) and own revenue is used to maintain compliance with GRAP and mSCOA.

Internal Charges

The current method of cost recovery between service departments must be reviewed in terms of Activity Based Costing Principles and Standards. Activity based costing principles if correctly applied, will ensure that all costs applicable to a specific service are recorded. This means that tariff setting will be improved. Our current financial system cannot perform this function and due to capacity problems within the finance department, this function will be done by the affected departments.

Functions outsourced and functions performed on agency basis

- No municipal services have been contracted out to section 21 or Proprietary Limited companies other than there one for external securities for collection and banking of cash receipted.



-
- Agent for Department of Roads and Transport on certain e-Natis transactions.
 - Agent of Human Settlements for the implementation of Human Settlements projects

Operating Budget

The 2026/27 operating budget amounts to R 668 558 million (including operating and capital Grants).

Capital Budget

The 2026/27 capital budget amounts to R69 079 million, funded from MIG (R 48 524 million) and INEP (R 13,4 million) there is also R 10,7,1 million budgeted from own funding.

Employee cost and other expenditure to total Operating expenditure

The total employee cost for 2026/27 including remuneration of councillors amounts to 44,75% of the total operating budget (excluding capital transfers). The % of employee costs is above the norm of 35% to 40% and this pose a risk to the municipality. It should be noted that the casual wages, standby allowances and overtime are included as part of employee related cost. Furthermore, the increase in employee related costs does not cater for the salaries that are being funded from grants.

9. OVERVIEW OF THE ANNUAL BUDGET PROCESS

Budget Process Overview

Schedule of Key Deadlines relating to budget process [MFMA s 21(1)(b)]

The Act requires the formal budget process to start with the tabling by the Mayor in Council of a schedule showing the key budget deadlines. This was prepared and tabled during a Council meeting in August 2025.

Political oversight of the budget process

Section 53 of the MFMA requires that the Mayor provides general political guidance over the budget process and the priorities that must guide the preparation of the budget.



Process used to integrate the review of the IDP & preparation of the budget

Departments were required to give input and their needs to the budget. The budget process is integrated with the review of the IDP through the IDP review mechanism. The outcome of consultation feeding into the IDP review is taken into account in the budget process.

This budget had also better input from government departments in compared to previous years

Process for tabling the budget in Council for consultation

A statutory period of consultation follows the tabling of the budget in Council on 31 March 2026. Meetings with the local community will be advertised in the local press following the tabling of the draft budget.

The Mayor had considered the outcomes of these consultation meetings.

Process for approving the budget

The budget must be approved by Council by 31 May 2026.

Process and media used to provide information on the budget to the community All budget documentation, the MTREF together with tariffs and policies, will be made available at Council libraries and offices for inspection.

Advertisements informing the public about the availability of these documents and the schedules for the IDP/Budget public hearings will be published in all local newspapers and put up at municipal offices and libraries.

10. OVERVIEW OF ALIGNMENT OF ANNUAL BUDGET WITH THE INTEGRATED DEVELOPMENT PLAN

The IDP has been prepared for the Medium Term Revenue and Expenditure period which includes instances up to 2026/2027. A Budget and IDP Process Plan was developed and approved by Council during August 2025 Council meeting. The whole development of the Budget and IDP was based on the Budget and IDP Process Plan.

All the wards will be visited and community needs and inputs will be taken into account. All relevant stakeholders were consulted through the Intergovernmental Relations and Steering Committee meetings. The Draft Integrated Development Plan of 2026/27 was developed in partial response to:

- The requirements of compliance with the Local Government Municipal Systems Act (MSA) 32 of 2000 which prescribes for the review of municipal integrated development plan (IDP), in which it prescribes for the municipality to:
- Identify the gaps that warrant review in its IDP and revise accordingly



-
- Review its performance and incorporate the outcomes of the review in its IDP review
 - Comments raised by MEC on the previous IDP
 - Queries raised by the auditor general in the municipality's annual statements which bear relevance for IDP and PMS linkages
 - A gap analysis conducted on the current IDP document pointed to the following key areas for specific attention and improvement during the formulation of this IDP.

10.1 Updating of the planning data

Updated statistical information has been sourced from Global Insight 2011 and used to improve our demographic projections. Further, we have collected updated planning information from sector departments and that has necessitated few changes in the document. Also, we have taken into account quarterly statistics information.

10.2 Linkages between IDP, Budget and PMS

This IDP has been designed in such a way to ensure clear alignment between its IDP KPAs, development objectives and Targets. The document provides both the framework adopted for managing our performance management and the actual commitments in terms of the scorecards describing a set of indicators and targets for our performance management.

11. OVERVIEW OF BUDGET RELATED POLICIES AND AMENDMENTS

Listed below with a brief description are the municipality's budget related policies. The **detailed policies** are not included in this budget documentation. However, they are available at the office of the Municipal Manager.

This section is trying to give the user of this budget document a broad overview of the budget policy framework and highlights the amended policies by council resolution.

11.1 Budget Policy – No amendments were made on the policy document

Purpose/Basic areas covered by policy/main objective

The objectives of the budgeting policy are to set maximum expenditure limits for the budget or each component thereof, for the Municipality. A Municipality may only incur expenditure in accordance with its approved budget.



-
- 11.2 Tariff Policy – Amendments were made on the policy document**
Purpose/Basic areas covered by policy/main objective
The purpose of this tariff policy is to prescribe the accounting and administrative policies and procedures relating to the determining and levying of tariffs by Raymond Mhlaba Municipality.
- 11.3 Credit Control and Debt Collection Policy – Amendments were made on the policy document**
Purpose/Basic areas covered by policy/main objective
The Local Government: Municipal Finance Management Act, 2003, Act 56 of 2003 contains legal prescriptions for sound and sustainable management of the financial affairs of municipalities. Section 97 deals with revenue management, inter alia with effective revenue collection systems and the preparation of accounts for service charges.
A Credit Control and Debt Collection Policy is required in order to give effect to requirements of Act 56, generally and specifically with revenue collection.
- 11.4 Cash Management and Investment Policy – No amendments were made**
Purpose/Basic areas covered by policy/main objective
In order to ensure sound and sustainable management of the cash resources of the municipality this policy addresses all principles and processes involved in cash and investment management.
- 11.5 Property rates policy – Amendments were made on the policy document**
Setting of criteria for establishing rates tariffs.
- 11.6 Accounting Policy – Amendments were made**
Purpose/Basic areas covered by policy/main objective
Accounting policy guides the preparation of the Annual Financial Statements and is reviewed each year during the preparation to ensure compliance with GRAP standards and any guiding principles issued by Accounting Standards Board and National Treasury.
- 11.8 Supply Chain Management Policy – Amendments were made on the policy Purpose/Basic areas covered by policy/main objective**
The objective of this policy is to ensure that the Municipality's procure goods and services at all times comply with the relevant laws and best practices.
- 11.9 Fixed Assets Management Policy – No amendments were made**



Purpose/Basic areas covered by policy/main objective

The fixed assets management policy is designed to ensure management of Municipal assets in efficient and effective manner with regard to acquisition, utilisation, control, maintenance and disposal of assets. The policy guides directorates/departments and staff in their responsibility and duties for control of their assets.

11.10 Funding and Reserves Policy – No amendments were made

Purpose/Basic areas covered by policy/main objective

This policy aims to set standards and guidelines towards ensuring financial viability over both the short- and long term and includes funding as well as reserves requirements.

11.11 Policy on the Use and Application of Information Technology – No amendments were made

Purpose/Basic areas covered by policy/main objective

The purpose of this policy is to provide guidance to all current and future users of the information technology (IT) network, consisting of a variety of servers, personal computers, network printers and direct printers, to ensure that the system is properly managed, optimally used, applied to the best advantage of the municipality, and to prevent abuse of the system. This policy cannot lay down rules to cover every

possible situation. Instead, it is designed to express the municipality's philosophy and set out the general principles that employees should apply when using computers.

12. OVERVIEW OF BUDGET FUNDING AND FUNDING COMPLIANCE

12.1 Funding the Budget

Section 18(1) of the MFMA states that an annual budget may only be funded from:

- Realistically anticipated revenues to be collected;
- Cash backed accumulated funds from previous years' surpluses not committed for other purposes; and
- Borrowed funds, but only for the capital budget referred to in section 17.

Achievement of this requirement in totality effectively means that a Council has 'balanced' its budget by ensuring that budgeted outflows will be offset by a combination of planned inflows.



12.2 A credible budget

Amongst other things, a credible budget is a budget that:

- Funds only activities consistent with the revised IDP and vice versa ensuring the IDP is realistically achievable given the financial constraints of the municipality;
- Is achievable in terms of agreed service delivery and performance targets;
- Contains revenue and expenditure projections that are consistent with current and on past performance and supported by documented evidence of future assumptions;
- Does not jeopardise the financial viability of the municipality (ensures that the financial position is maintained within generally accepted prudential limits and that obligations can be met in the short, medium and long term); and
- Provides managers with appropriate levels of delegation sufficient to meet their financial management responsibilities.

A budget sets out certain service delivery levels and associated financial implications. Therefore, the community should realistically expect to receive these promised service delivery levels and understand the associated financial implications. Major under spending due to under collection of revenue or poor planning is a clear example of a budget that is not credible and unrealistic.

Furthermore, budgets tabled for consultation at least 90 days prior to the start of the budget year should already be credible and fairly close to the final approved budget.

12.3 Fiscal Overview of Raymond Mhlaba Municipality

Over the past financial years via sound and strong financial management, Raymond Mhlaba Municipality has moved internally to a position of relative financial stability. There is also a high level of compliance with the Municipal Finance Management Act and other legislation directly affecting financial management.

12.4 Long term financial planning

The municipality's financial position is not financial sound and this budget further ensures that. The municipality plans to continue exercising strict financial management and ensuring a cash flow which meets the requirements.

However, due to the size and tax base of the municipality, the municipality is starting to reach its ceiling in terms of its own funds and equitable grant to help fund its budget. Priorities need to be prioritised as demands will always outscore resources available. The approach on the current budget is to prioritise the core functions in order to deliver the services to the community.



12.5 Sources of funding

The main sources of funding can be found under SA table 1.

However, the main own funding sources of the municipality comes from property rates and service charges such as electricity and refuse. The municipality is very dependent on the Equitable Share allocation as a funding source of its operating budget. The municipality does not have any investments and all money is needed on a real “immediate” scenario. This is why money is rather put in short-term investments to obtain a better interest rate than to leave it in operating account.

12.6 Sale of assets

Municipality will also use annual stock and asset register to determine absolute and redundant assets and to make a recommendation to council on what to do with it.

13. GRANT EXPENDITURE AND ALLOCATIONS

The grants programme its expenditure on transfers can be found under SA table 19.

Details of each grant are shown in the schedule that follows:

Name of Grant	Operating/capital	Allocation authority/department	Purpose of grant
Library Services	Operating	Province/ Cultural Affairs and Sport	To enable public libraries to render an improved service by addressing staffing shortages and operating needs.
Councillor remuneration	Operating	National Treasury	To assist municipalities with the cost of cllr remuneration



Local Government Financial Management grant (FMG)	Operating	National Treasury	To promote and support reforms in financial management by building capacity in municipalities to implement MFMA
Integrated National Electrification Programme Grants	Operating	Department of Energy	The aim of this grant is to provide capital subsidies to municipalities to electrify poor households and fund bulk infrastructure to ensure the constant supply of electricity. Allocations are based on the backlog of unelectrified households and administered by the Department of Energy.



Municipal Infrastructure Grant (MIG)	Operating/ Capital	COGTA	To supplement capital finance for basic municipal infrastructure. The operating portion is utilised for project management unit.
Municipal Disaster Relief Grant	Operating	National Disaster Centre	a range of projects in municipalities that were badly affected by recent disaster occurrences. A special maintenance is done on municipal roads and bridges.



Equitable Share	Operating	National Treasury	The equitable share of national revenue in accordance with the requirements of the Constitution.
EPWP	Incentive	National Public works	This grant promotes the use of labourintensive methods in delivering municipal infrastructure and services. It is allocated through a formula based on past performance, which creates an incentive for municipalities to create more jobs.



14. ALLOCATIONS AND GRANTS MADE BY THE MUNICIPALITY

Any allocation made to an outside body must comply with the requirements of section 67 of the MFMA. This stipulates that before transferring funds to an outside organisation the Municipal Manager, as Accounting Officer, must be satisfied that the organisation or body has the capacity to comply with the agreement and has adequate financial management and other systems in place.

National Treasury further indicated in MFMA circular 51 that no more “discretionary” funds may be appropriated in the budget due to such funds not being transparent during the consultation process.

The municipality did not budget to make any grant transfers to any outside organisation/body or other organ of state other than the Raymond Mhlaba agency (RMEDA) and indigent relief as included per Treasury guidance under transfers and grants paid.



15. COUNCILLOR ALLOWANCES AND EMPLOYEE BENEFITS

Supporting tables SA 22 and SA 23 summarises the salary, allowances and benefits over the MTREF.

16. SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

To be prepared with the Final Budget.

17. INVESTMENTS

The municipality does not have any money **that complies with the definition of investment**. Monies that are not needed are put in call accounts to attract interest.

18. CONTRACTS HAVING FUTURE BUDGETARY IMPLICATIONS

The municipality does not have any roll – over contracts with budget implications.

19. CAPITAL EXPENDITURE AND PREVIOUSLY DELAYED PROJECTS

Capital expenditure details are listed in supporting tables 34 to SA37. The municipality do not have any projects that were delayed in previous financial years.



20. ANNUAL BUDGETS AND SERVICE DELIVERY AGREEMENTS- MUNICIPAL ENTITIES AND OTHER EXTERNAL MECHANISMS

20.1 Entities

The municipality has RMEDA as an entity.

20.2 Other External Service Delivery Mechanisms.

The municipality has no other service delivery agreements with external parties for the delivery of the Municipality's services except the one for external securities.

21. LEGISLATION COMPLIANCE STATUS

Municipal Finance Management Act - No 56 of 2003

The MFMA became effective on 1st July 2004. The Act modernises budget and financial management practices within the overall objective of maximising the capacity of municipalities to deliver services. The MFMA covers all aspects of municipal finance including budgeting, supply chain management and financial reporting. The various sections of the Act are phased in according to the designated financial management capacity of municipalities. Raymond Mhlaba municipality has been designated as a low capacity municipality. The MFMA is the foundation of the municipal financial management reforms which municipalities are implementing.

The MFMA and the budget

The following explains the budgeting process in terms of the requirements in the MFMA. It is based on National Treasury's guide to the MFMA.

The budget preparation process

The Mayor must lead the budget preparation process through a co-ordinated cycle of events that commences at least ten months prior to the start of each financial year.

Overview

The MFMA requires a Council to adopt three-year capital and operating budgets that take into account, and are linked to, the municipality's current and future development priorities and other finance-related policies (such as those relating to free basic service provision).



These budgets must clearly set out revenue by source and expenditure by vote over three years and must be accompanied by performance objectives for revenue and expenditure, a cash flow statement and any particulars on borrowings, investments, municipal entities, service delivery agreements, grant allocations and details of employment costs.

The budget may be funded only from reasonable estimates of revenue and cash backed surplus funds from the previous year and borrowings (the latter for capital items only).

Budget preparation timetable

The first step in the budget preparation process is to develop a timetable of all key deadlines relating to the budget and to review the municipality's IDP and budget related policies.

The budget preparation timetable is prepared by senior management and tabled by the Mayor for Council adoption by 31 August (ten months before the commencement of the next budget year).

Budget preparation and review of IDP and policy

The Mayor must co-ordinate the budget preparation process and the review of Council's IDP and budget-related policy, with the assistance of the municipal manager. The Mayor must ensure that the IDP review forms an integral part of the budget process and that any changes to strategic priorities as contained in the IDP document have realistic projections of revenue and expenditure. In developing the budget, the management must take into account national and provincial budgets, the national fiscal and macro-economic policy and other relevant agreements or Acts of Parliament. The Mayor must consult with the relevant district Council and all other local municipalities in that district as well as the relevant provincial treasury and the National Treasury when preparing the budget, and must provide the National Treasury and other government departments with certain information on request.

This process of development should ideally occur between August and November, so that draft consolidated three-year budget proposals, IDP amendments and policies can be made available during December and January. This allows time during January, February and March for preliminary consultation and discussion on the draft budget.

Tabling of the draft budget

The initial draft budget must be tabled by the Mayor before Council for review by 31 March.

Publication of the draft budget

Once tabled at Council, the Municipal Manager must make public the appropriate budget documentation and submit it to National Treasury and the relevant provincial treasury and any other government departments as required. At this time, the local community must be invited to submit representations on what is contained in the budget.



Opportunity to comment on draft budget

When the draft budget is tabled, Council must consider the views of the local community, the National Treasury and the relevant provincial treasury and other municipalities and government departments that may have made submissions on the budget.

Opportunity for revisions to draft budget

After considering all views and submissions, Council must provide an opportunity for the Mayor to respond to the submissions received and if necessary to revise the budget and table amendments for Council's consideration.

Following the tabling of the draft budget at the end of March, the months of April and May should be used to accommodate public and government comment and to make any revisions that may be necessary. This may take the form of public hearings, Council debates, formal or informal delegations to the National Treasury, provincial treasury and other municipalities, or any other consultative forums designed to address stakeholder priorities.

Adoption of the annual budget

The Council must then consider the approval of the budget by 31 May and must formally adopt the budget by 30 June. This provides a 30-day window for Council to revise the budget several times before its final approval.

If a Council fails to approve its budget at its first meeting, it must reconsider it, or an amended draft, again within seven days and it must continue to do so until it is finally approved – before 1 July. Once approved, the Municipal Manager must place the budget on the municipality's website within five days.

BUDGET IMPLEMENTATION

Implementation management – the Service Delivery and Budget Implementation Plan (SDBIP)

The Municipal Manager must within fourteen days of the approval of the annual budget (by 14 July at the latest) submit to the Mayor for approval a draft SDBIP and draft annual performance agreements for all pertinent senior staff.

An SDBIP is a detailed plan for implementing the delivery of municipal services contemplated in the annual budget and should indicate monthly revenue and expenditure projections and quarterly service delivery targets and performance indicators.

The Mayor must approve the draft SDBIP within 28 days of the approval of the annual budget (by 28 July at the latest).

This plan must then be monitored by the Mayor and reported on to Council on a regular basis.



Managing the implementation process

The municipal manager is responsible for implementation of the budget and must take steps to ensure that all spending is in accordance with the budget and that revenue and expenditure are properly monitored.

Variation from budget estimates

Generally, Councils may incur expenditure only if it is in terms of the budget, within the limits of the amounts appropriated against each budget vote – and in the case of capital expenditure, only if Council has approved the project.

Expenditure incurred outside of these parameters may be considered to be unauthorised or, in some cases, irregular or fruitless and wasteful. Unauthorised expenditure must be reported and may result in criminal proceedings.

Revision of budget estimates – the adjustments budget

It may be necessary on occasion for a Council to consider a revision of its original budget, owing to material and significant changes in revenue collections, expenditure patterns, or forecasts thereof for the remainder of the financial year.

In such cases a municipality may adopt an adjustments budget, prepared by the municipal manager and submitted to the Mayor for consideration and tabling at Council for adoption.

The adjustments budget must contain certain prescribed information, it may not result in further increases in taxes and tariffs and it must contain appropriate justifications and supporting material when approved by Council.

Requirements of the MFMA relating to the contents of annual budgets and supporting documentation

Section 17 of the MFMA stipulates that an annual budget of a municipality must be a schedule in the prescribed format and sets out what must be included in that format. In its MFMA circular 48, National Treasury set out detailed guidance on the contents of budget documentation and the supporting schedules. Raymond Mhlaba Municipality has made every effort to comply with the circular.

The following table shows how Raymond Mhlaba Municipality complies with the disclosure requirements of section 17 of the MFMA.

Requirement	Disclosure in budget documentation
Schedule of reasonably anticipated revenue for the budget year from each revenue source	A4



DRAFT BUDGET 2026/2027

Schedule showing appropriations of expenditure for the budget year under the different votes of the Municipality	A3
Schedule setting out indicative revenue per revenue source and projected expenditure by vote for the two financial years following the budget year	A3 and A4
Schedule setting out- (i) estimated revenue and expenditure by vote for the current year and (ii) Actual revenue and expenditure by vote for the financial year preceding the current year.	A3 and A4
Draft resolutions - (i) approving the budget of the Municipality (ii) imposing any municipal tax and setting any municipal tariffs as may be required for the budget year and (iii) Approving any other matters that may be prescribed.	Section 4
Measurable performance objectives for revenue from each source and for each vote in the budget,	Section 22 and SA 7



taking into account the Municipality's Integrated Development Plan.	
Projection of cash flow for the budget year by revenue source broken down per month	SA 25 – SA 26
Proposed amendments to the Municipality's integrated development plan following the annual review of the IDP in terms of section 34 of the Municipal Systems Act	Section 9
Particulars of the Municipality's investments	Section 17 and SA 16
Any prescribe information on municipal entities under the sole or shared control of the Municipality	SA31
Particulars of all proposed new municipal entities which the Municipality intends to establish or in which the Municipality intends to participate	SA31
Particulars of any proposed service delivery agreements, including material amendments to existing service delivery agreements	Section 20
Particulars of any proposed allocations or grants by the municipality to- (i) other municipalities (ii) any municipal entities and other external mechanisms assisting the municipality in the exercise of its functions or powers (iii) any other organs of state (iv) any organisations or bodies referred to in section 67 (1) (bodies outside Government)	Section 14
The proposed cost to the municipality for the budget year of the salary, allowances and benefits of- (i) each political office bearer of the Municipality (ii) Councillors of the municipality (iii) the municipal manager, the chief financial officer, each senior manager of the municipality and any other official of the municipality having a remuneration package greater than or equal to that of a senior manager	Section 15



<p>The proposed cost for the budget year to a municipal entity under the sole or shared control of the Municipality of the salary, allowances and benefits of-</p> <p>(i) each member of the entity's board of directors and</p> <p>(ii) the chief executive officer and each senior manager of the entity</p>	<p>SA forms</p>
<p>Any other supporting documentation as may be prescribed</p>	<p>SA forms</p>
<p>The proposed cost for the budget year to a municipal entity under the sole or shared control of the Municipality of the salary, allowances and benefits of-</p> <p>(i) each member of the entity's board of directors and</p> <p>(ii) the chief executive officer and each senior manager of the entity</p>	<p>SA forms</p>

Other Legislation

In addition to the MFMA, the following legislation also influences municipal budgeting;

The Division of Revenue Act 2010 and Provincial Budget Announcements

Three year national allocations to local government are published per municipality each year in the Division of Revenue Act. The Act places duties on municipalities in addition to the requirements of the MFMA, specifically with regard to reporting obligations.

Allocations to the Municipality from Provincial Government are announced and published in the Provincial budget.

Section 18 of the MFMA states that annual budgets may only be funded from reasonably anticipated revenues to be collected. The provision in the budget for allocations from National and Provincial Government should reflect the allocations announced in the DORA or in the relevant Provincial Gazette.

The Municipal Systems Act - No 32 of 2000 and Municipal Systems Amendment Act no 44 of 2003

One of the key objectives of the Municipal Systems Act is to ensure financially and economically viable communities. The requirements of the Act link closely to those of the MFMA. In particular, the following requirements need to be taken into consideration in the budgeting process;

- Chapters 4 and 5 relating to community participation and the requirements for the Integrated Development Planning process.
- Chapter 6 relates to performance management which links with the requirements for the budget to contain measurable performance objectives and quarterly performance targets in the Service Delivery and Budget Implementation Plan.



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- Chapter 8 relates to the requirement to produce a tariff policy.

RAYMOND MHLABA MUNICIPALITY PROPERTY RATES PROPOSED TARIFFS - 2026/2027

No.	Description	FINAL 2025/ 2026	Proposed Tariffs 2026/ 2027 3,7%	Rebate/Grant
1	Residential	0,010281	0,010661	1, First R15 000 plus R65 000 Exempt. 2, Sectional Title 10% exempt, /Hogsback 55% Rebate/Katberg 55% Rebate
2	Industrial	0,021188	0,021972	
3	Business/commercial	0,021188	0,021972	
4	Agriculture properties :	0,010281	0,010661	55% Rebate - Out of Town Properties
	Agriculture properties : Bona Fide	0,010281	0,010661	Government Rebate 75%
5	Mining Properties	0,021188	0,021972	
6	State- owned properties-Government	0,029301	0,030385	
7	Municipal properties	0,000000	0,000000	
8	Public service infrastructure	0,002567	0,002662	
9	Public Benefit Organization	-	-	Withi No other Activity, Any other PBO with other activitiesshall be charged at Multiple tariffs
10	Properties used for multiple purposes	0,015421	0,015991	
11	Vacant Land	0,014653	0,015195	

1. DETERMINATION OF RATES

That the rates for the said financial year for the Raymond Mhlaba Municipality, be and is hereby assessed and levied for the following categories at:

2. EXEMPTIONS, REBATES AND REDUCTIONS

The following reductions on the market value of the property and rebates on the rates payable, be and are hereby granted in accordance with the Rates Policy.

2.1 RESIDENTIAL PROPERTY

- (i) In addition to the statutory reduction of R15 000, a further reduction of R65 000 be and is hereby approved for all Residential Properties.
- (ii) Hogsback 55 % rebate due to limited service in town
- (iii) In addition to council tariff approval for 2023/2024, 30% Discount will be given to all Residential / Business owners if they pay all arrears up to date and present annual rates before or by 31 December

2.2 PUBLIC BENEFIT ORGANISATION

That on application and approval, only Public Benefit Organizations (PBO) listed in clause 8.2 of the Municipality's Rates Policy shall receive an exemption from rates. PBO falling outside the scope of section 8.2 of the MPRA shall be rated at a business rate and a rebated at 5%.

2.3 AGRICULTURAL PROPERTY

2.3.1 AGRI BONA FIDE

The following reductions on the market value of the property and rebates on the rates payable, be and are hereby granted in accordance with clause 8.2.4 AND 11.1.5 of the Rates Policy and Sec 15.2. of the MPRA(75% MPRA rebate is already effected on the tariff schedule);

Furthermore a drought relief of 3% is hereby applied to Agriculture bona fide category as the RMLM area has been declared a drought stricken area.

2.3.2 RESIDENTIAL PROPERTIES -(AGRICULTURE)

Council will give 30% discount to all Res/Business Properties if all arrears are paid up to date plus present annual rates in are paid in full - No 30% Discount will be allowed for any other category that has a rebate/exemption that is 50% or above

2.4 MUNICIPAL PROPERTIES

All municipal owned properties are exempted from Property

2.5 PRIVATELY OWNED TOWNS SERVICED BY OWNER

A rebate of 30% be approved for privately owned towns services by the owner.

2.6 PROPERTIES USED FOR MULTIPLE PURPOSES

terms of section 9 of the MPRA and paragraph 6.4 of the Municipal Property Rates Policy.

2.7 PHASING-IN OF RATES

Phasing in of rates will be dealt with in terms of Sec 21 of the MPRA.

2.8 RESIDENTIAL SECTIONAL TITLE

That a rebate of 10% shall hereby apply to residential title

4. FLAT SERVICE CHARGE RATE FOR FORMAL PROPERTIES VALUED BELOW R80 000 AND INFORMAL SETTLEMENTS WHERE REFUSE AND/OR STREET LIGHTS HAVE BEEN PROVIDED

That a flat service charge rate of R25.00 for formal properties valued below R80 000 and those informal settlements where refuse and/or street lights have been approved.

FINAL TARIFFS 2025/2026
RAYMOND MHLABA MUNICIPALITY- OTHER TARIFFS

PROPOSED TARIFF SCHEDULE 2026/2027 FY

CATEGORY	Proposed Tariffs 2025/2026	Proposed Increase	Proposed Tariffs 2026/2027
REBATE 100% rebate: INDIGENTS			
VALUATION ROLL SOFT COPY pdf	R 1 590	1,037	1649
RATES CLEARANCE CERTIFICATE FEE	R 412	1,037	427
VALUATION CERTIFICATE	R 268	1,037	278
GIS MAP per page	R 24	1,037	24
Gis & SG Enquiries per site	R 239	1,037	247
VALUATION ENQUIRIES	R 97	1,037	101
REVALUATION OF PROPERTY		1,037	0
- Business anc Commercial	R 7 360	1,037	7632
- Vacant Business	R 5 520	1,037	5724
- Residential	R 5 520	1,037	5724
- Vacant Residential	R 5 520	1,037	5724
- Industrial	R 5 520	1,037	5724
INSPECTION FEE per SITE	R 628	1,037	651

ELECTRICITY			
20A Single phase to 40 A Single phase	R 697	1,037	722
40A Single phase to 60 A Single phase	R 1 393	1,037	1445
20A Single phase to 60 A Single phase	R 1 393	1,037	1445
60A Single phase to 80 A Single phase	R 1 857	1,037	1926
80A Single phase to 100 A Single phase	R 2 090	1,037	2167
60A Single phase to 80 A Three phase	R 2 322	1,037	2408
60A Single phase to 80 A Three phase	R 2 902	1,037	3010
80A Single phase to 80 A Three phase	R 3 483	1,037	3612
100A Single phase to 100 A Three phase	R 4 063	1,037	4214
100A Three phase to 120 A Three phase	R 8 126	1,037	8427
120A Three phase to 150 A /160 A Three phase	R 8 707	1,037	9029
150A/160 A Three phase to 180 A Three phase	R 9 287	1,037	9631
180A Three phase to 200 A Three phase	R 11 609	1,037	12039
200A Three phase to 225 A Three phase	R 12 190	1,037	12641
225 A Three phase to 250 A Three phase	R 12 770	1,037	13243
250A Three phase to 300 A Three phase	R 20 897	1,037	21670
300A Three phase to 350 A Three phase	R 23 218	1,037	24078
350 A Three phase to 400 A Three phase	R 29 023	1,037	30097
400A Three phase to 500 A Three phase	R 34 828	1,037	36116
500A Three phase to 600 A Three phase	R 58 046	1,037	60194
600A Three phase to 800 A Three phase	R 81 265	1,037	84271
800A Three phase to 1000 A Three phase	R 92 874	1,037	96310
1000A Three phase to 1200 A Three phase	R 116 092	1,037	120388
1200A Three phase to 1500 A Three phase	R 139 311	1,037	144465
1500A Three phase to 2000 A Three phase	R 174 138	1,037	180582

ELECTRICITY CARDS: (PURCHASE)	R 23	-	20
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Connection Fee			
Connection Fees on Residential	R 697	1,037	722
Connection Fees on Businesses	R 2 322	1,037	2408
Connection Fees on Government Departments	R 3 483	1,037	3612
Connection Fees on Container Meter and Cable : Quote on Request	R -	R -	R -

RECONNECTION FEES DUE TO DEFAULT			
Reconnection Fees on Debtors Default Fee	R 802	1,037	832
Reconnection Fees on Businesses Default Fee	R 2 563	1,037	2658

Reconnection Fees on Government Departments Default Fee	R	4 005	1,037	4153
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Call outs per Council Employees per hour

08H00 - 17H00 per call out: week days	R	765	1,037	793
17H00 - 07H00	R	870	1,037	903
Weekends and Holidays: per call out	R	1 044	1,037	1083

TAMPERING FINES

First Offence	R	17 866	1,037	18527
Second Offence suspend for 3 month Pay for re- connection	R	26 799	1,037	27791
Third Offence suspend for 6 month Pay for re- connection	R	35 732	1,037	37054
Fourth Offence suspend for 12 Month Apply for new Installation and smart meter	R	-	R -	R -

Cable works and meter installation Charges

Cable Disconnection	Daily call per hou	Daily call per hour
Cable Re-connection	Daily call per hou	Daily call per hour
Cable assessment	Daily call per hou	Daily call per hour
Meter/Ready board relocation with the same cable	Daily call per hou	Daily call per hour
Meter/Ready board relocation with the new cable	Daily call per hou	Daily call per hour

Meter/Ready board relocation with the same cable **Daily call per hour**

Meter/Ready board relocation with the new cable	Quote per cable length plus daily rate per hour
Cable Disconnection	Quote per cable length plus daily rate per hour
Cable Re-connection	Quote per cable length plus daily rate per hour
Cable assessment	Quote per cable length plus daily rate per hour

RESIDENTIAL REFUSE REMOVAL PER MONTH				
domestic refuse -	R	185	1,037	192
domestic refuse - ADELAIDE&BEDFORD AREAS (increaes 9,9%)	R	184	1,037	191
Mixed use (Residential + 1 or 2 additional use)	R	220	1,037	228

BLOCK OF FLATS				
Refuse Removal: per room	R	185	1,037	192

BUSINESS REFUSE REMOVAL PER MONTH				
Basic charge				
ONCE WEEKLY REMOVAL				
Shops Small Volume Class 1	R	467	1,037	485
Shops Medium Volume	R	1 191	1,037	1235
Shops Large Volume	R	2 217	1,037	2299

TWICE WEEKLY REMOVAL				
Shops Large Volume twice a week: change shall be per month	R	3 598	1,037	3731

Refuse: Government Departments				
Schools Small Volume Lower primary/old age homes	R	572	1,037	593
Schools Medium Volume Higher primary with Hostels	R	1 429	1,037	1482
Schools Large Volume i.e. High School	R	1 340	1,037	1390

Spercial Removal				
Garden Refuse	R	758	1,037	787
Removal without Notice	R	1 121	1,037	1163
Dumping sites usage: weekly usage: change shall be per month	R	1 713	1,037	1777
Removal of building rubble	R	798	1,037	828

Refuse Bin				
Refuse Bin removal and disposal - Small - Once Weekly Removal	R	838	1,037	869
Refuse Bin removal and disposal - Large - Twice Weekly Removal	R	1 256	1,037	1303

SERVICE DEPOSITS				
Consumer Deposit: Residential	R	1 449	1,037	1502
Consumer Deposit: Businesses	R	4 628	1,037	4799
Consumer Deposit: township	R	1 443	1,037	1497
Indigent Households	R	-	R -	R -

Private Personal Dumping				
- 1 Ton Bakkie	R	300,00	1,037	311
- 1 Ton Bakkie	R	350,00	1,037	363
- 1 Ton Bakkie	R	400,00	1,037	415
- 1 Ton Bakkie	R	450,00	1,037	467

CEMETERY SERVICES				
Grave Plot - indigent/Township	R	218	1,037	226
Grave Plot - other customers	R	858	1,037	890
Grave Digging-6ft	R	2 155	1,037	2234
Grave Digging-9ft	R	2 849	1,037	2955

HALL SERVICES (Monday - Sunday)				
Town halls				
Hour tariff for short meetings 1 hour No Deposit	R	1 563	1,037	1621
Hour tariff for short meetings 2 hour No Deposit	R	267	1,037	277
Hour tariff for short meetings 3 hour No Deposit	R	534	1,037	554
Hour tariff for short meetings 4 hour No Deposit	R	801	1,037	831
Hour tariff for short meetings 4 hour No Deposit	R	1 068	1,037	1108
Townships/community halls				
Hour tariff for short meetings 1 hour No Deposit	R	995	1,037	1031
Hour tariff for short meetings 2 hour No Deposit	R	134	1,037	138
Hour tariff for short meetings 2 hour No Deposit	R	267	1,037	277
Hour tariff for short meetings 3 hour No Deposit	R	401	1,037	415
Hour tariff for short meetings 4 hour No Deposit	R	534	1,037	554
TOWN HALL WITH KITCHEN & SUPPERROOM : RENTAL	R	2 558	1,037	2652
LIBRARY HALL	R	710	1,037	737
SUPPER ROOM ALONE	R	710	1,037	737
SPORT COMPLEXES / PARKS	R	407	1,037	422

Rental				
Container Space	R	628	1,037	651
Municipal Buildings - Staff - As per Contract	R	-	R -	R -
Municipal Buildings Public - to be determined by Municipal Valuer	R	-	R -	R -

UTENSILS PER DAY if available				
Crockery	R	571	1,037	592
Wooden/Steel Tables - Deposit per table	R	89	1,037	93
Chair - deposit per chair	R	36	1,037	37

STATIONERY SERVICES				
Photostat Copies: A4	R	3	1,037	3
Photostat Copies: A5	R	3	1,037	3
Printing - Per Page	R	3	1,037	3
AO	R	188	1,037	195

ADM Tar Costs				
ADM will be billed by digging of the municipal roads based on costs incurred by the institution	R	-	-	R -
Water leak in road 7 day repair : private contract + Admin fee 30%	R	-	-	R -
RENTAL MUNICIPAL VEHICLES AA Tariff plus 30 %	R	-	-	R -

Tractor Tariff - DRY				
Ripping	R	1 913	1,037	1984
Ploughing	R	1 786	1,037	1852
Discing	R	1 275	1,037	1323
Planting	R	638	1,037	661
Top dressing/ fertilizer application	R	638	1,037	661
Surfacing and granule base price on request	R	-	1,037	0
Asphalt surfacing(40mm layer thickness 50/70 pen bitumen) price on request	R	-	1,037	0
Continuously medium grade asphalt per metre price on request	R	-	1,037	0
Tar stable-tack coat 30% emulsion per litre price on request	R	-	1,037	0
Crushed base G4 type (Backfill) price on request	R	-	1,037	0
TLB/HR price on request	R	670	1,037	695
Type of Business licence(Admin fee)				
Furniture and Clothing accessories	R	445	1,037	461
General Dealer	R	445	1,037	462
Other business	R	445	1,037	462
			1,037	0
Type of Business licence(Annual/licence fee)				
Furniture and Clothing accessories	R	1 018	1,037	1056
General Dealer	R	1 018	1,037	1056
Other business/hawkers	R	1 018	1,037	1056
Other - Hawkers	R	209	1,037	217
TRAFFIC DEPARTMENT				
Loading zone price on request	R	1 780	1,037	1846
Special Construction Site/Parking	R	-	1,037	0
Traffic Escort	R	366	1,037	380
Special parking Zone price on request (Per Day)	R	314	1,037	326
Disable parking Zone price on request (per Stiker/Disc)	R	126	1,037	130
Storage in Municipal Yard - 1 to 7 days) - (vehicles)	R	2 827	1,037	2931
Storage in Municipal Yard - per day) - Perishable goods	R	105	1,037	109
Roadway Escavation - per meter				
GRAZING AND STORAGE TARIFFS				
Cattle/Donkey/Horse and other similar animals - per animal - Per Day	R	262	1,037	271
SHEEP/GOAT and other similar animals - per animal - Per Day	R	241	1,037	250
Pig / Dogs and other similar - Per Day	R	293	1,037	304
Transportation to Pond facility per km				
Cattle/Donkey/Horse and other similar animals	R	24	1,037	24
SHEEP/GOAT and other similar animals	R	16	1,037	16
Pig / Dogs and other similar	R	16	1,037	16

FIRE AND RESCUE TARIFFS PER HOUR				
Call outs fees				
Large Vehicles - Per Hour - Including staff and Equipment	R	2 565	1,037	2660
Medium - Per Hour - Including staff and Equipment	R	1 288	1,037	1335
Additional Personnel - Officer - Per Hour	R	419	1,037	434
Additional Personnel - Fireman - Per Hour	R	241	1,037	250
Wield Fires - Per Hour	R	105	1,037	109

Fire Safety				
Approval of LPG Installation - Above Ground (once off)	R	1 571	1,037	1629
Approval of petroleum Storage Plans (once off)	R	4 712	1,037	4886
Renewal of petroleum Storage Plans Certificate p.a	R	838	1,037	869
Approval Bulk storage hazardous installation (once off)	R	1 571	1,037	1629
Renewal of LPG Usage p.a	R	554	1,037	574
Evacuation drill (on request)	R	471	1,037	489
Dangerous goods vehicle certification (on request)	R	1 571	1,037	1629
Public education - on request				
Approval of major hazardous installation report (once off)	R	1 571	1,037	1629
Inspection of a building and issuing of Fire Compliance Certificate from 0-250 sq./m building	R	544	1,037	565
Inspection of a building and issuing of Fire Compliance Certificate from 251-700 sq./m building	R	649	1,037	673
Inspection of a building and issuing of Fire Compliance Certificate from 701-1000 sq./m building	R	859	1,037	890
Inspection of a building and issuing of Fire Compliance Certificate above 1001 sq/m building	R	1 173	1,037	1216
Inspection of mobile kitchens, trailers and vehicles and issuing compliance certificate - renewal	R	544	1,037	565
Inspection of flammable gasses	R	544	1,037	565
Inspection of Spray Booth	R	995	1,037	1031
Inspection of flammable substances and chemical stores p.a	R	1 571	1,037	1629
Inspection and issuing of population certificate to places of entertainment from 0-250 sq/m building	R	544	1,037	565
Inspection and issuing of population certificate to places of entertainment from 251-700 sq/m building	R	649	1,037	673
Inspection and issuing of population certificate to places of entertainment from 701-1000 sq./m building	R	859	1,037	890
Inspection and issuing of population certificate to places of entertainment above 1000 sq/m building	R	1 173	1,037	1216

Consumable Materials (in addition to above)				
Cost plus		30%	1,037	0

LAND USE				
REZONING, CONSOLIDATION & SUBDIVISIONS				
Application fee				
Advertising costs for applicant	R	1 034	1,037	1072
Supply of Zoning Certificate per erf	R	467	1,037	485
Application for consent use	R	4 049	1,037	4199
Application for rezoning	R	4 785	1,037	4962
Application for rezoning requiring amendments of structure plan	R	8 895	1,037	9225
Section 15(1)(a)(ii) departures from the land use restrictions- Building line etc				
Erven smaller than 250 m ²	R	460	1,037	477
Erven smaller than 500 m ²	R	1 288	1,037	1336
Erven larger than 500m ²	R	2 669	1,037	2767
Encroachment per square meter per annum	R	307	1,037	318
			1,037	0
Building without Building Plan - Fine per Square Meter				
			1,037	0
Residential	R	75,00	1,037	78
Business	R	105	1,037	109
Institution	R	115,00	1,037	119
			1,037	0
Subdivision				
			1,037	0
Into two portions/erven	R	2 209	1,037	2290
Plus per additional portion/erf	R	215	1,037	223
Removal of Restrictions	R	3 175	1,037	3292
Amendment of condition of approval s43(2) of Ord. 15 of 1985	R	2 285	1,037	2370

SIGNAGE CONTROL				
Estate agents- Show house boards (per board per annum)	R	4 752	1,037	4927
Estate agents- Show house boards: removal fees(Where estate agents boards not removed within the time allowed)	R	461	1,037	478
Application fee for advertising signs smaller than 2 m ²	R	922	1,037	956
Advertising Posters per week	R	318	1,037	330
Banner 1m x2m per week	R	795	1,037	824
Trailer signs (per board)	R	922	1,037	956
Removal charges for loose portable signs				
1) First offence (per sign)	R	346	1,037	359
2) Second offence (per sign)	R	576	1,037	598
3) Third offence (per sign)	R	922	1,037	956

BUILDING PLAN FEES				
Low Cost Housing	R	285	1,037	295

CLASS OF BUILDING				
Dwelling m2	R	3 244	1,037	3364
Outbuilding m2	R	3 244	1,037	3364
Flat, Townhouse and Hotels m2	R	4 113	1,037	4265
Shops m2	R	4 113	1,037	4265
Offices m2	R	4 113	1,037	4265
Carpports* per submission	R	884	1,037	916
Pools * per submission	R	884	1,037	916
Patios/Pergolas and Sun Decks* er submission	R	884	1,037	916
Factories and Warehouses m2	R	3 586	1,037	3719
Alterations per submission	R	3 665	1,037	3801

That the plan approval fees be calculated on a flat 0.9 % of the project value (excluding 15% VAT).

Notes to Tariffs

1. Tariffs have been projected to increase at CPI, currently at 4,7%, should the CPI change before final approval of tariffs such change will be effected

2 Interest

Interest, at the set rate as provided for in terms of Sect 64(2)(g) of the Municipal Finance Management Act (Act 56 of 2003), will be charged on all rates and accounts not paid on the due date at Prime rate +1 and that part of a month be considered to be a full month on the application of the interest charged.

Proposed Electricity Tariffs - 2026/2027

DOMESTIC TARIFFS

Domestic 20A Conventional & Prepaid

Tariff Blocks	Current	Proposed 2026/2027 @ 9,01 %
Block 1 (0 to 50) kwh	207,46	226,15
Block 2 (0 to 50) kwh	265,34	289,25
Block 3 (0 to 50) kwh	375,40	409,22
Block 4 (0 to 50) kwh	434,52	473,67

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Domestic >20A Conventional & Prepaid

Tariff Blocks	Current	Proposed 2026/2027 @ 9,01 %
Block 1 (0 to 50) kwh	207,46	226,15
Block 1 (0 to 50) kwh	265,34	289,25
Block 1 (0 to 50) kwh	375,40	409,22
Block 1 (0 to 50) kwh	434,52	473,67
Basic Charge (R/Month)	249,60	272,09

COMMERCIAL TARIFFS

Commercial Prepaid	Current	Proposed 2026/2027 @ 9,01 %
Energy Charge (R/Kwh)	378,38	412,48

Commercial Conventional	Current	Proposed 2026/2027 @ 9,01 %
Basic Energy	378,38	412,48
Energy Charge (c / Kwh)	1188,09	1295,14

INDUSTRIAL TARIFFS

Industrial Bulk Supply	Current	Proposed 2026/2027 @ 9,01 %
Basic Charge (R/Month)	305,02	332,51
Energy Charge (c / Kwh)	1070,52	1166,97
Demand Charge (R / Kva)	399,80	435,82

Treet Lights	Current	Proposed 2026/2027 @ 9,01 %
Energy Charge (C / Kwh)	378,38	412,48

All tariffs include Vat

