

ALFRED NZO

DISTRICT MUNICIPALITY

DRAFT INTEGRATED DEVELOPMENT PLAN: 2025 – 2026 FY

Council Resolution No.:

ACRONYMS

ABP	Area Based Plan
AIDS	Acquired Immune Deficiency Syndrome
ANDM	Alfred Nzo District Municipality
ARC	Agricultural Research Council
BEE	Black Economic Empowerment
BBBEE	Broad Based Black Economic Empowerment
BPs	Business Plans
CASP	Comprehensive Agricultural Support Program
CDW	Community Development Workers
COGTA	Cooperative Governance and Traditional Affairs
CWP	Community Work Programme
DDM	District Development Model
DGDS	District Growth and Development Strategy
DITP	District Integrated Transport Plan
DMPT	District Municipal Planning Tribunal
EAP	Employee Assistance Programme
EHP	Environmental Health Practitioner
EMP	Environmental Management Plan
EPWP	Extended Public Works Programme
GDP	Growth Domestic Product
HSP	Housing Sector Plans
IDP	Integrated Development Plan
IHS	Integrated Human Settlement Plan
IHSP	Integrated Human Settlement Plan
ITP	Integrated Transport Plan
IUDF	Integrated Urban Development Framework
IWMP	Integrated Waste Management Plan
LDP	Land Development Plan
LED	Local Economic Development
LM	Local Municipality
LUMS	Land Use Management System LUS–Land Use Scheme
MFMA	Municipal Finance Management Act
MHS	Municipal Health Services
MITS	Municipal Health System
MSA	Municipal Systems Act
MSA	Municipal Structures Act
MSCOA	Municipal Standard Chart of Accounts
MTSF	Medium Term Strategic Framework
NDoH	National Department of Health
NDP	National Development Plan
NSDF	National Spatial Development Framework
PHC	Primary Health Care
O&M	Operations and Maintenance
PMS	Permanec Management System
PSDP	Provincial Spatial Development Plan
RM	Risk Management
RRAMS	Rural Road Asset Management System
SALGA	South African Local Government Association
SANRAL	South African National Roads Agency Limited
SAPS	South African Police Service
SDF	Spatial Development Framework
SASSA	South African Social Security Agency
SANS	South African National Standard
SDF	Spatial Development Framework

SMME	Small Medium and Micro Enterprises
SPLUMA	Spatial Planning and Land Use Management Act, 2013 (Act No.16 of 2013)
TB	Tuberculosis
TSP	Tourism Safety Plan
SMME	Small Medium and micro-enterprises
WSDP	Water Services Development Plan
WFTC	Working for the Coast
WPLG	White Paper on Local Government
WSA	Water Services Authority

APPENDIX

Detail Alfred Nzo District Municipality (ANDM) projects for the period 2025/26

ANNEXURES

Detail Alfred Nzo District Municipality (ANDM) Staff Establishment for the period 2025/26

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FOREWORD BY THE EXECUTIVE MAYOR

It is with great pleasure to present to the community and stakeholders of Alfred Nzo District Municipality (ANDM) IDP Review for 2025/2026. ANDM consulted communities and stakeholders in an integrated IDP Outreach program with local municipalities. Largely public participation programmes were successful in the sense that the district municipality was able to gather inputs and comments from stakeholders which is critical to the finalization of the IDP.

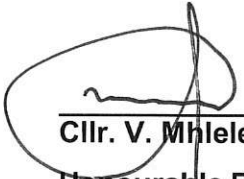
The municipal vision 2030 which outlined 12 strategic goals that must be taken into account to improve lives of the residents of the district. These are positioning ANDM in southern Africa; enhancing environmental sustainability and protecting natural resources; spatial transformation and sustainable human settlements; promoting vibrant rural communities, an inclusive rural economy and food security; inclusive economic growth and decent employment for a skilled workforce; functional efficient infrastructure network to facilitate growth; improving education, training and innovation; promoting health care for all; providing social protection to be vulnerable; building safer caring communities; building a capable, financially sustainable and developmental governance system and promoting nation building and social cohesion through participative planning.

This is a long term plan and will require cooperation from various stakeholders such as different spheres of government, private sector and non-governmental organisations. This vision supports the National Development Plan. ANDM is required to take a leading role in the development of its region by ensuring that there is One Plan that will integrate programmes of national, provincial and local government sectors as well as private sector. This will go a long way in ensuring that development impact can be measured and that resources are not duplicated. ANDM therefore supports District Development Model (DDM) initiative and will ensure that established structures are functional to provide oversight towards success of the process.

ANDM is pleased that our local municipalities are able to deliver services in their communities although many challenges still remain to ensure universal coverage. For instance in rural municipalities such as Ntabankulu and Umzimvubu, there is a need to improve bulk water supply to these municipalities. The fundamental challenge is the lack of reliable water source which is currently on discussions between ANDM and Department of Water and Sanitation for permanent solution.

The municipality is pleased with Bizana Regional Bulk Water Supply Scheme upgrade process which will accelerate distribution of clean and drinkable water to communities of Winnie Madikizela Mandela Local Municipality and bordering villages from Umzimvubu and Ntabankulu local municipalities. More-over, the municipality has prioritise refurbishment of Water Schemes that have been identified as either underperforming or non-functional during the 2024/25 financial year.

In conclusion, the IDP/Budget for 2025/26 gives hope to the citizens of Alfred Nzo District Municipality as we have prioritised key service delivery challenges such as water and sanitation. We therefore look forward to working with our stakeholders within and outside the district to achieve our vision.



Cllr. V. Mhlembana
Honourable Executive Mayor

MUNICIPAL MANAGER'S OVERVIEW

ANDM is pleased to announce that in the previous financial year 2023/24, we have been able to obtain Clean Audit Opinion from the Auditor General of South Africa. This represents a milestone and critical tests whether the systems and internal controls that we have put in place are yielding results. We are equally pleased that we have been running with 100% senior management team and this provided much needed stability for the institution. The Integrated Development Planning Process is guided by the provisions of Chapter 5 of the Local Government Municipal Systems Act, 2000 (Act 32 of 2000) which provides that municipalities should annually review their IDP's based on the changing circumstances.

The municipality is committed to maintaining this audit opinion and will continue to strengthen governance by addressing the matters raised by the Auditor-General. A focused effort is being made to implement the Audit Action Plan effectively and timeously, with the aim of ensuring continuous improvement and sustainability in financial and performance management.

ANDM ensured that we engage with our communities so that they guide the areas where we should prioritise. On the 10-12 March 2025, the municipality held Council Strategic Planning Session to review where we come from, where we are and where we should go. This resulted in the identification of key programmes and focus areas for 2025/26. As the municipality we are also quite mindful of the impact of Loadshedding on the operations of the municipality. The administration has put in place systems and processes to ensure that we respond to loadshedding in such a manner that the municipality continue to provide services and execute administrative processes.

As we approach 2025/26 we are mindful of limited budget against impatient communities who remain unserved with water and sanitation. This simply means we should look at ways of operating in lean staff and achieving more with less. The Staff Establishment should clearly respond to the rapid changes by embracing Information Communication Technology as an enabler towards municipal operations. The municipal Cost Containment measures also guided us to reduce unnecessary items for expenditure that will not have direct impact on service delivery. The district development model as announced by the President presents new challenges and opportunities. We must improve, at government level, the way we work and interact as different spheres of government as well as private sector. This also means we should reposition ourselves as an organisation to respond to the new demands stemming from the district development model.

Lastly, let me take this opportunity to appreciate the valuable input that we receive from our stakeholders during the IDP/Budget process. We will continue to be transparent and accountable administration in achieving our vision.

Accounting Officer's Quality Certificate

I, Mr. O Diko in my capacity as the Accounting Officer of Alfred Nzo District Municipality (DC44) hereby certify that Integrated Development Plan (IDP) Review for the period 2025/2026 has been developed in terms of the guiding legislative requirements as stipulated in sections 26, 27, 28 and 34 of the Local Government: Municipal Systems Act, No.32 of 2000 as amended and applicable regulatory framework.

Signed at...**Mount Ayliff**... on this... __ **June 2025**



Acting Municipal Manager

CHAPTER ONE: EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

Introduction

The Integrated Development Planning (IDP) Process is a process through which municipalities prepare strategic development plans for a five-year period. An IDP is one of the key tools for Local Government to cope with its new developmental role and seeks to arrive at decisions on issues such as municipal budgets, service delivery, land use management, promotion of local economic development, and institutional transformation in a consultative, systematic and strategic manner.

In terms of Section 25 of the Municipal Systems Act (MSA) 2000, all municipalities have to undertake an Integrated Development Planning Process to produce Integrated Development Plans. The Integrated Development Plan is a legislative requirement. It has a legal status which supersedes all other plans that guide development at local government level.

The municipal systems Act, No 32 of 2000 (as amended) and the Municipal Finance Management Act No. 56 of 2003 confer the responsibility on the Executive Mayor to provide political guidance over the budget process and the priorities that must guide the preparation of the annual budgets. In terms of section 53 of the Municipal Finance Management Act the Executive Mayor must also coordinate the annual revision of the Integrated Development Plan in terms of section 34 of the Municipal Systems Act and the preparation of the annual budget and determine how the integrated development plan is to be taken into account or revised for the purpose of the budget.

The Alfred Nzo District Municipality consists of four Local Municipalities (Winnie Madikizela-Mandela, Ntabankulu, Matatiele and Umzimvubu). As per Section 27(1) of the Municipal Systems Act 32 of 2000 as amended, Alfred Nzo District Municipality in consultation with all four local municipalities has developed an IDP Framework Plan for 2024 - 2025 financial year which gives guide on the approach that must be endorsed by all municipalities when embarking on IDP development processes to ensure coordination and alignment in the whole IDP development process by all role players. This process has allowed all four Local Municipalities when developing their IDP Process Plans to take into consideration the District IDP Framework Plan as it outlines all plans and government initiatives or priorities that must be considered within municipal plans.

The IDP is the key instrument to achieve developmental local governance for decentralised, strategic, participatory, implementation orientated, coordinated and integrated development. Preparing an IDP is not only a legal requirement in terms of the legislation but it is actually the instrument for realising municipalities' major developmental responsibilities to improve the quality of life of citizens. It seeks to speed-up service delivery by securing a buy-in of all relevant role-players and provides government departments and other social partners with a clear framework of

the municipality's development trajectory to harness implementation efforts.

Integrated development planning also promotes intergovernmental co-ordination by facilitating a system of communication and co-ordination between local, provincial and national spheres of government. Local development priorities, identified in the IDP process, constitute the backbone of the local governments' budgets, plans, strategies and implementation activities. Hence, the IDP forms the policy framework on which service delivery, infrastructure development, economic growth, social development, environmental sustainability and poverty alleviation rests. The IDP therefore becomes a local expression of the government's plan of action as it informs and is informed by the strategic development plans at national and provincial spheres of government.

In terms of Section 26 of the Systems Act, the core components of an IDP are:

- a. The Municipal Council's vision for the long term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs;
- b. An assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic Municipal Services
- c. The Council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs;
- d. The Council's development strategies which must be aligned with any national or Provincial sectoral plans and planning requirements binding on the Municipality in terms of legislation;
- e. A spatial development framework which must include the provision of basic guidelines for a land use management system for the Municipality;
- f. The Council's operational strategies;
- g. Applicable disaster management plans;
- h. A financial plan, which must include a budget projection for at least the next three years; and
- i. The key performance indicators and performance targets determined in terms of the Performance Management System.

Alfred Nzo District Municipality has further developed its IDP, Budget and PMS Framework Plan for 2025/26. This plan has to be adopted by the Council as guided by Section 28 of the Municipal Systems Act 32 of 2000 as amended. Integrated Development Plans are not developed to inform the

municipalities only, but are supposed also to guide the activities of any agency, all spheres of government, NGOs and CBOs, private sector, parastatals and any other interested entity within and outside the municipal area.

Auditor General South Africa (AGSA)

The Auditor-General South Africa (AGSA) is a Chapter 9 constitutional institution mandated by Section 188 of the Constitution of the Republic of South Africa. The AGSA is further guided by the Public Audit Act No. 25 of 2004, as amended, which outlines its authority and responsibilities. Its core function is to audit and report on the accounts, financial statements, and financial management of all spheres of government, including municipalities. The AGSA plays a critical oversight role in promoting accountability, transparency, and good governance in the public sector.

For the past five consecutive financial years, Alfred Nzo District Municipality (ANDM) has received an unqualified audit opinion with findings, reflecting a sound but not fully compliant state of financial management. Notably, in the 2023/2024 financial year, ANDM achieved a **clean audit opinion** for the first time since its establishment a significant milestone indicating that the municipality's financial statements were free from material misstatements and that there were no material findings on performance reporting or compliance with key legislation.

This achievement is a result of focused leadership, strengthened internal controls, and improved compliance and performance management systems. The municipality remains fully committed to sustaining this level of excellence and ensuring that the clean audit is not only maintained but further strengthened as a foundation for improved service delivery and public trust.

Management Report

Report of the auditor-general to Eastern Cape Provincial Legislature and the Council on the Alfred Nzo District Municipality

Report on the audit of the consolidated and separate financial statements

Opinion

1. I have audited the consolidated and separate financial statements of the Alfred Nzo District Municipality set out on pages to, which comprise the statement of consolidated and separate financial position as at 30 June 2024, consolidated and separate statement of financial performance, statement of changes in net assets, cash flow statement and statement of comparison of budget information with actual information for the year then ended, as well as notes to the consolidated and separate financial statements, including a summary of significant accounting policies.
2. In my opinion, the consolidated and separate financial statements present fairly, in all material respects, the financial position of the Alfred Nzo District Municipality as at 30 June 2024 and its financial performance and cash flows for the year then ended in accordance with the Standards of Generally Recognised Accounting Practice (Standards of GRAP) and the requirements of the Municipal Finance Management Act of South Africa, 2003 (Act No. 56 of 2003) (MFMA) and the Division of Revenue Act of South Africa, 2023 (Act No.5 of 2023) (Dora).

Basis for opinion

3. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the responsibilities of the auditor-general for the audit of the consolidated and separate financial statements section of my report.
4. I am independent of the municipality in accordance with the International Ethics Standards Board for Accountants' *International code of ethics for professional accountants (including International Independence Standards)* (IESBA code) as well as other ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of matters

6. I draw attention to the matters below. My opinion is not modified in respect of these matters.

Restatement of corresponding figures

7. As disclosed in note 45 to the consolidated and separate financial statements, the corresponding figures for 30 June 2023 have been restated as a result of errors identified in the consolidated and separate financial statements of the municipality for the year ended 30 June 2024.

Contingent liabilities

8. As disclosed in note 44 to the financial statements, the entity has contingent liabilities amounting to R794,9 million.

Irregular expenditure

9. As disclosed in note 49 to the consolidated and separate financial statements an amount of R6,4 million (2023: R1,4 million) was incurred in the current year. An amount of R152,9 million was written off in the current year. The cumulative amount of R105,5 million is still under investigation.

Fruitless and Wasteful expenditure

10. As disclosed in note 48 to the consolidated and separate financial statements an amount of R2,5 million was incurred in the current year. An amount of R17,0 million was written off in the current year. The cumulative amount of R7,0 million (2023: 21,6 million) was as a result of interest incurred.

Subsequent events

11. I draw attention to note 54 of the consolidated and separate financial statements, which deals with subsequent events and specifically the effects of the dismissal of the municipal manager on the municipality.

Other matter

12. I draw attention to the matter below. My opinion is not modified in respect of this matter.

Unaudited Disclosure notes

13. In terms of section 125(2)(e) of the MFMA, the particulars of non-compliance with the MFMA should be disclosed in the consolidated and separate financial statements. This disclosure requirement did not form part of the audit of the consolidated and separate financial statements and, accordingly, I do not express an opinion on it.

Report on the audit of the annual performance report

18. In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, I must audit and report on the usefulness and reliability of the reported performance against predetermined objectives for the selected key performance area presented in the annual performance report. The accounting officer is responsible for the preparation of the annual performance report.
19. I selected the following key performance area presented in the annual performance report for the year ended 30 June 2024 for auditing. I selected a key performance area that measures the municipality's performance on its primary mandated functions and that is of significant national, community or public interest.

Key performance area	Page numbers	Purpose
Basic Service Delivery	xx	To build, maintain and provide access to improved, sustainable and modernized infrastructure to the community by 2027.

20. I evaluated the reported performance information for the selected key performance area against the criteria developed from the performance management and reporting framework, as

Material misstatements

27. I identified a material misstatement in the annual performance report submitted for auditing. The material misstatement was in the reported performance information for basic service delivery. Management subsequently corrected the misstatement, and I did not include any material findings in this report.

Report on compliance with legislation

28. In accordance with the PAA and the general notice issued in terms thereof, I must audit and report on compliance with applicable legislation relating to financial matters, financial management and other related matters. The accounting officer is responsible for the municipality's compliance with legislation.
29. I performed procedures to test compliance with selected requirements in key legislation in accordance with the findings engagement methodology of the Auditor-General of South Africa (AGSA). This engagement is not an assurance engagement. Accordingly, I do not express an assurance opinion or conclusion.
30. Through an established AGSA process, I selected requirements in key legislation for compliance testing that are relevant to the financial and performance management of the municipality, clear to allow consistent measurement and evaluation, while also sufficiently detailed and readily available to report in an understandable manner. The selected legislative requirements are included in the annexure to this auditor's report.
31. I did not identify any material non-compliance with the selected legislative requirements.

Other information in the annual report

32. The accounting officer is responsible for the other information included in the annual report, which includes the executive mayor's report, the audit committee's report and the accounting officer report. The other information referred to does not include the consolidated and separate financial statements, the auditor's report and the selected key performance area presented in the annual performance report that has been specifically reported on in this auditor's report.
33. My opinion on the consolidated and separate financial statements, the report on the audit of the annual performance report and the report on compliance with legislation do not cover the other information included in the annual report and I do not express an audit opinion or any form of assurance conclusion on it.
34. My responsibility is to read this other information and, in doing so, consider whether it is materially inconsistent with the consolidated and separate financial statements and the selected key performance area presented in the annual performance report or my knowledge obtained in the audit, or otherwise appears to be materially misstated.
35. I did not receive the other information prior to the date of this auditor's report. When I do receive and read this information, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the other information be corrected. If the other information is not corrected, I may have to retract this auditor's report and re-issue an amended report as appropriate. However, if it is corrected this will not be necessary.

Internal control deficiencies

36. I considered internal control relevant to my audit of the consolidated and separate financial statements, annual performance report and compliance with applicable legislation; however, my objective was not to express any form of assurance on it.
37. I did not identify any significant deficiencies in internal control.

Other reports

38. I draw attention to the following engagements conducted by various parties. These reports did not form part of my opinion on the consolidated and separate financial statements or my findings on the reported performance information or compliance with legislation.
39. The President of South Africa promulgated in 2017 that an investigation be conducted by the Directorate for Priority Crime Investigation based on the allegation of possible procurement irregularities. This investigation was still in progress at the date of this report.
40. On 08 November 2024, the President issued a proclamation under section 2(1) of the Special Investigating Units and Special Tribunals Act, authorizing the Special Investigating Unit (SIU) to investigate allegations of maladministration, irregularities, and/or corruption relating to seven infrastructure projects, procurement processes, and contracts. The proclamation specifically identifies the municipality and mandates the SIU to probe instances of irregular, unauthorised, fruitless and wasteful expenditure and improper conduct. The investigation has yet to be performed.

Auditor-General

East London

11 December 2024



AUDITOR-GENERAL
SOUTH AFRICA

Auditing to build public confidence

Audit Action Plan

In response to the Auditor-General's findings, Alfred Nzo District Municipality has developed an Audit Action Plan to ensure continuous improvement and the sustainability of the clean audit status achieved in the 2023/2024 financial year.

Although the municipality achieved a clean audit with no material findings, historic irregular expenditure must still be addressed and closed off in accordance with Section 32 of the Municipal Finance Management Act (MFMA). The municipality is committed to addressing all instances of fruitless and wasteful expenditure.

The plan focuses on two key areas that require attention:

Department	Audit Report / Management Letter	Stream	Substream	Audit finding (Add relevant Audit Communication number/s)	Root Cause (AG)	Internal Control Deficiency	Internal Control Driver	Risk/Impact	Recommendation/Mitigation	Timeframe	Responsible Manager/Delegatee	Responsible HOD/Delegatee	Corrective Measures (This relates to measures taken by management/leadership/governance structure to address the specific finding)		
													Description of the corrective measure	Due date	Description of POE
OMM	Management Letter	Expenditure Management and Compliance	Irregular Exp	Irregular expenditure- As disclosed in note 49 to the financial statements an amount of R6, 8 million (2023: R0, 9 million) was incurred in the current year included is the amount of R152, 8 million that was written off in the current year. The cumulative amount of R68,3 million is still under investigation	The finding is a result of Management not following the requirements set out in the SCM policy and the applicable supply chain regulations and not exercising oversight to ensure the appropriate application of internal controls	Leadership: Exercise oversight responsibility regarding financial and performance reporting and compliance and related internal controls	Leadership	The impact of this finding is non-compliance with the MFMA.	Irregular expenditure incurred by the municipality must be investigated to determine if any person is liable for the expenditure, as required by section 32(2)(b) of MFMA	3.1 08 Jan 25 3.1 25 Jan 25 3.2 15 Jan 25 3.3 16 Jan 25 3.4 23 Jan 25 3.5 31 Mar 25	3.1 CAE 3.2 CAE 3.3 CAE 3.4 DSG 3.5 DSG	MM	1. Preventative Measures 2. Detective Measures 3. Corrective Measures: 3.1 Facilitate the development of the Audit action Plan. 3.2 Table a report to Senior Management Committee for inputs 3.3 Escalate the report to Monitoring and Evaluation Portfolio Committee for recommendation to Mayco and Council for Consideration 3.4 Council defer the Irregular Expenditure to MPAC for investigation 3.5 Coordinate DC Board Investigation	3.1 08 Jan 25 3.2 15 Jan 25 3.3 16 Jan 25 3.4 23 Jan 25 3.5 31 Mar 25	3.1 Draft Audit Action Plan 3.2 Minutes of Senior Management Committee 3.3 Minutes of Monitoring and Evaluation Portfolio Committee 3.4 Minutes of Mayoral Committee meeting 3.5 Minutes of DC Board meeting

OMM	Management Letter	Expenditure Management and Compliance	Fruitless and Wasteful Expenditure	Fruitless and Wasteful expenditure- As disclosed in note 48 to the financial statements the cumulative amount of R1, 1 million (2023: R18, 2 million) was as a result of interest incurred. An amount of R17,0 million was written off in the current year	The finding is a result of Management not following the requirements set out in the SCM policy and the applicable supply chain regulations and not exercising oversight to ensure the appropriate application of internal controls	Leadership: Exercise oversight responsibility regarding financial and performance reporting and compliance and related internal controls	Leadership	The impact of this finding is non-compliance with the MFMA.	Fruitless and Wasteful expenditure incurred by the municipality must be investigated to determine if any person is liable for the expenditure, as required by section 32(2)(b) of MFMA	3.1 08 Jan 25 3.2 15 Jan 25 3.3 16 Jan 25 3.4 23 Jan 25 3.5 31 Mar 25	3.1 CAE 3.2 CAE 3.3 CAE 3.4 DSG 3.5 DSG	MM	1. Preventative Measures 2. Detective Measures 3. Corrective Measures: 3.1 Facilitate the development of the Audit action Plan. 3.2 Table a report to Senior Management Committee for inputs 3.3 Escalate the report to Monitoring and Evaluation Portfolio Committee for recommendation to Mayco and Council for Consideration 3.4 Recommend to defer to Fruitless and Wasteful Expenditure 3.5 Council defer the Fruitless and Wasteful Expenditure to MPAC for investigation	3.1 08 Jan 24 3.2 15 Jan 24 3.3 16 Jan 24 3.4 23 Jan 24 3.5 31 Jan 24	3.1 Draft Audit Action Plan 3.2 Minutes of Senior Management Committee 3.3 Minutes of Monitoring and Evaluation Portfolio Committee 3.4 Minutes of Mayoral Committee meeting 3.5 Minutes of Council meeting
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Guiding Framework

Within the multitude of government policy frameworks, legislation, guidelines and regulations that seek to advocate for the path, pace and direction for the country's socio-economic development agenda, the section below focuses on Vision 2014; Popular Mandate across Spheres of Government; the National

Development Vision 2030 (NDP); Eastern Cape Vision 2030; National Growth Path; the Eastern Cape Growth Path; Millennium Development Goals; State of the Nation Address (SONA); sustainable development goals (SDG's) and State of the Province Address (SOPA)

1.1.1. The National Development Plan (NDP): Vision 2030

The National Development Plan developed by the National Planning Commission and unveiled on 11 November 2011 states that:

“South Africa can eliminate poverty and reduce inequality by 2030. It will require change, hard work, leadership, and unity. Our goal is to improve the life chances of all South Africans, but particularly those young people who presently live in poverty. The plan asks for a major change in how we go about our lives. In the past, we expected government to do things for us. What South Africa needs is for all of us to be active citizens and to work together –government, business, communities –so that people have what they need to live the lives they would like”.

The plan helps us to chart a new course. It focuses on putting in place the things that people need to grasp opportunities such as education and public transport and to broaden the opportunities through economic growth and the availability of jobs. Everything in the plan is aimed at reducing poverty and inequality. Our view is that government should shift the balance of spending towards programmes that help people improve their own lives and those of their children and the communities they live in. South Africa can become the country we want it to become. It is possible to get rid of poverty and reduce inequality in 20 years. We have the people, the goodwill, the skills, the resources –and now, a plan. This will be achieved by prioritising the following initiatives:

- a. An economy that will create more jobs
- b. Improving infrastructure
- c. Transition to a low-carbon economy
- d. An inclusive and integrated rural economy
- e. Reversing the spatial effect of apartheid
- f. Improving quality of education, training and innovation
- g. Quality health care for all
- h. Social protection
- i. Building safer communities
- j. Reforming the public service
- k. Fighting corruption
- l. Transforming society and uniting the country

1.1.2. National Growth Path

The New Growth Path must provide bold, imperative and effective strategies to create the millions of new jobs South Africa needs. It must also lay out a dynamic vision for how we can collectively achieve a more developed, democratic and equitable economy and society over the medium-term, in the context of sustainable growth. The shift to a New Growth Path will require the creative and collective efforts of all sections of South African society. It will require Leadership and strong governance. It takes account of the new opportunities that are available to us, the strength we have and the constraints we face. We will have to develop a collective National will and embark on joint action to change the character of the South African economy and ensure that the benefits are shared more equitably to all our people, particularly the poor:

JOBS DRIVERS:

- a. Substantial Public investment in infrastructure both to create employment directly, in construction, operation and maintenance as well as the production of inputs, and indirectly by improving efficiency across the economy;
- b. Targeting more labour
- c. Absorbing activities across the main economic sectors
- d. The Agricultural and Mining Value Chains, Manufacturing and Services;

- e. Taking advantage of new opportunities in the knowledge and green economies;
- f. Leveraging social capital in the social economy and the public service; and
- g. Fostering Rural Development and Regional Integration.

1.1.3. Sustainable Development Goals

The 17 Sustainable Development Goals for the period 2015-2030 are:

- a. End poverty in all its forms everywhere
- b. End hunger, achieve food security and improved nutrition, and promote sustainable agriculture
- c. Ensure healthy lives and promote well-being for all at all ages
- d. Ensure inclusive and equitable quality education and promote life-long learning opportunities for all

- e. Achieve gender equality and empower all women and girls
- f. Ensure availability and sustainable management of water and sanitation for all
- g. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
- h. Ensure access to affordable, reliable, sustainable, and modern energy for all
- i. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
- j. Reduce inequality within and among countries
- k. Make cities and human settlements inclusive, safe, resilient and sustainable
- l. Ensure sustainable consumption and production patterns
- m. Take urgent action to combat climate change and its impacts (in line with the United Nations Framework Convention on Climate Change)
- n. Conserve and sustainably use the oceans, seas and marine resources for sustainable development
- o. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.
- p. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.
- q. Strengthen the means of implementation and revitalize the global partnership for sustainable development.

1.1.4. Key Sector Plans

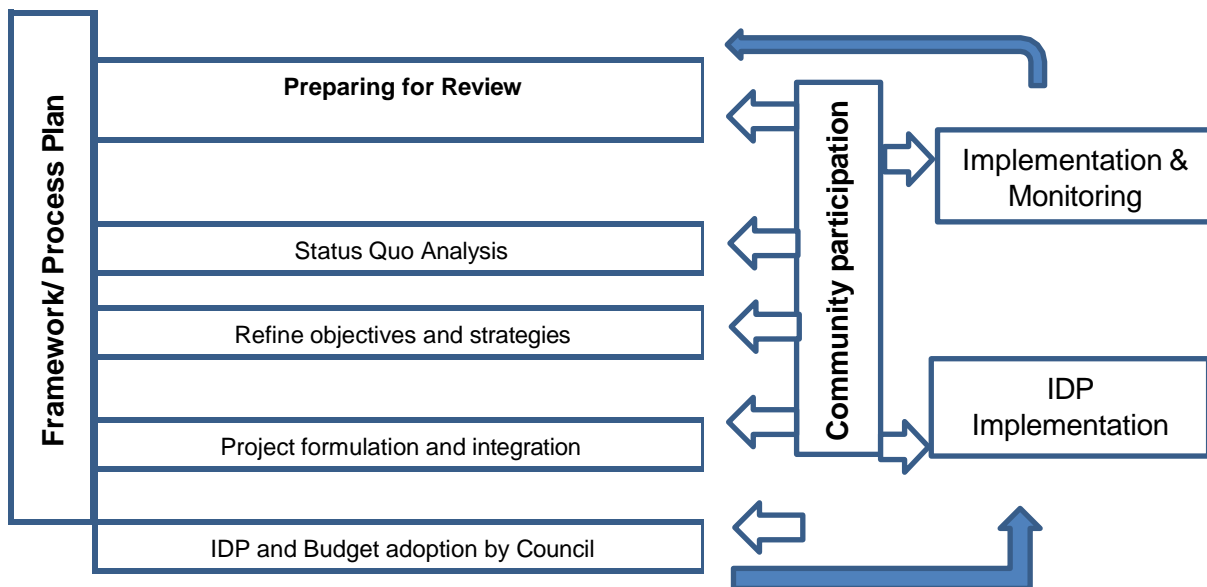
Beyond the core components of an IDP, as legislated by the Systems Act, the ANDM recognised the need to develop further strategies, policies and plans, which seek to deal with specific issues that will facilitate a progressive realisation of the desired developmental trajectory of the district. A close examination of all these strategies and plans will show a greater degree of alignment with all the guidelines and development directives outlined in the government policy frameworks above. Sustainable development is one of the issues that have received consideration. This is viewed as critical as sustainable development seeks to balance social, economic and ecological requirements in a long-term perspective.

Table 2: IDP Sector Plans

Sectoral Plan	Function	Status	Financial Year
KPA 1: Municipal Institutional Transformation and Development		Approved	2025/26
Staff Establishment		Approved	2025/26
Human Resource Plan		Approved	2025/26
KPA 2: Good Governance and Public Participation			
District Development Plan		Approved	2025/26
Public Participation Strategy		Approved	2025/26
Communication Strategy		Approved	2025/26
Risk Management Framework		Approved	2025/26
Organisational PMS Framework Policy		Approved	2025/26
Fraud Prevention Plan		Approved	2025/26
Fraud Prevention Strategy		Approved	2025/26
Risk Management Policy and Framework		Approved	2025/26
Risk Management Strategy		Approved	2025/26
Risk Management Committee Charter		Approved	2025/26
Communication Strategy		Approved	2025/26
District Wide IGR Framework		Approved	2025/26
Climate Change Management Strategy		Approved	2025/26
Audit Committee Charter		Approved	2025/26
Internal Audit Charter		Approved	2025/26
Internal Audit Methodology		Approved	2025/26
Delegations Framework		Approved	2025/26
Delegation Register		Approved	2025/26
KPA 3: Local Economic Development			
Local Economic Development Strategy		Approved	2025/26
Marketing Strategy		Approved	2025/26
Tourism Development Strategy		Approved	2025/26
Beach to Berg Development Corrido		Approved	2025/26
KPA 4: Municipal Financial Viability			
Revenue Enhancement Strategy		Approved	2025/26
Indigent Management Plan		Approved	2025/26
KPA 5: Service Delivery and Infrastructure Development			
Water Service Development Plan		Approved	2025/26
Disaster Management Strategy		Approved	2025/26
Fire & Rescue Management Plan		Approved	2025/26
Integrated Transport Plan		Approved	2025/26
Infrastructure Maintenance Plan		Approved	2025/26
Water Safety Plan		Approved	2025/26
KPA 6: Spatial Rationale and Development			
Spatial development framework		Approved	2025/26

1.2. IDP Review

The review process has considered the assessment of the District’s performance against organisational objectives as well as implementation delivery, the recommendations of the stakeholder consultation and public participation, IDP engagement processes and also any new information or change in circumstances that might have arisen subsequent to the adoption of the 2017-22IDP. Figure 2: depicts a schematic representation of the review process followed



The manner in which the review was undertaken is outlined in the Municipal PMS Framework Plan/Process Plans, which is prepared and adopted by municipalities by August 2023 subsequent to the adoption of the District Framework Plan on the 25th of August 2023.

1.3. The Annual budget

The annual budget and the IDP are inextricably linked to one another, something that has been formalized through the promulgation of the Municipal Finance Management Act (2003). Chapter 4 and section 21 (1) of the municipal Finance Management Act (MFMA) indicates that:

The Executive Mayor of a municipality must –

- (b) At least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for
 - i. The preparation, tabling and approval of the annual budget;
 - ii. The annual review of –
 - iii. The Integrated Development Plan in terms of section 34 of the Municipal Systems Act; and
 - iv. The budget related policies.
 - v. The tabling and adoption of any amendments to the integrated development plan and the budget related policies; and
 - vi. The consultative processes forming part of the process referred to in subparagraphs (i), (ii) and (iii).

This document constitutes the Framework Plan and Process Plan of the IDP review 2025/2026

and budget formulation 2025/2026 for the Alfred Nzo District Municipality and essentially fulfills the function of a business plan and or operational plan for the IDP process and presents, in a simple and transparent manner what should happen when, by whom and where during the process of formulating an IDP for the Alfred Nzo District Municipality.

1.4. Methodology and Approach

The IDP Development process will focus and be influenced by the following areas:

Local Government MEC's comments

- i. Improvement on the IDP/Budget Process based on the previous performance.
- ii. Areas requiring additional attention in terms of legislative requirements
- iii. Preparation, review or amendments of the existing sector plans and policies.
- iv. Preparation of Performance Management System (PMS)

In order to ensure certain minimum quality standards of the IDP Development process, and a proper coordination between and within spheres of government, the preparation of the Process Plan has been regulated in the Municipal Systems Act. The preparation of a Process Plan, which is in essence the IDP Development Process set in writing, requires adoption by Council. This plan has to include the following:

- i. A programme specifying the time frames for the different planning steps; and
- ii. Appropriate mechanisms, processes and procedures for consultation and participation of local communities, organs of state, traditional authorities, and other role players in the IDP drafting process.

1.5. Framework Plan

The Framework Plan provides the linkage and binding relationships to be established between the district and local municipalities in the region. In doing so, proper consultation, coordination and alignment of the development process of the district municipality and various local municipalities can be maintained.

1.5.1. Steering Committee

Before the development process commences, it is important that certain institutional arrangements be put in place to ensure that the process is managed well. The IDP Steering committee of the District comprises of the Municipal Managers for all four local municipalities, IDP Managers for all Local Municipalities, District Management Committee and administrative assistants in the Municipal Manager's Office.

The Steering Committee will perform amongst the following activities which guide as terms of reference for the functioning of the committee:

IDP Steering Committee	Current Role	Envisaged Role
	<p>Responsible for the establishment of the IDP Representative Forum by:</p> <ul style="list-style-type: none"> • Defining TOR and criteria for members of the IDP Representative Forum • Informing the public (issue an advertisement) about the establishment of the IDP Representative Forum and request submission of applications from stakeholders/ community groups (organised and unorganised) indicating goals, objectives, activities, numbers, and constitution. • Processes, summarizes and documents outputs of the IDP • Makes content recommendations. • Prepares, facilitates and documents IDP steering committee meetings in the form of minutes for compliance with legislation. • Develops the programme for Consultation process of Communities and any other stakeholders. 	<ul style="list-style-type: none"> • Facilitate the development of the IDP • Facilitate the filling of identified gaps • Approve nominated persons to be in charge of different roles, activities of the process of preparing draft and the final document (IDP)

1.5.2. IDP Representative Forum

The IDP Representative Forum (RF) for Alfred Nzo District Municipality will be established through a process where all interested and affected stakeholders will be invited to participate in the IDP development process. The approach will ensure that all stakeholders within all four local municipalities within the district municipalities are fully represented in the IDP Representative Forum. The IDP Rep Forum must also have full representatives from all Spheres of Government with emphasis on Provincial Government Departments and those sector departments located within the district and also government parastatals such as Eskom, Telkom and Government Agencies such as Eastern Cape Rural Development Agency, ECDC, ECATU, SALGA etc. The IDP Rep Forum will be reviewed on an annual basis to ensure that it is continuously effective to ensure sustainable planning and service delivery within the district wide. It is therefore recommended that advertisements be placed in the local newspapers, on the notice boards, or in the local community radio to inform community members of the IDP Preparation and further invitation of interested parties to form part of the IDP Representative Forum to ensure wider representation and the need for continued participation in the IDP process through the Representative Forum to ensure that the final IDP is reflective and inclusive of all needs and programmes of all parties.

1.5.3. IDP Project Task Teams

These are small operational teams composed of a number of relevant municipal sector departments and technical people, actors involved in the management of implementation and where appropriate community stakeholders directly affected by the projects. There will be a need for these teams in order to play a major role in the compilation of sector plans, implementation of projects, monitoring and review of the IDP implementation.

1.6. Roles and Responsibilities

The roles and responsibilities during the IDP development process are outlined below as follows:

Structure(s)/Person(s)	Roles & Responsibilities
Council	<ul style="list-style-type: none"> • Adopts and approve the IDP and Budget Framework and Process Plans. • Responsible for the overall management, coordination and monitoring of the IDP development processes. • Approves the municipal budget and other IDP Sector Plans and Policies in line with the IDP.
Executive Mayor	<ul style="list-style-type: none"> • Gives direction on Framework Plan and Process Plan for IDP development • Provides political guidance and leadership for both IDP and the budget processes.
Members of Mayoral Committee	<ul style="list-style-type: none"> • Responsible for providing the overall management, coordination and monitoring of the process of the IDP development. • Recommends the approval of the IDP to Council
Municipal Manager	<ul style="list-style-type: none"> • Manages and coordinates the whole process. • Ensures that all departments fit in the organizational vision. • Ensures that resources are allocated accordingly and well managed. • Chairs the IDP management committee. • Ensures that performance management and evaluations are done on a quarterly basis.

IDP Manager/officer	<ul style="list-style-type: none"> • -Works closely with the Municipal Manager in ensuring that the Council vision is met. • - Undertakes the overall management and co-ordination of the planning process, • -Ensures alignment and compliance with the legislative framework, IDP guidelines and Sector Departments. • -Offers strategic guidance and management to the IDP development process. • - Ensures that the planning process is participatory, strategic and implementation oriented and is aligned with and satisfies sector-planning requirements • -Ensures that implementation takes place within the available resources. • -Ensures that all relevant stakeholders are appropriately involved. • - Responds to comments on the draft IDP from public, horizontal alignment and other spheres of government to the satisfaction of the Municipal Council.
IDP Management Committee	<ul style="list-style-type: none"> • Monitors, evaluates progress and provide feedback to all structures • Provides technical guidance through whole process in all municipalities • Ensure and maintain integration and alignment of all plans and programmes • Standardize the planning processes • Considers inputs from other committees or stakeholders and recommend corrective measures. • Considers and responds to comments by MEC for Department of Local Government and Traditional Affairs.
Budget Management Committee	<ul style="list-style-type: none"> • Ensures alignment of proposed budget with IDP; • Ensures that sufficient funding is provided on the budget for projects as per IDP; • Records realistic revenue and expenditure projections for current and future years; • Take cognisance of national, provincial budgets, DORA and national fiscal and macro-economic policy.
IDP Representative Forum	<ul style="list-style-type: none"> • Represents the interests of the constituencies in the IDP Planning and Review Processes. • Ensures communication and participation from all stakeholders in municipal planning and decision making. • To contribute by providing relevant information on provincial sector department plans, programmes, budgets, objectives, strategies and projects.

	<ul style="list-style-type: none"> Assists in projects and budgeting linkages or alignments.
Communities	<ul style="list-style-type: none"> Participate in the IDP Rep Forum Identify and priorities their needs through guidance by municipalities. Discuss and comment on the draft IDP and Budget documents
Private Sector	<ul style="list-style-type: none"> Participate and ensures inclusion of their projects and programmes in the IDP of the municipality Provide information on the opportunities that the communities may have in the private sector.
Traditional Leaders	<ul style="list-style-type: none"> Traditional Leaders should work closely with ward councilors to identify priority developmental issues within their communities Facilitate community consultation in collaboration with ward councilors Traditional leaders are invited to participate in IDP Representative Forums and consultation meetings to ensure their inputs are reflected in development priorities.
Other Community Organisations (FBOs, CBOs, Interested Groups etc)	<ul style="list-style-type: none"> Participate in the process to ensure that interests of structures they represent are considered within the municipal planning process (IDP and Budget).

1.7. Mechanism for Community and Stakeholder Participation

Chapter 4 Section 16(1) of the Municipal Systems Act 32 of 2000 as amended stipulates that municipalities must develop a culture of municipal governance that compliments formal representative government with a system of participatory governance that encourages and create conditions for the local community to participate in the affairs of the municipality. This includes involvement of communities in the following:

- i. The preparation, implementation and review of the Municipal Integrated Development Plan in terms of Chapter 5 of Municipal Systems Act as amended;
- ii. The establishment, implementation and review of the Municipal Performance Management System in Terms of Chapter 6 of the Municipal Systems Act as amended;
- iii. The monitoring and review of the municipal performance including the outcomes and impact of such performance;
- iv. The preparation of the municipal budget; and

- v. Strategic decisions relating to the provision of municipal services in terms of Chapter 8 of the Municipal Systems Act 32 of 2000 as amended.

The municipality has established war rooms as strategic platforms for coordinated management and collaborative engagement between senior management and external stakeholders, such as government departments and other key service delivery partners. While some war rooms are fully functional and convene regularly, others face challenges related to coordination, stakeholder participation, and resource allocation, which the municipality is actively addressing to enhance their overall effectiveness.

Therefore all municipalities and other government departments have a constitutional mandate to encourage the involvement and participation of community organisations in the matters of local government.

Municipalities will adopt the following mechanisms for participation:

a) IDP Representative Forum

This forum will represent all stakeholders and will be as inclusive as possible. Efforts will be made to bring additional organisations into the RF and ensure their continued participation throughout the process.

The Membership of this forum is be

1. Parastatals
2. National Government Departments
3. Service Providers/ Private Sector

b) Media

Local newspapers and Information brochures will be used to inform the community about of the progress of the planning phase.

The following methods were used for advertising IDP processes:

1. News Paper: Local News Papers.
2. Municipal news letter
3. Notices at public institutions (libraries, schools, churches, municipal offices etc.)
4. Community Radio

1.8. Schedule of Activities

Phases	Target/Activity	Role Players Stakeholders	Time Frames
Preparation Phase	Development of IDP & Budget Process Plan	IDP manager/Manager Budget	11 Aug 2025
	Adoption of the IDP and Budget Framework/Process Plan	Executive Mayor, Senior Management, Council	29 Aug 2025
	Submit Process Plan to the MEC Local Government	IDP Manager	10 Sep 2025
Analysis Phase	First IDP & Budget Steering Comm to present the IDP and Budget Framework/Process Plan to Stakeholders	IDP Manager	11 Sep 2025
	Review and document information submitted by Senior Management	IDP Manager	10 Oct 2025
	First draft Situational Analysis ready	IDP Manager	30 Oct 2025
	Community engagement sessions: Matatiele LM	IDP Manager	13 – 17 October 2024
	Umzimvubu Local Municipality	IDP Manager	20 – 24 October 2025
	Ntabankulu Local Municipality	IDP Manager	27 – 30 October 2025
	Winnie Madikizela-Mandela Local Municipality	IDP Manager	10-14 November 2025
Strategies Phase	IDP and Budget Steering Committee	Senior Management	17 Nov 2025
	Present first draft situational analysis to the IDP & Budget Steering Committee and request inputs for the new Municipal Vision, Mission, Strategies & Objectives	IDP Manager	08 Nov 2024
	Mayoral Committee to confirm and recommend approval of Situational Analysis, Municipal Vision, Mission, Strategies and Objectives	Executive Mayor	05 Dec 2024
Projects Phase	Set and agree on IDP priority programmes/projects	Senior Management	Nov 2024 – Feb 2025
	Senior Management develop draft 2025/2026 SDBIP	Senior Management	20 Feb 2025
Integration Phase	Senior Management identifying programmes with external stakeholders	Senior Management	14 March 2025
	Integration of sector plans and institutional programmes	IDP Manager	04 Mar 2025
	Presentation of Draft IDP & Budget to the IDP and Budget Steering Committee and MAYCO	IDP Manager	19 Mar 2025
	Receive proposed budget from the board of directors of the municipal entity (MFMA S87 (1))	Accounting Officer	14 Feb 2025
Approval	Tabling of the Draft IDP and Budget to	Executive Mayor	31 Mar 2025

Phase	Council		
	Submission of Draft IDP and Budget to MEC, Treasury and Local Government	IDP Manager	09 Apr 2025
	Invite public comments on Draft IDP and Budget including Outreaches	IDP Manager	Apr – May 2025
	IDP & Budget Steering Committee considers submissions, representations and recommendations from IDP Outreaches. Executive Mayor be provided with an opportunity to respond to submissions during consultation and table amendments for Council consideration.	ALL	10 May 2025
	Community Engagements: Matatiele LM	IDP Manager	02 -04 April 2025
	Umzimvubu Local Municipality	IDP Manager	23 - 28 April 2025
	Ntabankulu Local Municipality	IDP Manager	06 – 09 May 2025
	Winnie Madikizela-Mandela Local Municipality	IDP Manager	14 – 17 April 2025
	Adoption of final IDP, Budget and Budget related policies	Council	02 -04 April 2025
	Submission of final IDP and Budget to MEC, Treasury and Local Government.	IDP Manager	10 Jun 2025
	Publication of approved IDP and Budget on website and local newspaper	IDP Manager	13 Jun 2025
	Finalisation and submission of draft 2025/2026 SDBIP and annual performance agreement by Municipal Manager to the Executive Mayor	Municipal Manager	18 Jun 2025
	Executive Mayor approves the 2025/2026 SDBIP and annual performance agreements of the Municipal Manager and Senior Managers within 28 days after the approval of the IDP and Budget	Executive Mayor	27 Jun 2025
	Submit the approved SDBIP and performance agreements to MEC, Local Government, within 14 days after approval.	IDP Manager, Corporate Services Manager	18 Jul 2025
Monitoring and Evaluation	Commence with the compilation of the Annual Report 2023/2024	Senior Management	Jul 2024 – Mar 2025
	Quarterly SDBIP performance progress report for first quarter Section 80 Committees, MAYCO and Council	Senior Management	27 Oct 2025
	Quarterly SDBIP performance progress report for second quarter, Section 80 Committees, MAYCO and Council	Senior Management	13 Jan 2025
	Mid-year budget and performance assessment MFMA Section 72 (1)(2)(3)	Senior Management	20 Jan 2025
	Mid-year budget and performance engagements	Senior Management, Executive Mayor, Provincial Treasury	13 March 2025

	Executive Mayor tables the Annual Report 2023/2024 MFMA Section 127 (2)	Executive mayor	24 Jan 2025
	Executive Mayor tables adjustment budget for approval by Council MFMA Section 28	Executive Mayor	28 Feb 2025
	Publicise both the Annual Report (invite public inputs into the report – MFMA 127 & MSA section 21A) and the adjustment budget on the municipal website and in local newspapers.	Municipal Manager	13 March 2025
	Council to consider and adopt Annual & Oversight Report by end March MFMA Section 129 (1)	Municipal Manager & Executive Mayor	28 Mar 2025
	Publicise Annual & Oversight Report, within 7 days of adoption MFMA Section 129(3) & MSA Section 21A	Municipal Manager	10 Apr 2025
	Within 7 days of adoption of Annual Report & Oversight Report submit to Provincial Legislature/MEC for Local Government	Municipal Manager	10 Apr 2025
	Draft Budget/Benchmark Engagements	Senior Management, Executive Mayor, Provincial Treasury	24 Apr 2025
	Quarterly SDBIP performance progress report for third quarter, Section 80 Committees, MAYCO and Council	Senior Management, Executive Mayor	17 Apr 2025
	Quarterly SDBIP performance progress report for fourth quarter, Section 80 Committees, MAYCO and Council	Senior Management, Executive Mayor	15 Jul 2025
	Ensure board of Directors of a municipal entity approve the entity's budget after tabling account of any hearing or recommendations by Council (MFMA) (87) 4	Accounting Officer	30 May 2025

1.9. **CONSIDERATION OF MEC'S (COGTA) COMMENTS FOR IDP REVIEW 2023/2024 FY**

As required in terms of Section 32 (a) of the Municipal Systems Act of 2000, ANDM submitted its adopted IDP as reviewed for 2024/25 to the MEC CoGTA. The District municipality further participated in the IDP Assessment process which was facilitated by the Office of the MEC and subsequently comments were obtained. The results in a form of a summary for IDP 2024/25, it was declared to be credible as it was rated Medium in accordance with the Department's rating criteria. For the period between 2018/19 to 2024/25 Financial Year, the overall assessment scorings are summarized below:

KPA	RATING S 2018/19	RATING S 2019/20	RATINGS 2020/21	RATING S 2021/22	RATING S 2022/23	RATING S 2023/24	RATING S 2024/25
Spatial Development Framework	HIGH	HIGH	HIGH	HIGH	HIGH	HIGH	BASIC
Basic Service Delivery	HIGH	HIGH	HIGH	HIGH	MEDIUM	MEDIUM	HIGH
Financial Viability	HIGH	HIGH	HIGH	HIGH	HIGH	HIGH	MEDIUM
Local Economic Development	HIGH	HIGH	HIGH	HIGH	HIGH	HIGH	HIGH
Good Governance & Public Participation	HIGH	HIGH	HIGH	HIGH	HIGH	HIGH	MEDIUM
Institutional Arrangements	MEDIUM	HIGH	HIGH	HIGH	HIGH	HIGH	HIGH
OVERALL RATING	HIGH	HIGH	HIGH	HIGH	HIGH	HIGH	MEDIUM

1.10. Alfred Nzo District Municipality Strategic Agenda

1.10.1. Legislative Provisions

The Municipal Systems Act, 2000 requires that “Each municipal council, within a prescribed period after the start of its elected term, must adopt a single, inclusive and strategic Integrated Development Plan”. According to Section 26 of the Local Government Municipal Systems Act, 2000, an integrated development plan must reflect:-

- a) The municipal council's vision for the long-term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs;
- b) An assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipal services;
- c) The council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs;
- d) The council's development strategies which must be aligned with any national or provincial sectoral plans and planning requirements binding on the municipality in terms of legislation;
- e) A spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality;
- f) The council's operational strategies;
- g) Applicable disaster management plans;
- h) A financial plan, which must include a budget projection for at least the next three years; and
- i) The key performance indicators and performance targets determined in terms of section 41.

1.11. ANDM SWOT Analysis

Strengths	Weakness
<ol style="list-style-type: none"> 1. Functional and Effectiveness of Risk Management and Audit & Performance Committee 2. Effective incorporation of risk management into municipal planning systems. 3. Sound partnerships with CoGTA, AGSA, Provincial Treasury and other departments and external stakeholders. 4. Effective IA function and recognition of IA Activities by AG 5. Effective Performance Management System. 6. Political leadership that support management and ensure effective communication systems. 7. Functional Council and Council structures (79 and 80) 8. Effective mayoral system and IGR structures 9. Litigation Management Framework approved 10. Approved Polices and Standard Operation Procedures (SoPs) 11. Electronic Records Management system 12. Establishment of Community ICT Centres. 13. Fully established ICT Systems 14. 90% filled positions 15. HR unity has a functional Performance Management and Organisational Development unit 16. Council Approved CPS Policies and SOPs 17. Compliant Staff Establishment 	<ol style="list-style-type: none"> 1. Regular and ongoing sick leave of employees in the municipality. 2. Limitation of office space 3. Poor work ethic/culture 4. Some policies not in line with POPIA requirements. 5. Lack of automated audit management processes 6. Unfunded shared services between ANDA and ANDM. 7. Insufficient budget for IDP compilation processes. 8. Poor public participation and partitions management systems. 9. Insufficient budget for Mayoral, Speaker's and Whippery programs. 10. Insufficient budget for MPAC and resource personnel. 11. Non-existence of environmental management and Catchment by-laws 12. Draft By-Laws 13. Rules and orders not in line with amended legislations. 14. Inadequate Security and loss control systems. 15. Reluctance by departments to release documents. 16. Usage of private emails for municipal business agendas.

<p>18. Sound working relations with LGSETA</p> <p>19. Disposal of municipal records</p> <p>20. Improved Audit opinion</p> <p>21. Competent municipal staff.</p> <p>22. Understanding the District needs.</p> <p>23. Abundant natural resources (District is highly endowed in natural and mineral resources)</p> <p>24. Excellent land potential in most areas within the district.</p> <p>25. Favourable Climatic conditions.</p> <p>26. The district has available indigenous forests with potential to contribute to poverty alleviation and employment creation.</p> <p>27. Committed management with high political leadership support, with a team-based approach.</p> <p>28. Striving to be a centre of excellence in all Community development programs locally, Provincially and Nationally</p> <p>29. Review of by-laws</p> <p>30. Municipal visibility to communities through community based programs, supporting community initiatives by all units of CDS and other municipal departments.</p> <p>31. Environmental Health Information System partly in place (thus easing the useful analysis of information)</p> <p>32. Council has developed appropriate governance structures.</p> <p>33. Team work amongst peers</p> <p>34. Effective cash management and investment management</p> <p>35. Leadership and management commitment and support</p> <p>36. Availability of natural resources</p> <p>37. Community upliftment</p>	<p>17. Lack of confidentiality</p> <p>18. Centralised municipal business centre</p> <p>19. Shortage of General Assistances</p> <p>20. Inadequate skills and knowledge at elementary levels, WSP and Fire and Rescue</p> <p>21. Low participation in Performance Assessments</p> <p>22. Limited human resource capacity to monitor project implementation.</p> <p>23. Inadequate economic and financial resources to fully exploit the district's natural resource potential.</p> <p>24. Low commercial output/productivity resulting in small contribution to District economy.</p> <p>25. Poor coordination amongst stakeholders.</p> <p>26. Poor coordination of MSMEs across various sectors of economy.</p> <p>27. Underdeveloped agricultural primary sector resulting in economically inefficiency of existing economic infrastructure such as Agro-processing facility in ANDM (RED Hub in Bizana).</p> <p>28. Predomination of communal land resulting to inability to exploit available opportunities i.e. Xholobeni for mining and lack of maximization of economic profit from primary agricultural activities.</p> <p>29. Lack of entrepreneurship in the district across all sectors of economy resulting in extremely low levels of commercial activities.</p> <p>30. Poor economic infrastructure to support district economy such as poor road conditions, limited developed sources of water and alternative energy, etc.</p> <p>31. Sector development plans to guide and control development e.g. Grain Master Plan,</p>
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<p>38. ANDM strong ISD recognized in the entire province.</p> <p>39. Awareness campaigns in water usage</p>	<p>Tourism Sector Plan etc. need to be reviewed.</p> <p>32. Limited budget allocation for both for Capital and operational projects.</p> <p>33. High vacancy rate especially in CDS Units, which poses a high risk in our disaster prone district and compromises coverage.</p> <p>34. Lack of effective and transparent communication with our customers</p> <p>35. Limited resources - Inability to collect revenue</p> <p>36. Poor network coverage</p> <p>37. Insufficient funding to ensure that services reach everyone</p> <p>38. Abuse of Municipal Assets by Officials</p> <p>39. Centralization of diesel at the main office stores</p> <p>40. Projects taking longer to complete due to funding constraints.</p> <p>41. Insufficient resources (financial, human, machinery) allocated to IDMS esp. WCDM and WSP.</p> <p>42. Reliance on casual workers and EPWP workers due to staff shortages for operation and maintenance.</p> <p>43. Demand exceed supply in all our schemes</p> <p>44. Dilapidated infrastructure exceeding design capacity.</p> <p>45. Over commitment on capital projects.</p> <p>46. Lack of Standard Operating Procedures</p> <p>47. WSP Organogram not adequately populated to respond to the provisioning function.</p> <p>48. Delay in finalisation of by-laws.</p>
<p>Opportunity</p>	<p>Threats</p>

<ol style="list-style-type: none"> 1. Exploit existing positive stakeholder and internal structures relation (MPAC, APC, AGSA, PT) 2. Vibrant and engaging Ratepayers Associations 3. Implementation of public administration professionalization. 4. Implementation of DDM and Eastern Seaboard (ESD) program 5. Abundance of heritage resources. 6. Development of Regional Landfill site 7. Establishment of water quality laboratory 8. Provincial Archives 9. SETA skills development funding 10. Functional District Job Evaluation Committee. 11. SALGA Capacity building programmes 12. Broadband strategy in place 13. Formation of strategic partnerships to advance development. 14. Collaboration with ANDA in the implementation of Departmental Programmes. 15. Realisation of Wild Coast N2 Toll Road Development Corridor, which will massively contribute to local economic development. 16. Demand for Agricultural Products. 17. Agriculture can be a large contributor to employment. 18. Potential for Renewable Energy. 19. Available vacant land for development. 20. Development of the Umzimvubu Dam presents opportunities for the district. 21. Strategic location of the district (boundary to Lesotho, with N2 as one of the major corridors in the country linking ANDM with other provinces). 	<ol style="list-style-type: none"> 1. Cyber terrorism (attacks) 2. Shrinking of national fiscus against service delivery backlogs 3. Unstable communication network and poor coverage. 4. Use of Internal Audit Reports for personal reasons. 5. Non-submission of outcome 9 reports. 6. Service delivery discontentment. 7. Youth unemployment and subsistence abuse. 8. Growing Violence against Women and Children (GBV). 9. Illegal initiation schools and death of initiates (Mbizana, Ntabankulu, KwaBhaca) 10. Global climate change 11. Potential land for development under land claims/ in the hands of private ownership. 12. Theft and Vandalism of municipal property. 13. Unstable communication network and poor coverage 14. Municipal categorization 15. Load shedding 16. Communal Land claims. 17. Climatic Change (Drought, natural disasters, flooding etc.) 18. Livestock and Crop diseases. 19. Depilated infrastructure resulting in breakdowns in water supplies. 20. Theft and vandalism of municipal assets 21. Low Revenue Base and dependency on grant 22. Culture of non-payment for services by local communities and lost public trust 23. Life threats from suppliers and employees 24. Loss of revenue due to Illegal connections, vandalism and theft of infrastructure
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<p>22. Diverse culture of the region presents opportunities for Tourism.</p> <p>23. Eastern Seaboard Development (ESD) to divulge development opportunities in different sector.</p> <p>24. Opportunity to research and conceptualise models for the Agric-production, Energy, and Ocean industries.</p> <p>25. Monitoring and support by the Province & National COGTA, Dept. of Health and SALGA for the quality service improvement of ANDM community</p> <p>26. Sound working relations with our neighbouring district municipalities, and developed MOU for professional, effective and efficient utilisation of government resources</p> <p>27. Full positive recognition of the ANDM by the National and international structures of MHS (IFEH, NdoH, SAIEH, National & Provincial SALGA)</p> <p>28. N2 road can facilitate the transportation of goods and services from the nearby KZN provinces for the growth and development of ANDM.</p> <p>29. Natural landscape of ANDM as an opportunity for growth and development. viz, Oceans, Mountains and Forests for Tourism and Local Economic Development.</p> <p>30. Disaster prone area, both Natural and Man Made (all the year round in all LMs and different areas of ANDM)</p> <p>31. Environmental Challenges beyond our municipal control (e.g. Climate Change and Global Warming), compromises service delivery initiatives, worsening the existing low socio economic levels and unemployment</p>	<p>25. Poor local road infrastructure (difficulty to access our infrastructure)</p> <p>26. Global climate change (drought, floods)</p> <p>27. Construction SMMEs demands</p> <p>28. Reliance on rural scheme water operators</p> <p>29. 2026 elections – service delivery protests</p> <p>30. Easy access to offices (poor control</p> <p>31. Unsafe building</p> <p>32. Load shedding</p>
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<p>32. Cross boarder issues, ANDM used a Dumping site of expired products from the neighbouring industrialised province</p> <p>33. High poverty levels in our Communities & Low community disaster resilience exacerbated by low socio economic levels and unemployment.</p> <p>34. Stray animals in ANDM national roads (R56, R61 & N2) causing road fatalities, straining the limited existing resources and infrastructure</p> <p>35. Poor road infrastructure/ Inaccessible roads in other areas hindering the provision of service delivery in those areas, like Emergency Medical, Fire & Rescue and Road Accident Management Services, delayed response time etc.</p> <p>36. Taking advantage of latest technology, to increasing efficiency within our internal controls and processes. In addition, to reduce turnaround times for decision making.</p> <p>37. Support from sector partners</p> <p>38. Water Conservation & Demand Management to create socio economic sustainability of communities</p> <p>39. Skills development for communities</p> <p>40. Job creation EPWP and capital project</p> <p>41. Availability of natural resources (springs</p>	
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1.12. Medium-Term Strategic Framework (MTSF) Priority 1

A capable, ethical and developmental state underpins all seven priorities of the MTSF. It is a vision of strong leadership, a focus on people and improved implementation capability. Facilitating this vision into action will involve a transition to a more functional and integrated government, which is capacitated with professional, responsive and meritocratic public servants to strengthen relations and efficiency. Intergovernmental and citizen engagements are also key enablers of this priority to ensure the joint pursuit of a capable state.

CAPABLE STATE:

A capable state has the required human capabilities, institutional capacity, service processes and technological platforms to deliver on the NDP through a social contract with the people.

ETHICAL STATE:

An ethical state is driven by the constitutional values and principles of public administration and the rule of law, focused on the progressive realisation of socio-economic rights and social justice as outlined in the Bill of Rights.

DEVELOPMENTAL STATE:

A developmental state aims to meet people's needs through interventionist, developmental, participatory public administration. Building an autonomous developmental state driven by the public interest and not individual or sectional interests; embedded in South African society leading an active citizenry through partnerships with all sectors of society.

A capable state

Improved Leadership: consistency in community engagements, accountability mechanisms, impart capacity building programmes, undertake capacity exchange programmes/benchmarking exercises, (deterrence from creating false hopes)

Governance: improve on perceptions, responsive to the needs of the community, adherence to compliance matters, improve on audit opinion,

Accountability: consistent consultation with public through dialogue, transparency in matters of governance.

Ethical State

Organisational integrity: anti-fraud and corruption initiatives

Clean governance: development of ethical code, business re-engineering, improve turnaround time, management of risks, consequence management, strengthening of oversight structures and committees such as Financial Misconduct Board, MPAC and Rules, Ethics & Members Interests Committee.

Developmental State

Developmental Communication: Improve communication by constantly publicizing all programmes of the municipality both internally and externally.

Stakeholder Management: Inclusivity of key role players in all municipal business and programmes.

CHAPTER TWO: MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW

2.1. MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW

2.1.1. District Overview

Alfred Nzo District Municipality is located on the north-eastern side of the Province of the Eastern Cape and stretches from the Drakensberg Mountains, borders Lesotho in the North, Sisonke District Municipality in the East and O.R. Tambo District Municipality in the South. The municipality is predominantly rural and the majority of the population reside in rural areas. The District surface area has is about 11119 square kilometers and is sub-divided into four local municipalities: Matatiele covering 4352 km² (39% coverage of district area), Umzimvubu 2506 km² (23% coverage of district area), Winnie Madikizela Mandela 2806 km² (25% coverage of district area) and Ntabankulu occupying 1455 km² (13% coverage of district area). The district is formed by 106 wards distributed per LM: Winnie Madikizela Mandela (32 wards), Matatiele (27 wards), Ntabankulu (19 wards) and Umzimvubu (28 wards).

Alfred Nzo District Municipality (DC44) was historically part of the Transkei homelands. As such the district is characterized by high levels of poverty, based on both income inequality and low level of development. In response to this deprivation, the Alfred Nzo District was one of the presidential poverty nodes identified in the Integrated Sustainable Rural Development Programme (ISRDP), and has been a subject of different forms economic intervention through time. The Alfred Nzo District Municipality is a Category C municipality that is largely rural in nature, with village settlements defined by the district's geographical footprint through mountain ranges and river systems. Agriculture and tourism make up core components of the local economy.

Economically, a mountainous terrain provides opportunities and challenges not found in other areas. Opportunities include potential for scenic tourism and forestry activity. Challenges include high costs of doing business, given the implications of mountains and hills for the provision of infrastructure such as roads, electricity and telecommunications.

2.1.2 Demographic Profile

Alfred Nzo District Municipality (EC443) was established in terms of Section 155 (1) (c) of the Constitution of the Republic of South Africa. The District is largely rural in nature, with village settlements defined by the district's geographical footprint through mountain ranges and river systems. Agriculture and tourism make up core components of the local economy. Matatiele municipality is close to the Lesotho/South Africa national border and has two urban nodes (Matatiele and Cedarville). Matatiele acts as a service node to the agrarian based economy of the area, while Cedarville serves as a secondary service center. Umzimvubu municipality hosts the district's administrative capital in Mt Ayliff and the district's largest economic node in Mt Frere. The N2 traverses the course of the Umzimvubu municipality, and can be seen as its most prominent defining trait.

Ntabankulu Local Municipality (NLM) has small urban settlements at Ntabankulu town. NLM has a strong rural presence and is geographically defined by several mountain ranges. Winnie Madikizela Mandela Local Municipality (WMM LM) is the district's gateway to the Wild Coast and has a medium sized town at Bizana. The district has a very mountainous terrain, with land form of the district is generally rugged, with parts of it characterized by steep slopes and high elevations. The topography has implications on the district's natural, social and economic environment. The district is characterized by a high level of biodiversity, and natural resources include river systems, indigenous forests and rich soils. Socially, settlement patterns are determined by the courses of rivers, valleys and hills. The interaction between people and nature also means that the terrain either exacerbates or ameliorates human impacts on the environment. The district map showing the coverage is presented below (figure 1):



Source: <https://municipalities.co.za/map/101/alfred-nzo-district-municipality>).

2.1.3. Demographic Composition

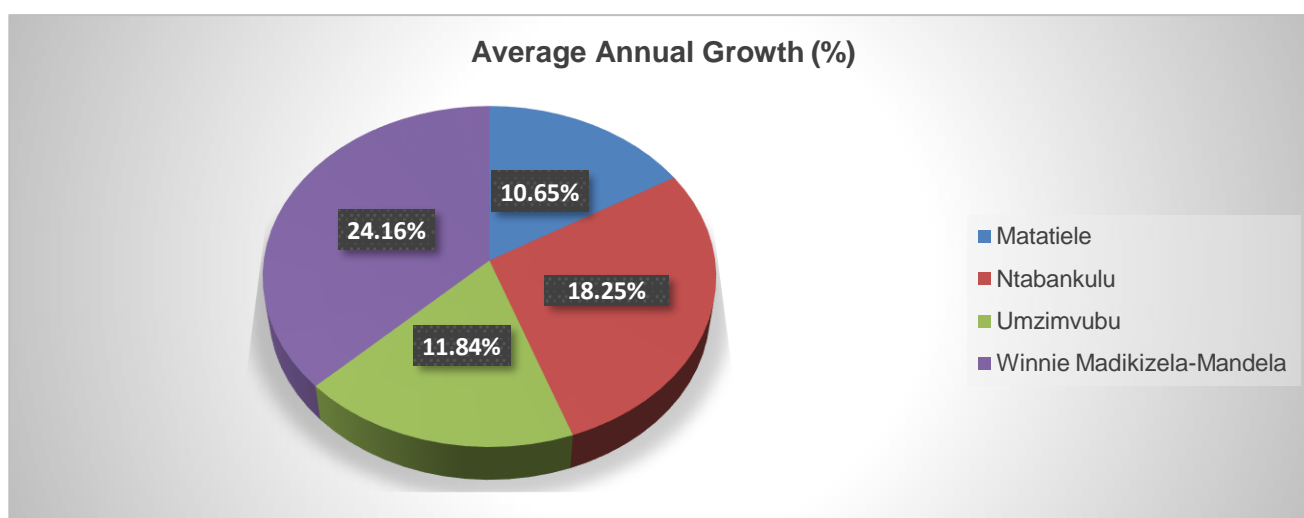
The population of South Africa grew by 135 118 which is 16.9 percentage points between 2011 and 2022, from 51.7 million persons in 2011 to 62 million persons in 2022. The district has a total population of 936 462, of which 439 455 (46.9%) are males and 497 006 (53.1%) are females. Alfred Nzo District house 1.5% of South Africa's total population. The population of Alfred Nzo District grew by 16.9% between 2011 and 2022, from 801 344 in 2011 to 936 462 in 2022, which is slightly lower than the growth rate of South Africa as a whole. In comparison to the Eastern Cape's average annual growth rate (10.2%), the growth rate of the Alfred Nzo district population at 16.9% was higher than that of the province (see table 1 and figure 3 below).

Table 2: District's total population growth since 2011 to 2022

Municipalities	2022	2016	2011
Matatiele	225 562	219 447	203 843
Ntabankulu	146 423	128 848	123 821
Umzimvubu	214 477	199 620	191 775
Winnie Madikizela-Mandela	350 000	319 948	281 905
Alfred Nzo District	936 462	867 864	801 344

Source: Statistics South Africa: Census 2022

Figure 3: Alfred Nzo district average annual growth %



The Winnie Madikizela-Mandela Local Municipality increased the most, in terms of population, with an average annual growth rate of 24.16%. The Ntabankulu Local Municipality had the second highest growth in terms of its population, with an average annual growth rate of 18.25%, followed by Umzimvubu Local Municipality with a growth rate of 11.84%, while the Matatiele Local Municipality had the lowest average annual growth rate of 10.65% relative to the others within the Alfred Nzo District Municipality.

2.1.4. Population by Population Group, Gender and Age

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

Alfred Nzo District Municipality's male/female split in population was 88, 4 males per 100 females in 2022. The Alfred Nzo District Municipality appears to be a stable population with the share of female

Population (53.1%) being similar to the national average of (51.5%). In total there were 497 006 females and 439 455 males.

Table 3: Population by gender (Eastern Cape)

District/Metropolitan Municipalities	Male	Female	Total
Alfred Nzo	439 455	497 006	936 462
Amathole	415 004	456 598	871 601
Buffalo City	461 693	513 562	975 255
Chris Hani	396 638	431 750	828 387
Joe Gqabi	186 571	206 477	393 048
Nelson Mandela Bay	563 211	627 285	1 190 496
O.R Tambo	707 798	793 904	1 501 702
Sarah Baartman	253 673	279 580	533 253
Eastern Cape	3 424 042	3 806 162	7 230 204

Source: Statistics South Africa: Census 2022

In 2022, the Alfred Nzo District Municipality's population consisted of 99.1% African (927 772), 0.2% White (2 135), 0.4% Colored (3 404) and 0.2% Asian (1 733) people. The largest share of population is within the young working age (25-44 years) age category with 57, 6% of the total population. The age category with the second largest number of people is the children (0-14 years) age category with a total share of 35,8%, followed by the late middle age (45-64 years) age category with 48 954 people. The age category with the least number of people is the retired/old age (65 years and older) age category with only 6.6% of the District Population (refer to table 4 below).

Table 4: Alfred Nzo District Population by group, gender and age (2022)

Age Groups	0 - 4	5 - 9	10 - 14	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65 - 69	70 - 74	75 - 79	80 - 84	85+	ANDM Total
Alfred Nzo	119 878	105 143	110 368	100 545	82 595	76 318	59 544	52 807	41 587	35 770	29 864	30 545	29 579	22 729	15 871	9 881	6 614	6 811	936 450
Matatiele	27 045	23 877	24 967	23 562	19 060	16 636	14 451	12 908	10 843	9 470	7 979	8 497	8 309	6 799	4 728	2 975	1 785	1 669	225 560
Umzimvubu	24 955	22 246	23 983	21 756	18 719	17 883	14 489	12 686	10 426	8 866	7 400	7 552	7 347	6 038	4 269	2 738	1 568	1 550	214 473
Winnie Madikizela-Mandela	47 670	42 055	43 882	39 328	31 868	29 748	21 532	19 098	14 267	12 409	10 213	10 084	9 615	6 442	4 527	2 765	2 206	2 284	349 994
Ntabankulu	20 208	16 965	17 535	15 899	12 947	12 051	9 072	8 114	6 051	5 024	4 272	4 412	4 308	3 450	2 347	1 404	1 055	1 308	146 423

Source: Statistics South Africa: Census 2022

Although the statistics in table 3 depict that a large percentage of the district’s population comprises of young people, the education levels in the district do not tell a pleasant story. The district comprises of large numbers of low levels of education. Table 4 and figure 4 exemplifies the state of education in the district. It is alarming to note that only 7,4% of the population have Higher/National/Advanced certificates with Grade 12/Occupational certificate NQ or higher in the district, considering that education is one of the government’s key priorities, to ensure economic growth and stability and combat poverty in South Africa.

Table 5: Level of education in the district

Municipality	No schooling	Some primary	Completed primary	Some secondary	Grade 12/Std10	Higher	Other
Alfred Nzo	38 433	76 590	29 808	183 248	102 961	34 525	2 136
Matatiele	5 469	19 522	9 140	48 510	25 842	8 584	598
Umzimvubu	4 801	17 507	7 567	47 456	26 654	9 374	585
WMM LM	19 225	26 110	8 546	60 392	37 886	12 841	650
Ntabankulu	8 938	13 450	4 555	26 891	12 579	3 726	303

Source: Statistics South Africa: Census 2022

2.1.5. Current Population Growth Trend

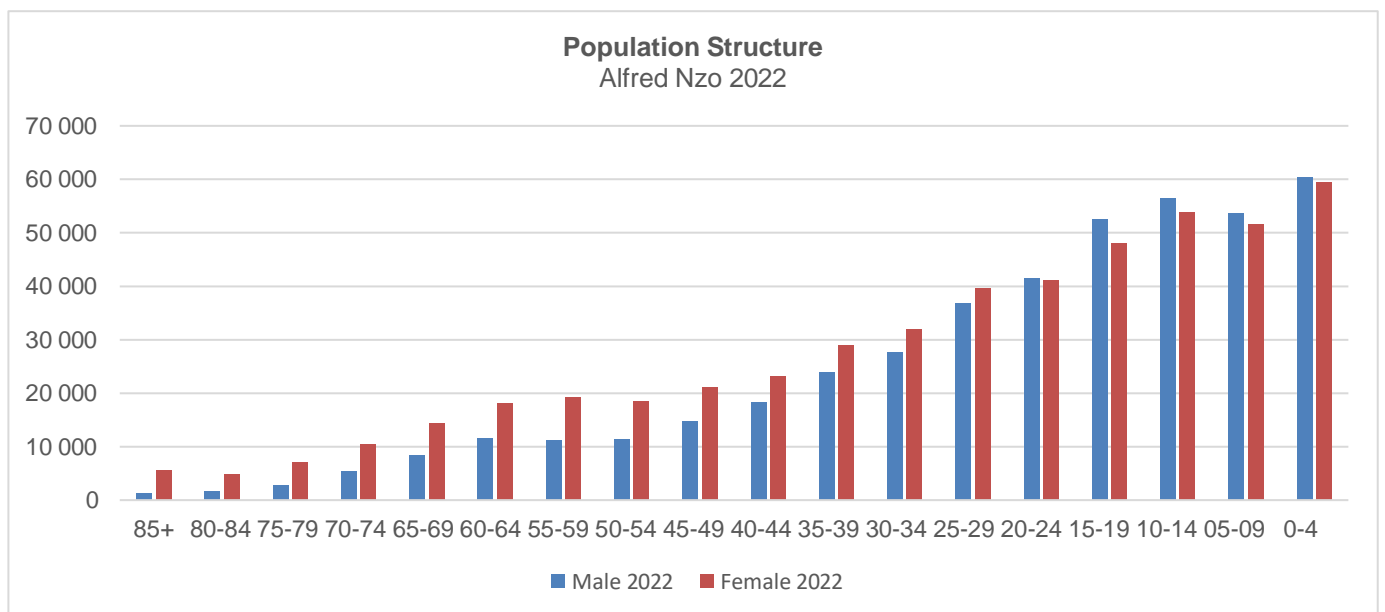
According (Statistics South Africa, Census 2022). The population Structure in figure 4 and table 5 reflects a projected change in the structure of the population between 2011 and 2022. The differences can be explained as follows:

- a. There was significantly increase (60%) in female population share of the elderly people over the age of 85 between 2011 (3 447) and 2022(5 564). However, the population between 80-85 years old in Alfred Nzo decreased by 6% for males and 8% for females.
- b. The fertility rate in between 2011 and 2022 for both male and female set at 7%.
- c. The average growth of male population between 2011 and 2022 for the ages 25-49 years old is 70%, this could be due to inward migration.
- d. For both male and female between the ages of 15-19 years old the population have decreased and this could be as a resolute of outward migration due to educational opportunities outside the district.

Table 6: Alfred Nzo District projected population growth rate by Gender between 2011 and 2022

Age	Male 2022	Male 2011	Male Populating increase	Male Population Rate	Female 2022	Female 2011	Female Populating increase	Female Populating rate
85+	1 248	1 085	163	15%	5 564	3 447	2 117	61%
80-84	1 753	1 867	-114	-6%	4 862	5 312	-450	-8%
75-79	2 767	2 714	53	2%	7 114	7 283	-169	-2%
70-74	5 387	4 212	1 175	28%	10 484	8 576	1 908	22%
65-69	8 356	5 289	3 067	58%	14 373	9 729	4 644	48%
60-64	11 482	7 730	3 752	49%	18 097	12 782	5 315	42%
55-59	11 268	8 428	2 840	34%	19 277	14 294	4 983	35%
50-54	11 301	9 951	1 350	14%	18 563	16 793	1 770	11%
45-49	14 722	9 790	4 932	50%	21 048	17 833	3 215	18%
40-44	18 367	10 261	8 106	79%	23 220	18 281	4 939	27%
35-39	23 854	13 118	10 736	82%	28 953	20 424	8 529	42%
30-34	27 564	16 020	11 544	72%	31 980	21 630	10 350	48%
25-29	36 770	22 361	14 409	64%	39 548	27 564	11 984	43%
20-24	41 536	33 850	7 686	23%	41 058	36 424	4 634	13%
15-19	52 511	53 516	-1 005	-2%	48 033	53 078	-5 045	-10%
10-14	56 519	55 512	1 007	2%	53 849	52 924	925	2%
05-09	53 616	54 365	-749	-1%	51 527	53 163	-1 636	-3%
0-4	60 424	56 420	4 004	7%	59 454	55 320	4 134	7%

Figure 7: Population pyramid –Alfred Nzo District, 2022



2.1.6. Economic Analysis

The economic state of the Alfred Nzo District is put into perspective by comparing it on a spatial level with its neighboring district municipalities. The section will also allude to the economic composition and contribution of the regions within Alfred Nzo District Municipality. The Alfred Nzo District Municipality does not function in isolation from Eastern Cape, South Africa and the world and now, more than ever, it is crucial to have reliable information on its economy for effective planning. Information is needed that will empower the municipality to plan and implement policies that will encourage the social development and economic growth of the people and industries in the municipality, respectively.

2.1.7. Gross Domestic Product by Region (GDP-R)

The Gross Domestic Product (GDP), an important indicator of economic performance is used to compare economies and economic states. Gross Domestic Product by Region (GDP-R) represents the value of all goods and services produced within a region, over a period of one year, plus taxes and minus subsidies.

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

Gross Domestic Product (GDP) - Alfred Nzo, Eastern Cape and National Total, 2010-2022 [R Billions, Current prices]

Year	Alfred Nzo GDP (R bn)	Eastern Cape GDP (R bn)	National GDP (R bn)	Alfred Nzo as % of Province	Alfred Nzo as % of National
2010	8.6	241.1	3,055.6	3.6%	0.28%
2011	9.2	255.4	3,327.0	3.6%	0.28%
2012	10.3	283.4	3,566.4	3.6%	0.29%
2013	11.0	305.7	3,868.6	3.6%	0.28%
2014	11.8	326.3	4,133.9	3.6%	0.29%
2015	12.8	352.9	4,420.8	3.6%	0.29%
2016	13.6	373.2	4,759.6	3.6%	0.28%
2017	14.6	400.4	5,078.2	3.6%	0.29%
2018	15.3	421.2	5,357.6	3.6%	0.29%
2019	15.9	435.6	5,605.0	3.6%	0.28%
2020	15.5	423.5	5,521.1	3.7%	0.28%
2021	15.6	488.5	6,843.4	3.2%	0.23%
2022	15.8	421.7	4,250.0	3.8%	0.37%

Source: IHS Markit Regional eXplorer version 2201

With a GDP of R15.8 billion in 2022, up from R8.6 billion in 2010, the Alfred Nzo District Municipality has seen a gradual increase in its economic output over the 13-year period. Its share of the Eastern Cape Province's GDP rose slightly from 3.6% in 2010 to 3.8% in 2022, indicating a modest but steady strengthening of its regional economic role.

At the national level, Alfred Nzo's contribution remained relatively consistent, averaging around 0.28% of the country's GDP over the years. In 2022, the district contributed 0.29% to South Africa's total GDP of R4.25 trillion, matching its highest levels observed in earlier years such as 2012, 2014, 2015, 2017, 2018, and 2021.

While national and provincial GDP figures fluctuated due to broader economic dynamics—including the COVID-19 pandemic in 2020 and 2021—the Alfred Nzo District maintained a relatively stable contribution, suggesting a resilient, if modest, economic base within the provincial and national economy.

Gross Domestic Product (GDP) - Alfred Nzo, Eastern Cape and National Total, 2010-2022
[Annual percentage change, Constant 2010 prices]

Table 1 GDP Annual Percentage Change (Constant 2010 Prices): 2010–2022

Year	Alfred Nzo	Eastern Cape	South Africa
2010	-2.2%	1.9%	2.6%
2011	2.8%	3.3%	3.2%
2012	0.5%	2.0%	2.4%
2013	0.6%	1.4%	2.5%
2014	1.3%	0.7%	1.4%
2015	1.8%	1.0%	1.3%
2016	0.9%	0.8%	0.7%
2017	0.6%	0.5%	1.2%
2018	0.5%	1.0%	1.5%
2019	0.0%	-0.1%	0.1%
2020	-5.4%	-6.6%	-6.4%
2021	4.9%	4.6%	4.9%
2022	2.1%	6.7%	2.1%

Alfred Nzo District Municipality: The district experienced a significant contraction of -5.4% in 2020 due to the COVID-19 pandemic. However, it rebounded with a growth rate of 4.9% in 2021 and maintained positive growth at 2.1% in 2022.

Eastern Cape Province: The province's GDP declined by -6.6% in 2020 but recovered with growth rates of 4.6% in 2021 and a substantial 6.7% in 2022.

South Africa: Nationally, GDP contracted by -6.4% in 2020, followed by a recovery of 4.9% in 2021 and continued growth of 2.1% in 2022.

☑ Average Annual Growth (2010–2022)

Region	Average Annual Growth
Alfred Nzo	0.8%
Eastern Cape	1.3%
South Africa	1.6%

These figures indicate that while Alfred Nzo District Municipality's economy has shown resilience, its average annual growth over the 13-year period remains lower than both the provincial and national averages.

In 2020, the Alfred Nzo District Municipality recorded a GDP contraction of -5.4%, which was a less severe decline than that of the Eastern Cape Province (-6.6%) and South Africa (-6.4%), highlighting a relatively more resilient local economy during the height of the COVID-19 pandemic.

In the recovery year of 2021, Alfred Nzo achieved a growth rate of 4.9%, matching the national rate and slightly outpacing the Eastern Cape's 4.6%. However, in 2022, growth in Alfred Nzo slowed to 2.1%, mirroring national growth (2.1%) but significantly lagging behind the Eastern Cape which experienced a robust expansion of 6.7%.

Looking at the long-term trend from 2010 to 2022, Alfred Nzo's average annual GDP growth was approximately 0.8%, which is lower than both the Eastern Cape average of 1.3% and the national average of 1.6%. The district's strongest annual growth over the period was in 2011, when GDP grew by 2.8%, following a contraction of -2.2% in 2010.

This overall trend suggests that while Alfred Nzo shows resilience during downturns, its long-term economic growth trajectory remains below that of the province and the country, pointing to structural challenges that may be limiting sustained economic momentum.

Gross Domestic Product (GDP) - local municipalities of Alfred Nzo District Municipality, 2010 to 2020, share and growth

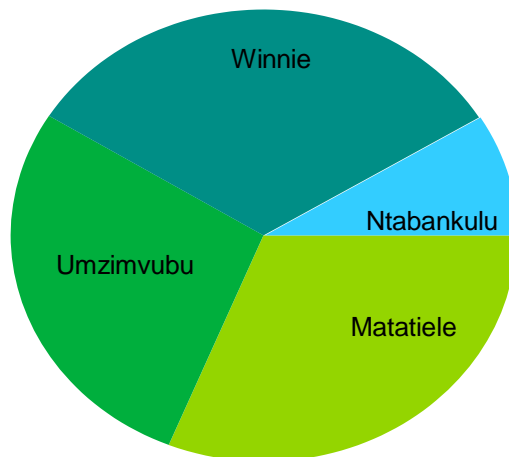
Municipality	2020 (Current prices)	Share of district municipality	2010 (Constant prices)	2020 (Constant prices)	Average Annual growth
Matatiele	4.82	31.12%	3.51	3.76	0.69%
Umzimvubu	4.30	27.76%	3.12	3.29	0.53%
Winnie MM	5.01	32.38%	3.79	3.83	0.11%
Ntabankulu	1.35	8.74%	1.10	1.05	-0.51%
Alfred Nzo	15.48		11.51	11.92	

Source: IHS Markit Regional eXplorer version 2201

Matatiele had the highest average annual economic growth, averaging 0.69% between 2010 and 2020, when compared to the rest of the regions within the Alfred Nzo District Municipality. The Umzimvubu Local Municipality had the second highest average annual growth rate of 0.53%. Ntabankulu Local Municipality had the lowest average annual growth rate of -0.51% between 2010 and 2020.

GDP contribution - local municipalities of Alfred Nzo District Municipality, 2020
[Current prices, percentage]

Gross Domestic Product (GDP)
 Alfred Nzo District Municipality, 2020



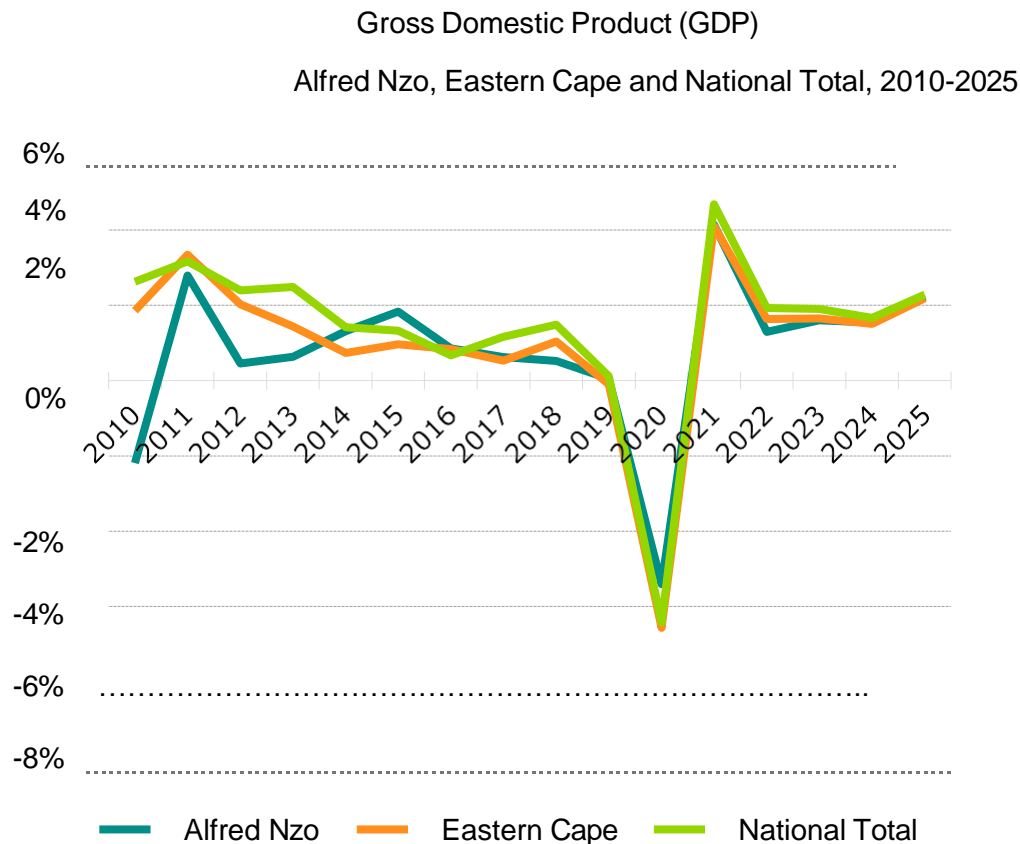
Source: IHS Markit Regional eXplorer version 2201

The greatest contributor to the Alfred Nzo District Municipality economy is the Winnie Madikizela-Mandela Local Municipality with a share of 32.38% or R 5.01 billion, increasing from R 2.87 billion in 2010. The economy with the lowest contribution is the Ntabankulu Local Municipality with R 1.35 billion growing from R 826 million in 2010.

2.1.8. Economic Growth Forecast

It is expected that Alfred Nzo District Municipality will grow at an average annual rate of 2.16% from 2020 to 2025. The average annual growth rate of Eastern Cape Province and South Africa is expected to grow at 2.22% and 2.49% respectively.

Gross Domestic Product (GDP) - Alfred Nzo, Eastern Cape and National Total, 2010-2025 [Average annual growth rate, constant 2010 prices]



Source: IHS Markit Regional eXplorer version 2201

In 2025, Alfred Nzo has forecasted GDP will be an estimated R 13.3 billion (constant 2010 prices) or 3.6% of the total GDP of Eastern Cape Province. The ranking in terms of size of the Alfred Nzo District Municipality will remain the same between 2020 and 2025, with a contribution to the Eastern Cape Province GDP of 3.6% in 2025 compared to the 3.6% in 2020. At a 2.16% average annual GDP growth rate between 2020 and 2025, Alfred Nzo ranked the third compared to the other regional economies.

It is expected that Alfred Nzo District Municipality will grow at an average annual rate of 2.16% from 2020 to 2025. The average annual growth rate of Eastern Cape Province and South Africa is expected to grow at 2.22% and 2.49% respectively. In 2025, Alfred Nzo's forecasted GDP will be an estimated R

13.3 billion (Constant 2010 prices) or 3.6% of the total GDP of Eastern Cape Province. The ranking in terms of size of the Alfred Nzo District Municipality will remain the same between 2020 and 2025, with a contribution to the Eastern Cape Province GDP of 3.6% in 2025 compared to the 3.6% in 2020. At a 2.16% average annual GDP growth rate between 2020 and 2025, Alfred Nzo ranked the third compared to the other regional economies.

Gross Domestic Product (GDP) - local municipalities of Alfred Nzo District Municipality, 2020 to 2025, share and growth

Municipality	2025 (Current prices)	Share of district municipality	2020 (Constant prices)	2025 (Constant prices)	Average Annual growth
Matatiele	6.71	30.82%	3.76	4.15	2.01%
Umzimvubu	6.24	28.64%	3.29	3.79	2.89%
WMM	6.93	31.81%	3.83	4.15	1.62%
Ntabankulu	1.90	8.73%	1.05	1.17	2.31%
Alfred Nzo	21.78		11.92	13.26	

Source: IHS Markit Regional eXplorer version 2201

When looking at the regions within the Alfred Nzo District Municipality it is expected that from 2020 to 2025 the Umzimvubu Local Municipality will achieve the highest average annual growth rate of 2.89%. The region that is expected to achieve the second highest average annual growth rate is that of Ntabankulu Local Municipality, averaging 2.31% between 2020 and 2025. On the other hand, the region that performed the poorest relative to the other regions within Alfred Nzo District Municipality was the Winnie Madikizela-Mandela Local Municipality with an average annual growth rate of 1.62%.

2.1.9. Gross Value Added by Industry (GVA-R)

The Alfred Nzo District Municipality's economy is made up of various industries. The GVA-R variable provides a sector breakdown, where each sector is measured in terms of its value added produced in the local economy. Gross Value Added (GVA) is a measure of output (total production) of a region in terms of the value that was created within that region. GVA can be broken down into various production sectors. The summary table below puts the Gross Value Added (GVA) of all the regions in perspective to that of the Alfred Nzo District Municipality.

Industry	Alfred Nzo	Eastern Cape	National Total	Alfred Nzo as % of province	Alfred Nzo as % of national
Agriculture	0.2	7.4	139.5	2.9%	0.15%
Mining	0.0	0.5	353.2	5.4%	0.01%
Manufacturing	0.4	49.1	648.4	0.9%	0.07%
Electricity	0.3	8.6	157.3	3.6%	0.20%
Construction	0.3	10.4	134.3	3.0%	0.24%

Trade	3.9	66.1	659.5	5.9%	0.59%
Transport	0.6	25.1	368.8	2.3%	0.15%
Finance	2.0	85.7	1,216.0	2.4%	0.17%
Community services	6.5	130.1	1,320.8	5.0%	0.49%
Total Industries	14.2	383.0	4,997.9	3.7%	0.29%

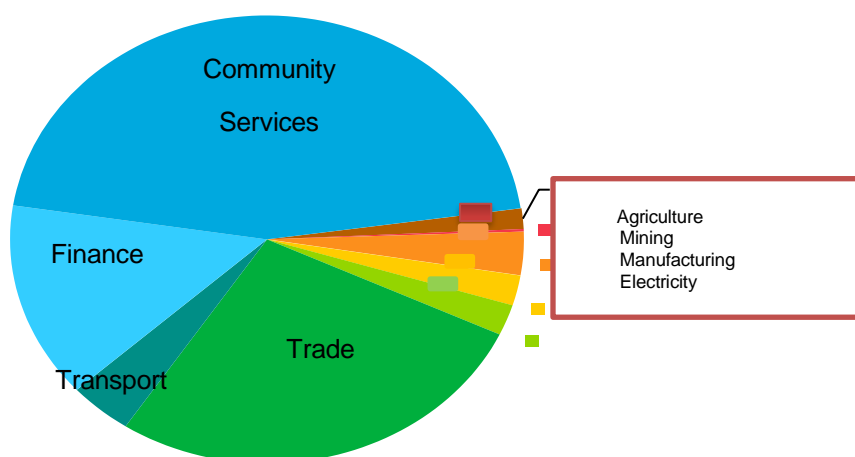
Gross Value Added (GVA) by broad economic sector - Alfred Nzo District Municipality, 2020 [R billions, current price.]

Source: IHS Markit Regional eXplorer version 2201

In 2020, the community services sector is the largest within Alfred Nzo District Municipality accounting for R 6.46 billion or 45.3% of the total GVA in the district municipality's economy. The sector that contributes the second most to the GVA of the Alfred Nzo District Municipality is the trade sector at 27.3%, followed by the finance sector with 14.2%. The sector that contributes the least to the economy of Alfred Nzo District Municipality is the mining sector with a contribution of R 27 million or 0.19% of the total GVA.

Gross Value Added (GVA) by broad economic sector - Alfred Nzo District Municipality, 2020 [percentage composition]

Gross Value Added (GVA) by broad economic sector
Alfred Nzo District Municipality, 2020



Source: IHS Markit Regional eXplorer version 2201

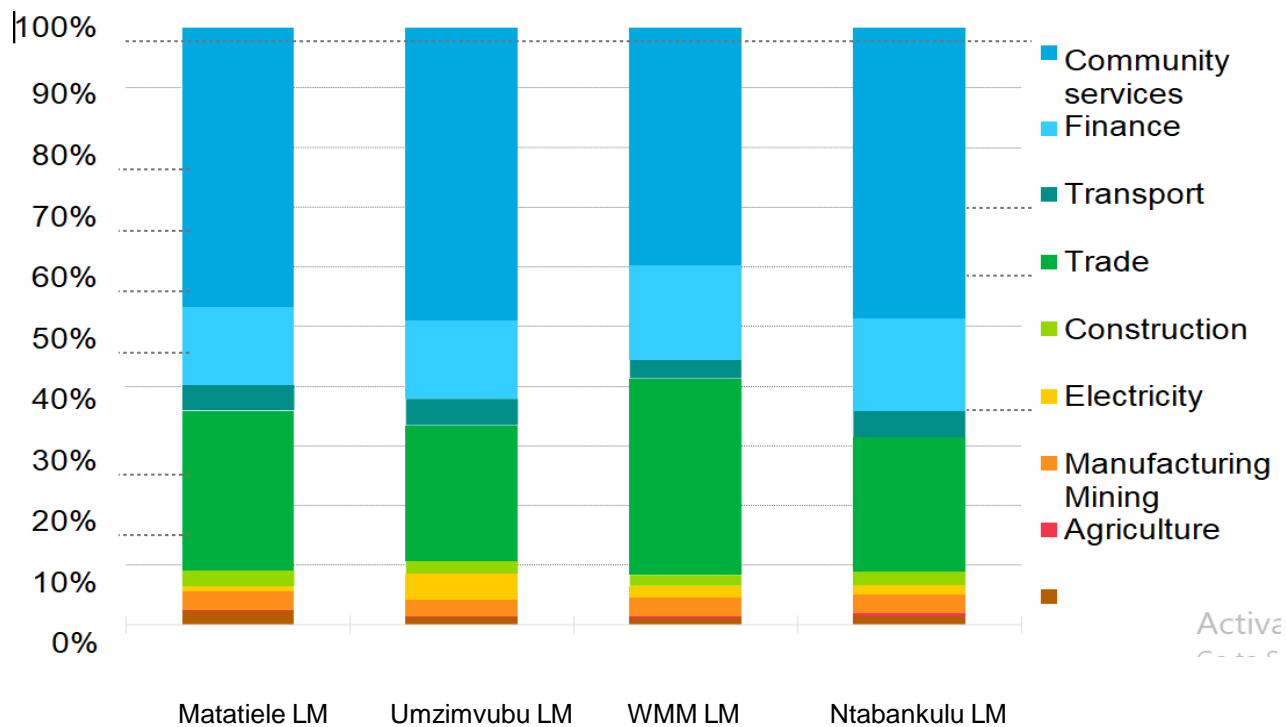
The community sector, which includes the government services, is generally a large contributor towards GVA in smaller and more rural local municipalities. When looking at the regions within the district municipality, the Matatiele Local Municipality made the largest contribution to the community services sector at 32.26% of the district municipality. As a whole, the Matatiele Local Municipality contributed R4.45 billion or 31.21% to the GVA of the Alfred Nzo District Municipality. The region within Alfred Nzo District Municipality that contributes the most to the GVA of the district municipality was the Winnie

Madikizela-Mandela Local Municipality with a total of R 4.65 billion or 32.63%.

Gross Value Added (GVA) by broad economic sector - local municipalities of Alfred Nzo District Municipality, 2020 [percentage composition]

Gross Value Added (GVA) by broad economic sector

Alfred Nzo District Municipality, 2020



Source: IHS Markit Regional eXplorer version 2201

Historical Economic Growth

For the period 2020 and 2010, the GVA in the finance sector had the highest average annual growth rate in Alfred Nzo at 2.94%. The industry with the second highest average annual growth rate is the agriculture sector averaging at 1.04% per year. The electricity sector had an average annual growth rate of -1.43%, while the construction sector had the lowest average annual growth of -2.32%. Overall, a negative growth existed for all the industries in 2020 with an annual growth rate of -4.61% since 2019.

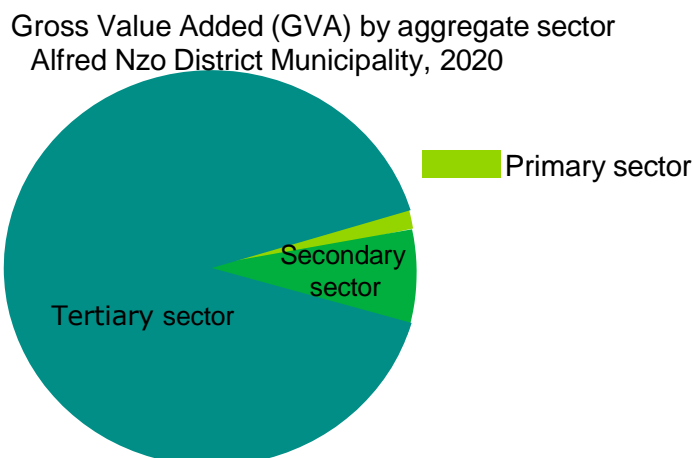
Gross Value Added (GVA) by broad economic sector - Alfred Nzo District Municipality, 2010, 2015 and 2020 [R millions, 2010 constant prices]

Sector	2010	2015	2020	Average Annual growth
Agriculture	121.6	143.2	134.8	1.04%
Mining	34.1	34.0	30.6	-1.07%
Manufacturing	368.1	362.5	341.7	-0.74%
Electricity	163.0	158.6	141.1	-1.43%
Construction	335.4	355.6	265.3	-2.32%
Trade	3,081.0	3,345.0	2,930.5	-0.50%
Transport	509.6	551.2	493.3	-0.32%
Finance	1,194.9	1,472.2	1,596.0	2.94%
Community services	4,711.0	4,843.8	5,034.3	0.67%
Total Industries	10,518.7	11,265.9	10,967.6	0.42%

Source: IHS Markit Regional eXplorer version 2201

The tertiary sector contributes the most to the Gross Value Added within the Alfred Nzo District Municipality at 90.8%. This is significantly higher than the national economy (71.3%). The secondary sector contributed a total of 7.5% (ranking second), while the primary sector contributed the least at 1.7%.

Gross Value Added (GVA) by aggregate economic sector - Alfred Nzo District Municipality, 2020 [percentage]



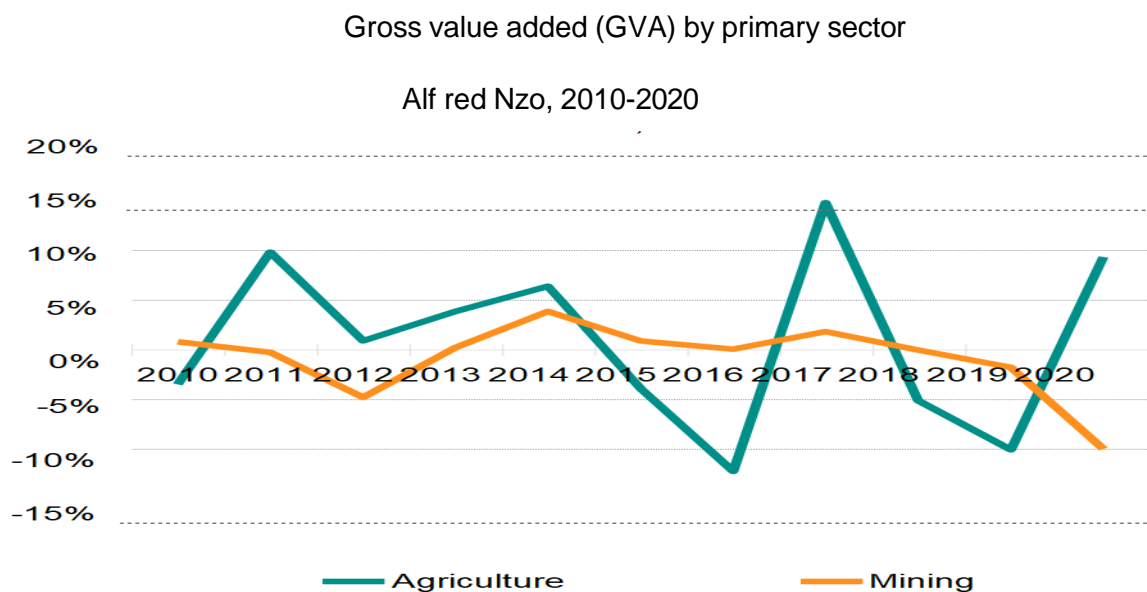
Source: IHS Markit Regional eXplorer version 2201

Breakdown of the Gross Value Added (GVA) by aggregated sector

Primary Sector

The primary sector consists of two broad economic sectors namely the mining and the agricultural sector. The following chart represents the average growth rate in the GVA for both of these sectors in Alfred Nzo District Municipality from 2010 to 2020.

Gross Value Added (GVA) by primary sector - Alfred Nzo, 2010-2020 [Annual percentage change]



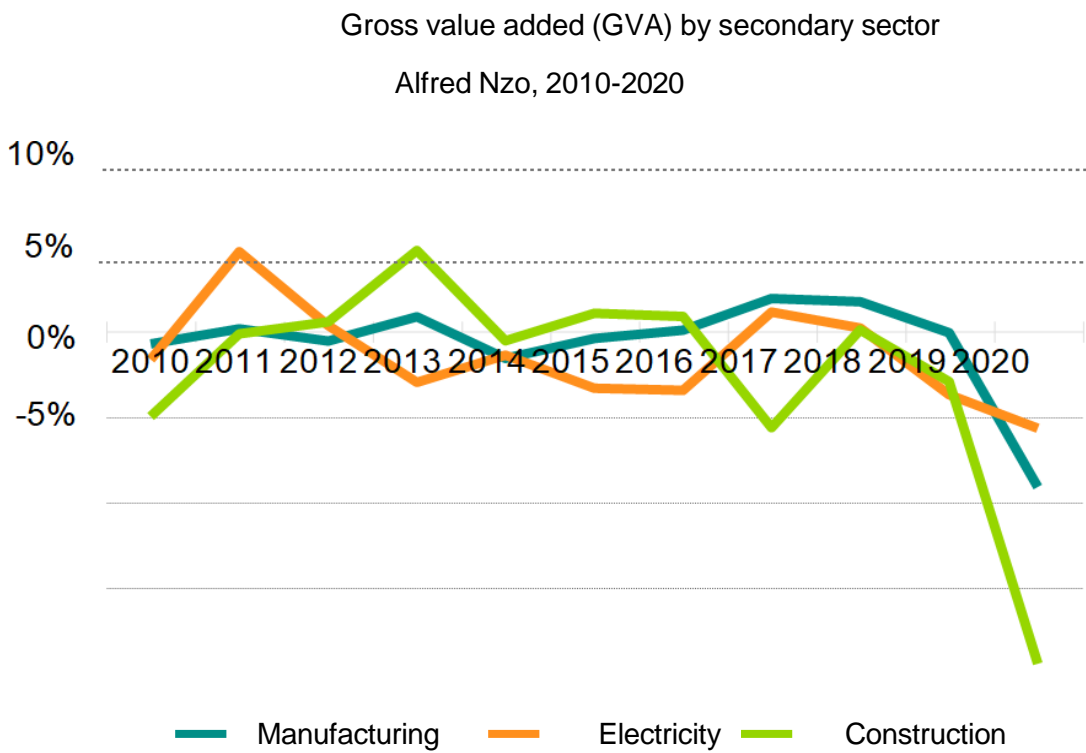
Source: IHS Markit Regional eXplorer version 2201

Between 2010 and 2020, the agriculture sector experienced the highest positive growth in 2017 with an average growth rate of 14.8%. The mining sector reached its highest point of growth of 3.8% in 2014. The agricultural sector experienced the lowest growth for the period during 2016 at -12.2%, while the mining sector reaching its lowest point of growth in 2020 at -10.0%. Both the agriculture and mining sectors are generally characterized by volatility in growth over the period.

Secondary Sector

The secondary sector consists of three broad economic sectors namely the manufacturing, electricity and the construction sector. The following chart represents the average growth rates in the GVA for these sectors in Alfred Nzo District Municipality from 2010 to 2020.

Gross Value Added (GVA) by secondary sector - Alfred Nzo, 2010-2020 [Annual percentage change]



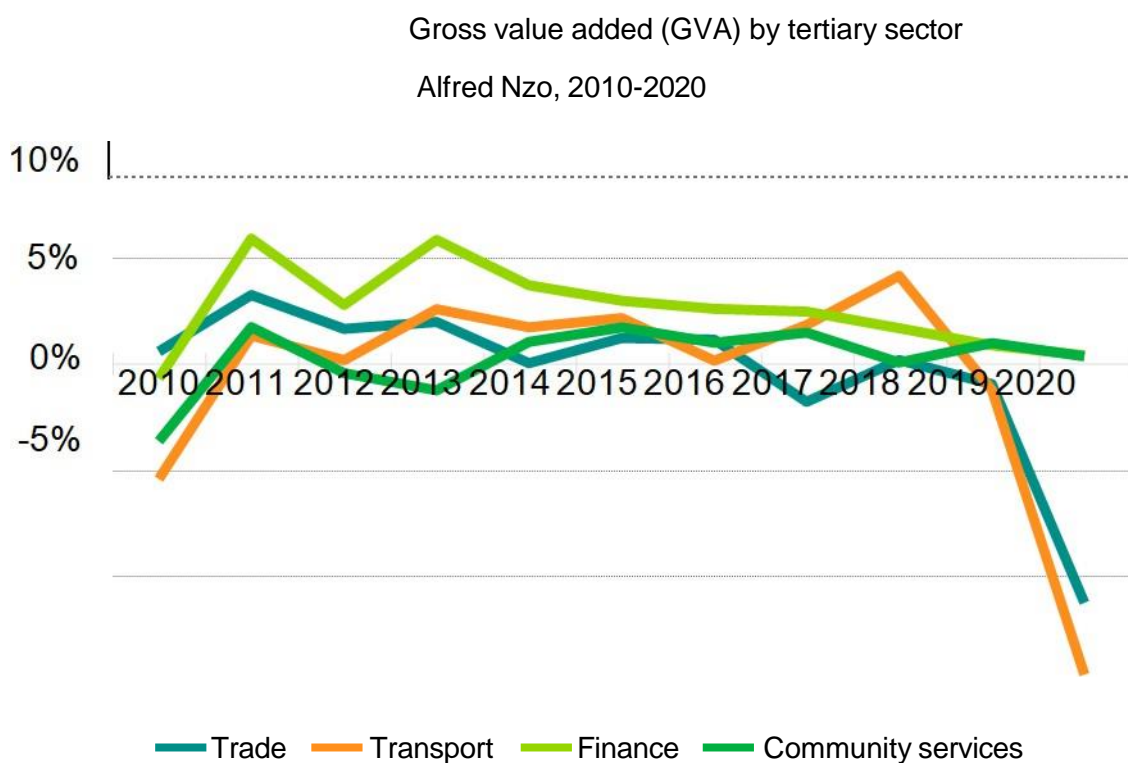
Source: IHS Markit Regional eXplorer version 2201

Between 2010 and 2020, the manufacturing sector experienced the highest positive growth in 2017 with a growth rate of 1.9%. The construction sector reached its highest growth in 2013 at 4.8%. The manufacturing sector experienced its lowest growth in 2020 of -9.1%, while construction sector also had the lowest growth rate in 2020 and it experiences a negative growth rate of -19.5% which is higher growth rate than that of the manufacturing sector. The electricity sector experienced the highest growth in 2011 at 4.7%, while it recorded the lowest growth of -5.7% in 2020.

Tertiary Sector

The tertiary sector consists of four broad economic sectors namely the trade, transport, finance and the community services sector. The following chart represents the average growth rates in the GVA for these sectors in Alfred Nzo District Municipality from 2010 to 2020.

Gross Value Added (GVA) by tertiary sector - Alfred Nzo, 2010-2020 [Annual percentage change]



Source: IHS Markit Regional eXplorer version 2201

The trade sector experienced the highest positive growth in 2011 with a growth rate of 3.3%. The transport sector reached its highest point of growth in 2018 at 4.1%. The finance sector experienced the highest growth rate in 2011 when it grew by 5.9% and recorded the lowest growth rate in 2010 at -0.6%. The Trade sector had the lowest growth rate in 2020 at -11.2%. The community services sector, which largely consists of government, experienced its highest positive growth in 2011 with 1.7% and the lowest growth rate in 2010 with -3.6%.

Sector Growth Forecast

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

Gross value added (GVA) by broad economic sector - Alfred Nzo District Municipality, 2020-2025 [R millions, constant 2010 prices]

Economic sector	2020	2021	2022	2023	2024	2025	Average Annual growth
Agriculture	134.8	144.4	140.4	140.2	142.2	146.0	1.61%
Mining	30.6	36.9	36.0	34.9	34.5	34.2	2.20%
Manufacturing	341.7	363.2	372.6	379.5	383.5	389.7	2.66%
Electricity	141.1	146.6	151.4	155.2	159.0	163.9	3.04%
Construction	265.3	264.2	274.1	282.1	289.7	298.3	2.37%
Trade	2,930.5	3,133.2	3,199.7	3,263.6	3,315.2	3,381.8	2.91%
Transport	493.3	516.4	525.8	538.9	551.5	567.9	2.86%
Finance	1,596.0	1,672.9	1,727.6	1,773.9	1,817.7	1,873.7	3.26%
Community services	5,034.3	5,095.1	5,079.1	5,112.3	5,157.3	5,253.6	0.86%
Total Industries	10,967.6	11,373.0	11,506.6	11,680.6	11,850.6	12,109.0	2.00%

Source: IHS Markit Regional eXplorer version 2201

The finance sector is expected to grow fastest at an average of 3.26% annually from R 1.6 Billion in Alfred Nzo District Municipality to R 1.87 billion in 2025. The community services sector is estimated to be the largest sector within the Alfred Nzo District Municipality in 2025, with a total share of 43.4% of the total GVA (as measured in current prices), growing at an average annual rate of 0.9%. The sector that is estimated to grow the slowest is the community services sector with an average annual growth rate of 0.86%.

The Primary sector is expected to grow at an average annual rate of 1.72% between 2020 and 2025, with the Secondary sector growing at 2.63% on average annually. The Tertiary sector is expected to grow at an average annual rate of 1.96% for the same period. Based on the typical profile of a developing country, we can expect faster growth in the secondary and tertiary sectors when compared to the primary sector. Also remember that the agricultural sector is prone to very high volatility as a result of uncertain weather conditions, pests and other natural causes - and the forecasts presented here is merely a long-term trend rather than trying to forecast the unpredictable weather conditions.

Labour

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

Working age population in Alfred Nzo, Eastern Cape and National Total, 2010 and 2020 [Number]

Age	Alfred Nzo		Eastern Cape		National Total	
	2010	2020	2010	2020	2010	2020
15-19	116,000	98,400	809,000	651,000	5,220,000	4,700,000
20-24	86,600	74,000	737,000	620,000	5,360,000	4,760,000
25-29	60,000	78,400	578,000	726,000	4,800,000	5,460,000
30-34	37,200	67,500	389,000	655,000	3,890,000	5,570,000
35-39	28,500	49,600	313,000	514,000	3,390,000	4,790,000
40-44	22,700	29,600	265,000	349,000	2,790,000	3,710,000
45-49	24,400	24,500	274,000	283,000	2,510,000	3,130,000
50-54	24,800	20,100	267,000	240,000	2,150,000	2,540,000
55-59	21,000	21,200	222,000	247,000	1,740,000	2,250,000
60-64	19,200	25,500	188,000	235,000	1,400,000	1,890,000
Total	441,000	489,000	4,040,000	4,520,000	33,300,000	38,800,000

Source: IHS Markit Regional eXplorer version 2201

The working age population in Alfred Nzo in 2020 was 489 000, increasing at an average annual rate of 1.03% since 2010. For the same period the working age population for Eastern Cape Province increased at 1.12% annually, while that of South Africa increased at 1.56% annually. The graph below combines all the facets of the Labour force in the Alfred Nzo District Municipality into one compact view. The chart is divided into "place of residence" on the left, which is measured from the population side, and "place of work" on the right, which is measured from the business side. The economically active population (EAP) is a good indicator of how many of the total working age population are in reality participating in the Labour market of a region. If a person is economically active, he or she forms part of the Labour force.

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

Economically active population (EAP) - Alfred Nzo, Eastern Cape and National Total, 2010- 2020 [number, percentage]

Year	Alfred Nzo	Eastern Cape	National Total	Alfred Nzo as % of province	Alfred Nzo as % of national
2010	126,000	1,720,000	18,000,000	7.3%	0.70%
2011	124,000	1,730,000	18,300,000	7.2%	0.68%
2012	127,000	1,760,000	18,700,000	7.2%	0.68%
2013	134,000	1,830,000	19,300,000	7.3%	0.70%
2014	144,000	1,920,000	20,100,000	7.5%	0.72%
2015	152,000	2,000,000	20,800,000	7.6%	0.73%
2016	162,000	2,090,000	21,500,000	7.8%	0.75%
2017	173,000	2,180,000	22,000,000	7.9%	0.78%
2018	179,000	2,240,000	22,300,000	8.0%	0.80%
2019	190,000	2,330,000	22,700,000	8.2%	0.84%
2020	189,000	2,330,000	22,100,000	8.1%	0.85%
Average Annual growth					
2010-2020	4.12%	3.08%	2.08%		

Source: IHS Markit Regional eXplorer version 2201

Alfred Nzo District Municipality's EAP was 189 000 in 2020, which is 21.17% of its total population of 892 000, and roughly 8.12% of the total EAP of the Eastern Cape Province. From 2010 to 2020, the average annual increase in the EAP in the Alfred Nzo District Municipality was 4.12%, which is 1.04 percentage points higher than the growth in the EAP of Eastern Cape's for the same period.

EAP as % of total population - Alfred Nzo and the rest of Eastern Cape, 2010, 2015, 2020 [percentage]

	2010	2015	2020
Alfred Nzo	15.5%	18.0%	21.2%
Nelson Mandela Bay	43.0%	43.9%	44.6%
Buffalo City	37.4%	40.5%	43.9%
Sarah Baartman	37.4%	40.3%	42.0%
Amatole	18.1%	21.3%	25.4%
Chris Hani	20.6%	24.0%	27.6%
Joe Gqabi	22.7%	26.6%	29.6%
O.R.Tambo	16.4%	19.0%	22.6%

Source: IHS Markit Regional eXplorer version 2201

In 2010, 15.5% of the total population in Alfred Nzo District Municipality were classified as economically active which increased to 21.2% in 2020. Compared to the other regions in Eastern Cape Province, Nelson Mandela Bay Metropolitan Municipality had the highest EAP as a percentage of the total population within its own region relative to the other regions. On the other hand, Alfred Nzo District Municipality had the lowest EAP with 21.2% people classified as economically active population in 2020.

Labour force participation rate

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

The following is the Labour participation rate of the Alfred Nzo, Eastern Cape and National Total as a whole.

The Labour force participation rate - Alfred Nzo, Eastern Cape and National Total, 2010-2020 [percentage]

	Alfred Nzo	Eastern Cape	National Total
2010	28.6%	42.5%	54.1%
2011	27.9%	42.2%	53.9%
2012	28.2%	42.5%	54.3%
2013	29.6%	43.8%	55.2%
2014	31.6%	45.6%	56.6%
2015	33.0%	47.0%	57.7%
2016	34.8%	48.5%	58.8%
2017	36.8%	50.2%	59.5%
2018	37.7%	50.9%	59.4%
2019	39.4%	52.3%	59.4%
2020	38.7%	51.5%	57.0%

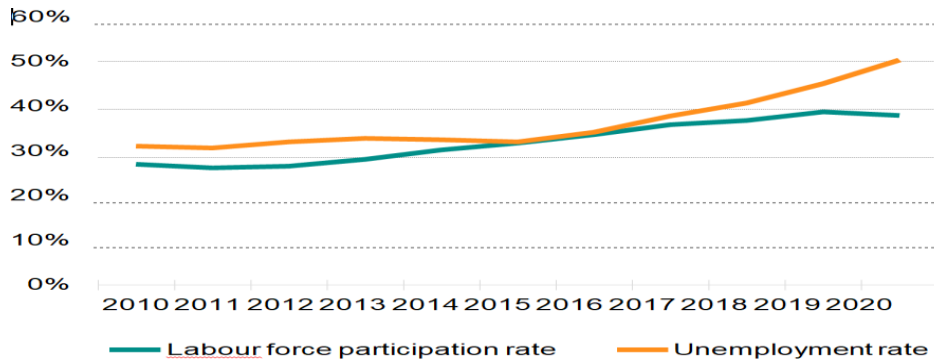
Source: IHS Markit Regional eXplorer version 2201

The Alfred Nzo District Municipality's Labour force participation rate increased from 28.62% to 38.66% which is an increase of 10 percentage points. The Eastern Cape Province increased from 42.52% to 51.49%, South Africa increased from 54.14% to 57.01% from 2010 to 2020. The Alfred Nzo District Municipality Labour force participation rate exhibited a higher percentage point change compared to the Eastern Cape Province from 2010 to 2020. The Alfred Nzo District Municipality had a lower Labour force participation rate when compared to South Africa in 2020.

The Labour force participation and unemployment rates - Alfred Nzo District Municipality, 2010-2020 [percentage]

Labour force participation & Unemployment rate

Alfred Nzo, 2010-2020

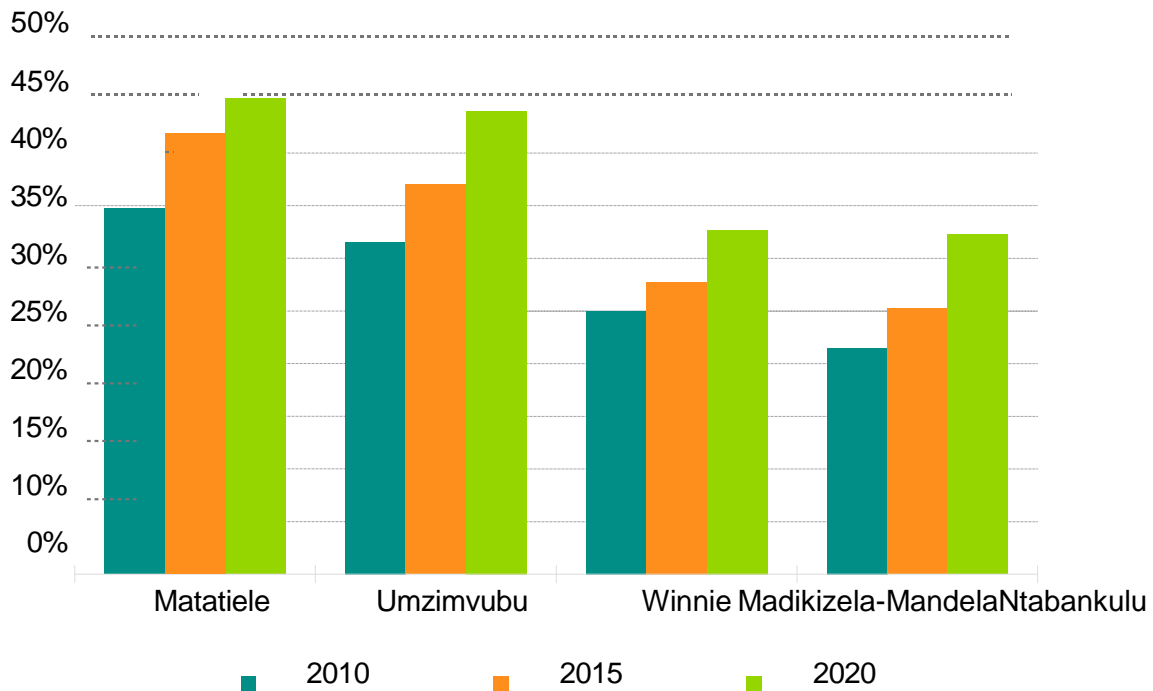


Source: IHS Markit Regional eXplorer version 2201

The Labour force participation rate - local municipalities and the rest of Alfred Nzo District Municipality, 2015 and 2020 [percentage]

Labour force participation rate

Alfred Nzo, 2010-2020



Source: IHS Markit Regional eXplorer version 2201

Total employment

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

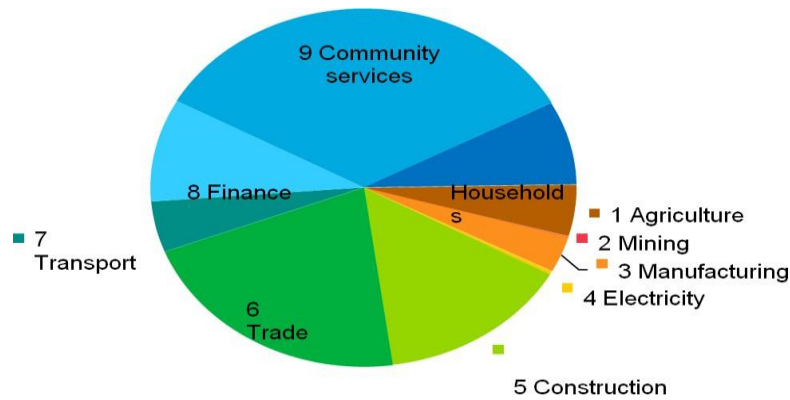
Total employment - Alfred Nzo, Eastern Cape and National Total, 2010-2020 [numbers]

	Alfred Nzo	Eastern Cape	National Total
2010	74,800	1,230,000	13,500,000
2011	74,000	1,230,000	13,700,000
2012	74,100	1,240,000	14,000,000
2013	77,300	1,270,000	14,400,000
2014	83,300	1,340,000	15,000,000
2015	88,400	1,400,000	15,500,000
2016	91,000	1,430,000	15,800,000
2017	92,100	1,440,000	16,000,000
2018	91,200	1,440,000	16,200,000
2019	90,100	1,430,000	16,200,000
2020	81,600	1,340,000	15,400,000
Average Annual growth			
2010-2020	0.87%	0.89%	1.33%

Source: IHS Markit Regional eXplorer version 2201

In Alfred Nzo District Municipality the economic sectors that recorded the largest number of employment in 2020 were the community services sector with a total of 27 800 employed people or 34.1% of total employment in the district municipality. The trade sector with a total of 17 400 (21.3%) employs the second highest number of people relative to the rest of the sectors. The mining sector with 72.3 (0.1%) is the sector that employs the least number of people in Alfred Nzo District Municipality, followed by the electricity sector with 259 (0.3%) people employed.

Total employment per broad economic sector - Alfred Nzo District Municipality, 2020 [percentage]



Source: IHS Markit Regional eXplorer version 2201

Formal and informal employment

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

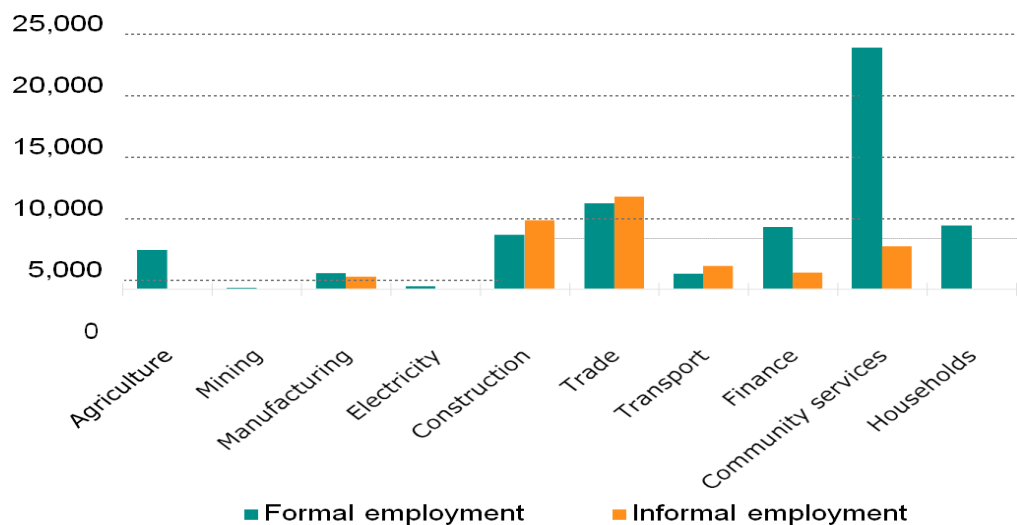
Formal employment is much more stable than informal employment. Informal employment is much harder to measure and manage, simply because it cannot be tracked through the formal business side of the economy. Informal employment is however a reality in South Africa and cannot be ignored.

The number of formally employed people in Alfred Nzo District Municipality counted 56 700 in 2020, which is about 69.51% of total employment, while the number of people employed in the informal sector counted 24 900 or 30.49% of the total employment. Informal employment in Alfred Nzo increased from 22 200 in 2010 to an estimated 24 900 in 2020.

Formal and informal employment by broad economic sector - Alfred Nzo District Municipality, 2020 [numbers]

Formal and informal employment by sector

Alfred Nzo, 2020



Income and expenditure

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

Number of households by income category

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

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

Households by income category - Alfred Nzo, Eastern Cape and National Total, 2020 [Number Percentage]

	Alfred Nzo	Eastern Cape	National Total	Alfred Nzo as % of province	Alfred Nzo as % of national
0-2400	16	136	1,350	11.4%	1.15%
2400-6000	296	2,720	25,000	10.9%	1.19%
6000-12000	3,090	27,000	229,000	11.5%	1.35%
12000-18000	6,170	53,400	439,000	11.6%	1.41%
18000-30000	22,300	185,000	1,440,000	12.0%	1.55%
30000-42000	25,800	212,000	1,550,000	12.2%	1.66%
42000-54000	23,500	201,000	1,510,000	11.7%	1.56%
54000-72000	26,400	238,000	1,870,000	11.1%	1.41%
72000-96000	20,700	196,000	1,640,000	10.5%	1.26%
96000-132000	16,700	179,000	1,620,000	9.4%	1.04%
132000-192000	12,600	151,000	1,450,000	8.4%	0.87%
192000-360000	11,500	168,000	1,830,000	6.8%	0.62%
360000-600000	5,430	103,000	1,270,000	5.3%	0.43%
600000-1200000	2,720	75,400	1,040,000	3.6%	0.26%
1200000-2400000	902	33,500	466,000	2.7%	0.19%
2400000+	85	5,770	82,900	1.5%	0.10%
Total	178,000	1,830,000	16,500,000	9.7%	1.08%

Source: IHS Markit Regional eXplorer version 2201

It was estimated that in 2020 17.88% of all the households in the Alfred Nzo District Municipality, were living on R30, 000 or less per annum. In comparison with 2010's 39.40%, the number is about half. The 54000-72000 income category has the highest number of households with a total number of 26 400, followed by the 30000-42000 income category with 25 800 households. Only 16 households fall within the 0-2400 income category.

Index of buying power

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

Index of buying power - Alfred Nzo, Eastern Cape and National Total, 2020 [Number]

	Alfred Nzo	Eastern Cape	National Total
Population	892,440	7,333,763	59,646,053
Population - share of national total	1.5%	12.3%	100.0%
Income	19,924	338,731	3,970,503
Income - share of national total	0.5%	8.5%	100.0%
Retail	5,854,283	88,189,936	1,063,415,000
Retail - share of national total	0.6%	8.3%	100.0%
Index	0.01	0.09	1.00

Source: IHS Markit Regional eXplorer version 2201

2.1.10. Tress Index

The Tress index measures the degree of concentration of an area's economy on a sector basis. A Tress index value of zero means that all economic sectors in the region contribute equally to GVA, whereas a Tress index of 100 means that only one economic sector makes up the whole GVA of the region. In 2020, Alfred Nzo's Tress Index was estimated at 70.9, which are higher than the 59.2 of the province and higher than the 59.2 of the South Africa as a whole. This implies that - on average - Alfred Nzo District Municipality is less diversified in terms of its economic activity spread than the national's economy.

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

2.1.11. Location Quotient

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

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

percentage share of that same sector in the national economy.

For 2020, Alfred Nzo District Municipality has a very large comparative advantage in the trade sector. The community services sector also has a very large comparative advantage. The Alfred Nzo District Municipality has a comparative disadvantage when it comes to the mining and manufacturing sector, which has a very large comparative disadvantage. In general, mining is a very concentrated economic sector. Unfortunately, the Alfred Nzo District Municipality area currently does not have a lot of mining activity, with an LQ of only 0.0268.

2.1.12. Economically Active Population (EAP)

The economically active population (EAP) is a good indicator of how many of the total working age population are in reality participating in the Labour market of a region. If a person is economically active, he or she forms part of the Labour force. The economically active population (EAP) is defined as the Number of people (between the age of 15 and 65) who are able and willing to work, and who are actively looking for work. It includes both employed and unemployed people. People, who recently have not taken any active steps to find employment, are not included in the measure. These people may (or may not) consider themselves unemployed. Regardless, they are counted as discouraged work seekers, and thus form part of the non-economically active population.

Economically active population (EAP) - Alfred Nzo, Eastern Cape and National Total, 2010-2020 [number, percentage]

Year	Alfred Nzo	Eastern Cape	National Total	Alfred Nzo as % of province	Alfred Nzo as % of national
2010	126,000	1,720,000	18,000,000	7.3%	0.70%
2011	124,000	1,730,000	18,300,000	7.2%	0.68%
2012	127,000	1,760,000	18,700,000	7.2%	0.68%
2013	134,000	1,830,000	19,300,000	7.3%	0.70%
2014	144,000	1,920,000	20,100,000	7.5%	0.72%
2015	152,000	2,000,000	20,800,000	7.6%	0.73%
2016	162,000	2,090,000	21,500,000	7.8%	0.75%
2017	173,000	2,180,000	22,000,000	7.9%	0.78%
2018	179,000	2,240,000	22,300,000	8.0%	0.80%
2019	190,000	2,330,000	22,700,000	8.2%	0.84%
2020	189,000	2,330,000	22,100,000	8.1%	0.85%
Average Annual growth					
2010-2020	4.12%	3.08%	2.08%		

Source: IHS Markit Regional eXplorer version 2201

Alfred Nzo District Municipality's EAP was 189 000 in 2020, which is 21.17% of its total population of 892 000, and roughly 8.12% of the total EAP of the Eastern Cape Province. From 2010 to 2020, the average annual increase in the EAP in the Alfred Nzo District Municipality was 4.12%, which is 1.04 percentage points higher than the growth in the EAP of Eastern Cape's for the same period.

EAP as % of total population - Alfred Nzo and the rest of Eastern Cape, 2010, 2015, 2020 [percentage]

	2010	2015	2020
Alfred Nzo	15.5%	18.0%	21.2%
Nelson Mandela Bay	43.0%	43.9%	44.6%
Buffalo City	37.4%	40.5%	43.9%
Sarah Baartman	37.4%	40.3%	42.0%
Amatole	18.1%	21.3%	25.4%
Chris Hani	20.6%	24.0%	27.6%
Joe Gqabi	22.7%	26.6%	29.6%
O.R.Tambo	16.4%	19.0%	22.6%

Source: IHS Markit Regional eXplorer version 2201

In 2010, 15.5% of the total population in Alfred Nzo District Municipality were classified as economically active which increased to 21.2% in 2020. Compared to the other regions in Eastern Cape Province, Nelson Mandela Bay Metropolitan Municipality had the highest EAP as a percentage of the total population within its own region relative to the other regions. On the other hand, Alfred Nzo District Municipality had the lowest EAP with 21.2% people classified as economically active population in 2020.

2.1.13. Labour Force Participation Rate

The Labour force participation rate (LFPR) is the Economically Active Population (EAP) expressed as a percentage of the total working age population. The following is the Labour participation rate of the Alfred Nzo, Eastern Cape and National Total as a whole.

The Labour force participation rate - Alfred Nzo, Eastern Cape and National Total, 2010-2020 [percentage]

Years	Alfred Nzo	Eastern Cape	National Total
2010	28.6%	42.5%	54.1%
2011	27.9%	42.2%	53.9%
2012	28.2%	42.5%	54.3%
2013	29.6%	43.8%	55.2%
2014	31.6%	45.6%	56.6%
2015	33.0%	47.0%	57.7%

2016	34.8%	48.5%	58.8%
2017	36.8%	50.2%	59.5%
2018	37.7%	50.9%	59.4%
2019	39.4%	52.3%	59.4%
2020	38.7%	51.5%	57.0%

Source: IHS Markit Regional eXplorer version 2201

In 2020 the Labour force participation rate for Alfred Nzo was at 38.7% which is significantly higher when compared to the 28.6% in 2010. The unemployment rate is an efficient indicator that measures the success rate of the Labour force relative to employment. In 2010, the unemployment rate for Alfred Nzo was 32.4% and increased overtime to 50.2% in 2020. The gap between the Labour force participation rate and the unemployment rate decreased which indicates a negative outlook for the employment within Alfred Nzo District Municipality. Matatiele Local Municipality had the highest Labour force participation rate with 45.2% in 2020 increasing from 34.7% in 2010. Ntabankulu Local Municipality had the lowest Labour force participation rate of 32.3% in 2020, this increased from 21.5% in 2010

When comparing unemployment rates among regions within Alfred Nzo District Municipality, Ntabankulu Local Municipality has indicated the highest unemployment rate of 59.8%, which has increased from 39.4% in 2010. It can be seen that the Matatiele Local Municipality had the lowest unemployment rate of 44.3% in 2020, which increased from 27.8% in 2010.

2.1.14. Development

Indicators of development, like the Human Development Index (HDI), Gini Coefficient (income inequality), poverty and the poverty gap, and education, are used to estimate the level of development of a given region in South Africa relative to the rest of the country. Another indicator that is widely used is the number (or percentage) of people living in poverty. Poverty is defined as the deprivation of those things that determine the quality of life, including food, clothing, shelter and safe drinking water. More than that, other "intangibles" is also included such as the opportunity to learn, and the privilege to enjoy the respect of fellow citizens. Curbing poverty and alleviating the effects thereof should be a premise in the compilation of all policies that aspire towards a better life for all.

2.1.15. Human Development Index (HDI)

The Human Development Index (HDI) is a composite relative index used to compare human development across population groups or regions. HDI is the combination of three basic dimensions of human development: A long and healthy life, knowledge and a decent standard of living. A long and healthy life is typically measured using life expectancy at birth. Knowledge is normally based on adult literacy and / or the combination of enrolment in primary, secondary and tertiary schools. In order to

gauge a decent standard of living, we make use of GDP per capita. On a technical note, the HDI can have a maximum value of 1, indicating a very high level of human development, while the minimum value is 0, indicating no human development.

In 2020 Alfred Nzo District Municipality had an HDI of 0.503 compared to the Eastern Cape with a HDI of 0.602 and 0.661 of National Total as a whole. Seeing that South Africa recorded a higher HDI in 2020 when compared to Alfred Nzo District Municipality which translates to worse human development for Alfred Nzo District Municipality compared to South Africa. South Africa's HDI increased at an average annual growth rate of 1.26% and this increase is lower than that of Alfred Nzo District Municipality (1.79%).

In terms of the HDI for each the regions within the Alfred Nzo District Municipality, Umzimvubu Local Municipality has the highest HDI, with an index value of 0.534. The lowest can be observed in the Ntabankulu Local Municipality with an index value of 0.463.

2.1.16. Gini Coefficient

the Gini coefficient is a summary statistic of income inequality. It varies from 0 to 1. If the Gini coefficient is equal to zero, income is distributed in a perfectly equal manner, in other words there is no variance between the high and low income earners within the population. In contrast, if the Gini Coefficient equals 1, income is completely inequitable, i.e. one individual in the population is earning all the income and the rest has no income. Generally this coefficient lies in the range between 0.25 and 0.70.

In 2020, the Gini coefficient in Alfred Nzo District Municipality was at 0.554, which reflects an increase in the number over the ten-year period from 2010 to 2020. The Eastern Cape Province and South Africa, both had a more unequal spread of income amongst their residents (at 0.632 and 0.638 respectively) when compared to Alfred Nzo District Municipality.

Gini coefficient by population group - Alfred Nzo, 2010, 2020 [Number]

Year	African	White	Colored
2010	0.54	0.47	0.56
2020	0.55	0.46	0.58
Average Annual growth			
2010-2020	0.22%	-0.26%	0.41%

Source: IHS Markit Regional eXplorer version 2201

When segmenting the Alfred Nzo District Municipality into population groups, it can be seen that the Gini coefficient for the Colored population group increased the most amongst the population groups with an average annual growth rate of 0.41%. The Gini coefficient for the White population group decreased the most with an average annual growth rate of -0.26%.

In terms of the percentage of people living in poverty for each of the regions within the Alfred Nzo District Municipality, Winnie Madikizela-Mandela Local Municipality has the highest percentage of people living in poverty, using the upper poverty line definition, with a total of 89.7%. The lowest percentage of people living in poverty can be observed in the Matatiele Local Municipality with a total of 81.6% living in poverty, using the upper poverty line definition.

Percentage of people living in poverty by population group - Alfred Nzo, 2010-2020 [Percentage]

Year	African	White	Colored	Asian
2010	81.9%	4.0%	50.1%	18.0%
2011	78.0%	2.8%	47.3%	13.1%
2012	78.6%	3.0%	49.7%	14.1%
2013	79.3%	4.1%	51.7%	14.8%
2014	80.1%	5.6%	53.7%	14.6%
2015	80.3%	7.4%	54.5%	13.8%
2016	82.6%	9.3%	56.7%	18.0%
2017	83.5%	10.0%	57.4%	21.2%
2018	84.2%	10.8%	57.2%	25.2%
2019	85.0%	12.0%	57.5%	29.7%
2020	86.2%	13.8%	59.5%	36.6%

Source: IHS Markit Regional eXplorer version 2201

In 2020, the population group with the highest percentage of people living in poverty was the African population group with a total of 86.2% people living in poverty, using the upper poverty line definition.

The proportion of the African population group, living in poverty, decreased by -4.3 percentage points, as can be seen by the change from 81.91% in 2010 to 86.21% in 2020. In 2020 13.77% of the White population group lived in poverty, as compared to the 3.96% in 2010. The Asian and the Colored population group saw a decrease in the percentage of people living in poverty, with a decrease of - 18.6 And -9.39 percentage points respectively

2.1.17. Poverty Gap Rate

The poverty gap is used as an indicator to measure the depth of poverty. The gap measures the average distance of the population from the poverty line and is expressed as a percentage of the upper bound poverty line, as defined by StatsSA. The Poverty Gap deals with a major shortcoming of the poverty rate, which does not give any indication of the depth, of poverty. The upper poverty line is defined by StatsSA as the level of consumption at which individuals are able to purchase both Sufficient food and non-food items without sacrificing one for the other. It is estimated that the poverty gap rate in Alfred Nzo District Municipality amounted to 32.1% in 2020 - the rate needed to bring all

poor households up to the poverty line and out of poverty.

In 2020, the poverty gap rate was 32.1% and in 2010 the poverty gap rate was 31.6%, it can be seen that the poverty gap rate increased from 2010 to 2020, which means that there were no improvements in terms of the depth of the poverty within Alfred Nzo District Municipality.

In terms of the poverty gap rate for each of the regions within the Alfred Nzo District Municipality, Winnie Madikizela-Mandela Local Municipality had the highest poverty gap rate, with a rand value of 32.1%. The lowest poverty gap rate can be observed in the Matatiele Local Municipality with a total of 32.1%.

2.1.19. Waste Management

The Alfred Nzo District Municipality (ANDM) developed Integrated Waste Management Plan (IWMP) during the 2023-2024 financial year and it is to be adopted by council (in June 2024) and endorsed by the MEC for DEDEAT.

It is essentially a strategic planning document including background information on the current waste situation in the entire ANDM. It also outlines the objectives and strategies to improve the waste management systems. The primary objective of Integrated Waste Management Planning is to integrate and optimize waste management, in order to maximize efficiency and minimize the associated environmental impacts and financial costs, and to improve the quality of life of all South Africans including those in the Alfred Nzo District.

Current Waste Categories and Characteristics:

- a. General – plastics, paper, glass, food-waste, garden refuse and building rubble etc.
- b. Industrial – used oils from vehicle workshops, tyres, blood and manure from abattoirs, sawmills, etc.
- c. Commercial - cardboards, plastic, paper, glass, used oil from fast-food retailers
- d. Medical – empty medicine vials, syringes, etc. from clinics, GPs, pharmacies, funeral parlours
Hazardous – diapers, sanitary towels

Waste Management and General Hygiene

Collection of waste is the responsibility of local municipalities and the Alfred Nzo District Municipality monitors proper management of waste to the final disposal through the municipal health services.

Waste Recycling or Minimization

There is generally informal recycling initiatives conducted within the entire ANDM. In order to formalize these structures, the DEDEAT issues a registration certificate according to the National Waste Management Norms and Standards. The ANDM and its sister of municipalities assist informal recyclers to form cooperatives.

Landfill Sites

There is a total of five (5) landfill sites within Alfred Nzo District. These include two (2) at Umzimvubu LM; one (1) at Matatiele LM; one (1) at Winnie Madikizela Mandela LM and one (1) Ntabankulu LM and all are operational.

Waste Management By-Laws

Local Municipalities are responsible for the development of waste management by-laws. Alfred Nzo District ensures development and enforcement of these by-laws.

District Refuse Removal

Local Municipality	Removed weekly by authority	Removed by community members	Personal Removal (own dump)	No refuse removal	Total
Umzimvubu LM	3,205	1,552	47, 443	1, 196	53,691
Matatiele LM	8, 065	2, 035	47, 255	1, 386	59,292
WMM LM	1, 156	131	56, 903	1, 416	61,084
Ntabankulu LM	1, 047	123	22, 658	2, 336	26,785
Total	13, 473	1,099	174, 260	6, 378	200, 851

Matatiele Local Municipality

Refuse Removal

Matatiele Local Municipality is responsible for waste management in their area of jurisdiction. The Municipality collects household refuse from all three urban areas on a weekly basis and has started removal in some rural areas. A developed and licensed Landfill site has been operating in Matatiele since 2008, the municipality has one (1) Landfill site. This site is located in Matatiele and has the capacity to accommodate all the waste from the urban areas.

Households with access to refuse removal increased from 10, 9% in 2011 to 26, and 6% in 2022. There is however a large number of households (63,9%) in 2022 who still use their own means of disposing waste, it is important to note that this is a 6,8% decrease from the 70,7% recorded in 2011. A total of 4, 6% households in 2022 have no rubbish disposal; this puts the waste removal backlog in Matatiele Local Municipality at 71, 6%. See table below.

This means that most people in the municipality rely on their own methods of solid waste disposal. People dump their waste anywhere and this can cause air and ground pollution and can also lead to serious health problems.

There are programmes that the Municipality are implementing in educating the community on solid waste management, these campaigns include Clean –up campaigns and illegal dumping awareness campaigns.

Matatiele Refuse removal %

Refuse removal	2011		2022	
	Frequency	%	Frequency	%
Removed by local authority/private company at least once a week	5 395	10,9%	14 810	26,6%
Removed by local authority/private company less often	940	1,9%	389	0.7%
Communal refuse dump	560	1,1%	659	1.2%
Own refuse dump	35 014	70,7%	35 634	63,9%
No rubbish disposal	5 973	12,1%	2 551	4,6%
Other	1 645	3.3%	1 715	3,1%
Total	49 527	100.0%	55 758	100,1%

Source: SSA: Census 2022 & 2011.

Winnie Madikizela Mandela Local Municipality

Refuse removal

The municipality is currently servicing residential areas in the CBD i.e. Ward 1, waste collection is done once per week as per the National Norms and Standards. The service has been provided to residential areas which are outside the CBD through Communal Collection System, where a central point is identified and a cage is placed for community of that area to put their waste, and then it is collected by the municipality during collection days as per collection schedules. Currently, there are plans in place of establishing 2 waste depots sites, one at Magusheni area (Ward 8), and the other one at Kwa-Bulala area (Ward 29).

The municipality is also servicing Commercial or Government Institutions within and outside the CBD. To these entities, the collection schedule varies depending on the categorization of each business. The municipality is currently using the following waste receptacles:

- Drums and waste rings-placed along the pavement
- 240L wheelie bins-distributed to households and businesses
- Black refuse bags-distributed to households and to street sweepers
- Cages-placed in high waste production areas outside CBD
- Skip bins-placed in high waste production areas inside CBD

The municipality is in a process of purchasing waste receptacles, and these will encourage separation of waste at source, and will be distributed to identify Schools for efficient and effective collection of waste. Following are the Wards with Villages which benefits from the extension of waste service

programme:

WARD	AREA/VILLAGE	DESCRIPTION OF SERVICE
3	Mantshangase Clinic	Waste Collection
4	R61- Ludeke Halt, Hlamamdana Clinic	Waste Collection, provision waste receptacle and Personnel
6	Mhlanga Village	Waste Collection, provision waste receptacle and Personnel
7	R61 - Mzamba and Nyanisweni Village	Waste Collection, provision waste receptacle and Personnel
8	R61- Dudumeni, Magusheni service center	Waste Collection, provision waste receptacle and Personnel
10	R61- Ntlenzi Village	Waste Collection, provision waste receptacle and Personnel
11	Qhasa Police Station	Waste Collection, provision waste receptacle and Personnel
13	Mathwebu, Didi and Ngcingo Village	Waste Collection, provision waste receptacle and Personnel
17	R61 -Nikhwe Area, Qandashe, Ntlakhwe	Waste Collection, provision waste receptacle and Personnel

18	R61- Plangweni, Redoubt	Waste Collection, provision waste receptacle and Personnel
20	R61- Nongeke, Mangqofoza	Waste Collection, provision waste receptacle and Personnel
21	Greenville Clinic & Hospital	Waste Collection, provision waste receptacle and Personnel
22	R61- Lugwijini, Ntunjani	Waste Collection, provision waste receptacle and Personnel
23	Zikhuba, Plangweni and Seaview Villages	Waste Collection, provision waste receptacle and Personnel
24	Ebenezer, Garane, Mzamba Mouth Villages, Mzamba Beach	Waste Collection, provision waste receptacle and Personnel
25	Mtentu Beach	Waste Collection, provision waste receptacle and Personnel
26	Skotoyi, Isikelo Clinic, Nomlacu	Waste Collection, provision waste receptacle and Personnel
27	Nkantolo Monument	Waste Collection
29	Kwa-Bulala	Waste Collection, provision waste receptacle and Personnel
31	Zizityaneni	Waste Collection, provision waste receptacle and Personnel
32	R61 - Qotyana and Fonoza	Waste Collection, provision waste receptacle and Personnel

The municipality has introduced the skip bin system where 35 skip bins were purchased and are placed strategically in all identified waste hotspots in and around the town. There are plans in place of purchasing 10 skip bins during the current financial year, and also purchasing another Skip Loader Truck and 1 Waste Management Truck to ensure that the service is delivered efficiently. The servicing of skips is done internally, through Refuse Removal Employees and EPWP beneficiaries.

It is important to mention that a huge number of households do not receive this basic service due to inadequate resources and poor infrastructure. The municipality has thus put up a business plan to access MIG funding for specialized vehicles for waste management i.e. 1 Compactor Trucks, 1 Skip Loader Trucks, and 1 Front End Loader.

The municipality is currently having 3 Compactor Trucks, 1 Skip Loader Truck, 1 Bakkie and 1 Mini-Truck for waste collection services within the municipality. The municipality utilizes permanent staff under Waste Management Section and EPWP beneficiaries under Environment and Culture Sector.

The municipality is still using an unlicensed disposal site. However, the municipality has budgeted for construction of a licensed landfill site. The municipality is also doing annual projection in preparation for closure and rehabilitation of the unlicensed disposal site. The municipality is also planning to start conducting EIA in preparation for closure and rehabilitation of the current unlicensed disposal site that is being used.

Ntabankulu Local Municipality

Refuse Removal

Ntabankulu Local Municipalities is responsible for the development of waste management by-laws. The following By-laws have been developed: Dumping, littering and waste collection bylaw, Disposal of contaminated and/or Health Care Risk bylaw and Control of refuse disposal site bylaw. NLM ensures the review, adoption, and enforcement of these by-laws.

The majority of HHs are using their own refuse dumps, with a total of 69% of HHs using their own refuse dumps, with only 1% of HHs being serviced by municipal or private refuse removal services on a weekly basis. 26% of HHs are reported to be dumping or leaving rubbish anywhere or being without any form of waste disposal. The issue of illegal dumping had been identified by several villages and wards as being a significant environmental health risk within their communities, and immediate local environs.

HH access to refuse removal in NLM (Community Survey 2016)

HH refuse collection - NLM (Community Survey 2016)		
Refuse collection	Ntabankulu (EC444)	%
Total	26195	100
1: Removed by local authority/private company/community members at least once a week	261	1
2: Removed by local authority/private company/community members less often than once a week	115	0
3: Communal refuse dump	440	2
4: Communal container/central collection point	24	0
5: Own refuse dump	18196	69
6: Dump or leave rubbish anywhere (no rubbish disposal)	6898	26
7: Other	260	1
9: Unspecified	-	-

Source: Stats SA: Community Survey, 2016

The Ntabankulu Municipality has a well-developed landfill site, which is being operated according to the standards and norms of the Landfill Site as set out in the Landfill Site Permit, and it responds to the issues of climate change. The waste disposed in the landfill is compacted within the designed disposal cell in terms of standards and norms of the Landfill License and IWMP. The aim is to mitigate any possibilities of burning waste and risk of air pollution.

Umzimvubu Local Municipality

Refuse Removal

A distinction is made between formal and informal refuse removal. When refuse is removed by the local authorities, it is referred to as "formal refuse removal". Informal refuse removal is where either the

Household or the community disposes of the waste, or where there is no refuse removal at all. A further breakdown is used in terms of the frequency by which the refuse is taken away, thus leading to the following categories:

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

Umzimvubu Local Municipality had a total number of 3 200 (5.97%) households which had their refuse removed weekly by the authority, a total of 295 (0.55%) households had their refuse removed less often than weekly by the authority and a total number of 47 400 (88.36%) households which had to remove their refuse personally (own dump).

1.21. Trade Effluent Policy

Lack of financial and human resources of the municipality has delayed the development of such policies such as the trade effluent policy and therefore no budget has been allocated for the development of this policy.

1.21. Community needs and ward priorities

Executive Summary

The Integrated Development Plan (IDP) is the principal strategic instrument of a municipality that gives effect to its developmental mandate as enshrined in the Constitution of South Africa. The concept of integrated planning has cemented itself as the strategic process within modern day local government as an effective way of ensuring that limited resources of a municipality are being optimized to foster partnerships between a vast array of stakeholders to collectively improve the livelihoods of communities. The external focus of an IDP is to identify and prioritize the most critical developmental challenges of the community whilst organizing internal governance and institutional structures in order to address those challenges.

The IDP is a five-year plan which clearly stipulates the vision, mission and strategic objectives of Council and is reviewed annually to adjust to the changing socio-economic, infrastructural and environmental dynamics and the needs of communities. The IDP guides and informs all planning and development initiatives and forms the basis of the Medium Term Revenue & Expenditure Framework (MTREF) of Alfred Nzo District Municipality (ANDM). One of the key objectives of integrated development planning is to co-ordinate improved integration of programmes/projects across sectors and spheres of government in order to maximize the impact thereof on the livelihoods of the community.

It is essential to understand that development planning must be done beyond the 5- year horizon of the term of office of Council and that is why the IDP must be informed by long term planning. The MTREF budget is informed by the IDP and linked to specific Service Delivery & Budget Implementation Plan (SDBIP) targets to ensure that development is done in a coordinated manner. Without an IDP the budget can't be responsive and evenly so without a budget the IDP will not become a reality.

To ensure that the municipality's long-term development agenda, adequately funded, implemented on schedule and monitored against targets, the municipality must review its IDP as the principal strategic instrument in order to reflect the changed operational strategies and priorities. This process – governed by Section 34 of the Municipal Systems Act – empowers the municipality to affect changes to the IDP for immediate implementation, thus ensuring that the municipality's implementation targets and budgets are aligned to the ever changing dynamics in communities. This review of the IDP also serves as a mechanism to provide feedback to the different communities on the progress made thus far in respect of the 5-year strategy that the municipality has embarked on.

IDP for 2025/26 review Process

The municipality developed an IDP, PMS & Budget Time Schedule which serves as a “plan to plan” for the review of the 5 year IDP of ANDM. It was adopted by Council and contains clear deliverables and specific timeframes. The purpose of the time schedule is to indicate and manage the planned activities and strategies that the municipality will follow to review the IDP. It also co-ordinates the planning cycle between other strategic processes within the municipality such as the budget, SDBIP and the Annual Report of the municipality. Furthermore, this time schedule facilitates improved co-ordination with the planning cycles of other spheres of government. It also identifies key role players such as the local communities, ward committees and other key municipal stakeholders that must be involved in the review of the IDP through an extensive public participation process. This enhances the credibility of the review process and enables the municipality to undertake development plans and render services that are more responsive to the needs and conditions of local communities.

Stakeholder Engagements

A key characteristic of the IDP process was that it was a people-driven process, informed by Community Based Planning which culminated in the identifying and prioritizing the needs of the community of ANDM as well as an in depth analysis of the current service delivery, socioeconomic and environmental development status. The identifying and prioritizing of community needs resulted in providing strategic direction for the review of the IDP. The Public Participation Process undertaken during the analysis phase was spearheaded by the Executive Mayor, Mayoral Committee Members and Senior Management. IDP Engagement sessions were held across all 101 wards to ensure that the IDP Process was community driven and provided strategic direction for the review of this document. This exercise was undertaken in collaboration with ANDM Local municipalities.

The socio-economic conditions and character of these settlements are distinctly different, resulting in their expectations from the budget and service delivery priorities being very diverse. This diversity and the service delivery & infrastructure backlog as well as developmental challenges were duly considered in the review of the IDP. These public engagement sessions also presented the opportunity to citizens and interest organized forums to identify service delivery needs and development priorities of the ward in which they reside, ultimately shaping the IDP according to their needs and interests. The input received from the various stakeholders during the IDP public participation process, were refined and duly incorporated into the review process of the IDP with the sole intention to inform the budget and other development priorities of the municipality. The community also raised a number of issues that were not necessarily competencies of local government and those are to be referred to the respective government departments and other relevant IGR structures.

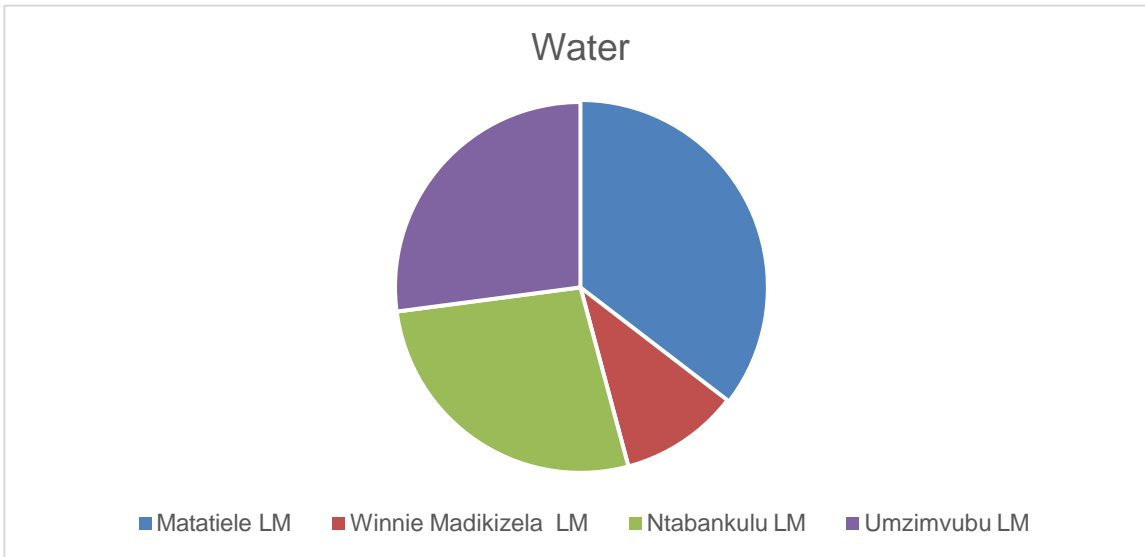
IDP Community Outreach

Municipality	IDP Outreach Dates
Matatiele LM	21 st – 23 rd October 2024
Umzimvubu LM	14 th – 17 th October 2024
Ntabankulu LM	11 th – 15 th November 2024
WMM LM	05 th – 15 th November 2024

District Ward priorities

This section details the needs and priorities of communities in respect of 106 wards as per IDP Community engagement sessions.

Focus Area	Matatiele LM	Winnie Madikizela LM	Ntabankulu LM	Umzimvubu LM
Water	17 Wards	5 Wards	13 Wards	13 Wards
Sanitation	13 Wards	3 Wards	9 Wards	5 Wards



Majority of communities with the district remain with no sustainable access to safe water sources. Almost in 65% of the households in the district remain unserved with water. Interventions by the municipality and department of water and sanitation are detailed in chapter five of these document.

CHAPTER THREE: INSTITUTIONAL PRIORITY ISSUES AND DEVELOPMENTAL NEEDS

3.1. Council Vision and Mission

On the 5th and 6th of March 2025, the Alfred Nzo District Municipality successfully convened its Section 79 Committees Strategic Session for the second consecutive year. This engagement served as a critical preparatory platform to consolidate oversight insights, identify systemic challenges, and align committee priorities. It is essential that this session precedes the broader Council Strategic Planning Session to ensure that committee-driven oversight recommendations inform strategic decisions at a governance level.

Following this, the municipality convened its Annual Council Strategic Planning Session from the 10th to the 12th of March 2025. This session was guided by the provisions of the Municipal Systems Act (Act 32 of 2000), Chapter 5, Section 25(1), (2), and (3)(b), which require municipalities to review and adopt their Integrated Development Plans (IDPs) in line with their developmental mandate.

The primary purpose of the 2025 Strategic Planning Session was to:

1. Evaluate the municipality’s developmental achievements and persistent challenges;
2. Review the implementation status of key IDP programmes and projects;
3. Agree on targeted corrective interventions; and
4. Ensure alignment with the current administration’s vision, mission, and strategic focus areas.

During the session, the Vision, Mission, Core Values, and Strategic Goals of the municipality were critically reviewed and refined, to ensure they respond to the prevailing socio-economic conditions, institutional realities, and expectations of communities. The updated strategic intent of the institution is designed to drive impactful service delivery, foster economic resilience, and strengthen institutional effectiveness.

The Vision, Mission, Values and Strategic goals were review and recommended as follows:

Vision

“By 2030, Alfred Nzo will be a place where communities enjoy much improved public infrastructure in an environmentally sustainable manner, better quality of public services and socio-economic opportunities”

Mission

ANDM being a driver for change will ensure effective delivery of sustainable services in an economic and efficient manner

Values

Values	Description
Transparent and Openness	Involvement of public into municipality affairs
Honesty	Municipal business are done in an ethical manner
Integrity	Confidential information of the municipality is issued to public through authorized communication channels.
Accountability	Municipality responds to community needs by giving regular feedback and is answerable to the community.
Professionalism	Strive to intensify the culture of competence and good work ethics
Fairness	The municipal business is done in an equitable manner
Responsiveness	Municipality is responding to community needs
Diversity	Embrace- diversity of Culture within the district

MOTTO

“Place of Unity in Diversity”

3.2. Strategic Goals

No	Key Performance Areas	Strategic Goals	Strategic Objectives
1	Basic Service Delivery	Goal 1: Basic Service Delivery and Community Empowerment	Objective 1: To build, maintain and provide access to improved, sustainable and modernized infrastructure to the community by 2027
2	Municipal Institutional Development and Transformation	Goal 2: Institutional resilience and human capital development	Objective 2: To build and strengthen the administrative and institutional capability of the municipality by 2027
		Goal 3: Implementation of ICT Strategy for effective service delivery	Objective 3: To provide reliable and efficient ICT services to achieve optimal service delivery
			Objective 4: To build sound employer and employee relations for effective service delivery
3	Local Economic Development	Goal 4: Inclusive Growth and Development	Objective 5: To create a conducive environment that contributes to economic Growth and job creation by 2027.
4	Municipal Financial Viability and Management	Goal 5: A capable and financially viable institution	Objective 6: To develop and maintain a financial viable and sustainable institution that achieves full compliance With municipal legislation by 2027.
5	Good Governance and Public Participation	Goal 6: Effective Public Participation, Good Governance and Partnerships	Objective 7: To create a conducive environment for participatory Development and promote a culture of good governance by 2027.
			Objective 8: To strengthening Oversight Structures to eliminate mal administration, corruption, non- compliance and non – performance by 2027
			Objective 9: To build strong links with all strategic partners and structures that will improve organizational efficiency by 2027
			Objective 10: To protect and conserve critical environmental resources and invaluable natural and man- made heritage which are essential for life-supporting livelihoods and welfare of the society by 2027
			Objective 11: To ensure mainstreaming of previously disadvantaged designated groups within governance systems of the municipality and government agencies by 2027
6	Spatial Planning and Environmental Management	Goal 7: Spatial Restructuring and Environmental Sustainability	Objective 12: To create an environment and systems that contributes to integrated sustainable environment by 2027

3.3. Strategic Goals alignment to Developmental Initiatives

ANDM must ensure that it aligns its strategic goals with the National and Provincial goals and priorities.

ONE PLAN – LONG TERM PLAN	DDP – MEDIUM TO LONG-TERM PLAN	IDP (MEDIUM TERM - 5 YEARS)
Infrastructure Engineering (Pillar 4) Integrated Services Provisioning (Pillar 5)	An enabling Infrastructure Network (Goal 1)	1. Basic Service Delivery and Community Empowerment
Economic Positioning (Pillar 2)	An innovative, inclusive and growing economy (Goal 3) Rural Development and an innovative and high-value agriculture sector (Goal 5)	2. Inclusive Growth and Development
		3. A capable and financially viable institution
Governance and Management (6)	Capable demographic governance (Goal 2)	4. Effective Public Participation, Good Governance and Partnerships
People development and Demographics (1)	Human Development (Goal 6)	5. Human Resources Development and institutional management
Spatial Restructuring and Environmental Sustainability (Pillar 3)	Environmental sustainability (Goal 4)	

3.4. Alignment of Targets to One Plan

DDM PILLARS	GOALS	DISTRICT PRIORITIES	DISTRICT TARGETS
PILLAR 1: Demographic change and people development	By 2050 we envisage a society with no abject poverty, no hunger, improved standards of living, and where conditions enable all to fulfil their human potential. Collaborative innovative approaches to child, youth and women and community development abound.	Inclusive Growth and Development Basic Services Delivery and Community Empowerment	<ol style="list-style-type: none"> 1. Increase learning opportunities by 15% by 2030 and 25% by 2050. 2. Increase employment opportunities by 25% and lower unemployment by 25% (either/or) by 2030. 3. Increase household income by 20% by 2030 and by 30% by 2050 4. Decrease incidents of gender-based violence by 30% by 2026 All LMs and the district have well established and active forums and networks available to challenge GBV by 2026. 5. The municipality remains committed to promoting inclusivity, equality, and human dignity by accommodating and addressing the needs of the LGBTQ+ community across the district.

			<p>An effective well designed media strategy is established for all LMs and the district by no later than the end of 2026.</p>
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<p>PILLAR 2: Economic Positioning</p>	<p>By 2050 we envisage that the ANDM has an innovative, inclusive, and growing economy which is larger and more efficient, and optimally exploits its competitive advantages, increases employment, and reduces inequalities of income and wealth.</p>	<p>Inclusive Growth and Development</p>	<ol style="list-style-type: none"> 1. The IGR structures to be fully functional by end 2026 2. A donor engagement strategy is developed and communicated by the end of 2026 3. The business and investment incentive scheme is developed and communicated by the end of 2026. 4. Investment increases by 20% by 2030 and by 50% by 2050 5. All local and district business forums are inclusive and actively engaged in local development initiatives by the end of 2026. 6. Rejuvenation of tourism Attractions and heritage destinations by 2030. 8. There is increase in the work allocated to SMEs by 50% by end 2030. 9. There is increase in commercial farming practices by 35% by 2030. <p>The informal sector has grown by 25% by 2030 and by 35% by 2050.</p>
<p>PILLAR 3: Spatial Restricting and environmental sustainability</p>	<p>By 2050 we envisage that developmental challenges must be addressed in a manner that ensures environmental sustainability and builds resilience to the effects of climate change, particularly in poorer communities. Investment in skills, technology and institutional capacity is critical to support the development of a more sustainable society and the transition to a low-carbon economy.</p>	<p>Inclusive Growth and Development Basic Services Delivery and Community Empowerment</p>	<ol style="list-style-type: none"> 1. To have audited all land and human settlements by 2026 2. To have an updated sector plan by 2026 3. To begin implementing strategic projects by 2026
<p>PILLAR 4: Infrastructure Engineering</p>	<p>By 2050 we envisage that the ANDM has a well-developed and enabling infrastructure network and that infrastructure investment responds to spatial aspects of future infrastructure demand and progressively undoes apartheid geography.</p>	<p>Basic Services Delivery and Community Empowerment</p>	<ol style="list-style-type: none"> 1. That an infrastructural audit is completed by 2026. 2. That there is full ICT coverage throughout the district by 2030. 3. That all bulk infrastructural projects are completed within 3 years of their inception. 4. That the infrastructural support for economic development is integrated into all sector plans by 2026. 5. That there is universal power supply by 2030 within the district.

PILLAR 5: Integrated Service Provisioning	By 2050 the District needs: Improved social and economic infrastructure, including water, sanitation and electricity infrastructure	Basic Services Delivery and Community Empowerment	<ol style="list-style-type: none"> 1. That service breaks are reduced by 15% by 2026 and by 25% by 2030. That services backlogs are reduced by 20% by 2050. 2. That local collection rates have increased by 15% by 2026 and by 25% by 2030 3. Investment increases by 15% by 2030 and by 20% by 2050. Monitoring and accountability mechanisms are in place by the end of 2027. 4. All municipalities within the district have good financial practices in place by 2026 and clean audits by 2027.
PILLAR 6: Governance and Finance	The vision for 2050 is therefore that the ANDM is much more effective and efficient in utilizing its financial resources, has accountable and capable leadership, managers and institutions that are engaged in sustainable partnerships for provincial development with social actors and the broader citizenry.	Effective Participation, Governance Partnerships A capable financially institution	Public Good and viable <ol style="list-style-type: none"> 1. Effective and accountable financial systems in place by 2026. 2. Clean audits in all municipalities in the district by 2026. 3. Petitions and Service Delivery protest mechanisms up and running by end 2026. 4. All IGR processes are running effectively and communication channels clear by 2026. 5. Public participation targets are met as per the required standards with effect from 2026. 6. Customer satisfaction surveys are undertaken bi-yearly with effect from 2026.

3.5. Municipal Priorities

P1: Infrastructure, service delivery and job creation;

P2: Integrated planning for spatial transformation and inclusive economic growth;

P3: Fire and Rescue and Disaster Risk Reduction;

P4: Good Governance and Financial viability of the municipality

P5: Institutional development, governance and citizen participation;

P6: Social cohesion and safe communities

P7: Strengthen cooperative governance (IGR– horizontal and vertical integration)

P8: Capable, ethical and developmental municipality

CHAPTER FOUR: INSTITUTIONAL DEVELOPMENT AND MUNICIPAL TRANSFORMATION

4.1. Development Plans for 2025/2026 Financial Year

4.1.1. National Key Performance Indicators

The developmental Plans are analyzed hereunder within the following six (6) Key Performance Areas (KPA) of the District:

KPA 1: Institutional Development and Municipal Transformation

KPA 2: Good Governance, Intergovernmental Relations and Public Participation

KPA 3: Local Economic Development

KPA 4: Municipal Financial Viability and Management

KPA 5: Service Delivery and Infrastructure Development

KPA 6: Spatial Development and Rationale

4.2. Institutional Development and Municipal Transformation

4.2.1. Powers and Functions

The Constitution (1996) recognizes a municipality's right to govern on its own initiative, the affairs of its community, subject to the National and Provincial legislation as provided for in the Constitution. It also emphasizes the responsibility of municipalities to utilize this Constitutional space prudently and in the interest of development locally. Municipalities must provide democratic and accountable government without favor or prejudice. They must furthermore use their Constitutional space by exercising their Legislative and Executive Authority, and use the resources of the municipality in the best interest of the municipality and communities therein. Local Government derives its Legislative and Executive Powers from the Constitution, within which original Powers and Functions are listed in Schedule 4B and 5B respectively.

Wherein the adjusted Division of functions and Powers between the District Municipality and its constituent Local Municipalities by way of **Table** below:

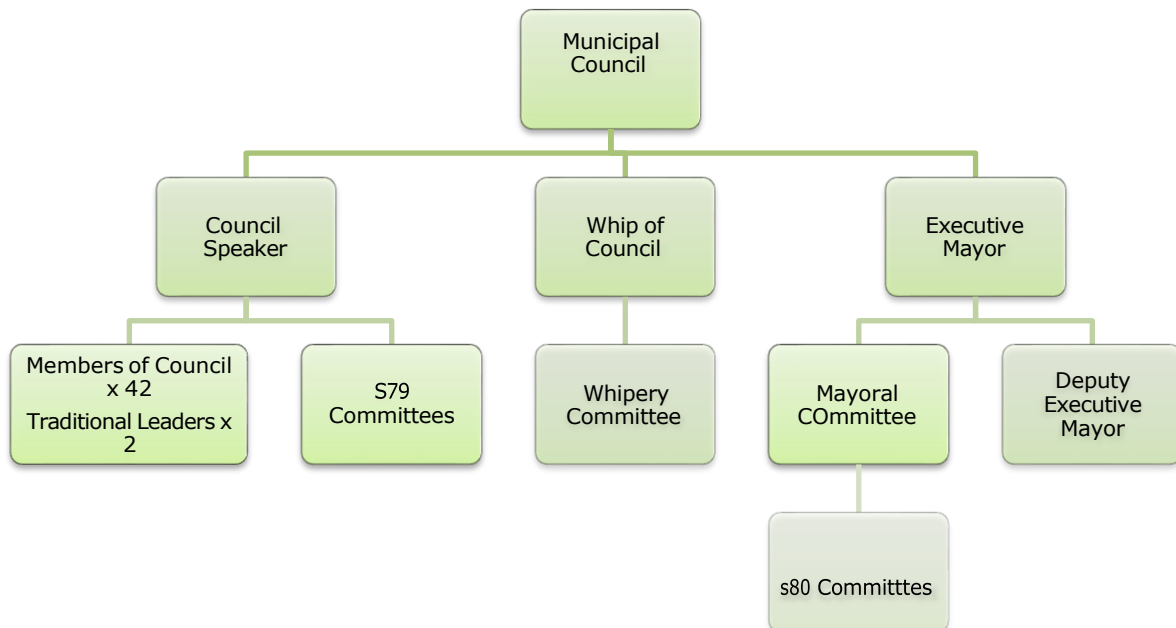
Powers And Function	ANDM	NLM	ULM	MLM	WMM LM
Water Service Authority and Provision (Water Services Act)	ANDM	ANDM	ANDM	ANDM	ANDM
Portable Water Supply	ANDM	ANDM	ANDM	ANDM	ANDM
Sanitation	ANDM	ANDM	ANDM	ANDM	ANDM
Waster Treatment Works Infrastructure	ANDM	ANDM	ANDM	ANDM	ANDM
Waste Water Management	ANDM	ANDM	ANDM	ANDM	ANDM
Electricity supply	No	Eskom	ULM	MLM	WMM LM
Solid Water Disposal	No	NLM	ULM	MLM	WMM LM

Access Roads	No	NLM	ULM	MLM	WMM LM
District Road Infrastructure	No	DoT	DoT	DoT	DoT
Municipal Environmental Health Services	ANDM	ANDM	ANDM	ANDM	ANDM
Municipal airports serving the area of the District Municipality as a whole	No	NLM	ULM	MLM	WMM LM
firefighting Services	ANDM	ANDM	ANDM	ANDM/MLM	ANDM
The establishment, conduct and control of cemeteries and crematoria serving the area of a major proportion of the Municipalities in the District	No	NLM	ULM	MLM	WMM LM
Promotion of local tourism for the area of the District Municipality		NLM/ANDM	ULM/ANDM	MLM/ANDM	WMM LM/ANDM

4.2.2. Municipal Structures

Alfred Nzo District Municipality (ANDM) is a category C municipality with a Mayoral Executive system as contemplated in sections 7 and 9 of the Local Government: Municipal Structures Act, Act 117 of 1998 as amended. Furthermore, the District Institutional arrangement is divided in two whereby there is Political Structure and Administration.

4.2.2.1. Political Structure



4.2.2.1.1. Political Support Structures

a. **Mayoral Committee which is headed by the Executive Mayor.**

To perform its duties, the Mayoral Committee is assisted by Portfolio Committees appointed in terms of Section 80 of the Municipal Structures Act of 1998. The Section 80 Committees are headed by Members of the Mayoral Committee (MMCs). Portfolio Committees are structured as follows:

Portfolio Committee	Functions
Infrastructure Planning and Development	<ol style="list-style-type: none"> 1. Water Services Authority 2. Project Management Unit 3. Institutional Social Development (ISD)
Water Services Provision and Conservation	<ol style="list-style-type: none"> 1. Water Service Provision 2. Water Conservation and Demand Management. 3. Building Maintenance and EPWP
Planning Economic Development	<ol style="list-style-type: none"> 1. Local Economic Development 2. Town and Regional Planning 3. SMME Development
Community Development Services	<ol style="list-style-type: none"> 1. Disaster Management 2. Fire & Rescue Services 3. Municipal Health Services 4. Customer Care
Budget and Treasury	<ol style="list-style-type: none"> 1. Budgeting and reporting 2. Supply Chain Management 3. Revenue management
Corporate Services	<ol style="list-style-type: none"> 1. Human Resource and Development 2. Information and Communication Technology. 3. Administration and Auxiliary Services
Monitoring and Evaluation	<ol style="list-style-type: none"> 1. IDP and Performance 2. Risk Management 3. IA 4. Council and Whip Support Services 5. Executive Mayor's Office 6. Governance and Compliance 7. Legal 8. Environmental Management and Compliance
Communications and Mayoral Affairs	<ol style="list-style-type: none"> 1. Special Programmes Unit 2. Communications 3. Mayoral Affairs Services

b. **S79 Committees**

These are oversight committees established in terms of Section 79 of the Municipal Structures Act of 1998.

- i. Rules and Ethics Committee
- ii. Municipal Public Accounts Committee (MPAC)
- iii. Women's Caucus
- iv. ICT Governance Committee

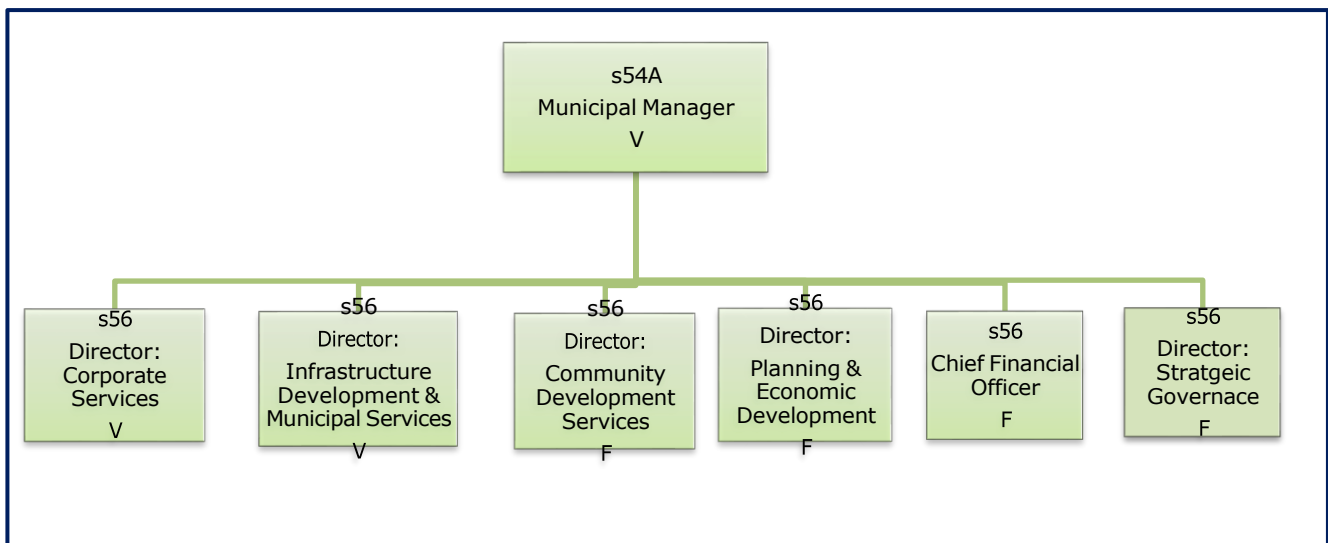
- v. Appeals Committee
- vi. Public Participation and Petitions Committee

c. **Audit and Performance Committee**

Council has also appointed an Audit and Performance Committee in terms of Section 166 of the MFMA which is an independent advisory committee of Council.

4.2.3. Municipal Top Administrative Structure (Macro)

The municipal Macro structure is composed of the Accounting Officer (MM) appointed in terms of s55 of the Local Government: Municipal Systems Act, 32 of 2000 as amended and Directors appointed in terms of s56 of the same act. These functionaries are appointed by Council to lead specific directorates/departments within the municipality. Senior Management is comprised of the Municipal Manager, Directors, Chief Audit Executive, Head of Communications, Manager: Legal Services, Chief Risk Officer and Chief of Staff to the Executive Mayor. Senior Management meet weekly and full management quarterly while departmental meetings sit monthly. These meetings amongst other things prepare for Portfolio Committee Meetings, Mayoral Committee and Council Meetings. Municipal Manager, Senior Managers sign Performance Agreements annually as commitment for attainment of IDP Strategic goals and objectives which linked to SDBIP (Annual Plan). Organizational Macro structure is presented below:



4.2.4. Staff Establishment

Alfred Nzo District Municipality recognizes human capital planning as a critical sector plan of the Integrated Development Plan (IDP) for attainment of the municipal vision. It is against this conviction

that the municipality views it necessary to ensure that Staff Establishment is reviewed on annual basis and adopted concurrently with the IDP and Budget. Moreover, Staff Establishment has cost implications which must be Recognised by the budget and alignment thereof remains necessary.

ANDM as part of planning procedures for 2025/2026 financial period performed assessment of short to medium strategic and operational objectives and has developed Staff Establishment would satisfy the functional needs of the institution. A full Staff Establishment as approved by Council was prepared and approved by Council, submitted to the MEC (CoGTA) in the province for comments as required by Local Government: Municipal Staff Regulations. The district has a functional District Job Evaluation Unit (DJEU) which reviews Job Descriptions for all local municipalities and the district as part of Job evaluation process. The municipality has been receiving Job Evaluation outcomes from provincial Audit Committee all such reports have been implemented without hesitation. Detailed Staff Establishment as approved by Council is attached.

4.2.4.1. Objects of Local Government

The objects of Local government as enshrined in chapter seven (7) of the Constitution of the Republic of South Africa, 1996, section 152 are as follows:

- (a) To provide a 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 health and safety environment; and
- (e) To encourage the involvement of communities and community organizations in the matters of local government. Alfred Nzo District Municipality remains committed within its financial and administrative capacity, to develop and maintain Staff Establishment that ensures achievement of the municipal objectives and aligned with Integrated Development Plan (IDP).

4.2.4.2. Distribution of Personnel according to KPAs

This chapter serves to align the ANDM Staff Establishment (MSA, 32 of 2000 s66) aligned with **Powers and Functions** of the municipality and **IDP** (strategic Trust) for effective execution of its legislated mandate. In terms of regulation 5 (2) of **Local Government: Municipal Staff Regulations issued on the 20 September 2021 (No. 45181)**, stipulate four key dimensions of organizational design metrics to be complied by a municipality when determining Staff Establishment.

Dimension		Category C
Structural Layers		<ul style="list-style-type: none"> Five to Six (5-6) layers
Structural Shape		<ul style="list-style-type: none"> Strategic: 1% Managerial: 5%-15% Specialist: 30%-55% Operational 15%-30%
Span of Control		<ul style="list-style-type: none"> Municipal Manager: 6-8 Directors: 5-6 Divisional Managers: 4-5 Managers: 4-5 Supervisors: 9-12
Core to Support Employee ratio	<ul style="list-style-type: none"> Core to support employee ratio: 70:30 The ratio is based on the actual headcount & not roles. 	

The total number of posts as per staff establishment 2025/2026 (head count) is Six Hundred and Eighty-eight (688).

Name of the Department	Total Number of Posts Per Staff Complement
Planning and Economic Development	17
Corporate Services	57
Office of the Municipal Manager	89
Budget and Treasury Office	113
Community Development Services	146
Infrastructure Development and Municipal Services	266

Basic Service Delivery and Infrastructure

Function Description	Staff Complement	%
Core mandate	392	56.97%

Local Economic Development

Function Description	Staff Complement	%
Core Mandate	10	1%

Spatial Planning

Function Description	Staff Complement	%
Core Mandate	06	1%

Good Governance and Public Participation

Function Description	Staff Complement	%
Support	35	5%

Financial Viability

Function Description	Staff Complement	%
Support	106	15%

Municipal Transformation and Institutional Development

Function Description	Staff Complement	%
Support	119	17.0%

4.2.4.3. Staff Distribution Matrix

ANDM Staff Establishment (MSA, 32 of 2000 s66) aligned with **Powers and Functions** of the municipality and **IDP** (strategic Trust) for effective execution of its legislated mandate. In terms of regulation 5 (2) of **Local Government: Municipal Staff Regulations issued on the 20 September 2021 (No. 45181)**, stipulate four key dimensions of organizational design metrics to be complied by a municipality when determining Staff Establishment.

KPA	No. of post	%
Function	Core function	
Basic Service Delivery	343	56%
Local Economic Development	08	1%
Spatial Planning	06	1%
Total Core Function	357	58%
Function	Support Function	
Good Governance and Public Participation	34	5%
Financial Viability	93	15%
Municipal Institutional Development and Transformation	130	21%
Total Support	257	42%
Total	614	100%

4.2.4.4. Staff Distribution Matrix Core to Support ration analysis

The analysis of personnel distribution according to Core and Support revealed that ANDM is currently at **58:42** as opposed to the required ratio of **70:30**. This remains a very critical element is determining capabilities of the municipality to deliver services to the community. This clear directing the municipality

To direct human capital to service delivery departments than support departments. This is priority of Council in terms of s 152 of the Constitution (1996) and no compromise should be taken.

4.2.4.5. Staff Establishment financial implications

It shall be noted that financial implications currently demonstrate that the municipality’s employee costs have reached maximum allowable financial ratios and norms as stipulated on the MFMA circular 71. The 2023/2024 Council approved adjusted budget indicate **39%** which is inclusive of possible salary increments and any applicable adjustments in the local government sector. The **39%** is exclusive of possible annual increment and other current demands on car allowances.

4.2.4.6. Vacancy Rate

The table below shows an approximation of vacant posts per department, though this remains a moving target due to ongoing recruitment and resignations.

Legendry

F	Filled
V	Vacant

Office of the Municipal Manager		Infrastructure Development Services		Community Development Services		Budget and Treasury Office		Planning & Economic Development		Corporate Services	
F	V	F	V	F	V	F	V	F	V	F	V
64	09	208	50	126	19	85	14	13	03	53	08

4.2.5. Municipal departments

The municipality has been structured in terms of six (6) departments linked to National Key Performance Areas (NKPAs). These departments are structured in terms of different functions in terms of Schedule 4 and 5 part B of the Constitution (1996). The municipality on an annual basis review the IDP, perform budget planning, review IDP sector plans and policies based on the specific functions of the municipality.

Department	Functions
Infrastructure Development & Municipal Services (IDMS)	
1. Responsible for Water and Sanitation Services 2. Water Conservation and Demand Management. 3. Maintenance of Water Schemes (WTW & WWTW) 4. Provision if Institutional Social Development (ISD).	
Community Development Services	

<ol style="list-style-type: none"> 1. Disaster and Risk Management 2. Fire & Rescue Services 3. Responsible for Municipal Environmental Health Services.
Planning & Economic Development
<ol style="list-style-type: none"> 1. Responsible Agriculture & forestry development 2. Manages Geographical Institutional Spatial (GIS) system 3. Responsible for manufacturing and trade 4. Responsible for development of trade and business services 5. Spatial Development Framework and Land Use management
Budget & Treasury Office
<ol style="list-style-type: none"> 1. Responsible for Budgeting and Reporting 2. Consolidation of Annual Financial Statements 3. Revenue Collection, Debt Management 4. Manages lease and all municipal assets 5. Employee benefits 6. Financial disclosures 7. General financial governance
Corporate Services
<ol style="list-style-type: none"> 1. Staff provisioning, conditions of service & employment equity 2. Training and development 3. Employee Wellness and Labour Relations 4. Institutional memory & Security management procedures 5. Provides legal support and advise 6. Individual PMS 7. External Bursary 8. Provision of Information and Communication Technology 9. POPIA and Anti-Cybersecurity procedures
Office of the Municipal Manager
<ol style="list-style-type: none"> 1. Responsible for development of IDP and monitoring and reporting on organizational performance. 2. Responsible for Risk management 3. Internal Audit 4. Design and implementation of IGR framework 5. Coordination of share services with LMs 6. Compilation of SDBIP 7. Compilation of the Annual Report 8. Administrative support to Council and Council Committees. 9. Administrative support to assurance establishments 10. Environmental management and Compliance 11. Monitor compliance to Blue and Green Drop 12. Legal services 13. Administrative support to Political Office Bearers (PoB) 14. SPU and Youth development 15. Management of Thusong Centers, museum, arts and culture.

4.2.6. Human capital Development Strategies and Polices

The municipality commissioned Work-Study process aimed at determining efficacy of the current Staff Establishment for the municipality to fully deliver on its mandate. This process included mapping of current Staff Establishment with powers and function of the municipality, vigorous consultation with departments and stakeholders to gather necessary information to allow proper analysis and conclusion.

However, the Municipal Manager is duty bound to ensure that Staff Establishment is developed together with IDP and aligned to budget and comply with MFMA circular 71 and other relevant prescripts. Work-Study report was presented to Council and adopted. This process led to review of Staff Establishment from informed position. This process led to rationalization of functions, new positions created, more capacity created on key service delivery functions.

Moreover, Human Resource Development Strategy developed was reviewed in line with municipal priorities, strategic goals and objectives as stated in the IDP review for 2025/2026 to support a holistic approach to human resource training and development. The HRD Strategy aims at regulating the development of competencies of staff through education, training and development. ANDM has acknowledged that shortage of certain skills remain as a critical challenge as a result internet ion programmes to address the problem of skills shortage in the district will be explored for effective implementation, among other activities is Learnership, skills programmes, Recognition of Prior Learning (RPL), Internships and bursaries, specialized training to support relevant sectors and local organizations. The strategy seeks to address the institutional requirements and challenges in the short, medium and long term in response to the long-term development goals of the Council. The strategy seeks to address the institutional requirements and challenges in the short, medium and long term. This strategy will be reviewed annually to maintain alignment with the IDP.

4.2.7. Skills Development Plan

ANDM has reviewed and approved a Workplace Skills Plan for the 2025/2026. The Workplace Skills Plan is developed and approved annually and submitted to LGSETA .The plan identifies training needs aligned to the scarce skills and IDP implementation processes. The municipality has a skills development function charged with a responsibility to provide accredited trainings and capacity building programs to employees of all municipalities, Councillors and the community members. This service is provided with due adherence to the Skills Development Act No. 97 of 1998, Skills development LEVY act 6 OF 1999, and Employee Equity act No 55 of 1998, and South African Qualification Authority Act No. 58 of 1995.

The Skills Development Unity is fully operational with all required personnel. Training committee is functional effective and meet quarterly and as when there is urgent matter/s. This committee deals with all training matters including implementing all training recommendations. The criteria which are followed by the committee for selection of candidates and trainees include needs skills audit, analysis, prioritization and approval by the committee. The committee also plays an effective role when it comes to compliance is adhere to by monitoring and oversight of training plan. The District implemented various training plans which focused on customer care, governance, financial management, management development programme and leadership, municipal governance, specialized technical skills, life skills, legal, LED and planning, Occupational Health and safety, administration, project management and computer literacy.

4.2.8. Employment Equity Plan (EEP)

According to section 19 (1) of the employment equity Act, a designated employer must conduct an analysis as prescribed, of its employment policies, practices, procedures and work environment in order to identify employment barriers, which adversely affect people from designated groups.

In order to conduct an analysis of policies, procedures and or practice, barriers are identified so that recruitment process respond to affirmative action measures established to address barriers.

Advertisement of vacancies to be linked to Employment Equity and gender and to be placed as widely as possible to ensure maximum access by the designated groups (within the financial means of the municipality).

Section 19(2) of the EEA requires that a designated employer must include a profile, as prescribed of the designated employer's workforce within each occupation level in order to determine the degree on under-representation of the people from designated groups in various occupational levels in that employer's workforce.

The Employment Equity Plan (EEP) was reviewed in preparations for 2025/2026 financial year with the support from Department of Employment and Labour (DEL). The reviewed plan was submitted to DEL online platform in order to update older version. The municipality understands that this is five year plan but as municipal culture all IDP sectors plans are reviewed annually with or without changes. Employment Equity requirements are implemented through continuous assessment and improvement in employment equity and reports are provided to Council constantly and the DEL for monitoring. Employment Equity Committee further resolved that there should be one (1) representative of the committee during shortlisting and interview sessions to observe proceedings and predicaments confronting implementation of the plan.

4.2.9. Employment Equity Plan (EEP)

Council approved recruitment selection and appointment policy. The overall aim of the recruitment, selection and appointment process is to attract, obtain and retain people with required competencies at minimum cost in order to satisfy the Human Resources needs of the Council. The policy is aimed at giving effect to the Affirmative Action Policy Principles and adheres to the Employment Equity Act and the Labour Relations Act 66 of 1995. The policy covers fair and equitable recruitment, recruitment processes, recruitment procedure, selection and appointment process, as well as screening.

4.2.10. Scarce Skills Retention Plan

The municipality has reviewed and approved Scarce Skills Retention Plan (strategy) and policy simultaneously. The policy seeks to define and identify scarce skills in the context of ANDM. The

Purpose of the policy is to provide suitable incentives and recognition to staff in order to facilitate the provision of a working environment which is conducive to meeting the needs of staff and which will ensure that required talent is sourced, acknowledged and retained. Moreover, the policy establishes a committee comprised of functionaries to handle and adjudicate on different cases of retention procedures. The identified scarce and critical skills include the following:

Scarce Skills:

- a. Infrastructure planning and assets management
- b. Water services and Process Control
- c. Municipal finance
- d. Town and Regional Planning
- e. Internal Audit and Risk management
- f. Environmental Management and Compliance
- g. Civil engineering

4.2.11. Career management and Succession Planning

The municipality has reviewed and approved career management and Succession Planning policy. The policy asserts that incumbent and immediate Supervisors/Managers are required to implement career assessment through action plan to identified employees with potential. Career assessment will help in identifying skills gaps, and gaps in experience in order to determine the necessary steps to be taken, which will ensure that these incumbents achieve the necessary skills and experience necessary, to be able to be eligible for future positions of this nature. Training interventions and Formal Personal Development Plans are established and incorporated into the Performance Management System of the municipality thereby ensuring every effort is made towards realizing these aspirations and potential.

4.2.12. Integrated Employee Assistance Program

The municipality adopted integrated Employee Assistance Program which is inclusive of Wellness program of the municipality. The policy is a demonstration of commitment from the employer to look after the physical, emotional, psychological and social well-being of its employees. To this end, an Employee Assistance Programme (EAP). The municipality established a wellness committee which in the main focuses on quarterly Employee Wellness program which ranges from Sport activities, medical assessments, debt counselling and psychological support programmes and cultural diversity activities.

4.2.13. Occupational Health and Safety

The municipality reviewed and approved Occupational Health and Safety Policy in line with Occupational Health and Safety Act, No. 85 of 1993. The municipality is committed to the safety of all its customers and employees and considers that in all circumstances safety is critical to the well-being of its customers and employees. It is the aim of the policy to prevent as far as possible any accident or

injury to customers or employees. The District will strive at all times to improve safety conditions and handling methods in consultation with its customers and employees. This will be achieved through adherence to policy, occupational safety and health policy imperatives. The municipality has dedicated functionaries within the approved Staff Establishment focusing on monthly assessments of all municipal facilities including Water Treatment Works and vehicles to ensure compliance. The OHS Representatives have been appointed in all work sites and institutional OHS Committee has been established. OHS functionaries issue compliance notices to the implicated departments as and when transgression are identified.

4.2.14. Employer/ Employee Relations

The municipality has a fully functional Labour Relations function within Corporate Services department. Labour Relations function is responsible for counselling both employer and employee on matters with potential to strengthen relations and potential disputes. The municipality has a functional Local Labour Forum established in terms of the Main Collective Agreement which meets monthly and postponements are agreed to through signed agreement by parties. The municipality has two trade unions SAMWU and IMATU and they proportionally represented in the LLF with SAMWU as majority.

4.2.15. Declaration of Financial Interests by Senior Management

The municipality remains committed to promoting transparency and ethical conduct among its leadership. In compliance with the Municipal Systems Act and related regulations, all senior managers are required to complete and submit their annual financial disclosures during the Individual Performance Management System (IPMS) process. As part of this process, an annexure is provided for officials to declare their financial interests, directorships, partnerships, and other relevant information to prevent any potential conflicts of interest. These disclosures are submitted to the Office of the Municipal Manager and Corporate Services for verification and safe record-keeping, ensuring that the municipality upholds the principles of accountability and good governance.

4.2.16. Legal Services

ANDM has a fully-fledged Legal Services function within the Office of the Municipal Manager. The municipality has approved Litigation Management Policy and Strategy and supporting Standard Operating Procedures (SoPs). Legal Services function deals with the development of contracts, service level agreement, legal compliance, monitoring the progress of litigations and provides legal advice to Council. External service providers deal with the litigations while the internal legal services section monitor progress of litigations.

4.3. Intergovernmental Relations

The municipality has a responsibility to coordinate government entities with the district for effective

planning and reporting to communities and also to ensure that government efforts are complimentary other than duplication. This is in line with Intergovernmental relations Framework Act, No. 13 of 2005. The municipality adopted IGR policy and framework in line with the Act. Moreover, Necessary political and technical structures have been established and remain functional. The following structures are function within the district with the exception of District APC forum (DAPCF) which has not yet been formalized.

a. **District Mayor's Forum (DIMAFO)** – District Mayor's forum was established at political level led by the Executive Mayor. This structure convenes on quarterly basis and as and when there are urgent matters. DIMAFO is charged with a responsibility to address service delivery planning and provision matters and design system of cooperation of issues on common interest.

b. **District Speaker's Forum (DSF)** – This structure is convened quarterly and as when there are urgent matters. This forum is charged with responsibility to discuss matters that relate to public participation, partitions and general involvement of citizens in the overall systems of governance for advancement of democracy.

c. **District Whip's Forum (DWF)** – This structure is convened quarterly and as when there are urgent matters. This forum is charged with responsibility to discuss matters that relate to involvement of party represented in Councils on driving the vision of the municipality and general consensus on policy positions and program of the municipality.

d. **Cluster/ Sector Fora** – These structures are convened by MMCs of different portfolios and charged with a responsibility to discuss areas of common interest and shared services.

e. **Technical Fora** – these structures are categorized in in to two forms – (1) MM's forum and (2) Sector technical forum. They serve as service delivery and shared services design instruments to inform political fora sessions.

f. **District Assurance Bodies Forum (DMPACF and DAPCF)** – These fora share experiences on improvement of systems of Good Governance and re-modelling of systems to secure public confidence to the government of the day. These fora are established through a district coordination process. The District MPAC forum is led by the ANDM MPAC Chairperson. The District Audit and performance Committee Forum has just been predated as new structure to be established by CoGTA and Treasury though not formalized yet.

h. **Provincial fora** – The municipality participate in numerous provincial for a like Premier's Intergovernmental Forum, Political MuniMEC and related platforms aimed as coordinating the work of government in the province from different work spaces and sector. The municipality also partake in all IGR platforms convened by SALGA in the province.

4.4. **District Development Model (DDM)**

As part of its integrated planning approach, Alfred Nzo District Municipality continues to strengthen implementation of the District Development Model (DDM), which is a whole-of-government and whole-of-society approach to coordinated planning, budgeting, and delivery. The DDM aims to improve coherence, integration, and impact of government service delivery at the district level.

The DDM is anchored in the White Paper on Local Government (1998), which defines developmental local government as being committed to working with communities and stakeholders to find sustainable ways to meet social, economic, and material needs. The DDM thus provides a concrete Intergovernmental Relations (IGR) mechanism to facilitate planning and implementation across the three spheres of government under a unified One Plan and One Budget framework.

To this end, the Alfred Nzo District Municipality has established four DDM Work streams, each tasked with advancing key developmental priorities:

Economic Development Work stream

Focus: Promote local economic growth, stimulate investment, support SMMEs, and advance job creation strategies across sectors such as tourism, agriculture, and manufacturing.

Good Governance and Finance Work stream

Focus: Strengthen accountability, institutional capacity, audit compliance, financial sustainability, anti-corruption measures, and performance management systems.

Infrastructure Work stream

Focus: Coordinate bulk infrastructure development including water, sanitation, energy, and transport and ICT infrastructure; address backlogs and promote infrastructure-led development.

People Development and Demographics Work stream

Focus: Address social transformation, human development, health, education, skills development, youth and gender empowerment, and population trends influencing service demand.

Each of these work streams is composed of representatives from relevant sector departments, SOEs, local municipalities, and civil society, operating in coordination with the district planning unit.

A Draft Reviewed DDM “One Plan” has already been developed and tabled to Council alongside the 2025/26 Draft IDP. The full DDM One Plan document is annexed to the IDP as a separate submission, reflecting alignment between national priorities, provincial programmes, and local implementation realities.

As part of its commitment to monitoring progress and ensuring implementation fidelity, the municipality, through the DDM coordination team, is planning on-site monitoring visits to key catalytic projects

identified in the DDM One Plan. These projects are vital for unlocking growth, transforming spatial inequalities, and building infrastructure resilience across the district.

4.4.1. CATALYTIC PROJECTS ALIGNED WITH THE PROVINCIAL MEDIUM TERM DEVELOPMENT FRAMEWORK 2025-2027

NAME OF THE PROJECT	PROJECT DESCRIPTION	LOCAL MUNICIPALITY	WARD	BUDGET
ALFRED NZO DISTRICT MUNICIPALITY				
Greater Mbizana Water Scheme	Water Reticulation	WMMLM	WMMLM	R22 million
Agro- Processing (Farmer Production Support Unit)	Economic positioning	All ANDM locals	All ANDM locals	R3 million
N2 wild coast road – Mtentu	Infrastructure	WMMLM	WMMLM	-
Dundee Rural Precinct Development PPP Project	Economic positioning	Umzimvubu LM	Umzimvubu LM	-
Ntabankulu Agro Processing Hub	Economic positioning	Ntabankulu LM	Ntabankulu LM	-
Bizana Trade Market Square	Economic Positioning	WMMLM	Ward 01	R35 000 000
GBS Manufacturing Hubs	Manufacturing	WMMLM	Wards 08, 16, 31	R59 657 842,00
Agro-Processing (Izinini Forest Development)	Agriculture	WMMLM	ward 07	R50 000 000
Agro- Processing (Farmer Production Support Unit)	Agriculture	WMMLM	Ward 31	R40 000 000
Mzamba gateway center	Tourism	WMMLM	ward 24	R10 000 000,00
OR Tambo Heritage Route	Tourism	WMMLM	Wards 04, 05,22, 11, 14	R15 000 000
Ludeke dam	Tourism	WMMLM	ward 04	120 000 000
Skhomba, Mnyameni and Mthentu tourism chalets	Tourism	WMMLM	Bizana Coastal line	R12 000 000
WINNIE MADIKIZELA-MANDELA LOCAL MUNICIPALITY				
Mixed-Use and Middle-Income Township Establishments	Planning and Human Settlements	WMMLM	Ward 01	50 000 000
Mzamba Beach Infrastructure development	Tourism	WMMLM	Ward 25	3 000 000
Redoubt Precinct Plan	Planning	WMMLM	Ward 18, 20	8 500 000
Revitalization of nurseries, parks	Environment	WMMLM	Ward 01	18 000 000

including outdoor gymnasium for Mbizana town library and Mphuthumi Mafumbatha stadium				
Working for the Coast	Environment	WMMLM	Ward 24, 25, 28	20 000 000
Waste Minimization and Recycling Initiatives	Environment	WMMLM	WMMLM	10 000 000
Majazi Landfill site	Environment	WMMLM	Ward 07	25 000 000
Mbizana Regional Landfill Site and Waste to Energy Project	Environment	WMMLM	ward 31 and 04	30 000 000
Rehabilitation of Impacted Ecosystems, Alien Invasive Plant Control and Charcoal Project	Environment	WMMLM	wards - 16, 22, 23, 24, 25 and 28	20 000 000
N2 WILD COAST ROAD – MTENTU	infrastructure	WMMLM	WMMLM	
CONTRACT NRA X003-071-2024/1 FOR THE ROUTINE ROAD MAINTENANCE OF NATIONAL ROUTE R61 SECTION 8EX FROM KM 0 TO SECTION10 KM 80.54 AND NATIONAL ROUTE N2 SECTION 20 KM 0 TO 37.4	Infrastructure	WMMLM	WMMLM	
WMMLM INFRASTRUCTURE MASTER PLAN	Infrastructure	WMMLM	WMMLM	
Revenue Enhancement	Finance	WMMLM	WMMLM	R947 700
PMS Implementation	Governance	WMMLM	WMMLM	R102 292
AIP Implementation	Governance	WMMLM	WMMLM	R5 700 000
Strengthen ICT Systems	Information systems	WMMLM	WMMLM	R19 000 000

GRAP compliant annual financial statements	Finance	WMMLM	WMMLM	-
Training of councilors on Oversight and Petitions Handling	Governance	WMMLM	WMMLM	-
MATATIELE LOCAL MUNICIPALITY				
Matatiele Nature Reserve	tourism	Matatiele LM	28°47'26.74"E 30°18'6.16"S	R10 500 000,00
Ongeluksnek Nature Reserve	tourism	Matatiele LM	28°21'56.59"E 30°19'46.98"S	R10 000 000,00
Mehlodong Hiking Trail	tourism	Matatiele LM	28°36'35.9"E 30°10'21.51"S	R3 500 00,000
Matatiele Mountain Lake	tourism	Matatiele LM	28°48'27.477"E 30°23'53.763"S	R1 000 000,00
Airstrip/ Airport	transport	Matatiele LM	28°47'36.35"E 30°19'17.98"S	R10 Billion
Matatiele Tax Rank	transport	Matatiele LM	Matatiele LM	R5 000 000,00
Matatiele Botanical Garden & Parks	tourism	Matatiele LM	Matatiele LM	R500 000,00
Agri-Parks Programme	Agriculture	Matatiele LM	Matatiele LM	R15 000 000,00
Township Establishment Matatiele & Cedarville	Human settlements	Matatiele LM	30.327242°S 28.797323°E 30.384247°S 29.034087°E	R50 000 000,00
Matatiele Fresh Produce Market and Silo Facility	Agriculture	Matatiele LM	28°48'6.303"E 30°20'2.765"S	R60 000 000.00
Matatiele Fresh Produce Market and Silo Facility (Renewable Energy Project)	Agriculture	Matatiele LM	28°48'36.333"E 30°20'0.265"S	R60 000.00
Matatiele shopping Mall	finance	Matatiele LM	28°47'48.023"E 30°19'37.047"S	R10 000 000,00
Mixed Use Development	Finance	Matatiele LM	30.351588°S 28.846747°E	R8 000 000,00
Zone center	Manufacturing	Matatiele LM	Matatiele LM	R1 000 000,00
Zone Centers (Pontseng)	Manufacturing	Matatiele LM	Matatiele LM	R1 000 000,00

Zone centers (Mangolong)	Manufacturing	Matatiele LM	Matatiele LM	R1 000 000,00
Zone centers	Manufacturing	Matatiele LM	Matatiele LM	R1 000 000,00
Matatiele cropping programme	Agriculture	Matatiele LM	Matatiele LM	R20 000 000.00
Maluti trading hub & taxi rank	Finance	Matatiele LM	Matatiele LM	R50 000 000. 00
Upgrading of mountain lake road and mountain lake chalets	Tourism	Matatiele LM	28°48'27.477"E 30°23'53.763"S	R50 million

NTABANKULU LOCAL MUNICIPALITY

Ntabankulu Agricultural College	Agro - processing and Skills Development Centre	Ntabankulu LM	Lat: 30°56'48.25"S Lon:29°18'10.85"E	R530 M
Ntabankulu Trade Port	Economic hub for trading of SMMEs	Ntabankulu LM	Lat: 30°57'6.37"S Lon: 29°18'9.19"E	R15M
Ntabankulu Dam Development	Tourism	Ntabankulu LM	Lat: 30°58'57.34"S Lon: 29°19'33.77"E	R50 M
Development of Social Housing in Extension 7, Ntabankulu	Spatial Planning and Development	Ntabankulu LM	Lat: 30°56'53.10"S Long: 29°18'0.49"E	R50M
Upgrading of Silver City Informal Settlements Extension 7	Spatial Planning and Development	Ntabankulu LM	Lat: 30°56'56.12"S Long: 29°18'0.22"E	-
Development of Shopping Complex on Erf 52	Spatial Planning and Development Section	Ntabankulu LM	30°57'24.42"S 29°18'9.71"E	-
Development of complex and filling station on Erven 254 and 2138	-	Ntabankulu LM	30°57'6.54"S 29°18'15.52"E	-

UMZIMVUBU LOCAL MUNICIPALITY

Waste Separation Centre (CE)	Waste	Mt. Frere	Umzimvubu LM	14 million
KwaBhaca Bus & Taxi Rank	Transport	KwaBhaca	Umzimvubu LM	130 million
Agro-processing hub	Agro-processing - crops	Mount Ayliff	Umzimvubu LM	72 million
KwaBhaca Trading Hub	Commerce	Umzimvubu	Umzimvubu LM	25 million
Peach processing hub	Agro-processing - fruit	Umzimvubu	Umzimvubu LM	15 million

Lugangeni Feedlot	Agriculture - livestock	Umzimvubu	Umzimvubu LM	50 million
Tourism Centre Ntenetyana Dam	Tourism	Umzimvubu	Umzimvubu LM	75 million
Ntsizwa Hiking Trails	Tourism	Umzimvubu	Umzimvubu LM	2 million
Mixed Use Development + Mall	Property	KwaBhaca	Umzimvubu LM	105 million
Middle Income Housing	Human Settlements	KwaBhaca	Umzimvubu LM	100 million

4.5. Fraud and Corruption Prevention Strategy

In South Africa fraud is commonly defined as the unlawful and intentional making of a misrepresentation which causes actual prejudice or which is potentially prejudicial to another. The Council reviewed and adopted Fraud and Corruption Strategy Policy and Strategy for 2025/2026 which is reviewed annually as per municipal culture. The aim of the policy is to ensure that the Council invests its efforts in preventing fraud and corruption, rather than only responding to it. The policy requires all role-players within the municipality and dealing with the municipality to refrain from committing fraud and other acts of dishonesty against the institution assist in the nurturing of a fraud free environment at the work place, maintain absolute integrity in all dealings with the institution, comply with all internal controls, adhere to the principles and directives of the Code of Conduct and the Code of Ethics and the law.

The municipality worked with Provincial Treasury, CoGTA and investigative agencies in institutionalizing Fraud and Corruption prevention plans within administrative systems.

The municipality identified and characterized the following Actions as constituting fraud and corruption.

- a. Embezzlement;
- b. Misappropriation;
- c. Theft;
- d. Falsification & Forgery;
- e. Overstatement of assets & income to conceal unauthorized transactions;
- f. Understatement of liabilities & expenses to conceal illegal transactions; or
- g. False and / or omitted disclosure,

The policy further seeks cooperation within the municipality and community at large of ensuring that its efforts to effectively combat fraud and corruption are a success. There is dedicated contact line for reporting such events while remaining anonymous if elect to be unknown whistleblower.

4.6. Institutional Policies

The municipality reviewed and adopted policy instruments to support and strengthen internal controls and improve operational efficiencies. The following polices have been reviewed and approved.

Policies	Policies	Policies	Policies
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13th cheque policy	Smoking policy	Auxiliary and Information Technology	Municipal Relations ad Agreements Policy
Acting allowance Policy	Unauthorized absence policy	Email and Internet User Policy	Youth Policy
Code of conduct policy	Retention policy	ICT Framework	HIV and Aids Policy and TB
Records Management policy	Employee assistance programme policy	Agricultural Development Policy	Gender Policy
Telephone and cell phone policy	Gift, favors or reward policy	SMME Policy	Children's Policy
occupational health and safety policy	Hours of work policy	Tourism and Heritage Development Policy	Disability Policy
Consuming of alcohol or any abusive drugs-substance policy	Housing rental policy	Vuka Alfred Nzo Funding Policy	Communication Policy
Death of staff member policy	Implementation of new policies & procedures	Manufacturing Development Policy	Public Participation and Petitions Policy
Promotion policy	SMME Policy	GIS Policy	Council Rules and Orders
Sexual harassment policy	Tourism Policy	Municipal meetings and procedures	Public Participation and Petitions Policy

4.7. Information Technology

The ICT strategy address all the challenges and the future plans, there is a disaster Recovery Plan in place and adopted by Council. There is an electronic records management system in place that is also used for achieving. There are systems in place and there are controls to ensure that there is security. All ICT policies were adopted by the Council and they are implemented accordingly.

4.8. Records Management and Archives Act

Alfred Nzo District Municipality recognizes the importance of sound records management in promoting transparency, accountability, good governance, and compliance with legislative frameworks. In alignment with the National Archives and Records Service of South Africa Act (Act No. 43 of 1996) and related prescripts, the municipality has implemented a comprehensive records management system that ensures the proper creation, maintenance, storage, and disposal of municipal records.

The municipality has established a dedicated Records and Archives Management Unit housed within the Administrative Support and Auxiliary Services Division. This unit is responsible for overseeing all records-related functions across the institution. It operates in accordance with approved file plans and records control schedules, ensuring that all documents are classified, stored, and retrieved in a manner that aligns with the requirements of the Act and its accompanying regulations.

To enhance the security, accessibility, and long-term preservation of critical information, the municipality has implemented an Electronic Records Management System (ERMS). This system facilitates the digital archiving of documents, including those that are manually generated, thereby creating a secure and searchable digital repository. All critical documents are scanned and uploaded into the ERMS before physical storage, ensuring both a digital backup and improved disaster recovery capability.

Access to these storage units is strictly controlled, with only authorized personnel permitted entry, and all

stored documents are indexed in accordance with approved classification systems for ease of retrieval and audit purposes.

Petitions Management System

The municipality has implemented a structured system for the channeling and management of petitions, which is administered through the Office of the Speaker. Community members, organizations, or stakeholders who wish to submit a petition must do so in writing, addressed to the Speaker of Council. Upon receipt, the petition is registered in the Petitions Register and acknowledged in writing. The Office of the Speaker then assesses the petition for validity and relevance, and formally refers it to the relevant portfolio committee for consideration and response.

A tracking mechanism is in place to monitor the progress and resolution of each petition, and feedback is provided to the petitioner within a reasonable timeframe. The system ensures transparency, accountability, and a participatory approach to governance by enabling citizens to raise concerns or issues in a formal and documented manner.

4.9. Corporate Services programs for 2025/26

Goal	Objective	Function	Funding Source	Location	Project	Budget
Goal 3: Implementation of ICT Strategy for effective service delivery	Objective 3: To provide reliable and efficient ICT services to achieve optimal service delivery	Renewed Licenses by 30 June 2026	ES	ANDM Main Office	ICT license\	2 300 000
		1 New ICT Community Centre Established By 30 June 2026	ES	Ntabankulu LM, Ward 5 Matshona	Establishment of ICT Centers	R500 000
		100% complete implementation of MCGICTPF Phase 3 by 30 June 2026	ES	ANDM Main Office	Implementation of MCGICTPF Phase 3 (Reviewal of BIA, DRP and BCP)	1 000 000
		1 ICT infrastructure upgraded by 30 June 2026	ES	ANDM main office and Satellite offices	ICT Infrastructure Upgrade	500 000
		1 Switch Installed by 30 June 2026	ES	Mount Frere DMC	DR Centre Establishment	150 000
		1 Customer Care System by 30 June 2026	Equitable Share	ANDM main office and Satellite offices	Customer Care System	800 000
		8 functional Community ICT Centers in all 4 local municipalities by 30th June 2026	Equitable Share	8 functional Community ICT Centers in all 4 local municipalities	Support & Maintenance of ICT Centers	200 000
		1 E- Recruitment System installed by 30 June 2026	Equitable Share	ANDM Main Office	E-Recruitment System	500 000
		1 E-tender System Installed by 30 June 2026	Equitable Share	ANDM Main Office	E-tender System	500 000

Goal 2: Institutional resilience and human capital development	Objective 2: To build and strengthen the administrative and institutional capability of the municipality by 2027	60 OHS inspections & Audits and 12 reports submitted by 30 June 2026	Equitable share	ANDM Main office and Satellite offices	Occupational Health & Safety	300 000
		Four (4) Employee Wellness awareness programmes conducted	Equitable share	ANDM Main office	Employee Wellness	500 000
		Permanent employees and five fixed term contract Managers evaluated in PMS by 30 June 2026	Equitable Share	ANDM Main office	Individually Municipal Performance Management System	515 000
		1 reviewed organogram sent to Council for adoption	Equitable share	ANDM Main office	Staff Establishment Review	0
		12 Local Labour Forum meetings organised	Equitable share	ANDM Main office	Organizing of LLF Meetings	0
		50 job descriptions evaluated	Equitable share	ANDM Main office	Job Evaluation	60 000
		60 training interventions implemented as per WSP	Equitable Share	ANDM	Skills Programme	1 450 000
		Monitoring of 8 current beneficiaries bursaries and awarding 4 new beneficiaries	Equitable share	ANDM	External Bursary	930 000
		Monitoring of 11 ISDG Interns for their road to registration as Professionals	GRANT	NT	ISDG Internship	4 540 962.44
		32 Employees assisted by Study Assistance Programme for furthering their studies at Institutions of Higher Learning	Equitable share	ANDM	Study Assistance Programme	500 000
		69 Municipal Sites provided with security guards	Equitable share	ANDM	Security Services	30 600 000
		05 Biometric devices installed at ANDM's Head Office and satellites.	Equitable Share	ANDM	Physical Access control	300 000

		80 CCTV Cameras installed at ANDM's Head Office and satellites.	Equitable share	ANDM	Security Infrastructure	500 000
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CHAPTER FIVE: SERVICE DELIVERY

5.1. Water Service Authority and Provider

ANDM is a Water Services Authority (WSA) and Water Services Provider (WSP) established in terms of Water Services Act, No.108 of 1997. A Water Service Authority, defined as any municipality responsible for ensuring access to water service in the Act, may perform the functions of a Water Service Provider, and may also form a joint venture with another water services institution to provide water services. ANDM adopted the internal mechanism of provision of water services in accordance with section 76 of the Municipal Systems Act, Act 32 of 2000. This was done after the municipality followed the processes as outline in section 78 of the same Act. In providing water services, a water services authority must prepare a water service development plan (WSDP) to ensure effective efficient, affordable and sustainable access to water services. The WSDP should be in line with the catchment management strategy of that water management area. The plan provides a linkage between water services provision and water resources management.

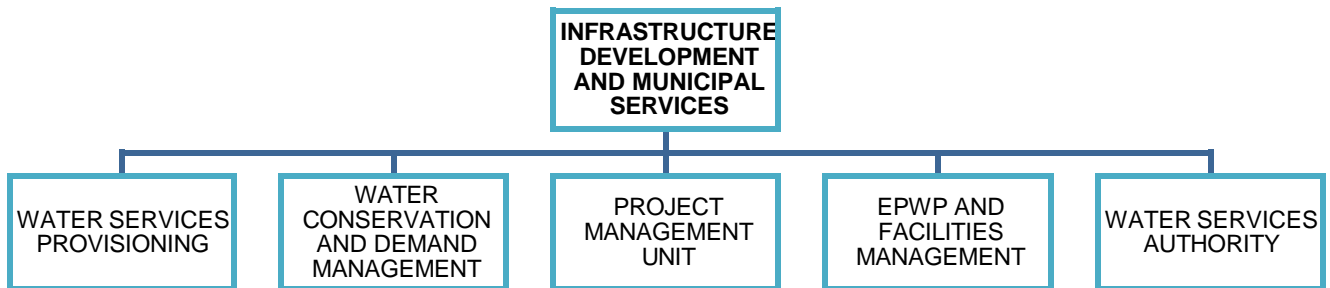
The main duty of a water service provider is to provide water services in accordance with the Constitution (1996), the Water Services Act and by-laws of the water services authority and in terms of any specific conditions set by the water services authority in a contract. The main objectives of the Water Services Act (Act 108 of 1997) incorporate providing for the right of access to basic water supply and sanitation necessary to secure sufficient water and an environment not harmful to human health or well-being. Act also establishes the institutional arrangements for water services provision, and sets out the responsibilities for each of the institutions.

ANDM is legally responsible for the provision of water supply and sanitation to the community within its area of jurisdiction as stipulated in the Water Services Act (Act 108 of 1997) and abstracts water from a number of surface and groundwater sources as provided for in the National Water Act (36 of 1998). Water Services Authority, Water Services Provision and Project Management development functions of the municipality currently resides within the Infrastructure Development and Planning Services (IDMS) department in oversight is structured in terms of two Portfolio Committees which separates Water Services Authority and Water Services Provider (WSP).

The Water Services Development Plan (WSDP) is a universal and broad infrastructure assessment and delivery plan to ensure that services are delivered as per the mandate of the municipality as a formal established WSA and WSP. A WSDP is a legal plan covering a 5-year planning horizon for water

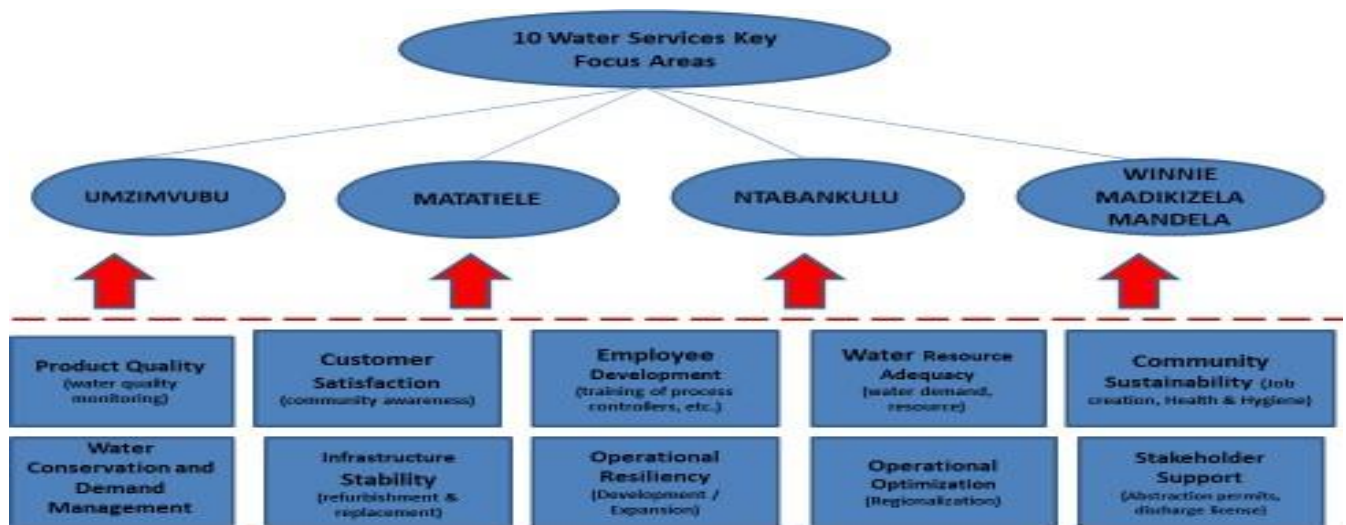
services. The WSDP also addresses institutional and financial aspects of the municipality, including the assurance of service delivery viability. ANDM WSDP has been reviewed with the support from Department of Water and Sanitation. The municipality has further reviewed Water and Sanitation Master

Plans which are key sector plans of the IDP. These plans give long-term projections for Water and Sanitation Demand informed Spatial Development frameworks of local municipalities and development plans of sector departments. The Infrastructure Development and Municipal Services department within the Municipality has 5 units:



Water Services Authority Unit

In terms of the Water Services Act, Act No. 108 of 1997, every water services authority has to all consumers to ensure efficient, affordable, economical and sustainable water services. This responsibility is subject to availability of resources. The WSA Unit is responsible for pre-engineering palming including compliance, technical reports and designs for projects. This unit is also responsible for developing water services bylaws, regulating access to water in an equitable way and ensure that the communities receive quality services. As a water services authority the municipality have the 10 key focus areas as stipulated below.



Roads Asset Management System

The WSA unit is also responsible for developing the Roads Asset Management System. The National Treasury, through the National Department of Transport, has allocated funding through the Rural Road Asset Management Systems Grant to the Alfred Nzo District Municipality. The strategic goal of the RRAMS Grant is to ensure efficient and effective investment in municipal streets through the development of a road asset management systems (RAMS) and the collection of associated road and bridge inventory data, condition assessments and traffic information. Improved data on municipal roads & streets will guide infrastructure investment, improve accessibility to rural communities and also the mobility of these communities.

Project Management Unit (PMU)

The Municipality is a recipient of 3 water services infrastructure grants, namely; Regional Bulk Infrastructure Grant (RBIG), Water Services Infrastructure Grant (WSIG) and Municipal Infrastructure Grant (MIG). These grants are used for the implementation of water and sanitation capital projects. The PMU is responsible in the main with implementation of new MIG projects that are under construction and handover to WSP unit for operations and maintenance procedures. The municipality also has an ISD unit that plays a critical role in the facilitation and monitoring of water and sanitation services between the WSA and the WSP. ISD Unit also assist in community mobilization and awareness on introduction of new projects and support Project Steering Committees. ANDM water supply is characterized by house and yard connections in the urban areas and RDP standard 200mm stand pipes) in the peri-urban and rural areas. However, the municipality will be implementing yard connections for all new projects that will commence in the 2025/2026 financial year in line with Department of Water and Sanitation norms and standards.

The Water Services Provisioning Unit under the IDMS department is responsible for providing potable water to the communities of the ANDM. This function entails operation and maintenance of water services infrastructure to ensure efficient and effective provision, monitoring of water quality, refurbishment, repairs, replacement, and rehabilitation of existing infrastructure. In line with MFMA Circular 51, the municipality budgets for repairs and maintenance to ensure compliance and sustainability of service delivery. The unit is also responsible for minimizing water losses, water interruptions, and sewer blockages. This is managed through external service providers for mechanical and electrical works, and internal capacity within all local municipalities, supported by Area Managers and their respective teams. ANDM teams deployed to local municipal areas work closely with local municipalities on the provision of services.

The municipality has since developed a profile of water schemes within the district and identified a number of schemes which are not reliable and dysfunctional. This process led to increase in the O&M budget in order to improve functionality of water schemes in the district. Moreover, the municipality has

accepted that Ntabankulu and Umzimvubu local municipalities continue to have water outages in some instances water rationing is implemented which frustrates communities. The genesis of the problem is on reliable water source which is under consideration by Department of Water and Sanitation (DWS).

Water Conservation and Demand Management Unit

The demand for water is growing due to communities no longer requiring water at RDP standards but at household or yard connections. This results in communities connecting illegal to the municipality's infrastructure and high non-revenue water which results to high water losses. The sustainability of our water resources is threatened both in terms of quantity and quality. Unless the current water usage pattern is changed, water demand will continue to exceed existing available water resources. This then necessitates the Municipality in strengthening its water conservation and demand management strategies. The WCDM is a unit in its establishment stages with only 3 personnel at the moment but intended to grow as the municipality's revenue collection increases. This unit is fundamental in promoting water use efficiency, giving emphasis to the effective management of water resources. It encompasses strategies and initiatives to manage and save water as to meet the demand as well as increase the Alfred Nzo District Municipality (ANDM) water revenue with the following programmes: Water leak detection, Replacements, Upgrading & Installation of new bulk water meters, Installations, Operation and Maintenance of Telemetry / Scada systems in the ANDM for monitoring of infrastructure, Installation of Pressure Valves, Isolation and Air Valves, etc.

EPWP and Facilities Management Unit

EPWP is among the government policies aiming to alleviate poverty. It aims to provide an income relief through temporary work for the unemployed to carry out social beneficial activities. This unit is responsible for ensuring that all projects implemented by the Municipality create employment opportunities which are reported to the Department of Public Works and Infrastructure so as to ensure more incentives for the Municipality through the incentive grant. The unit is also responsible for ensuring that all municipal buildings are compliant to Building Regulations as well as Health and safety Standards and Regulations.

The WSA Unit within IDMS is responsible for pre-engineering planning including compliance, technical reports and designs for projects. On the other side, WSP is responsible for Operations and Maintenance (O&M) of all water schemes. This is managed through external service providers for mechanical and electrical works and internal capacity with all local municipalities supported Area Managers and their respective teams. ANDM teams deployed to local municipal areas work with local municipalities on provision of services.

Project Management Unit is responsible in the main with implementation of new MIG projects that are under construction and handover to WSP for operations and maintenance procedures. The municipality

also has an ISD unit that plays a critical role in the facilitation and monitoring of water and sanitation services between the WSA and the WSP. ISD Unit also assist in community mobilization and awareness on introduction of new projects and support Project Steering Committees. ANDM water supply is characterized by house and yard connections in the urban areas and RDP standard 200m stand pipes) in the peri-urban and rural areas.

The municipality has since developed a profile of water schemes within the district and identified a number of schemes which are not reliable and dysfunctional. This process led to increase in the O&M budget in order to improve functionality of water schemes in the district. Moreover, the municipality has accepted that Ntabankulu and Umzimvubu local municipalities continue to have water outages in some instances water rationing is implemented which frustrates communities. The genesis of the problem is on reliable water source which is under consideration by Department of Water and Sanitation (DWS) as a responsible authority.

5.2. Water and Sanitation Backlogs

The Municipality has a challenge of huge water and sanitation backlogs. These are most high in the Ntabankulu and Winnie Madikizela Local Municipalities. In terms of its backlog eradication strategy the Municipality seeks to construct 4 dams across the 4 local municipalities. Whilst the WMMLM has a huge backlog in terms of the District, its resource has already been developed, which is the Ludeke Dam whilst other 3 local municipalities are still behind. The limiting factor for the municipality is the funding. Contributing to the huge backlogs, is what we term as “reverse backlogs”, wherein areas that already have infrastructure is nonfunctional due to challenges such as drying of ground water sources. This is why the municipality has opted for construction of dams, which are still at feasibility stage. This section details Water and Sanitation backlogs in the district which presents a very bad picture.

Table 1: Water Backlogs

Local Municipality	Total Households	WATER			
		Households		Percentage	
		Served	Unserved	Served	Unserved
Matatiele	56 865	44 362	12 506	78%	22%
Umzimvubu	51 530	35 892	15 638	69,7%	30,3%
Ntabankulu	26 195	11 702	14 493	44,7%	55,3%
Winnie Madikizela-Mandela	61 383	24 107	37 276	39,3%	60,7%
Alfred Nzo District	195 976	116 063	79 913	59,2%	40,8%

Table 2: Sanitation Backlogs

Local Municipality	Total Households	SANITATION			
		Households		Percentage	
		Served	Unserved	Served	Unserved
Matatiele	56 865	35 811	21 057	63%	37%
Umzimvubu	51 530	35 695	15 835	69,3%	30,7%
Ntabankulu	26 195	19 192	7 003	73,3%	26,7%
Winnie Madikizela-Mandela	61 383	36 142	25 241	58,9%	41,1%
Alfred Nzo District	195 976	126 840	69 137	64,7%	35,2%

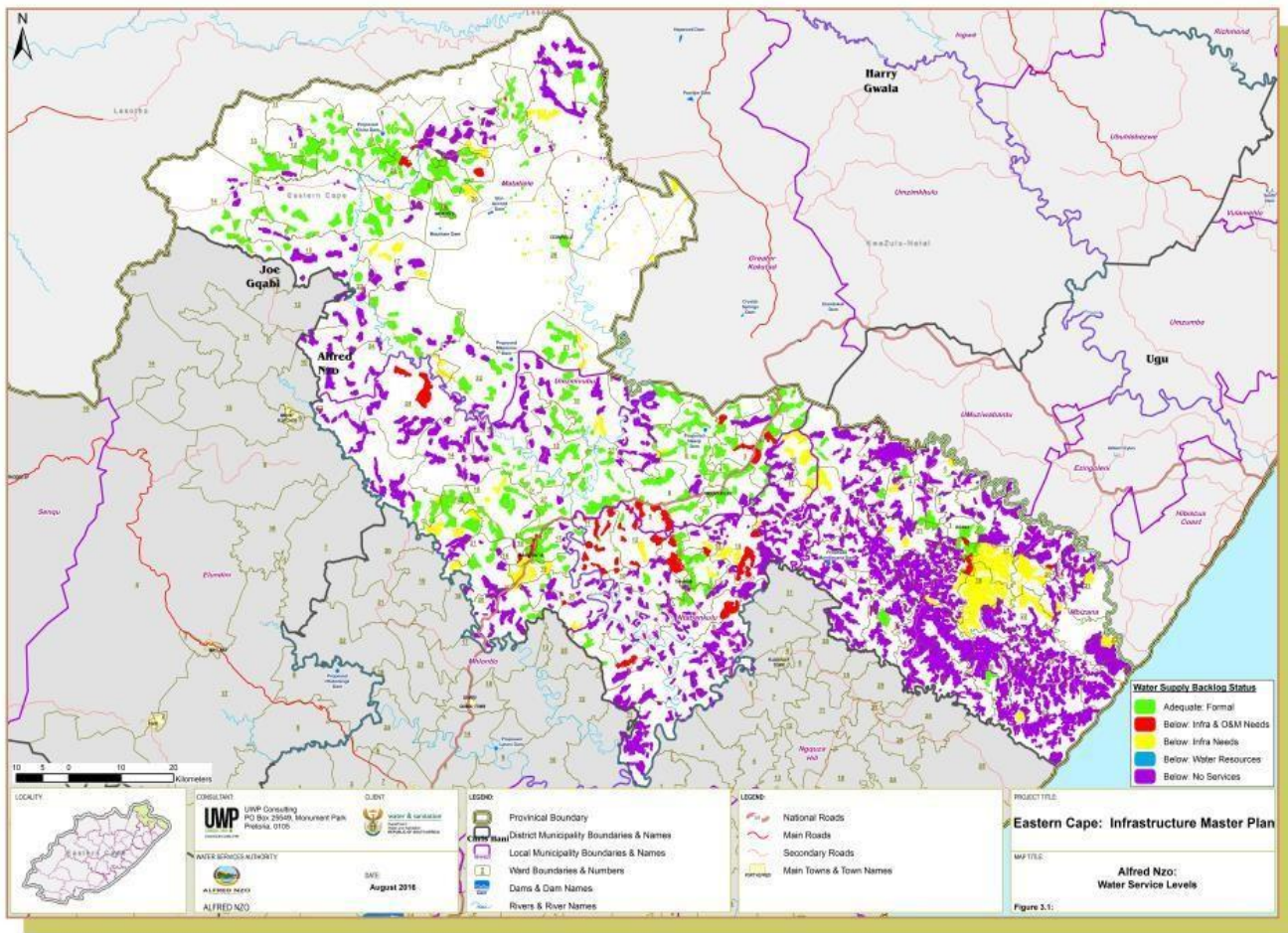
In 2017 the Municipality developed a water services master plan. In terms of the master plan the municipality needs to develop four regional schemes to ensure wall to wall coverage with water as per the table below. Each regional scheme will be supplied by a dam. Out of the 4 dams, the only dam that has been constructed is the Ludeke Dam which will supply the Winnie Madikizela Local Municipality. The cost that is required to implement all four regional schemes is estimated at R 20 billion. The four regional schemes are summarized in the table below. The current average allocation of the Municipality per MTEF is around R 450 million for MIG and an average of R 100 million for WSIG.

Table 3: Water Supply Intervention Areas

WSA	LM	WSIA No	WSIA Name	Source Development Yes / No	Treatment New / Upgrade	Storage (MI)	Bulk Pipe lines (km)	Reticulati on Lines (km)	Yard connections (No)
Alfred Nzo	Matatiele	MAT001	Kinira River Dam WSIA	✓	Upgrade	54	310	496.00	37 353
Alfred Nzo	Umzimvubu	UMZ001	Mkhemane Dam WSIA	✓	New	37	916	1 603.00	35 482
Alfred Nzo	Ntabankulu	NTB001	Nkanji Dam WSIA	✓	New	25	478	836.50	21 504
Alfred Nzo	Mbizana	MBZ001	Mbizana WSIA	✗	Upgrade	70	968	1 694.00	45 233

5.3. Water Supply Status

This section presents water supply status in the district, map present water backlog and identify areas where there are planning processes in place. The status is defined through different colors as follows, Purple – represents areas where there are no services at all (unserved households). This is a dominant color in the map which explains backlogs as presented in the previous section. Water backlogs are dominant at Winnie Madikizela Mandela and Ntabankulu local municipalities.



The Municipality operates and maintains a total of over 417 water supply schemes which are composed of 896 km of bulk pipelines, 35 reservoirs and 38 pump stations. The water supply sources are the 4x major dams (Ludeke, Belfort, Ntenetyana, Matatiele & Ntabankulu) plus borehole water sources and surface water sources (weirs & springs). Majority schemes are rural or stand-alone schemes which are either diesel or electric. There are **8** Conventional Water Treatment Plants, 4 Packaged Water Treatment Plants, 4 activated sludge Wastewater Treatment Plants and **3** maturation ponds.

5.3.1. Status of Water Treatment Plants

LM	Name of WTW	Challenges	Current interventions	Further intervention required
WMMLM	Nomlacu WTW	Unable to meet required demand but the plant is functional.	Upgrade from 10MI/day to 20 MI/day	Future upgrades from 20MI/day to 30MI/day
Umzimvubu	Mt Ayliff WTW	None	None	None
	Mt Frere WTW	Unable to meet the current demand	Refurbishment of the 3 sand filters to improve the efficiency of the plant	None
	Ntibane WTW	None	None	None
Matatiele	Matatiele Town WtW	None	None	None
	Fobane WTW (Kinira Drift WTW)	Need upsizing of the clear water storage.	Part of the revised phase 3 of the project Fobane WSS	None

Ntabankulu	Belfort WTW	Needs full refurbishment sell components	None	None
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5.3.2. Status of Waste Water Treatment Plants

LM	Name of WWTW	Challenges	Current interventions	Further intervention required
WMMLM	Mbizana Town WWTW	Incomplete due to funding challenges / shortfall	Procuring the professional service provider for continuation of the project in the 2025/2026 FY.	Request has been made to CoGTA for additional funding.
	Mbizana Ponds	Current challenge is the wastewater flowing to the nearby river due to collapsed concrete wall	Trying to source funding to sort out the problem, alternatively get a new space for the temporary ponds.	
Umzimvubu	Mt Ayliff WWTW	Treatment plant cannot meet the demand requires upgrade to cater for additional demand.	None	None
	Mt Frere WWTW	Non-operational slow mixers and the screens	Project under WSIG for refurbishment of bulk sewer in Mt. Frere will address the problem.	Additional funding from DWS (WSIG)
Matatiele	Matatiele WWTW	Treatment plant dysfunctional, can't cope with the demand, requires complete overhaul. Need for a new treatment plant to be constructed.	Current refurbishment underway to bring the plant to a functional state. Planned project for a new plant not yet taken off	None
	Maluti Ramohlakoana Ponds	Not fully operational	Full refurbishment required, including fencing the demarcated pond area.	Funding required
	Cedarville Ponds	Not fully operational	Need to complete the current refurbishment.	
Ntabankulu	Ntabankulu WWTW	There not enough personnel to run the plant.	Budget to be made available for personnel in the 2025/2026 financial year	None

5.3.3. Alfred Nzo District Municipality Towns Water Demand and Supply

Town	Treatment Facility	Design Capacity	Daily Demand	Current Supply	Shortfall/surplus	Current / Required Intervention	Funding Required
UMZIMVUBU LOCAL MUNICIPALITY							
Mt. Frere	Ntenetyana WTW	4,8	6	3	-1,2	Drilling of boreholes in the town of Mt Frere to augment the supply. Construction of 4, 8 Ml/day at Ntenetyana completed currently commissioning after fixing vandalized raw water pump station.	20 000 000,00
	Mt Frere Town WTW	6	3	3	3		
Mt. Ayliff	Mt Ayliff WTW	6	3,8	3,8	2,2	None	
MATATIELE LOCAL MUNICIPALITY							
Matatiele	Matatiele Town Water Supply and surrounding areas (Harry Gwala, Mountain view & Dark City)	6	4,5	1,8	1,5	Construction of interim supply from Mountain Lake Dam. Drilling of boreholes to supply ward 6 where the boreholes augmentation supply to town are located	27 910 187,00
Maluti	Maluti & Ramohlakoana Water Supply	3	6,7	1,6	-3,7	Source augmentation plus internal reticulation	29 539 938,00
Cedarville	Cedarville Water scheme & Khorong Koali Park	0,5	1,5	0,5	-1	Municipality drilling additional boreholes to augment this source	5 000 000,00
NTABANKULU LOCAL MUNICIPALITY							
Ntabankulu	Ntabankulu Town Water Supply	0,9	2	0,79	-1,2	The Municipality plans to augment supply to town through the Bomvini Nyokweni Water Supply. There is a project to start in the 2025/2026 abstracting from Umzimvubu River, Contractor on site.	
WINNIE MADIKIZELA MANDELA LM							
Mbizana	Nomlacu WTW	10	16	10	-6	Whilst the resource can supply 20Ml/day, the limiting factor is the WTW which is currently being upgraded. Acceleration of the upgrade of Nomlacu Water Treatment Plant	

5.4. Service Delivery Projects/ Priorities for implementation

5.4.1. Water and Sanitation service delivery plans

Goal	Objective	Function	Funding Source	Location	Project	Budget
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<p>Goal 1: Basic Services Delivery and Community Empowerment and electrification</p>	<p>To build, maintain and provide access to improved, sustainable and modernized infrastructure to the community by 2027.</p>	PMU	MIG	WMMLM	Greater Mbizana Phase 1B	44 434 836,10
		PMU	MIG	WMMLM	Mbizana Ward 10,12, 13&15 WSS	45 000 000,00
		PMU	MIG	WMMLM	Mbizana Ward 10,12, 13&15 WSS - Phase 2	26 292 697,79
		PMU	MIG	WMMLM	Mbizana Ward 21,23 & 24 WSS	45 062 229,38
		PMU	MIG	WMMLM	Mbizana Ward 29 & 30 WSS	51 681 294,53
		PMU	MIG	WMMLM	Mbizana Town Area Sewerage	4 992 929,99
		PMU	WSIG	WMMLM	Mxinga Water Supply	5 000 000,00
			WSIG	WMMLM	VIP Toilets in Ward 12, Mfundambini Village Phase 2	2 994 669,35
		PMU	WSIG	WMMLM	VIP Toilets in Ward 12, Ntlanezwe Village Phase 2	2 297 790,23
		PMU	WSIG	WMMLM	Water Loss Mitigation Programme in Winnie Madikizela Mandela LM	20 000 000,00
		WSP	EQS	WMMLM	Maintenance Mbizana Water Scheme	20 000 000,00
		WSP	EQS	WMMLM	Refurbish Mbizana water scheme	5 000 000,00
<p>Goal 1: Basic Services Delivery and Community Empowerment and electrification</p>	<p>To build, maintain and provide access to improved, sustainable and modernized infrastructure to the community by 2027.</p>	PMU	MIG	Matatiele	Fobane Water Supply	18 189 259,24
		PMU	MIG	Matatiele	Fobane Water Supply	27 892 885,33
		PMU	MIG	Matatiele	Matatiele Ward 18 & 22 Water Supply	15 000 000,00
		PMU	MIG	Matatiele	Tholamela Water Supply	17 672 356,18
		PMU	MIG	Matatiele	Maluti Ramohlakoana Bulk Water Supply Phase 2	20 990 803,64
		PMU	MIG	Matatiele	Upgrading of water supply and storage for ward 16 in Matatiele Im: implementation phase	23 473 952,36
		PMU	WSIG	Matatiele	Pamlaville Water Supply (Implementation)	1 122 768,16
		PMU	WSIG	Matatiele	Matatiele Ward 6 Water Supply (Implementation)	4 591 224,37

		PMU	WSIG	Matatiele	Matatiele Ward 4 Water Supply & (Zikalini Zazingeni)	6 068 217,06
		WSP	EQS	Matatiele	Maintenance Matatiele Water Scheme	23 000 000,00
		WSP	EQS	Matatiele	Refurbish Matatiele water scheme - Rural Schemes	5 000 000,00
Goal 1: Basic Services Delivery and Community Empowerment and electrification	To build, maintain and provide access to improved, sustainable and modernized infrastructure to the community by 2027	PMU	MIG	Ntabankulu	Ntabankulu Ward 14 Water Supply Scheme-Implementation Phase	823 462,92
		PMU	MIG	Ntabankulu	Ntabankulu Wards 17 & 18 Water Supply Scheme - Implementation Phase	49 289 168,87
		PMU	MIG	Ntabankulu	Nyokweni Bulk Water	20 653 713,63
		PMU	WSIG	Ntabankulu	Luncedweni Phase 2 Water Supply	3 000 000,00
		PMU	WSIG	Ntabankulu	Refurbishment of Mhleleni WTW	24 173 837,67
		PMU	WSIG	Ntabankulu	Ndwane water supply	3 000 000,00
		PMU	WSIG	Ntabankulu	Ntabankulu Ward 12 Source Development	2 217 790,41
		WSP	EQS	Ntabankulu	Maintenance Ntabankulu Water Scheme	12 000 000,00
		WSP	EQS	Ntabankulu	Refurbish Ntabank water scheme	5 000 000,00
Goal 1: Basic Services Delivery and Community Empowerment and electrification	To build, maintain and provide access to improved, sustainable and modernized infrastructure to the community by 2027.	PMU	MIG	Umzimvubu	Ntibane Project	4 923 560,04
		PMU	MIG	Umzimvubu	Mzimvubu Ward 14	5 000 000,00
		PMU	MIG	Umzimvubu	Umzimvubu Ward 3 & 17 Water Supply	3 906 700,00
		PMU	WSIG	Umzimvubu	Mt. Frere Bulk Sewer	3 000 000,00
		PMU	WSIG	Umzimvubu	KuChane (KwaVeni) Water Supply Scheme (Implementation)	3 533 702,75
		PMU	WSIG	Umzimvubu	Umzimvubu Ward 20 & 21	5 000 000,00
		PMU	WSIG	Umzimvubu	Hofisi Water Supply Source Development	2 000 000,00

		PMU	WSIG	Umzimvubu	Moyeni Water Supply in Ward 16 Source Development	2 000 000,00
		WSP	EQS	Umzimvubu	Maintenance Umzimvubu Water Scheme	24 000 000,00
		WSP	EQS	Umzimvubu	Refurbish Umzimvubu water scheme	5 000 000,00

5.4.2. Water Bulk Infrastructure Planning and Development

5.4.2.1. Department of Water and Sanitation (DWS)

Ref. No.	Project Name	Funding Source	Location of the project (which Local municipality, ward, village and or coordinates)	Project Time frame	Project Status	2025/2026 FY
EC008	Greater Mbizana Regional Bulk Water Supply Scheme Phase 2	Regional Bulk Infrastructure Grant (RBIG Schedule 6B)	Winnie Madikizela Mandela, Wards 1, 5, 17, 18, 26 & 27	31/3/2027	Construction	159 400 000
	Kinira Dam - Matatiele Regional Bulk Water Supply Scheme	DWS - Goods and Services	Matatiele LM	31/3/2027	Planning	6 792 662
	Mkhemane Dam - Umzimvubu Regional Bulk Water Supply Scheme	DWS - Goods and Services	Umzimvubu LM	TBC	Planning	TBC

5.4.3. Winnie Madikizela Mandela Local Municipality 2025/2026

5.4.3.1. Roads Infrastructure

Project Name	Funding Source	Ward & Villages	Project Time frame	Project Status	2025/26 FY Budget
Mhlabomnyama Via Makhalweni to Plangeni Access Road	MIG	Ward 15 (Mhlabomnyama, Makhalweni, Plangeni)	12 months	Planning	R4 700 000,00
Mtamvuna to Mabheleni Via Ndayingana Access Road	MIG	Ward 5 (Mthamvuna Mabheleni)	12 months	Planning	R5 100 000,00
Mkhasweni Access Road	MIG	Ward 16 (Mkhasweni)	12 months	Planning	R4 783 164,41
Sunny side Access Road	MIG	Ward 26 (Sunny Side)	12 months	Planning	R4 580 891,17

Nyanisweni Access Road	MIG	Ward 30 (Nyanisweni)	12 months	Planning	R4 708 831,82
116 to Somgungqu to Khwanyana Access Road	MIG	Ward 19 (Khwanyana)	12 months	Planning	R3 806 770,90
Ndlavini Access Road	MIG	Ward 32 (Ntlavini)	12 months	Planning	R5 200 000,00
Lukhanyo Access Road	MIG	Ward 03 (Lukhanyo)	12 months	Planning	R 4 700 000,00
Khutshi to Voting Station Access Road	MIG	17 (Khutshi)	12 months	Planning	R4 859 675,24
Cabane Crestu Access Road	MIG	27(Cabane)	12 months	Planning	R3 321 624
Mbuthweni to Nokhatshile A/R	MIG	02 (mbuthweni & Nokhatshile)	12 months	Planning	R3 000 000
Rehabilitation of 3 Bridges	MIG	Ward 27 (Thaleni), Ward 21 (Ntinga), Ward 29 (Pele-Pele)	12 months	Planning	R10 528 786
Construction of 1 Community Hall, 1ECDC and Construction of multipurpose centre	MIG	Ward 1, 7, 32 (Town)	12 months	Planning	R18 400 000
CBD Infrastructure upgrade	MIG	Ward 1 (CBD)	12 months	Planning	R3 600 000
Maintenance of gravel access roads (90 Km)	MIG	All Wards	12 months	Planning	R18 322 734

5.4.3.1.1. Electrification projects

Project Name	Funding Source	Ward & Villages	Project Time frame	Project Status	2025/26 FY Budget
Electrification of Nomalcu Ph3	INEP	26 (Nomalcu)	12 months	Planning	R13 700 000
Electrification of Matwebu Village	INEP	30 (matwebu)	12 months	Planning	R5 700 000.00
Electrification of Nkanini Village	INEP	01 (Nkanini)	12 months	Planning	R5 500 000.00
Mazweni Preengineering	INEP	31 (Mazweni)	12 months	Planning	R0.00

5.4.3.1.2. Eskom electrification Projects

Project Name	Funding Source	Ward & Villages	2025/26 FY Budget
Mbizana Ext Phase 1 (Makhwantini)	Internal (Eskom)	191 (Lusindisweni, Jama, Nzaka & Ngodini)	R6 667 500.00
Mbizana Ext Phase 1 Pre-engineering (2025/26 plan)	Internal (Eskom)	N/A	R1 200 000.00
Mbizana schedule 5B pre-engineering	Internal (Eskom)	N/A	R192 000.00

Ludeke / Mzintlava 22kv feeder bay	Internal (Eskom)	N/A	R1 000 000.00
Mbizana – Ludeke / Mzintlava 15km line	Internal (Eskom)	N/A	R4 000 000.00
Zwelethu / Port Edward 22kv feeder bay at Zwelethu substation	Internal (Eskom)	N/A	R1 000 000.00
Zwelethu / Taweni Network Reconfiguration link line	Internal (Eskom)	N/A	R2 236 000.00

5.4.3.1.3. Human Settlements

Project Name	Funding Source	Ward & Villages	Project Time frame	Project Status	2025/26 FY Budget
Mbizana - Down Town - Phase 1	Internal	Ward 1 (Down town)	12 months	Planning	R100 000.00
Mbizana (Phase 2) 150 subs	Internal	Ward 18 & 26 (Nyaka & Nomlacu)	12 months	Running	R4 420 000
Mbizana (Phase 2) 250 subs	Internal	Ward 15;19 &20 (khanyayo, Ntlozelo & Redoubt)	12 months	Running	R700 000
Mbizana 200 subs	Internal	Ward 22 & 23 (Iukholo & Zikhuba)	12 months	Running	R1 290 000
Mbizana Destitute 200 subs	Internal	21 & 29 (Greenville & Lugwijini)	12 months	Running	R1 530 000
Mbizana Destitute - 200 subs	Internal	Ward 25 (Xholobeni)	12 months	Running	R4 930 000
Mbizana - Military Veterans 27 subs - Phase 1	Internal	Various wards	12 months	Running	R680 000
Mbizana - Nkantolo 500	Internal	Ward 27 (Silangwe/Nkantolo)	12 months	Running	R1 700 000
Mbizana - Nqabeni 57 (10) Emergency	Internal	Ward 9 (Nqabeni)	12 months	Running	R1 700 000
Mbizana - Rural Destitute 160 Units - Phase 1	Internal	Various Wards	12 months	Running	R325 000
Mbizana Zinini Ph 2 - 150 Subs - Phase 2	Internal	Ward 7 (Zinini)	12 months	Running	R850 000
MPCC Nkantolo	Internal	Ward 27 (Nkantolo)	12 months	Running	R20 000 000
Highland	Internal	Ward 1(Hiland)	12 months	Running	R3 337 000

5.4.3.1.4. Public Works and Infrastructure

Project Name	Funding Source	Ward & Villages	Project Time frame	Project Status	2025/26 FY Budget
KwaNikhwe (Construction of Classrooms)	Internal	Ward 17 (Nikhwe)	12 months	Planning	R2 470 326, 50
Emdeni PS (Construction of Classrooms)	Internal	Ward 4 (Mdeni)	12 months	Planning	R2 940 000, 00
Upgrading of Greenville Hospital (R500m)	internal	Ward 21	36 months	Planning	R500 million
Nokhatshile Clinic	Internal	Ward 2	12 mnoths	Planning	R10 million

5.4.3.1.5. Department of Transport

Project Name	Funding Source	Ward & Villages	Project Time frame	Project Status	2025/26 FY Budget
Blading and Tipping (40 km and 6 Km)	Internal	30, 14, 15, 25 (Matwebu to Mtentu)	12 months	Planning	Inhouse

5.4.3.2. Matatiele Local Municipality

5.4.3.2.1. Roads and Bridges Infrastructure.

Project Name	Funding Source	Ward & Villages	Project Time frame	Project Status	2025/26 FY Budget
Mafube-Nkosana AR and Bridge	MIG	Ward 8	12 months	Planning	R2 800 000
Construction of 12,4 km Lekhalong via Magma -Outspa	MIG	Ward 14 and 27	12 months	Planning	R7 577 265,45
Mahasheng AR & bridge	MIG	Ward 14	12 months	Planning	R6 328 019,17
Planning of Matatiele Disaster & Fire Management Centre	ES	Admin	12 months	Planning	R1 035 000
Epiphany, Afsondering, Mahangwe and Matatiele Sports field	MIG	Ward 06	12 months	Planning	R1 035 000
New Stance Access Road	MIG	Ward 25	12 months	Planning	R4 218 000
Potlo AR	MIG	Ward 12	12 months	Planning	R3 192 000
Nkungwini-Ngudla Access road	MIG	Ward 18	12 months	Planning	R 4 728 799
Fatima AR	MIG	Ward 14	12 months	Planning	R2 280 000
Ramafole access road	MIG	Ward 24	12 months	Planning	R1 710 000
Construction of St Paul's Concrete Slab	MIG	Ward 25	12 months	Planning	R500 000

Malubaluba AC	ES	Ward 10	12 months	Planning	R 555 000
Lunda AC 2,3km ward 10	ES	Ward 10	12 months	Planning	R 1 368 500
Tholang AR 3km at	ES	Ward 1	12 months	Planning	R 1 500 000
Nkululekweni AR 7,7km at ward 03	ES	Ward 3	12 months	Planning	R 3 465 000
New Resh AR 4km at ward 09	ES	Ward 9	12 months	Planning	R 2 000 000
Mafaise AR 6km at ward 12	ES	Ward 12	12 months	Planning	R 3 250 000
Bhakaneni AR	ES	Ward 6	12 months	Planning	R 2 000 000
Shepered's Hope ward 16	ES	Ward 16	12 months	Planning	R 2 000 000
Buxton Park Bridge at ward 19	ES	Ward 19	12 months	Planning	R 2 500 000
Chere Mahareng 8km at ward 13	ES	Ward 13	12 months	Planning	R 4 000 000
Mdeni AC 2,2km and bridge	MDRG	Ward 3	12 months	Planning	R 9 335 022
Mvenyane AC 7,5km and bridge	MDRG	Ward 21	12 months	Planning	R 900 000
Lugada to Mahlabathini 13,1 km AR and Bridge at ward	MDRG	Ward 17	12 months	Planning	R 10 224 227
Mountain Lake Access Road	CRR		12 months	Planning	R 3 864 876
Rehabilitation of Side walks	ES	Ward 19	12 months	Planning	R1 500 000
Mngeni Bridge	MDRG	Ward 7	12 months	Planning	R 4 064 731

5.4.3.2.2. Department of Transport

Project Name	Funding Source	Ward & Villages	Project Time frame	Project Status	2025/26 FY Budget
DR08066 (DR08013-TSWELIKE)	Internal	Not Stated	12 months	planning	R6 270 000
DR08077 (R56-LIKHETLANE)	Internal		12 months	planning	R18 700 000
DR08013 (MALUTI-RAMATSILISO BOARDER GATE)	Internal		12 months	planning	R9 210 000
DR08415 (DR08646-MEHLOLOANENG)	Internal		12 months	planning	R5 580 000
DR08503 (R56-LINOTSING/MAQHATSENG)	Internal		12 months	planning	R720 000
DR08084 (R56- NCOME SPRING)	Internal		12 months	planning	R8 070 000

5.4.3.2.3. Eskom electrification Projects

Project Name	Funding Source	Ward & Villages	2025/26 FY Budget
Matatiele Municipality Pre-eng (2025/26)	Internal (Eskom)		R 1 200 000
Matatiele Schedule 5B Pre-Engineering	Internal (Eskom)	N/A	R 362 210
Matatiele Ph 1 Lukholweni	Internal (Eskom)	Felleng,Jabulani, Khutsong, Mapeng, Mbobo, Nkosana, Tsekong	R 21 294 000
Matatiele South Link Line	Internal (Eskom)	N/A	R 1 600 000
Matatiele Infills Type 1	Internal (Eskom)	N/A	R 1 560 000
Matatiele Municipality Pre-eng (2025/26)	Internal (Eskom)	N/A	R 1 200 000

5.4.3.3. Umzimvubu Local Municipality

5.4.3.3.1. Roads and Bridges Infrastructure

Project Name	Funding Source	Ward & Villages	Project Time frame	Project Status	2025/26 FY Budget
Ntutha Community Hall	MIG	Ward 21(Ntutha)	12 months	Planning	R3 000 000
Gugwini Community Hall	MIG	Ward 3 (Gugwini)	12 months	Planning	R3 000 000
Sipilini Community Hall	MIG	Ward16 (Sipilini)	12 months	Planning	R3 000 000
Mvakomzi AR Maintenance	CAP	Ward 1 (Mvakomzi)	12 months	Planning	R1 700 000
Sikolweni AR Maintenance	CAP	Ward 6 (Sikolweni)	12 months	Planning	R2 600 000
KwaNyathi to Mnambithi AR new	CAP	Ward 2 (KwaNyathi, Mnambithi)	12 months	Planning	R2 800 000
Mnqwane AR Maintenance	CAP	Ward 4 (Mnqwane)	12 months	Planning	R1 800 000
Bhonga AR Maintenance	CAP	Ward 5 (Bhonga)	12 months	Planning	R2 100 000
Nyathini AR and bridge	CAP	Ward 2 (Nyathini)	12 months	Planning	R2 200 000

Nxhashini AR Maint	CAP	Ward 10 (Nxhashini)	12 months	Planning	R1 800 000
Magontsini AR Maintenance	CAP	Ward 11 (Magontsini)	12 months	Planning	R1 900 000
Lutateni AR Maint	CAP	Ward 12 (Lutateni)	12 months	Planning	R1 850 000
Mt White AR new	MIG	Ward 13 (Mt White)	12 months	Planning	R3 000 000
Nqalweni AR Maintenance	CAP	Ward 14 (Nqalweni)	12 months	Planning	R1 700 000
Mpungulelweni AR	MIG	Ward 14 (Mpungulelweni)	12 months	Planning	R5 800 000
Ntenetyana - Godola AR Maint	CAP	Ward 15 (Ntenetyana, Gdola)	12 months	Planning	R2 100 000
Ncunteni AR Maint	CAP	Ward 17 (Ncunteni)	12 months	Planning	R2 200 000
Bhakaleni to Sekileni via Mqoma AR	MIG	Ward 19 (Bhakaleni, Sekileni & Mqoma)	12 months	Planning	R8 326 997
SDA - Magwaca AR Maint	CAP	Ward 23 (magwaca)	12 months	Planning	R2 500 000
Velem via Mthonjeni - Gamakhulu AR Maint	CAP	Ward 22 (Velem, Mthonjeni, Gamakhulu)	12 months	Planning	R2 600 000
Ngojini via Ngxongo AR Maint	CAP	Ward 24 (Ngojini, Ngxongo)	12 months	Planning	R2 200 000
Mnxekazi AR Maint	CAP	Ward 25 (Mnxekazi)	12 months	Planning	R2 600 000
Mbodleni, Bhibha via Cabazi AR Maint	CAP	Ward 27 (Mbodleni, Bhibha, Cabazani)	12 months	Planning	R2 400 000
Completion of Phase 8 Kwabhaca surfacing	MIG	Ward 18 (Town)	12 months	Planning	R18 050 511
Reconstruction and rehabilitation of AR - Ngqumane AR, Lubhacweni AR and Gxaku AR - Disaster roads	MDRG	Wards 6, 10, 17 & 23 (Ngqumane, Lubhacweni, Gxaku)	12 months	Planning	R6 500 000
Mhlozini AR Maint	CAP	Ward 10 (Mhlozini)	12 months	Planning	R1 700 000
Tholeni AR New	MIG	Ward 20 Tholeni)	12 months	Planning	R5 800 000
Lower Cabazana Community Hall	MIG	Ward 26 (Lower Cabazana)	12 months	Planning	R3 000 000
Mpungulelweni AR and Bridge - 4.2 km	MIG	Ward 14 (Mpungulelweni)	12 months	Planning	R6 000 000
Tyindirha bridge - disaster project	MDRG	Ward 13 (Tyindirha)	12 months	Planning	R3 500 000
Mqhokweni bridge - disaster project	MDRG	Ward 06 (Mqhokwe)	12 months	Planning	R2 500 000
Silindini bridge extension	CAP	Ward 06 (Silindini)	12 months	Planning	R4 000 000

5.4.3.3.2. Electrification Projects/ Program

Project Name	Funding Source	Ward & Villages	Project Time frame	Project Status	2025/26 FY Budget
Bhubesini Electrification - 21 h/h	INEP	Wards; 04, 07, 11, 20, 21, 23 & 28 (Bhubesini, Debedebe, Mtshikawuze, Ntelezini, Rode, Santombe, Sixhotyeni, Kumhlokwana, Emadameni & langeni)	12 mnoths	Planning	R22 728 000
Debedebe Electrification - 25 h/h	INEP		12 mnoths	Planning	
Mtshikawuze Electrification - 100 h/h	INEP		12 mnoths	Planning	
Ntelezini Electrification - 117 h/h	INEP		12 mnoths	Planning	
Rode electrification - 68 h/h	INEP		12 mnoths	Planning	
Santombe Electrification - 154 h/h	INEP		12 mnoths	Planning	
Sixhotyeni Electrification 115 h/h	INEP		12 mnoths	Planning	
Kumhlokwana Electrification - 37 h/h	INEP		12 mnoths	Planning	
Emadameni Electrification - 81 h/h	INEP		12 mnoths	Planning	
Langeni Electrification - 30 h/h	INEP		12 mnoths	Planning	
Completion of Mpondomise Phase 3 Electrification	INEP	Ward 23 (Mpondomise)	12 mnoths	Planning	R5 000 000

5.4.3.3.3. Human Settlements

Project Name	Funding Source	Ward & Villages	Project Time frame	Project Status	2025/26 FY Budget
Cabazana A 181 rural housing project	HS	Ward 26 (Cabazana)	12 months	Planning	R20 535 000
Cabazana B 181 rural housing project	HS	Ward 26 (Cabazana)	12 months	Planning	R20 535 000
Cancele 30 rural housing project	HS	Ward 21 (Cancele)	12 months	Planning	R 5 550 000
Dundee 34 rural housing project	HS	Ward 26 & 3 (Dundee)	12 months	Planning	R6 290 000
Nguse 123 rural housing project	HS	Ward 12 (Nguse)	12 months	Planning	R13 875 000
Nkungwini 39 rural housing project	HS	Ward 19 (Nkungwini)	12 months	Planning	R7 215 000
Nqalweni / Matyeni 163 rural housing project	HS	Ward 14 (Nqalweni / Matyeni)	12 months	Planning	R12 950 000
Qadu 160 rural housing project	HS	Ward 5 (Qadu)	12 months	Planning	R14 800 000

5.4.3.3.4. Human Settlements Public Works and Infrastructure

Project Name	Funding Source	Ward & Villages	Project Time frame	Project Status	2025/26 FY Budget
Emaxesibeni Office Present (Phase: One: Bulk Service (Civil works and earth works)	DPWI	Ward 28 (Mt AyliffTown)	8 months	implementation	R48 million
Emaxesibeni Office Present:Phase: Two: Block A for DoT and DoHS	DPWI	Ward 28 (Mt AyliffTown)	36 months	Implementation	R94 million
Solar Installation at Mt Frere Office Cluster DoE		Ward 18 (Mt Fere Town Sophia)	8 months	Planning	R5 million

5.4.3.4. Ntabankulu Local Municipality

5.4.3.4.1. Roads and Bridges Infrastructure

Project Name	Funding Source	Ward & Villages	Project Time frame	Project Status	2025/26 FY Budget
Construction of 2,2km Mzwakazi Access Road & Bridge	MIG	Ward 9 (Nzwakazi)	12 months	Planning	R3,376,744.48
Construction of 2.44km Ntabankulu Internal Street	MIG	Ward 10 (Town)	12 months	Planning	R4 805 076,37
Construction 8,5km Zwelitsha to Town Access Road	MIG	Ward 10 (Zwelitsha)	12 months	Planning	R7 749 087,32
Construction 9, 9 km Gxwaleni to Maliwa Access Road and two (2) Bridges.	MIG	Ward 18 (Gxwaleni, Maliwa)	12 months	Planning	R9 441 733,68
Construction of 7,5 km Mnceba to Ntshamanzi Access Road and two (2) Bridges.	MIG	Ward 10 (Mnceba, Ntshamazi)	12 months	Planning	R10 000 000
Construction 2km of Mbedula to Mnyasa access road	MIG	Ward 17 (Mbedula, Mnyasa)	12 months	Planning	R1 590 005,52
Construction of 330 m Paved Access Road to traffic offices	MIG	Ward 10 (Town)	12 months	Planning	R10 000 000
Upgrading of 9300m2 CBD sidewalks	MIG	Ward 10 (Town)	12 months	Planning	R10 000 000
Rehabilitation of 8km Zanokhanyo Access Road	MDRF	Ward 18	12 months	Planning	R2 722 728

5.4.3.4.2. Electrification Projects/ Program

Project Name	Funding Source	Ward & Villages	Project Time frame	Project Status	2025/26 FY Budget
Installation of Electrification Infrastructure for 217 extentions & infills in various wards and installation of link line 10 km link in Habhu	INEP	Ward 01	12 months	Planning	R9 879 000

5.4.3.4.3. Human Settlements Projects/ Program

Project Name	Funding Source	Ward & Villages	Project Time frame	Project Status	2025/26 FY Budget
Construction of 86 Housing Units in Bomvini village	HS	Ward 8 & 9 (Bomvini)	12 minutes	impementation	R11 137 000
Construction of 88 Housing Units	HS	Ward 8 & 9 (Bomvini)	12 minutes	impementation	R11 396 000
Construction of 93 housing Units in Ngqane village in ward 16	HS	Ward 16 (Ngqane)	12 minutes	impementation	R12 043 500
Construction of 77 housing Units	HS	Ward 9, All villages	12 minutes	impementation	R9 971 500
Construction of 50 housing units	HS	Ward 1, All villages	12 minutes	impementation	R6 475 000,00
Construction of 50 housing units	HS	Ward 4, 4 villages	12 minutes	impementation	R6 475 000
Construction of 50 housing units in Ward 14 villages	HS	Ward 14, all Villages	12 minutes	impementation	R6 475 000
Construction of Zamukulungisa Pre-School	HS	Ward 1 (Zamukulungisa)	12 minutes	Planning	R2 297 700

5.4.3.5. Sector Departments Priorities 2025/2026FY

5.4.3.5.1. Department of Social Development

Project/Programme Name	Project/Programme Description and Location	Budget 2025/2026
1. Ikhethelo childcare association	2.2 Older Persons	R90 000
2. Siwisa Old Age Project	Older Persons	R90 000-00
3. Mgcinephila Old age Project	Older Persons	R 90 000
4. Lukhanyo Society for the Aged	Older Persons	R108,000

5. Khananda Service for the Aged	2.2 Older Persons	R108 000-00
6. Ncedo Old age project	2.2 Older Persons	R90 000-00
7. Mhlabeni Old Age Project	Older Persons	R90 000-00
8. Sakhubom Old Age Project	Older Person	R90 000-00
9. Zwelitsha Old Age Project	Older Persons	R90 000-00
10. Mpembeni Service Centre	2.2 Older Persons	R111 000
11. Phakamisisizwe Social Club (emaXesibeni, Umzimvubu)	Older Persons	R126 000
12. Sinenjongo luncheon club	2.2 Older Persons	R108 000.00
13. Makabongwe Luncheon Club	2.2 Older Persons	R90 000.00
14. Phaphamani senior citizen	2.2 Older Persons	R90 000.00
15. Ntataise Old Age	2.2 Older Persons	R133 000.00
16. Tshwaranang Old Age	2.2 Older Persons	R90 000.00
17. Ntola Support Service Centre	2.2 Older Persons	R90 000.00
18. Mhlabeni Old Age Project	2.2 Older Persons	R90 000.00
19. Zamukulungisa Old Age Project	2.2 Older Persons	R90 000.00
20. Abadala Nkantolo Old age Project	2.2 Older Persons	R90 000.00
21. Vezokuhle Old Age Project	2.2 Older Persons	R90 000.00
22. Sophumelela Older project	2.2 Older Persons	R90 000.00
23. Mthayise Old Age Group	2.2 Older Persons	R90 000
24. Ncedisizwe Service Centre	2.2 Older Persons	R90 000

25. Winnie Madikizela- Mandela Project	2.2 Older Persons	R90 000
26. Paballong Old Age Project	2.2 Older Persons	R90 000
27. Ntataise Old Age Project	2.2 Older Persons	R135 000
28. Phaphama-Lunda Service Center	2.2 Older Persons	R123 000
29. Sinenjongo Luncheon Club	2.2 Older Persons	R108 000
30. Buhlebendawo Project for the Aged	2.2 Older Persons	R111 000
31. Umkhosi Wezulu	2.2 Older Persons	R90 000
32. Old Age Covenant Partners	2.2 Older Persons	R90 000
33. Sikhona Mancu Elderly Project	2.2 Older Persons	R 90 000
Mnceba Service Centre	2.2 Older Persons	R90 000
Masakhane project for people with disabilities	2.3 Persons with Disability	R152 100
Sinosizo Support group	2.4 HIV and Aids	R324 068
Sinokhanyo Home based care.	2.4 HIV and Aids	R781 073
Bright beginings	2.4 HIV and Aids	R781 073
Ixabiso Lomntu HCBC	2.4 HIV and Aids	R301 444
Someleze HCBC	2.4 HIV and Aids	R324 068
Thandisizwe Home Community Based	2.4 HIV and Aids	R324 068
Sibanye HCBC	2.4 HIV and AIDS	R823 250
Maluti Family Resource Centre	3.2 Families	R132 400
Mt Frere Single Parents Association	3.2 Families	R152 400
Maluti Family Preservation	3.2 Families	R247 400
Ngozi Single Parents Association	3.2 Families	R102 400

Child welfare Matatiele	3.3 Child care and Protection	R497 684
Maluti PEIP	3.3 Child care and Protection	R449 913
Ikhaya le Mbizana	3.4 Special Day Care	R85 880
Crossroads Child and Youth Care Centre	3.6 Child & Youth Care Centre	R2 159 640
. Isibindi Maluti	3.6 CBS Reseha	R 1 127 204
Siphumelele Isikelo Community Based Organisation	3.6 CBS – Drop in Centre	R247 296
Sinosizo Sisonke Isikelo Orphanage and Community Health n Centre	3.6 CBS – Drop in Centre	R247 296
Ithembelihle Project	3.6 CBS – Drop in Centre	R121 728
Yomelela Community Organisation	3.6 CBS – Drop in Centre	R187 344
Khuseleka White door Centre	4.3 Victim Empowerment Program	R191 024
Maluti Victim Support	4.3 Victim Empowerment Program	R 191 024
Mochochonono white door	4.3 Victim Empowerment	R161 0624
Mzamba Victim Support Centre	4.3 Victim Empowerment	R 191 024
Maluti White Door Centre	4.3 Victim Empowerment	R 137 575
Thusanang White Door centre	4.3 Victim Empowerment	R161 024
Mthakhanya White Door CNDC	CNDC	R 310 132
Mavenu CNDC	CNDC	R 310 132
Nceduluntu Organisation	CNDC	R390 000
Orefile Community Organisation	CNDC	R310 132

Manzi Youth Organisation	Youth Development	R250 000
Noloyisomazeni 01 Multi purpose Primary COP ltd	Women Development	R222 000

5.4.3.5.2. Department of Agriculture

Row Labels	Sum of BUDGET 2025/2026
ALFRED NZO MUNICIPALITIES	15 161 634
DC44 ALFRED NZO DIST MUNICIPAL	1 795 011
PSP: OHS	895 011
SHEARING SHED RENNOVATIONS	900 000
EC441 MATATIELE	5 779 173
MULTI-PURPOSE SHED: GRAIN	1 200 000
PSP: OHS	29 173
SHEARING SHED	2 800 000
STOCKWATER: SITING, DRILLING AND TESTING	550 000
STORAGE SHED	1 200 000
EC442 UMZIMVUBU	550 000
STOCKWATER: SITING, DRILLING AND TESTING	550 000
EC443 MBIZANA	3 394 300
ELECTRICT POINT	450 000
FENCING: CROPPING	94 300
SA GAP: ABLUTIONS	150 000

SA GAP: STORAGE CONTAINER	500 000
STOCKWATER: SITING, DRILLING AND TESTING	2 200 000
EC444 NTABANKULU	3 643 150
FENCING: CROPPING-CASUAL LABOURERS	94 500
SHEARING SHED	3 548 650
Grand Total	15 161 634

5.4.3.5.3. Department of Economic Development, Environmental Affairs and Tourism

Project/Program Name	Objective	Project/Program Description/Nature of the Project	Ward & Locality	Proposed Budget year: 2025/2026
LRED Fund	LRED Fund is mainly meant to support SMMEs and Cooperatives that are eligible and meet the Criteria and Objectives of the Fund as stipulated in the Revised LRED Fund Policy	Creating an enabling environment to support enterprise development.	The Programme targets all wards.	The budget is capped at R500, 000 for Project Generation and capped at R3m for Project Implementation.
Imvaba Fund	The focus of the Fund is solely to promote the viability of the Cooperatives in the Eastern Cape Province and it is administered and implemented by ECDC.	Creating an enabling environment to support enterprise development.	The Programme targets all wards	The budget is capped at R600 000 per applications received, assessed, and approved.
Small Towns, Township and Rural Entrepreneurship Programme (STTREP)	Aimed to provide integrated support to both formal and informal MSMEs formally known as SMMEs operating in Rural Areas, Township and Small Towns in the Eastern Cape.	Creating an enabling environment to support enterprise development.	The Programme targets all wards	The budget is capped at R75 000, targeting clusters like hair salon, carwash, catering, tour operators, carpentry, cellular repairs, electronic repairs, waste management, recycling, charcoal, and biofuel

SST (Self-Service Terminal)	To provide owner-managed business an opportunity to register their companies in simple and accessible manner within a paperless environment	This is an automated process linked to DHA (Dpt. Of Home Affairs) through Biometric Scanner for Identification Verification that aimed at reducing time for issuing of company related matters, it provides updates through emails and SMSs	The Programme targets all wards	N/A
Greenest Municipality Awards (GMA)	GMA is aimed at recognizing attempts and efforts performed by municipalities to sustain best practice around waste and broad Environmental Management	The Greenest Municipality Awards used to be called the Greenest Municipality Competitions, due to collaboration between the department and COGTA the name was changed. The GMA is an initiative to raise awareness and to encourage municipalities to prioritise environmental sustainability (green municipalities).	All LMs participate in the awards.	No.3 = R200 000 No.2 = R300 000 No.1 = R500 000 (The prize monies are for Provincial Winners) WMMLM won R200 000, 00 in the 24/25 GMA (second runner up)
Environmental Awards Competitions	The Awards are meant to improve the state of the environment and to encourage learners to be involved in environmental management.	Primary and Secondary schools participate in the competitions	ANDM Municipal Area	Prize monies were as follows: (Regional Level) Runner Up: R 22 500.00 1 st Runner Up: R 17 500.00 2 nd Runner Up: R 10 500.00 3 rd Runner Up: R 8 500.00

5.4.3.6. Alfred Nzo District Agency

SETA Funded – Skills Development

Project/s	Awarded value	No. of Beneficiaries	LM/s
Learnership on Clothing Manufacturing	R682 500.00	15	Ntabankulu
Learnership on Project Management	R1 410 500.00	31	Umzimvubu

Learnership on Generic Management	R1 820 000.00	40	Ntabankulu and WMMLM
Learnership on Business Administration	R4 025 000.00	70	Umzimvubu and WMMLM
Learnership on Clothing Manufacturing	R1 725 000	30	Matatiele
Vocational Internship (Work Based Learning)	R3 351 600.00	76	District Wide
Vocational Internship (Work Based Learning)	R1 058 400.00	24	District Wide
NATED Internship	R4 585 000.00	70	District Wide
Learnership-Unemployed	R5 628 000.00	80	District Wide
Learnership (LED)	R440 000.00	20	Matatiele LM
Learnership (Environmental Practice)	R308 000.00	18	Ntabankulu
Apprenticeship (Plumbing-Unemployed)	R1 046 682.00	14	District Wide
Apprenticeship (Plumbing - Employed)	R196 578.00	06	District Wide

ARPL (Bricklaying)	R1 645 000.00	47	Mzimvubu and Matatiele
ARPL (Plumbing)	R1 750 000.00	50	District Wide

ANDM Funded

Project	IMPACT	Budget
Cannabis and Hemp	<ol style="list-style-type: none"> 1. Development of cannabis and hemp industry in the region capturing the value chains 2. Boost regional economic growth 3. Reduce high employment rate 	R600,000
Macadamia Nuts Plantation	<ol style="list-style-type: none"> 1. Contribute to the economic growth of the region 2. Create business opportunities for SMME's 3. New industry for the region 4. Massive job creation 	R300,000
Emfundisweni Skills Development	Business support, job creation	2,740,000
Fresh Produce Market	Stimulate local trade among the community of Alfred Nzo Region	500,000
SETA Accreditation	1.promoting, mentoring unemployed youth through the provision of training and skills development support	200,000
Industrial Park	<ol style="list-style-type: none"> 1.Industrialization of the local economy 2.Job creation, 	1,200,000
Agri-Voltaic	1.Energy generation, Food security, job creation	400,000
Coffee Plantation	1. Household income, especially in rural areas where agriculture is a primary source of income	600,000
Taro Amadumbe and Sweet Potato Commodity Development	1.Household income, especially in rural areas where agriculture is a primary source of income, Exploring new markets.	600,000

Skills Development Programmes	1.Workplace experience 2.Monthly income through stipends 3.Competency Certification	5,321,895
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5.4.3. District Integrated Transport Plan (DITP)

ANDM Council approved District Integrated Transport Plan (DITP) in line with the new minimum requirements. The Spatial Development Framework for the local municipalities was used to inform the view of and trends in the special development of the district. Moreover, plans and processes considered include: a) National Land Transport Strategic Framework; b) Provincial Land Transport Framework (PLTF); c) Integrated Development Plans (IDPs); and d) Preparation of National and Provincial budgets. The planning document TPR7 describes the purpose of a DITP as follows: “Generally, a DITP is considered as the mechanism by which an authority can plan for, develop, manage, integrate and promote the integration of all modes of transport.” The scope of and approach to the formulation of a

DITP for the ANDM was based on the requirements set out in the NLTTA, Act 22 of 2002, Part 7, section 26 as set out in the schedule on the minimum requirements of the NLTTA for Integrated Transport Plans.

The Transport Register shows that there are no rail services in the ANDM and that the main modes of transport are minibus taxi, bus, walking and the extensive use of bakkies which is still regarded as an illegal passenger transport mode. The results from the facility surveys conducted for the ANDM shows that there are five (5) formal taxi facilities situated in the different local municipalities.

CHAPTER SIX: SPATIAL DEVELOPMENT

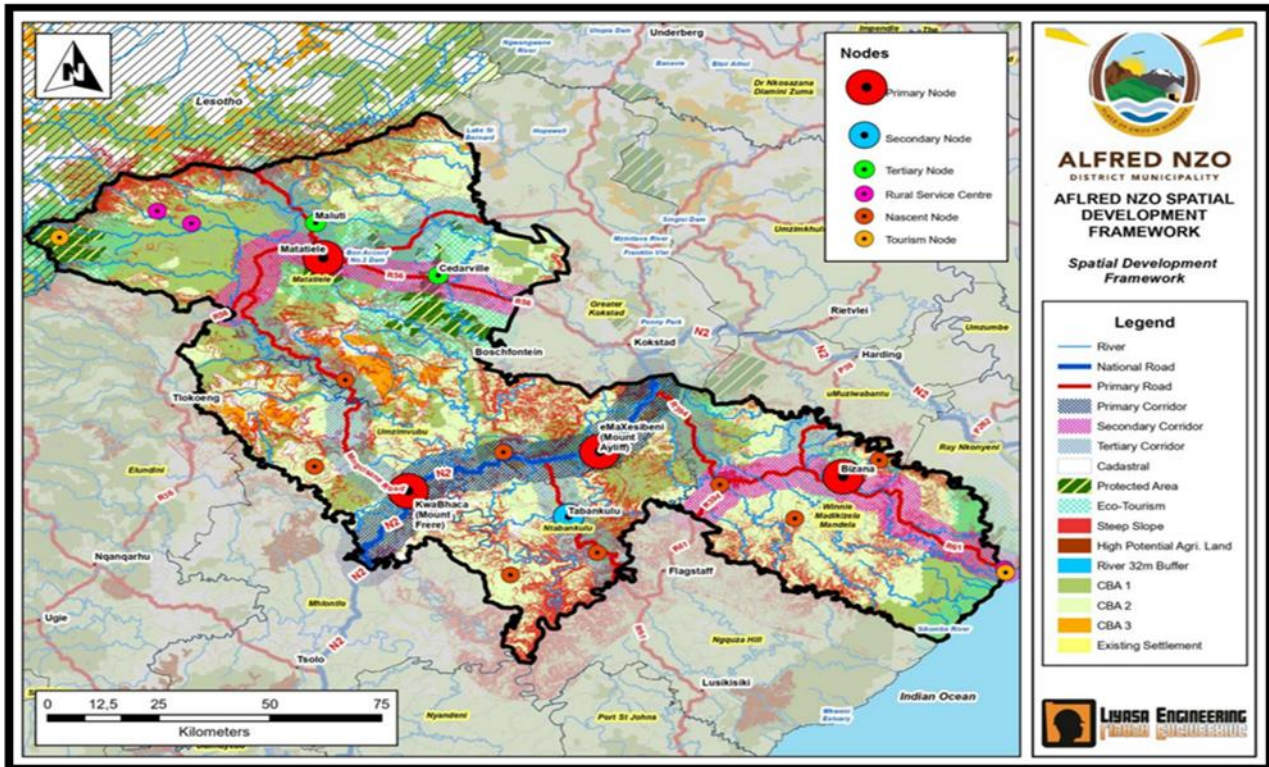
Spatial Development Framework

Spatial planning in the Alfred Nzo District Municipality occurs within the national and provincial policy directives, and sets the agenda for planning at a local level. The national policy framework includes the Constitution of the Republic of South Africa, various pieces of legislation that give effect to the intentions of the Constitution in respect of spatial planning, and the associated policies that outline the spatial transformation and development agenda. Provincial policy includes the Eastern Cape Provincial Growth and Development Strategy and the accompanying Spatial Development Plan.

The municipality reviewed and adopted Spatial Development Framework (SDF). The review of the SDF was informed change in trends in the environment, introduction of Eastern Seaboard Development. The focus of the latest review was updating the spatial information and maps contained in the document. Provisions of the Spatial Planning and Land Use Management Act, No. 16 of 2013 and compliance with SDF guidelines was also taken into account.

The SDF identifies the main nodes, corridors, and areas of development potential and constraint within the district. It also provides a vision, objectives, and strategies for spatial planning and land use management. The SDF aims to promote sustainable and integrated development that addresses the socio-economic and environmental challenges and opportunities of the district.

Map: Composite SDF



Spatial Planning

Since the beginning of the new democratic era in South Africa, the notion of spatial planning has become an integral part of the development planning and transformation discourse. The Constitution (Schedule 4 Part B) bestows this responsibility to local sphere of government. In the interim, municipalities give effect to this mandate through the Development Facilitation Act, Act No. 67 of 1995 and the Municipal Systems Act, Act No. 32 of 2000. The latter requires a municipality to prepare and adopt an SDF as part of its IDP.

Spatial planning is a shared function between the district and the local municipalities with the former focusing mainly on cross-border issues, bulk infrastructure and regional economic development. ANDM Spatial Development Framework (SDF) provides an overview of the district spatial development trends and patterns, and outlines strategies for spatial transformation at a district level. ANDM SDF adopts service centres (service node hierarchy) approach and accordingly identifies Primary, Secondary and Tertiary nodes, Rural Service Centres, Nascent, Tourism and Nodes.

Matatiele, Bizana, EmaXesibeni and KwaBhaca are identified as Primary Nodes (Regional Centre). Tabankulu will serve as a Secondary Node, while Maluti and Cerdaville as Tertiary Node. Mzamba,

Queens Mercy, Nkali, Thaba Chitja are identified as Rural Service Centres. Nascent Nodes aim to convenient services to the community in the future and the identified areas are KuBha, Phakade Junction, Phuti Junction, Sipetu, EmaTolweni, Ndakeni, Cancele, Siphambukeni, Bomvini, Ndlovu, Mngungu, Isilindeni. The N2 which runs in a north-south direction linking the Eastern Cape and KwaZulu- Natal provinces serves as the primary corridor and main access route to the district while R56 and R61 are identified as secondary corridor; R394, Mngcisane Road, DR 08012 serve as Tertiary Corridors.

SPLUMA Implementation

The Spatial Planning and Land Use Management Act (SPLUMA) is a key piece of legislation in South Africa designed to promote spatial justice and improve land use management. SPLUMA aims to bring about more inclusive, sustainable, and equitable development, ensuring that land use is aligned with the needs of all South Africans, especially those who were historically marginalized due to apartheid-era policies. One of the unique aspects of SPLUMA is its intersection with traditional leadership. Traditional leaders hold significant influence over land management and governance in their communities, and SPLUMA's implementation raises important questions about how to balance modern spatial planning with traditional governance systems.

The implementation of SPLUMA in the context of traditional leadership requires careful balancing. While traditional leadership plays a crucial role in managing and governing land within their communities, SPLUMA aims to modernize land management to ensure sustainable, equitable, and just development for all South Africans. To address past and present inequalities, both systems must collaborate, respecting cultural traditions while ensuring that land use aligns with national development goals. ANDM has developed a Rural Settlement Development Plan (RSDP) which focuses on the allocation of suitable land uses through out the district; and is currently facilitating engagements with the traditional leaders through SPLUMA implemantation in conjunction with Department of Land Reform & Rural Development, Corporative Governance & Traditional Affairs and the local municipalities.

Environmental Management and Compliance

The aim of the law is to facilitate cooperative environmental governance by setting out principles for decision-making on environmental matters, establishing institutions to promote collaborative governance, outlining procedures for coordinating environmental functions carried out by state entities, and addressing related matters. The ANDM exhibit features of environmental sensitivity, including crucial biodiversity areas (terrestrial, freshwater, and aquatic), wetlands, and watercourses that must be considered when formulating the SDFs and suggesting spatial interventions. Due to the prevalence of these environmental sensitivities, Environmental Impact Assessments, Water Use Licenses, and

other necessary approvals are required for the Alfred Nzo District Municipality.

The Environmental Management Plan for Alfred Nzo District fulfils, in part, the requirements of the National Environmental Management Act (NEMA) of 1998. It was prepared as a means to promote sound environmental management and promote sustainable land use practices within the district. It provides a comprehensive picture of the status of the environment, and outlines a strategic direction for environmentally sustainable development and effective management of the natural resources.

It adopts a long-term vision, but also identifies short to medium term actions that need to be addressed as part of the IDP process. These include capacity building and training, catchment management, protected areas, climate change and vulnerability mapping, and waste management. It also identifies priority environmental areas (PEAs) such as follows:

- a) Mount Fletcher-Maluti Drakensburg Escarpment.
- b) Ongeluksnek-Matatiele Ridge Corridor.
- c) Western Tswereke Catchment
- d) Semongkong ridgeline
- e) Matatiele - Cedarville Ridge Corridor

In addition, they identify the following key areas for intervention:

- i. Improved access and service delivery to urban and rural areas;
- ii. Facilitating efficient agricultural development;
- iii. Developing the tourism potential and managing the environmental resources; and
- iv. Developing a hierarchy of service nodes.

All four local municipalities have developed and adopted SDFs as a component of their IDPs. This review will consider each of these SDFs and provides a framework for alignment.

Environmental Management

The geographic location of Alfred Nzo District Municipality along the border of Eastern Cape and KwaZulu-Natal Provinces establishes the area as gateway (entry and exit) point to KwaZulu-Natal from the Eastern Cape and vice versa. The N2 national corridor runs in a north-south direction and serves as the main access route to the District. Other important access and trade routes include R61 linking Mbizana and Port Edward, and R56 which runs along the northern and western boundaries linking Matatiele with Kokstad to the east and Mt Fletcher to the south respectively. The ANDM forms part of the Eastern Seaboard Region in terms of the ECPSDP.

This region includes the majority of the former Transkei, smaller towns (KwaBhaca, Emaxsibeni, Matatiele, Maluti, Mbizana, etc) and the surrounding dispersed rural settlements which occur alongside

various environmental corridors. The distance from the ANDM to the major economic hubs within both provinces suggests that Kokstad, Port Shepstone and Pietermaritzburg are the main areas that service the district with major commercial facilities. These economic hubs are all located in KwaZulu- Natal Province, and Mthatha in the Eastern Cape are within a 300km radius. East London and Port Elizabeth are located beyond the said radius.

The position and role of the ANDM in the regional space economy is tightly interlinked with both the provinces with the area having strong functional linkages with KZN town such as Kokstad and Port Shepstone. Despite this strategic location of the area in relation to the N2, Alfred Nzo has remained a peripheral economy to these two provinces. The key challenge is to capitalize on its regional accessibility, location in relation to Drakensberg, Coastline, Lesotho and a huge rural (rural settlement and commercial agriculture) catchment/threshold.

6.1. Climate Change

Climate change is a pressing national priority in South Africa, and its policy and legal foundation is anchored in the Climate Change Act (Act No. 16 of 2023), signed into law by President Cyril Ramaphosa in October 2023. The Act provides a comprehensive legal framework for South Africa's climate change response, including emissions reductions, climate adaptation, and the integration of climate risk management into development planning at all levels of government. It mandates all spheres of government to develop climate response strategies and sectoral adaptation plans, and to implement mitigation measures aligned with the country's Nationally Determined Contributions (NDCs) under the Paris Agreement.

In his address following the enactment of the Climate Change Act, President Ramaphosa reaffirmed the country's commitment to a just transition — one that balances the reduction of greenhouse gas emissions with socioeconomic development and inclusive growth, particularly in vulnerable communities. The Act emphasises resilience-building, climate finance mobilisation, and public-private cooperation as critical enablers for local implementation.

At the provincial level, the Eastern Cape Provincial Government has aligned its planning instruments with the national climate mandate. The province has developed the Eastern Cape Climate Change Strategy and integrated climate risk assessments into its Spatial Development Frameworks (SDFs) and Provincial Development Plan (PDP). These efforts aim to safeguard natural ecosystems, protect livelihoods, and increase the climate resilience of rural and urban communities across the province, including those in deeply rural districts like Alfred Nzo.

In line with these national and provincial directives, the Alfred Nzo District Municipality (ANDM) undertook a review of its Climate Change Response Strategy during the 2023/2024 financial year. This review responds to the intensifying environmental pressures faced by the district and reflects a commitment to

proactive, coordinated action on climate resilience. The strategy aims to mainstream climate considerations into local development planning and service delivery.

Key recommendations from the 2023/2024 Reviewed Climate Change Response Strategy include, but are not limited to:

1. Sourcing climate finance for adaptation and mitigation projects across the district;
2. Catchment management of all key water resources serving ANDM communities, ensuring long-term water security and ecosystem integrity;
3. Operationalisation of the ANDM Regional Landfill Site to offer sustainable and compliant waste management solutions for all local municipalities within the district;
4. Promotion of green infrastructure and the greening of municipal buildings to reduce environmental impact and promote energy efficiency.

To support implementation, the municipality also reviewed its associated legal and environmental planning instruments to embed climate resilience and environmental sustainability throughout the district. These reviewed plans include:

1. Environmental Management Framework (EMF) – guiding environmentally sustainable land use planning;
2. Integrated Coastal Management Plan (ICMP) – enhancing protection and responsible use of coastal resources (particularly relevant to Matatiele's wetlands and ecological corridors);
3. Integrated Waste Management Plan (IWMP) – advancing sound waste management systems aligned with national waste regulations and circular economy principles.

Collectively, these interventions position Alfred Nzo District Municipality as a proactive player in South Africa's climate response. They also ensure alignment with the District Development Model (DDM) by integrating climate resilience into the "One Plan" development framework and across all relevant DDM workstreams, particularly Infrastructure and People Development & Demographics.

6.2. Integrated Coastal Management Plan:

Section 49 of the ICM Act stipulates that a municipal CMP must: a) be a coherent municipal policy directive for the management of the coastal zone within the jurisdiction of the municipality; and b) Align with the national and provincial CMPs, as well as with the National Estuarine Management Protocol.

Therefore, the purpose of the ANDM ICMP draws from the two ICM Act specifications listed above, and

sets out to act as an overarching policy statement for the management of the coastal zone within the jurisdiction of the ANDM, thereby empowering the municipality with an important and useful tool for coastal management, which will be sensitive to the specific needs of the district, and will be in tune with the broader planning processes of the district municipality.

ANDM established the Coastal Committee guided by the ICMP. The coastal committee sits once a quarter and is boosted by the coastal educational awareness to the communities that are along the coastal line. ANDM consist of one local Municipality that owns the coast, hence the coastal committee always hosted by one local municipality and that Municipality is Winnie Madikizela Mandela Local Municipality.

6.3. Integrated Waste Management Plan

The National Environmental Management: Waste Act (No 59 of 2008) asserts the roles of both national and provincial government in waste management. National governments competence to legislate is established in line with section 44 of the Constitution on the grounds of the need to maintain essential national standards, establish uniform norms and standards, and to promote and give effect to the right to an environment that is not harmful to health and well-being. The Act establishes a national framework for waste planning, regulation and management with roles for all spheres of government, specifically: National government is tasked with establishing a national waste management strategy, including norms, standards and targets. National norms and standards may cover all aspects of the waste value chain, from planning to service delivery. Of particular importance from an intergovernmental perspective are the powers of national government with respect to norms and standards for:

Regionalization of Waste Management Services

The ANDM is in a process of regionalization of its Waste Management services by establishing its own Regional Landfill site to ensure good management of waste management compliance. This initiative will also assist the municipality to generate more revue by assisting all ANDM Local Municipalities who have compliance issues with their landfill sites. The ANDM local Municipalities will utilize this regional landfill site, when they have compliance issues with their landfill and ANDM will charge for each and every service that will be provided.

ANDM will propose its Tariffs for waste services provided to local municipalities, including providing for tariffs to be imposed to provide for waste management infrastructure or facilities and ensuring that funds obtained from the provision of those waste services are used for the delivery of these services.

Environmental Management Framework

Alfred Nzo District Municipality's Environmental Management Framework (EMF): aimed at contributing to a healthy environment by ensuring that urgent environmental issues are adequately

addressed and that proposed projects have no negative impact on the natural environment. The purpose of the EMP is to provide a Municipality with a decision support tool to evaluate its outcomes in terms of its environmental implications. An Environmental Management Plan (EMP) is defined as a plan which organizes and coordinates mitigation, rehabilitation and monitor measures in order to guide the implementation of the proposal. Philosophy that prescribes a code of practice for ensuring that environmental considerations are fully integrated into all stages of the development and decision making process.

Environmental Management Framework: Action Plan

THEME	RESPONSIBLE
Water monitoring: rivers and wetlands	ANDM Environmental Management and Water Quality, DEDEAT
Waste water effluent monitoring Water services	ANDM Environmental Management and Water Quality
Monitoring of terrestrial and aquatic biodiversity	ANDM Environmental Management and Water Quality
Urban edge delineation	Spatial planning
Identification, delineation and planning of key natural resources	Spatial planning, Environmental Management and Water Quality
Monitoring programme for reporting on compliance Environmental	ANDM Environmental Management and Water Quality
Conservation planning Spatial planning, LED,	Spatial planning, LED

Air Quality Management Plan

Air Quality Management Plan (AQMP) is the policy directive that seeks provide mechanism for management the status of air in a given locality. This Plan seeks to identify and reduce the negative impacts on human health and on the environment; through vigorous implementation, The Air Quality Management Plan should efficiently and effectively drive activities that bring air quality in the District

Municipality into sustainable compliance with National, Provincial and Local air quality standards within agreed timeframes. Municipalities are required to include an AQMP as part of its Integrated Development Plan. The Air Quality Act makes provision for the setting of ambient air quality standards and emission limits on National level, which provides a means evaluating air quality.

The function of Air Quality is been recently placed in Alfred Nzo District Municipality and because of that, ANDM is not yet a licensing authority for Air Quality and Emission. ANDM is still engaging with DEDEAT about this function. Although the Alfred Nzo DM is categorized as the rural municipality producing less of emission that is above the threshold as per the National Environmental Management: Air Quality Act but it is necessary that the ANDM be granted all the powers to be a full Air Quality Competent Authority.

Plan for Coastal Zone Management for 2025/26

The Alfred Nzo District Municipality recently reviewed its Integrated Coastal Management Plan and currently implementing it. The Municipality (ANDM), in collaboration with Winnie Madikizela Mandela Local Municipality facilitating the sitting of Coastal Management committees to ensure communities that are living along the coast are aware of the Legislation framework and regulations that regulates the coastal areas.

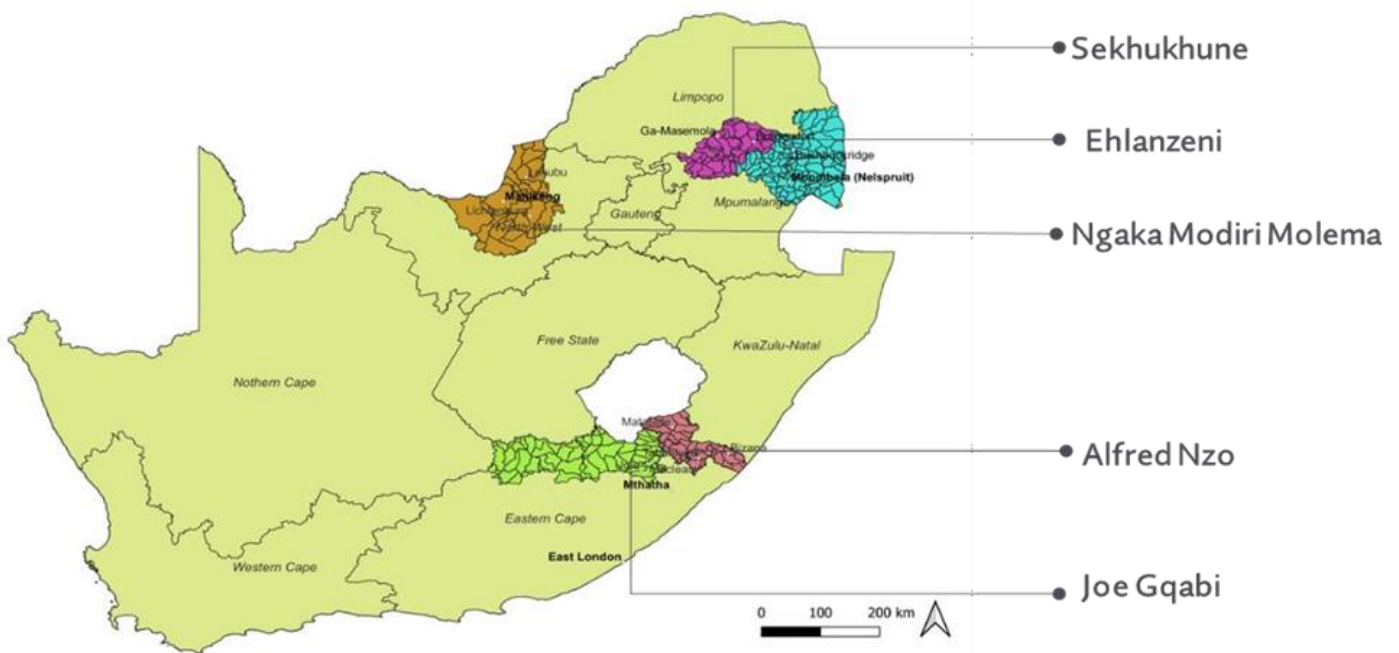
The Coastal Management committees' seats quarterly led by Winnie Madikizela Mandela Local Municipality as one Local Municipality in the District that have coastal area. The Municipality (ANDM) is implementing Community Based Natural Resource Management Project in Xholobeni community to ensure of protection of coastal Resources.

ANDM Environmental By-Laws

The Alfred Nzo District Municipality is in a process of developing their Environmental By-laws in protection of its natural resources. The Municipality sourced budget for these by-laws in 2025/2026 Financial year.

National and Provincial Environmental initiatives for environmental Management in ANDM

The Alfred Nzo District Municipality is one of the five District Municipalities nominated by the Department of Fisheries, Forestry and the Environment to be part of the district that will benefit on the Ecosystem Disaster Risk Reduction Project that the Department is proposing and applying for. The project is still on a proposal stage and is spearheaded by SANBI on the coordination side of it. Below is the picture showing the nominated District for the proposed project.



Land Use Patterns

Current land use patterns has evolved in response to the settlement patterns, rural character of the district, applicable planning policies and land use management practices i.e. formal and customary. The broad categories of land uses that exist within the area are:

- a. Urban Settlements – these are the small towns with an agglomeration and variety of social and economic uses;
- b. Rural Settlements – which primarily include rural villages with social facilities, subsistence agriculture but limited economic uses;
- c. Commercial agriculture – these are mainly the privately owned farms around Cedarville and Ongeluksnek Nature Reserve; and
- d. Conservation areas – which include the protected nature reserves such as Ongeluksnek and Mkhambathi Nature Reserve.

A substantial area of arable land has been left fallow. This could be ascribed to a number of factors including availability of resources to produce food, degradation and loss of productive potential. Most of the hill slopes are used for grazing of livestock with the result that most of these slopes have limited vegetation cover (ADM Enviro Status Quo Report, June 2003:1).

Land Ownership Patterns

Land ownership within Alfred Nzo District Municipal Area is dominated by state land which functions as the rural villages and accommodates the majority of the population. There are few privately owned farms within Matatiele and Umzimvubu Municipal Area. The majority of the land is registered in the name of the state and used for a different uses. The following categories of state land could be identified:

- a. State land – the majority of the land parcels within the municipal area are held in trust by the Minister of Rural Development and Land Reform (Formerly the Minister of Land Affairs). Some state land (former commercial farms) is surveyed and registered, but much, especially communal land, has only recently been surveyed and is still unregistered in the Deeds Registry (PSDP, Vol 1: 60).
- b. There are numerous parcels of state land located throughout the local municipal areas. They include the Nature Reserves, land parcels upon which various facilities have been constructed, for example, government and municipal offices, police stations, schools, clinics and utilities (such as water works and sewerage treatment works).

Communal Land

Communal land is held in trust by the Minister of Rural Development and Land Reform and formerly registered in the name of the state, it is occupied by individuals members of the respective communities under Permission to Occupy (PTO) and/or customary tenure commonly referred to as beneficial occupation rights. Individual's rights on the land are protected in terms of the Interim Protection of Informal Land Rights Act, Act No. 31 of 1996 also known as IPILRA.

Land Tenure Upgrading

The land tenure upgrading project has been initiated in Maluti, which is a former R293 township that is situated within the administrative boundaries of Matatiele Local Municipality. This upgrading of land tenure rights in Maluti occurs at two levels such as follows

Upgrading of Deeds of Grant, which the apartheid government issued to black people in urban areas in the past. A review of the land ownership database in Maluti suggests that an overwhelming majority of residents still hold the land in terms of Deeds of Grant. The extent to which the same applies in Itsokolele Township needs to be confirmed.

Upgrading of land tenure rights that pertain to communal land in the rural hinterland. These include Permission to Occupy (PTOs) and beneficial occupation rights. The declaration of the Communal Land

Rights Act, Act No. 11 of 2004 (CLaRA), unconstitutional means that the status quo will remain in the rural areas until a new land rights legislation is enacted. This has denied local communities an opportunity to benefit from localised spatial planning and exercise their rights in terms of security of tenure (CLaRA provided a continuum of tenure security from communal through to titling paradigm).

The Alfred Nzo District Municipality engages regularly with traditional leadership structures to guide all land development and rehabilitation initiatives. Prior to any land use change or restoration programme, the municipality convenes joint planning sessions with tribal authorities to ensure that cultural values, customary land rights, and environmental sensitivities are fully respected. These consultations are formalised through memoranda of understanding and reflected in the IDP, ensuring that development proceeds in a manner that is both socially inclusive and ecologically sustainable.

Spatial Economy

This section provides an analysis of where population and economic activities and related opportunities are located within the Alfred Nzo District Municipality. It compares the structure of the district economy, with those of other districts economic performances within the Eastern Cape Province. The main aim is to identify those sectors of the economy with which the Alfred Nzo District has an inherent comparative advantage relative to spatial characteristics and economic infrastructure so as to enhance the process of translating the comparative advantage to competitive advantage for the district and province's benefits.

Under-Developed Urban Centres

Urban towns (Emaxesibeni, Matatiele, KwaBhaca, Bizana and Ntabankulu) play a significant role within the municipal area. These serve as the administrative, service and main economic centres with a threshold that covers the full extent of the municipal area and beyond. Although these towns exist with a range of commercial activities, they are currently poorly developed and structured. They are characterised by an unstructured linear form, land use separation and sprawling residential expansion. These towns should be planned as rural towns and be structured and managed to enable them to perform their functions efficiently and effectively.

Efforts to address past and current social inequalities

Efforts to address past and current social inequalities in communities are essential for fostering more inclusive, equitable societies. These inequalities often stem from historical practices such as colonization, segregation, discrimination, and systemic exclusion of marginalized groups. Addressing past and current social inequalities requires multi-faceted approaches that involve government action, community initiatives, and societal changes. Efforts range from policy reforms to grassroots activism, all aimed at dismantling the structural barriers that perpetuate inequality. By creating more equitable access to resources, opportunities, and social services, these efforts can help ensure that all individuals,

regardless of their background, can thrive in society.

Alfred Nzo DM's SDF identifies Spatial Planning Nodes, (demonstrated in the composite SDF map above), which serve as focal points for economic activity and can influence the overall growth, productivity, and sustainability of a region. By focusing on specific areas or "nodes," spatial planning can direct resources, investment, and infrastructure toward regions that will yield the most economic benefits. Spatial planning nodes can have a profound impact on economic development by strategically focusing growth in key areas where infrastructure, investment, and human capital can converge. By promoting clusters of economic activity, enhancing infrastructure, creating jobs, fostering innovation, and ensuring regional balance, spatial planning nodes contribute to the sustainability and resilience of the economy. Ultimately, these nodes help drive long-term prosperity and create a more inclusive and diversified economic landscape.

Further more, ANDM is currently implementing programmes to address the issue of poverty in the entire district and its localities. Programmes include but not limited to:

- MSME Support on Cement Products Manufacturing Hubs

Alfred Nzo District Municipality had initiated LED programmes that seeks to provide support to Micro, Small and Medium Enterprises. The logic and motive behind the LED programmes are to build MSMEs Capacity to be sustainable and create both jobs and job opportunities. Creation of both jobs and job opportunities are a strategy to reduce and alleviate poverty, to this extent, Alfred Nzo District Municipality has initiated Cement Products Manufacturing Hubs where its properties were given to MSMEs as a space for manufacturing all cement related products, currently the cement products manufacturing hubs are in Matatiele and Umzimvubu Local Municipalities where they have created a high number of jobs and jobs opportunities. It is understood that the manufacturing sector in the district contribute insignificantly to the Gross Value Addition and this is an indication of the economy relying on consumption than production orientation. It is in this reason that the Alfred Nzo District Municipality has initiated the Cement Products Manufacturing Hub Programme as a starting point. Additionally, the Municipality is in a process to engage South African Bureau of Standards to ensure guidance, regulations of products produced in this industry and creation of quality management systems and assurance.

- Agri-Parks Programme

Alfred Nzo District Municipality (ANDM) has favourable climatic conditions and is also highly endowed in land as a natural resource for economic development, suitable for development of Agricultural Sector. This resource has however not been fully employed due to various challenges being experienced in the Agricultural sector. Secure arable land is one of the essential pre-requisites to get high yield crop outputs. Agriculture is currently the main economic activity in the District; it is one of the most prominent sectors

that possess a lot of potential for development. However, currently it has a limited base for economic expansion due to the fact that the majority of farming in the District is traditional subsistence farming. Agricultural transformation is imperative towards uplifting the sector and to ensure its productivity and growth in the region. The sector has therefore been identified as a priority sector for development.

It is in this regard that the Alfred Nzo District is in the process of implementing an Agri-Park programme, which aims to bring about rural economic transformation and sustainable economic growth in the District. In support of the programme, the District is presently assisting farmers with production inputs and mechanization for production of dissimilar commodities that include grain and vegetables. Additionally, the implementation of the Agri-Park Programme also include the establishment of Alfred Nzo District Agro-Processing Hub which aims to accommodate the entire agricultural value chain through storing of grain and processing of animal feed and vegetable processing. The programme is benefiting farmers across the region

Spatial Planning Principles

Alfred Nzo District Municipality's SDF is underpinned by normative principles reflected in various policy documents and pieces of legislation including SPLUMA, National Environmental Management Act (NEMA) and Provincial Spatial Development Plan. The following principles have been extracted from these sources and are considered appropriate to guide the preparation, review and implementation of Alfred Nzo Municipality SDF.

Primary Node

A Primary Node is physically connected to urban centres beyond its region (district) through frequent and reliable transportation and all-weather roads. These nodes offer a range of commercial, financial, professional, and administrative services. They house municipal offices, sub-regional offices of national government departments, and branch offices of provincial government departments. Additionally, they provide facilities for large-scale and diverse markets, serve as communication nodes for extensive rural hinterlands, and serve as sites for agri-business and large-scale agricultural processing. These nodes offer space for the location of small-scale consumer goods industries, repair workshops, and light durable goods. They also provide opportunities for higher education and specialized vocational training, along with diversified and multipurpose hospitals and health clinics. District and local municipal offices are primarily situated within these development nodes. Matatiele, Bizana, EmaXesibeni, KwaBhaca towns serve as the primary nodes within the Alfred Nzo District Municipality, housing the district municipality, its satellite offices as well as the local municipal offices. Primary Nodes are subject to formal/adopted land use schemes for effective land use management. Characterized by predominantly urban settings, they host key economic and administrative activities of the Municipality, including municipal offices, Provincial Government offices, prominent schools, police stations, a magistrate court, and an array of commercial and retail establishments. Matatiele is interconnected by well-established

transportation and road networks, all converging onto major transportation routes or corridors within the Municipality, such as the 56

Mount Ayliff is one of the main urban centres within Alfred Nzo District. It is strategically located at the central parts of the district and it plays an important role as a regional centre for district. It has a good potential as a primary node for investment promotion and centre of supply of services in the district. It forms part of the provincial spatial systems and is identified in the PSDP as one of the economic hubs. This node has administrative, social, and economic potential and there is provision of concentration of different activities of services. As a regional node, the following activities should be strengthened in Mount Ayliff Town:

- a. Development of commercial activities serving the entire district municipal area and the surrounding areas (region).
- b. Location of district and sub-district offices of various government departments and service delivery agencies.
- c. Location of facilities and services for an effective administration.
- d. Industrial development, focusing mainly on the processing of raw materials produced within the sub-region.
- e. Location of public facilities serving the whole sub-region and beyond. These may include district hospital, sports facilities and transportation facilities.

Secondary Nodes

There is one secondary node that has been identified within the district which is Tabankulu. This node currently function as the main urban centre for the local municipalities that they serve. Similar to the primary node, this areas is well located within the main transportation routes that connect nodes with various settlements within each local municipality. As a sub-regional node the following activities should be strengthened in these secondary nodes:

- i. Development of commercial activities serving the whole local municipal areas and the surrounding areas (sub-region).
- ii. Light Industrial development, focusing mainly on the processing of raw materials produced within the sub-region and the neighbouring areas – agri-processing centre.
- iii. Location of public facilities serving the local municipalities. These may include sports and transportation facilities.
- iv. Location of facilities and services for an effective administration and local governance of the municipalities.

Tertiary Nodes

While the primary and secondary nodes serve as regional and sub-regional centres, at least two other areas present an opportunity for the development of tertiary nodes with much less threshold/sphere of influence, namely:

- a. Maluti;
- b. Cedarville;

Three main factors have influenced the selection of these areas:

- i. Location in relation to major access routes. Secondary nodes are located either along a primary or secondary corridor, or at the intersection of the primary and secondary corridors.
- ii. Location in relation to large rural or urban settlements, which provides a threshold for services, rendered from these areas.

Development potential based on the above two factors, and broad overview of the historical development of the areas as well as the current level of development.

Political and Administrative Seat

The political and administrative seat of Alfred Nzo District Municipality is located in Mount Ayliff, in the Eastern Cape Province. This is where the offices of the Executive Mayor, Speaker, Municipal Manager, and senior management are situated. All key political and administrative functions of the municipality are coordinated from this central location, which serves as the hub for governance, strategic planning, and service delivery across the district's local municipalities.

The municipality convenes its Council and its governance structures in line with the adopted Council Calendar, which is approved annually to guide the scheduling of meetings. This calendar ensures that Council sittings, portfolio committee meetings, and other statutory gatherings are held consistently and in compliance with legislative requirements.

Hierarchy of Development Corridors

Development corridors in Alfred Nzo District Municipality occur at different scales depending on function and categorization of the transportation route that forms the basis of the corridor. They carry the flows of people and trade between two points (origin and destination) and encourages nodal development at strategic point.

Primary Corridor

The N2 is identified in the NSDP as a national corridor, and is recognised as such (strategic transport route) in the PSDP. It runs in a north to south direction almost dividing Alfred Nzo District Municipality into half and link the area with KwaZulu-Natal towards the north as well as Eastern Cape towards the

south. The N2 is a high speed limited access road providing access and inter-nodal connections at a national and provincial level. At a regional and local level, it presents an opportunity for the integration of Alfred Nzo to the national and provincial trade routes. It is a tourist route to the major tourist destinations in Eastern Cape. Development along this route should occur as follows:

- a. Facilitate the establishment of mixed land use activity nodes at the intersection of the N2 and the regional or provincial routes. Activities that may locate in these areas include logistics, warehousing, light industry and commercial facilities.
- b. In the short to medium term, high value agricultural land located along the corridor should be protected, but in the long term, strategically located areas abutting onto the mixed land use nodes should be opened for development as mixed land use precincts.

Secondary Corridor

R56 and R61 are the provincial routes that link Alfred Nzo with external significant nodes such as Kokstad, Port Edward and Mount Fletcher. Secondary to the N2, these routes serve as the main link between the Eastern Cape Province and KwaZulu-Natal Province. These are identified in the Provincial Spatial Development Plan (PSDP) - Eastern Cape as some of the Strategic Transport Routes.

R56 is a multi-sectoral corridor as it facilitates access to agricultural zones in the Cedarville- Matatiele Area, tourism zones in the Ongeluksnek area and commerce and industry in Matatiele. It forms the basis for a road system that connects different parts of the municipal area. Due to the current settlement patterns and population distribution, R61 has attracted a lot of settlement and establishment of business uses dependent on accessibility and population concentrations. The on-going densification along this route is resulting in R61 fulfilling the role of a residential access road.

Development along R61 and R56 Development Corridor should follow the following guidelines:

- a. R61 and R56 are regional limited access and high speed public transport routes, as such direct access onto this road should be subject to the provincial road transport regulations.
- b. Higher order land uses should be accommodated in the nodes, but lower order land uses could develop in a linear fashion subject to alternative access opportunities.
- c. A 15m buffer should be observed from the boundary of the road reserve. This has implications for settlements that have encroached onto the buffer areas.

Tertiary Corridors

Several existing roads possess the potential to evolve into tertiary development corridors, offering

opportunities to open up novel development areas through a network of tertiary corridors. Key among these existing tertiary corridors is:

- a. The R394 route connecting the R61 and N2.
- b. The R405 route linking the R556 and N2.
- c. The DR08012 route connecting Maluti and Lesotho
- d. Mngcisane Road

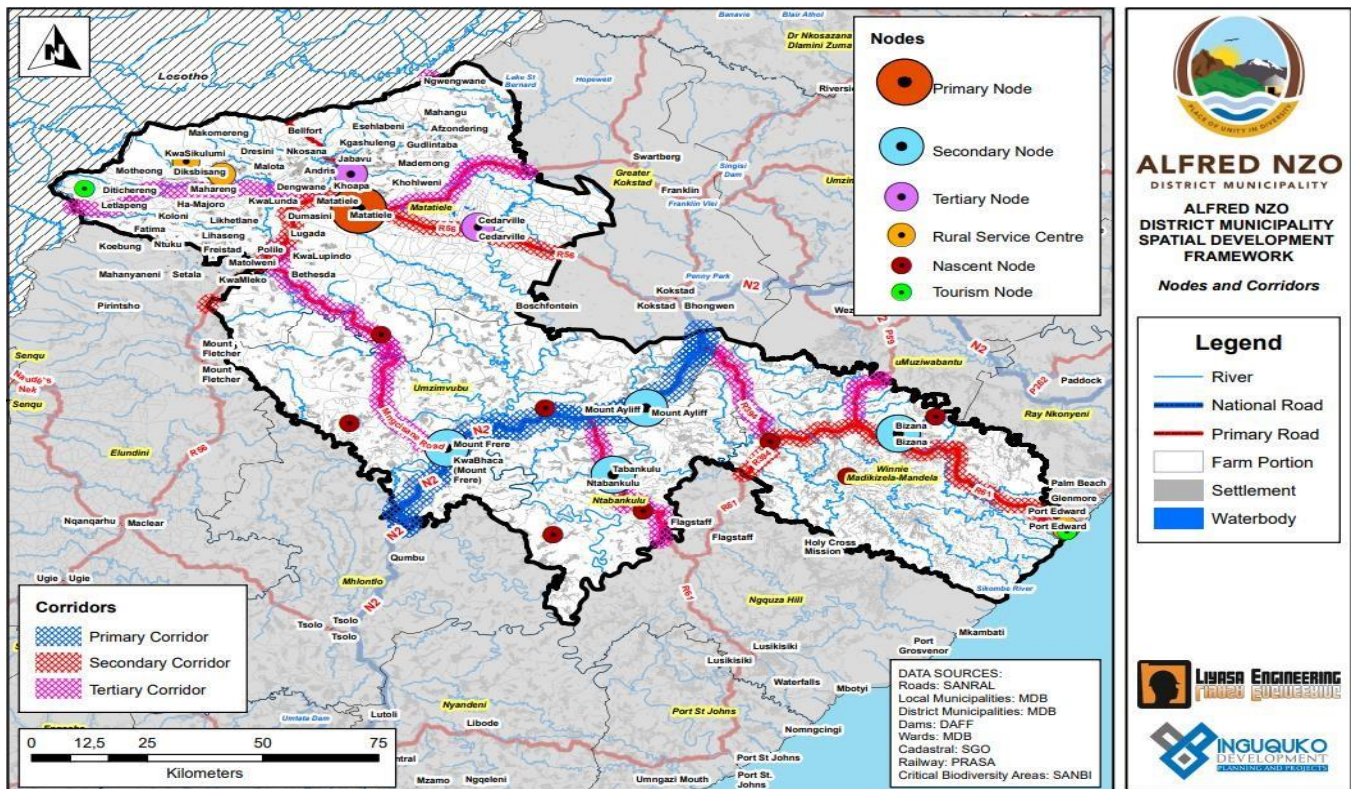
Strategic Roads

The road network from Matatiele to Lesotho via Maluti (DR08012) carries significant traffic volumes, both vehicular and trade related. This route is crucial for accessing numerous peri-urban and rural settlements situated near Maluti. Due to its substantial traffic, the road demands consistent maintenance and upgrades.

Other notable roads requiring attention include:

- i. The road to Ongeluksnek, which diverges approximately 15km outside Matatiele (DR08646). This road serves a tourist destination and accesses a block of agriculturally fertile land, necessitating considerable upgrading and maintenance.
- ii. The road linking Cedarville and KwaBhaca (DR08017).
- iii. The road connecting Bizana Ndengane to Holy Cross (DR08120).
- iv. The road linking Swartburg with both Matatiele and Cedarville (DR08703).
- v. The road from Ntabankulu to N2 (leading to Mount Frere) (DR08019).
- vi. The road connecting KwaShinta to Tabankulu via Silindini (DR08125).
- vii. Several other district roads providing access to clusters of rural service nodes and settlements.

Map: DistrictNodes and Corridors



Coastal Zone Management

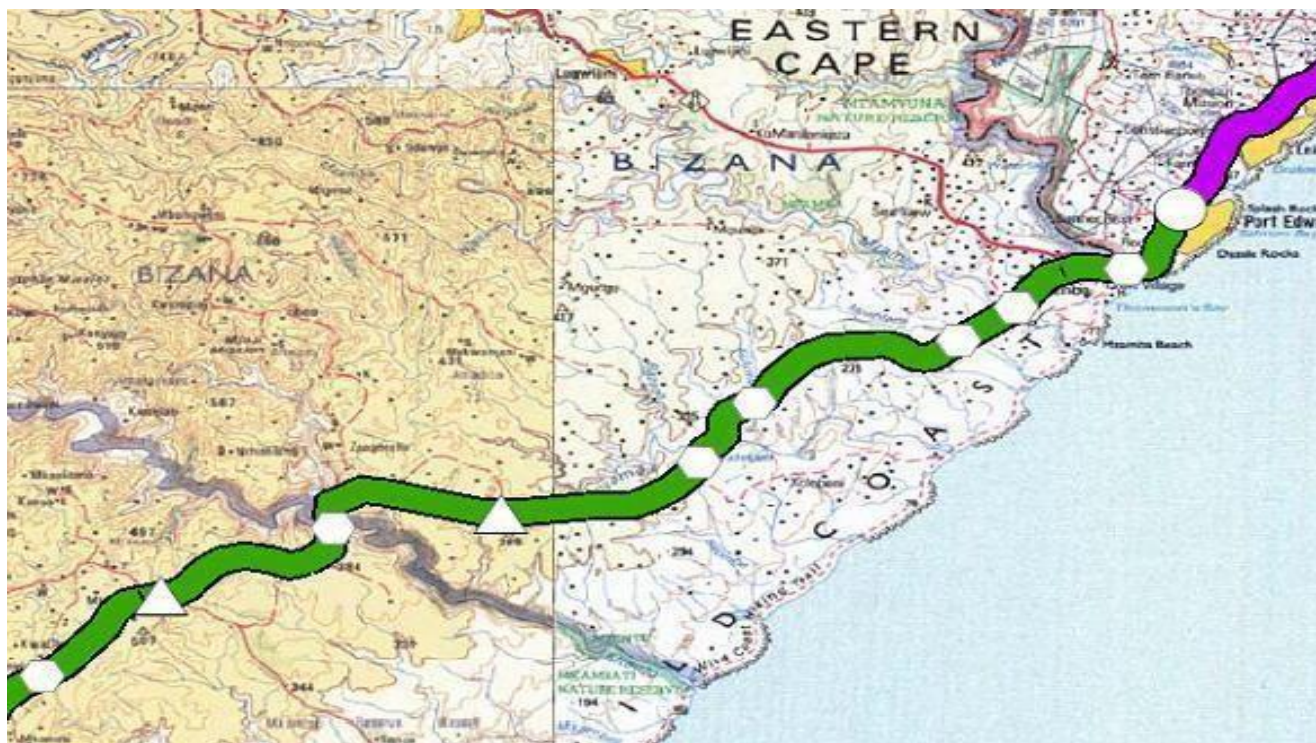
ANDM is endowed with a 30km Coastline (known as the Wild Coast) along Mbizana Local Municipality, a coastline presenting abundant opportunities for the development of the aquaculture, marine and coastal tourism. The district also has a number of dams that possess an opportunity for tourism development (i. e Ntenetyana Dam located at Umzimvubu Local Municipality). These opportunities have therefore qualified ANDM to form part of the Operation Phakisa: Oceans Economy programme. Oceans Economy labs were established to oversee the implementation of the programme. These are collaboration sessions, which consists of a number of stakeholders involved in the ocean economy programme (i. e government, labour, business, academia and other sectors). The results of the labs are detailed (3 foot) plans with ambitious targets as well as public commitment on the implementation of the plan by all stakeholders.

Five priority areas have been identified. By focusing on these priority growth areas, the Oceans Economy will unlock the economic potential of Alfred Nzo District's ocean and dams, providing significant contribution to GVA growth and job creation potential. These priority areas include: Aquaculture (and Small Crafts Harbours); Off-Shore Oil & Gas Exploration; Maritime Transport & Manufacturing; Marine Protection Services & Ocean Governance; and Coastal & Marine Tourism. Initiatives identified by ANDM place specific focus on Aquaculture and Coastal & Marine Tourism.

Proposed Wild Coast Route

The new national route is currently under construction (i.e. wild coast toll route) which is positioned from Mbizana (Mzamba) to Lusikisiki. According to the discussion with South African Roads Agency Limited (SANRAL) this toll road will not replace the existing N2 such that both routes will be under the authority of the Department of Transport. However the description of the existing N2 may change.

Map: Proposed N2 Development



Environmental Management Strategies

Water resource management in the Alfred Nzo District Municipality must prioritize the protection of water resource assets to ensure a consistent supply of water and ecosystem goods and services while mitigating vulnerability to the impacts of climate change. Securing a sustained water supply involves managing natural assets (water resources management) and implementing new infrastructure (water services management). It is essential to recognize that investing solely in water services and sanitation infrastructure is insufficient for ensuring water availability for growth. Therefore, greater attention must be given to understanding the impact of existing and proposed development activities on the region's water resources.

Immediate investments are needed to protect, rehabilitate, and manage assets storing water, such as wetlands, floodplains, and land cover. The following activities should be reinforced:

- a. Collaborate with the Department of Water Affairs and Forestry (DWAF) to initiate an education and monitoring program, ensuring the involvement of land users along major rivers in Catchment Management Agencies responsible for managing catchments.
- b. Rehabilitate and safeguard wetlands and riparian zones from future development.
- c. Adhere to the National Water Act (Act 36 of 1998) for the fundamental reform of water resource laws.
- d. Ensure that land use practices align with the National Freshwater Ecosystem Priority Area Guidelines.
- e. Enhance sanitation and waste management infrastructure and services in nodal areas.
- f. Collaborate with the Dept. of Water Affairs and Forestry to develop catchment management by-laws guiding proper use and care for the catchment.
- g. Facilitate and support the establishment of an effective water quality monitoring program in the Alfred Nzo District Municipality, collecting and storing comprehensive information on water quality. Several Water Resource Management Strategies are currently in place to focus on the safeguarding of water resources, water usage, water conservation, and demand management. These strategies outline the institutions that should be consulted for catchment management, the quality and quantity objectives for water resources, and various other aspects of water resources management crucial for land use development. The Catchment Management Agency for the Water Management Area (WMA) is tasked with formulating a Catchment Management Strategy, guiding the management of water resources at both regional and catchment levels. This ensures that local perspectives influence catchment strategies and plans. Notably, Amakhosi/Traditional Leaders play crucial roles in integrated water resources management, facilitating activities within their areas of jurisdiction. The National Water Resource Strategy also acknowledges Traditional structures as conflict resolvers in water resources management. Consideration should be given to the following norms and principles:
- h. Enhancing sanitation, wastewater management, infrastructure, and community services.
- i. Designating flood-prone areas as "no-go" zones, utilizing the 100- year flood-line as per section 144 of the National Water Act (Act 36 of 1998). Regular slope analysis and/or geotechnical reports are beneficial in determining land suitability for development.
- j. Rehabilitating and safeguarding wetlands and riparian zones from present and future development, designating them as no-go areas.
- k. Ensuring that land use practices align with the National Freshwater Ecosystem Priority Area

Guidelines.

Wetland Management

Wetlands play a crucial role in ecosystem water management and biodiversity conservation, and therefore, they are designated as no-go areas for on-site development. In the interim, the following guidelines are proposed for the effective management of wetlands:

- i. Avoid any activities that would lead to the transformation of wetlands. Wetlands should be preserved for the ecosystem goods and services they provide, allowing only rehabilitation and conservation activities within the designated zone.
- ii. In cases where it is not feasible to entirely avoid or adequately mitigate on-site impacts on wetlands, consider establishing off-site wetland offsets that contribute positively to wetland management in the region.
- iii. A confidence buffer of 32 meters will be established around each wetland area since on-site delineation of wetlands has not been conducted.

Air Quality Management

The Alfred Nzo District Municipality (ANDM) is home to numerous factories and industries that significantly contribute to air pollution. The proposed interventions include:

- a. Establishing national norms and standards.
- b. Creating a regulatory framework for air quality management planning.
- c. Implementing a reporting regime and various regulatory instruments to control air pollution.
- d. Ensuring a comprehensive approach to compliance and enforcement.
- e. Safeguarding, restoring, and enhancing air quality in the district while considering specific measures for sustainable development.
- f. Providing the public with access to relevant and meaningful information about air pollution.
- g. Minimizing risks to human health and RRAMS Rural Roads Asset Management System preventing the degradation of air quality.

Management of Diversity

The Alfred Nzo District Municipality (ANDM) is primarily characterized by endangered and vulnerable vegetation types, boasting a diverse array of flora and fauna species especially in the Coastal Zone/Area. The areas with high biodiversity value that remain in a pristine condition are environmentally sensitive. Recommended environmental practices for these areas include:

6.1.1. High Biodiversity Areas:

- a. Recognized for their intrinsic value in the ecosystem.
- b. Subject to high development constraints to preserve their ecological functioning.
- c. Afforded legal protection under environmental management legislation.
- d. Any development within these protected areas requires an Environmental Impact Assessment (EIA) with a vegetation assessment study and extensive consultation with interested and affected parties. Medium to Average Biodiversity Areas:
- e. Development proposals in this zone necessitate a pre-feasibility assessment, including specialist biodiversity investigations and consideration of alternatives and mitigation.
- f. If confirmed as highly sensitive, proposed activities leading to potential net loss of critical biodiversity elements should be deemed unsuitable. Support should be given to activities compatible with biodiversity management objectives and resulting in a net increase in biodiversity.
- g. Off-site biodiversity offsets may be considered if on-site mitigation is not feasible.

6.1.2. Preserving the condition of Land

Preserving and enhancing the condition of land within the Alfred Nzo District Municipality is crucial for contributing to sustainable biodiversity conservation and management. Key natural resources, including wetlands, rivers, forests, estuaries, grasslands, and coastal zone resources, play a vital role in sustainable growth and development, helping mitigate the negative effects of climate change.

- i. The sustainable supply of ecosystem goods and services provides a practical alternative to deforestation and the degradation of ecosystems. The ANDM features several sensitive vegetation types and areas of conservation significance, including critically endangered and endangered ecosystems. The biodiversity management strategy should consider the following acts:
- ii. National Environmental Management Act (1998): Manage and conserve South Africa's biodiversity, protect species and ecosystems, and ensure fair and equitable sharing of benefits arising from bioprospecting.
- iii. Protected Areas Act (2003): Protect and conserve ecologically viable areas representative of South Africa's biological diversity, following national norms and standards.
- iv. National Environmental Management Waste Act (2008): Establish a system for integrated coastal and estuarine management, including norms, standards, and policies to promote conservation and sustainable use of the coastal environment.

6.1.3. Development on protected areas

Development within protected areas requires environmental authorization from relevant authorities. Development planning must consider:

- a. Pre-feasibility assessments for proposed developments within sensitive zones, including specialist biodiversity investigations, alternatives, and mitigation considerations.
- b. No development in confirmed highly sensitive areas leading to the likely loss of critical biodiversity components.
- c. Support for activities aligning with biodiversity management objectives and resulting in a

net increase in biodiversity.

- d. Consideration of off-site biodiversity offsets if on-site mitigation is not feasible.

6.1.4. Biodiversity Management Plan

The National Environmental Management Biodiversity Act (Act No. 10 of 2004) provides for the development of Biodiversity Management Plans for Species (BMPs). To this effect, the Department of Forestry, Fisheries and the Environment developed norms and standards for the development of BMPs which were gazetted in March 2009. The purpose of these norms and standards was to provide a national approach and minimum standards for the development of BMPs. A BMPs can be developed by any person, organ of state desiring to contribute to the management of biodiversity in South Africa and achievement of the objectives of the Biodiversity Act. Additionally, a BMPs can be developed for any indigenous or migratory species.

The BMP aims to provide for the long-term survival of a species in the wild and to provide a platform for an implementing organisation or responsible entity as appointed by the Minister to monitor and report on the progress regarding the implementation of the BMP. The municipality developed Biodiversity Management Strategy for the district focusing in the main at Xholobeni Area as identified by the province as Pondoland Centre of Plant Endemism.

The **Pondoland Centre of Plant Endemism** is situated in the coastal region overlapping the provinces of KwaZulu-Natal and the Eastern Cape in South Africa. It is named after Pondoland and falls within the Maputaland-Pondoland-Albany Hotspot. The region consists of grassy plateaus incised by forested ravines and gorges. The main substrate in the area is Natal Group Sandstone, which was formed by sediments laid down about 500 million years ago in a rift underlying the eastern Agulhas Sea in the ancient continent of Gondwana. The region is about 18,800 hectares in extent, and lies along the coastline stretching about 15 kilometres inland with a maximum altitude of about 400 to 500 metres above sea level. The region is essentially a transition zone between sub-tropical and temperate climates.

Some notable endemic plants include Sanderson's bladderwort (*Utricularia sandersonii*), the pondo coconut (*Jubaeopsis caffra*), the Pondoland ghost bush (*Raspalia trigyna*), the Pondoland cone bush (*Leucadendron pondoense*), pondo khat (*Catha abbottii*), pondo waterwood (*Syzygium pondoense*) and pondo poison pea (*Tephrosia pondoensis*). An endemic species of lizard, the pondo dwarf chameleon (*Bradypodion caffrum*), is also found only in this region. The ANDM Strategy serves as a

- a. Source of biodiversity information for various spatial planning tools within the municipality.
- b. Inform the protection of Ecological Support Areas (ESAs) to maintain Critical Biodiversity Areas (CBAs) and associated ecological goods and services.

- c. Spatially illustrate key biodiversity corridors and linkages.
- d. Enhance awareness of unique biodiversity, its value to people, and management mechanisms for protection and sustainable use.
- e. Protect and manage important environmental areas.
- f. Promote Sustainable Environmental Management.
- g. Alleviate water quality deterioration in rivers through proper wastewater treatment, preserving primary river ecosystems.
- h. Involve relevant environmental departments in environmentally sensitive areas.

CHAPTER SEVEN: FINANCIAL VIABILITY

7.1. Financial Planning

This Intergrated Development plan provides a focussed set of objectives to ensure that public resources are channelled to the programmes and projects that deliver the most benefits for the public. The 2025/2026 Budget and the allocation of resources is guided and informed by this plan. More importantly, the municipality is well conversant of the financial environment in the National sphere. The budget has taken into account imminent excessive Eskom Tariff increases, the volatile Rand, sluggish economic growth, high rates of unemployment and uncertainty of fuel prices. It also embraces cutting costs and set revenue targets that need to be achieved to ensure a financially sustainable of the institution. The municipality had its Council Strategic Planning Session on the 12-14 March 2025. The budget therefore endeavors to encapsulate deliberations at various commissions and plannery session of the Council Strategic Planning Session.

The budget has been prepared taking into consideration the following:

- a. Municipal Budget and Reporting Regulations;
- b. The MFMA and its Circulars as issued by National Treasury;
- c. Division of Revenue Act (DORA)

The budget steering Committee which is an internal driving force that facilitates and monitors the compilation including implementation of the budget sat on the 11th March 2025 and 2nd May 2025 to discuss the budget before it was presented to Mayoral Committee.

The Budget Steering Committee further ensured that:

- i. the process followed to compile the budget complies with legislation and good budget practices;
- ii. that there is proper alignment between the policy and service delivery priorities set out in the municipality's IDP and the budget, taking into account the need to protect the financial sustainability of municipality;
- iii. that the budget focuses on core municipal mandates and priorities

- iv. that the municipality's revenue and tariff setting strategies ensure that the cash resources needed to deliver services are available; and
- v. that the various spending priorities of the different municipal departments are properly evaluated and prioritised in the allocation of resources.

Standard Chart of Accounts (mSCOA):

The municipality continues to implement the Municipal Standard Chart of Accounts (mSCOA) in compliance with the Municipal Regulations on a Standard Chart of Accounts (as per Government Gazette No. 37577). The implementation of mSCOA is not only a legislative requirement but a strategic financial reform introduced by the National Treasury to improve financial governance and accountability in local government. mSCOA enables the municipality to classify and report financial information in a consistent, transparent, and comparable manner across all spheres of government.

The Alfred Nzo District Municipality has adopted an integrated mSCOA implementation plan that ensures that the IDP, Budget, Service Delivery and Budget Implementation Plan (SDBIP), and Annual Financial Statements are aligned in structure and content. The system enables the linking of projects and programmes directly to funding sources, geographic location, municipal functions, and strategic objectives. This level of integration allows for more informed decision-making, better monitoring of spending patterns, improved audit outcomes, and enhanced credibility of the municipality's financial data.

As part of the municipality's ongoing commitment to financial viability and sustainable service delivery, the mSCOA implementation also assists in:

1. Strengthening internal controls through real-time transaction monitoring,
2. Improving expenditure management and accountability by clearly tracking spending against approved IDP priorities,
3. Providing management and oversight structures with more accurate and timely financial information,
4. Supporting the alignment of IDP outcomes with actual performance and financial reporting.

The municipality continues to work closely with Provincial Treasury, National Treasury, and system vendors to ensure data integrity, capacity building, system upgrades, and full compliance with mSCOA Version 6.6 and future updates. Regular assessments and audits of the mSCOA environment are also conducted to identify gaps and implement corrective actions where necessary.

7.2. Annual Financial Statements for a year - end preparation plan

The Municipality has developed an annual financial statements preparation plan that will ensure that it is ready for the audit. The plan is a very detailed document that incorporates all actions to be performed by all the internal stakeholders who are intergrated part of the preparation of the annual financial statements.

Interim financial statements were prepared as well and submitted to Internal Audit for review.

7.3. Tariff Charges

National Treasury encourages municipalities to maintain tariff increases at levels that reflect an appropriate balance between the affordability to poorer households and other customers while ensuring the financial sustainability of the municipality. The Consumer Price Index (CPI) inflation is forecasted to be within the 4 to 6 per cent target band; therefore, municipalities are required to justify all increases in excess of the projected inflation target for 2025/2026 in their budget narratives and pay careful attention to the differential incidence of tariff increases across all consumer groups. The increase in the tariffs is 6%, which is within the CPI.

7.4. Setting the Cost reflective tariffs

The Municipality must ensure that the consumption charges for services are only based on consumption and all other variable costs. Therefore, fixed costs such as salary and wages, etc. should be covered by a fixed charge.

During the budgeting process, provision must be made for revenue to be generated by the tariffs levied for services to address the maintenance of infrastructure. New infrastructure developments in a municipal area of jurisdiction should be obliged to consider and incorporate energy efficiency sources of energy available such as solar or wind to respond to the ongoing global energy crisis. The tariffs form part of this submission and are submitted for consideration and implementation with effect from 1 July 2025. All tariffs have now been consolidated and have been reviewed to be more market-related. The Water and Sewerage Tariff has been increased by 6%. The proposed rates increase of 6% for other services will apply and the increase will be effective from 01 July 2025.

7.5. Credit Control

Alfred Nzo District Municipality has adopted a comprehensive and practical Credit Control and Debt Collection Policy in line with legislative frameworks such as the Municipal Systems Act (No. 32 of 2000) and the Municipal Finance Management Act (No. 56 of 2003). The objective is to ensure the effective collection of revenue and sustainable financial viability while recognizing the socio-economic realities of its communities.

The Credit Control and Debt Collection Strategy aims to:

1. Promote a culture of payment for services rendered.
2. Ensure consistent, fair, and transparent enforcement of credit control.
3. Reduce outstanding debt levels and manage municipal cash flow.
4. Enable financial sustainability to maintain service delivery standards.

Incentive-Based Debt Relief Mechanisms

To address persistent non-payment and long-outstanding debts, the municipality introduced incentive-based relief models aimed at encouraging settlements and reducing the overall debt book. These incentives are as follows:

a. 90:10 Incentive Scheme for individuals

- Debtors who pay 90% of their total outstanding balance in a lump sum will have the remaining 10% of the debt written off.
- This model is particularly aimed at those with the ability to settle large debts in one payment, and it has proven effective in incentivizing immediate action.

b. 70:30 Incentive Scheme for business

- Debtors who settle 70% of their arrears in a single payment qualify for a 30% debt write-off.
- This model offers a middle-ground incentive to moderately indebted households or businesses and assists in easing their financial burden.

The implementation of credit control follows a systematic approach:

1. Issuance of accurate, regular monthly statements.
2. Reminders, disconnection notices, and service restrictions in cases of non-payment.
3. Use of legal remedies, including blacklisting, litigation, and collection agencies for long-outstanding debt.
4. Continuous data cleansing to ensure correct billing and customer information.

Management of the Debtors Control Account

The municipality manages its Debtors Control Account as a critical tool in financial planning and reporting:

1. Monthly reconciliations are performed to ensure accuracy.

2. Debtors are classified by age category to determine recovery strategies.
3. Provisions for doubtful debts are calculated in compliance with accounting standards.
4. The municipal finance team regularly reports on the financial health and movement of the debtors book.

Servicing Creditors According to Norms and Standards

In line with Treasury norms, the municipality acknowledges its responsibility to service creditors timeously, which is crucial for building trust with suppliers and maintaining uninterrupted service delivery. Effective revenue collection under this credit control strategy directly supports the ability to settle municipal obligations.

Integration with Indigent and Social Support Programs

The municipality continues to align its debt collection approach with the Indigent Support Policy, which ensures:

1. Protection of the most vulnerable households from punitive credit actions.
2. Access to subsidised basic services.
3. Equitable treatment through self-registration and regular updates of the indigent register.

The implementation of this strategy is overseen by:

1. The Budget Steering Committee, which monitors revenue performance and compliance.
2. BTO who provide periodic reporting on debt trends and recovery rates.
3. Internal audit and performance management systems, which help ensure accountability.

7.6. Revenue and Debt Collection

Efficient revenue collection is vital for the municipality's financial sustainability and ability to deliver services in line with the Municipal Finance Management Act (MFMA) and other relevant legislation. According to financial norms and standards, municipalities must collect at least 50% of billed revenue from consumers.

In the 2023/24 financial year, the municipality achieved a commendable collection rate of 23%, indicating strong performance but the municipality is facing serious challenges on malfunctioning of meters and inadequate supply of water which makes it very difficult in implementing credit control measures, indigent support policies, and effective customer billing systems.

However, the 2024/25 financial year presented mixed results. The Q1 (July–September 2024)

collection rate increased sharply to 90% (account receivables not discounted), attributed mainly to inadequate water supply, malfunctioning meters, and consumer dissatisfaction with estimated billing

The situation improved in Q2 (October–December 2024) with a recovery to 89%(account receivables not discounted), following focused interventions including meter upgrades, intensified credit control, and increased prepaid water usage.

While Q3 data is 94%, the average collection rate across Q1 and Q2 of the 2024/25 financial year currently stands at approximately 91%, meeting the minimum national benchmark.

7.7. Allocation of Grants

The following table shows grant allocation as per the Division of Revenue Act (DORA 2025)

Table – Grant Allocation

ALFRED NZO DISTRICT MUNICIPALITY									
DRAFT ANNUAL BUDGET BUDGET 2025 - 2026 MTREF									
SUMMARY - ALL DEPARTMENTS									
DRAFT ANNUAL BUDGET 2025 - 2026 MTREF	2025 - 2026 Medium Term Revenue & Expenditure Framework							% TO OPEX %	%TOTAL EXPENDITURE %
	FINAL ANNUAL BUDGET 2024 - 2025	Budget Year +1 2025/26	Budget Year +2 2026/27	MID-TERM ADJUSTMENT BUDGET 2024 - 2025	DRAFT ANNUAL BUDGET 2025 - 2026	Budget Year +1 2026/27	Budget Year +2 2027/28		
DESCRIPTIONS	R	R	R		R	R	R		
INTERNAL FUNDS (OWN REVENUE)	(147 622 483)	(154 413 117)	(161 516 120)	(161 140 559)	(146 443 029)	(153 179 408)	(159 919 302)	-9.74%	10.75%
GRANTS -NT / PT	(555 829 000)	(555 812 000)	(603 201 000)	(551 563 000)	(551 267 000)	(595 542 500)	(623 276 563)	-33.33%	36.79%
EQUITABLE SHARE	(779 701 000)	(824 699 000)	(870 977 000)	(777 515 535)	(826 799 000)	(877 892 000)	(917 607 000)	-46.99%	51.86%
OPERATING RESERVES / INVESTMENTS	(127 980 544)	(110 000 000)	(115 060 000)	(164 405 459)	(126 000 000)	(131 796 000)	(137 595 024)	-9.94%	10.97%
TOTAL OPERATING REVENUE	(1 611 133 027)	(1 644 924 117)	(1 750 754 120)	(1 654 624 553)	(1 650 509 029)	(1 758 409 908)	(1 838 397 889)		
OPERATING EXPENDITURE									
TOTAL EMPLOYEES RELATED COST	384 099 416	401 622 357	420 361 157	380 930 816	386 449 714	404 197 644	421 411 369	39.32%	25.41%
TOTAL DEPRECIATION	129 828 659	135 800 777	142 047 613	130 276 332	140 794 390	147 270 932	153 750 853	13.45%	8.69%
TOTAL REPAIRS & MAINTENANCE	109 876 427	114 927 523	120 213 679	127 813 014	119 829 390	125 341 032	130 857 486	13.19%	8.52%
TOTAL GRANTS AND SUBSIDIES PAID	23 000 000	24 058 000	25 164 668	23 000 000	26 600 000	27 823 000	29 035 299	2.37%	1.53%
TOTAL BULK PURCHASE	11 000 000	11 506 000	12 035 276	11 000 000	10 000 000	10 460 000	10 920 240	1.14%	0.73%
TOTAL GENERAL EXPENSES	311 922 553	304 062 575	314 129 194	275 727 471	325 214 202	329 703 068	342 481 308	28.46%	18.39%
TOTAL CONTR TO/FROM PROVISIONS	26 000 000	27 196 000	28 447 016	20 000 000	26 000 000	27 196 000	28 392 624	2.06%	1.33%
TOTAL OPERATING EXPENDITURE	995 727 056	1 019 173 231	1 062 398 603	968 747 634	1 034 887 696	1 071 991 676	1 116 849 178		
OPERATING (SURPLUS) / DEFICIT	995 727 056	1 019 173 231	1 062 398 603	968 747 634	1 034 887 696	1 071 991 676	1 116 849 178	100.00%	64.61%
CAPITAL PROJECTS	605 920 807	614 543 848	676 750 775	530 533 398	605 999 302	666 346 081	689 435 131	54.76%	35.39%
TOTAL EXPENDITURE	1 601 647 863	1 633 717 079	1 739 149 378	1 499 281 032	1 640 886 998	1 738 337 757	1 806 284 309		
TOTAL BUDGET (SURPLUS) /DEFICIT	(9 485 164)	(11 207 038)	(11 604 743)	(155 343 521)	(9 622 031)	(20 072 151)	(32 113 580)		

With reference to the attached Table, it should be noted that there is a reduction in the total projected operating revenue for the 2025/2026 Draft Annual Budget compared to the 2025/2026 Mid-Term Adjustment Budget. Operating revenue declines slightly from R1.654 billion to R1.650 billion. This is mainly due to a decrease in internal funds (own revenue), which dropped from R161.1 million in the Mid-Term Adjustment to R146.4 million in the Draft Annual Budget. Similarly, grant allocations from National and Provincial Treasuries show a slight reduction from R551.6 million to R551.2 million.

However, the equitable share allocation shows an increase from R777.5 million in the 2025/2026 Mid-Term Adjustment Budget to R826.8 million in the 2025/2026 Draft Budget.

In terms of operating expenditure, a notable increase is observed, rising from R968.7 million in the Mid-Term Adjustment to R1.035 billion in the Draft Budget. This is largely driven by an increase in general expenses (from R275.7 million to R325.2 million) and depreciation (from R130.2 million to R140.8 million). Employee-related costs also slightly increase to R386.4 million. The capital projects budget increases significantly, from R530.5 million in the Mid-Term Adjustment Budget to R606.0 million in the Draft Annual Budget, indicating continued investment in infrastructure.

Management of Bank Accounts for Conditional Grants

In accordance with the Division of Revenue Act (DoRA) and sound financial management practices, Alfred Nzo District Municipality ensures that the receipt and utilisation of conditional grants are managed in a manner that promotes transparency, accountability, and compliance with applicable regulations.

All transfers from National and Provincial Treasuries whether equitable share or conditional grants are first received into the municipality's primary bank account, known as the ANDM Primary Account. This account serves as the central point of deposit for all grant funding, including both unconditional and conditional allocations, and receipts paid by customers. To ensure proper financial controls and alignment with the intended purpose of each grant, the municipality maintains separate bank accounts for major conditional grants. The most prominent examples include:

Municipal Infrastructure Grant (MIG): Funds allocated under this grant are received from the ANDM Primary Account into the dedicated MIG Account upon receipt or as required for project implementation.

Water Services Infrastructure Grant (WSIG): Similarly, WSIG allocations are transferred into a separate WSIG Account from the Call Account before utilisation.

This separation of accounts ensures that each grant is easily traceable, monitored, and audited in accordance with grant conditions and project-specific requirements.

Internal Transfers for Expenditure

When payments are due for activities or projects funded through conditional grants such as MIG or WSIG, the municipality follows an internal transfer process. Prior to processing any expenditure, the required amount is transferred from the respective conditional grant account (e.g., MIG Account) back to the ANDM Primary Account, from which the actual supplier or service provider payment is made.

This method enables the municipality to retain tight control over grant funds while still centralising payment processing through a single account structure. It also simplifies cash flow tracking and supports compliance reporting for conditional grants.

The structured approach adopted by Alfred Nzo District Municipality in managing conditional grant bank accounts demonstrates a commitment to sound financial governance. By separating the grant accounts and conducting internal transfers for expenditure, the municipality ensures that grant funds are utilised strictly in line with their intended purposes and legislative requirements.

Grants Performance and Capital Budget Expenditure

In terms of section 214 of the Constitution and the Division of Revenue Act (DoRA), all conditional grants received by the municipality must be fully spent within the financial year to which they relate. The Eastern Cape MEC for Cooperative Governance and Traditional Affairs has reinforced this through the Risk Adjusted Strategy (RAS), a provincial initiative endorsed by EXCO and pronounced in both the Premier’s SOPA and CoGTA’s Budget Policy Speech. RAS introduces “non-negotiables”—strict expenditure targets for each quarter—to accelerate service delivery and eradicate underspending of grants, thereby avoiding DoRA sections 17 (withholding), 18 (stopping) and 21 (unspent rollover) sanctions .

The following table summarises ANDM’s conditional-grant spend performance for the 2023/24 and 2024/25 FYcycle, illustrating steady improvement across RAS quarters:

Grant	Q1 (%) spent by Sep 2023)	Q1 (%) spent by Sep 2024)	Q2 (%) spent by Dec 2023)	Q2 (%) spent by Dec 2024)	Q3 (%) spent by Mar 2024)	Q3 (%) spent by Mar 2025)	Q4 (%) spent by June2024)	Q4 (%) spent by June2025)
Municipal Infrastructure Grant (MIG)	18%	13%	52%	56%	65%	64%	100 % (projected)	-
Water Services Infrastructure Grant (WSIG)	1,5%	15%	4%	42%	6.38 %	61%	100 % (projected)	-

- Q2 performance shows MIG at 52% and WSIG at 4% of allocations.
- By Q3, MIG rose to 65.72% and WSIG to 12.28%
- In Q4, ongoing implementation pushed MIG towards 100% and WSIG towards 23% by the end of May.

The municipality remains fully committed to meeting the 100% spending requirement for all capital budgets and grant allocations. Through rigorous RAS monitoring, strengthened planning, and focused project delivery, ANDM aims to close the year with full expenditure of its conditional grants and its total capital budget.

Funding Budget

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

- a. Realistically anticipated revenues to be collected;
- b. Cash-backed accumulated funds from previous years' surpluses not Committed for other purposes; and
- c. Borrowed funds, but only for the capital budget referred to in section 17(2).

7.8. A Credible Budget

Amongst other things, a credible budget is a budget that:

- a. Funds only activities consistent with the revised IDP and vice versa ensuring the IDP is realistically achievable given the financial constraints of the municipality;
- b. Is achievable in terms of agreed service delivery and performance targets;
- c. Contains revenue and expenditure projections that are consistent with current and past performance and supported by documented evidence of future assumptions;
- d. 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
- e. 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.

7.10. Overview of Budget Funding

The budget is a funded budget and the surplus is R9 622 031. The Budget Steering Committee ensured that all funds recorded are collectible funds during the year under review (2025/2026) and the budget is fully funded as per Treasury requirements.

The budget is mainly funded from:-

- f. Equitable share
- g. Municipal Infrastructure Grant
- h. WSIG
- i. Services (Water and Sanitation)
- j. Interest earned from Investments and other
- k. Operational Grants

In view of the aforementioned, the following table is a consolidated overview of the proposed 2025-2026 Annual Budget and Medium-term Revenue and Expenditure Framework:

Table – ANNUAL BUDGET 2025 - 2026 MTREF

ALFRED NZO DISTRICT MUNICIPALITY DRAFT ANNUAL BUDGET BUDGET 2025 - 2026 MTREF SUMMARY - ALL DEPARTMENTS									
DRAFT ANNUAL BUDGET 2025 - 2026 MTREF	2025 - 2026 Medium Term Revenue & Expenditure Framework							% TO OPEX %	%TOTAL EXPENDITURE %
	FINAL ANNUAL BUDGET 2024 - 2025	Budget Year +1 2025/26	Budget Year +2 2026/27	MID-TERM ADJUSTMENT BUDGET 2024 - 2025	DRAFT ANNUAL BUDGET 2025 - 2026	Budget Year +1 2026/27	Budget Year +2 2027/28		
DESCRIPTIONS	R	R	R		R	R	R		
INTERNAL FUNDS (OWN REVENUE)	(147 622 483)	(154 413 117)	(161 516 120)	(161 140 559)	(146 443 029)	(153 179 408)	(159 919 302)	-9.74%	10.75%
GRANTS - NT / PT	(555 829 000)	(555 812 000)	(603 201 000)	(551 563 000)	(551 267 000)	(595 542 500)	(623 276 563)	-33.33%	36.79%
EQUITABLE SHARE	(779 701 000)	(824 699 000)	(870 977 000)	(777 515 535)	(826 799 000)	(877 892 000)	(917 607 000)	-46.99%	51.86%
OPERATING RESERVES / INVESTMENTS	(127 980 544)	(110 000 000)	(115 060 000)	(164 405 459)	(126 000 000)	(131 796 000)	(137 595 024)	-9.94%	10.97%
TOTAL OPERATING REVENUE	(1 611 133 027)	(1 644 924 117)	(1 750 754 120)	(1 654 624 553)	(1 650 509 029)	(1 758 409 908)	(1 838 397 889)		
OPERATING EXPENDITURE									
TOTAL EMPLOYEES RELATED COST	384 099 416	401 622 357	420 361 157	380 930 816	386 449 714	404 197 644	421 411 369	39.32%	25.41%
TOTAL DEPRECIATION	129 828 659	135 800 777	142 047 613	130 276 332	140 794 390	147 270 932	153 750 853	13.45%	8.69%
TOTAL REPAIRS & MAINTENANCE	109 876 427	114 927 523	120 213 679	127 813 014	119 829 390	125 341 032	130 857 486	13.19%	8.52%
TOTAL GRANTS AND SUBSIDIES PAID	23 000 000	24 058 000	25 164 668	23 000 000	26 600 000	27 823 000	29 035 299	2.37%	1.53%
TOTAL BULK PURCHASE	11 000 000	11 506 000	12 035 276	11 000 000	10 000 000	10 460 000	10 920 240	1.14%	0.73%
TOTAL GENERAL EXPENSES	311 922 553	304 062 575	314 129 194	275 727 471	325 214 202	329 703 068	342 481 308	28.46%	18.39%
TOTAL CONTR TO/FROM PROVISIONS	26 000 000	27 196 000	28 447 016	20 000 000	26 000 000	27 196 000	28 392 624	2.06%	1.33%
TOTAL OPERATING EXPENDITURE	995 727 056	1 019 173 231	1 062 398 603	968 747 634	1 034 887 696	1 071 991 676	1 116 849 178		
OPERATING (SURPLUS) / DEFICIT	995 727 056	1 019 173 231	1 062 398 603	968 747 634	1 034 887 696	1 071 991 676	1 116 849 178	100.00%	64.61%
CAPITAL PROJECTS	605 920 807	614 543 848	676 750 775	530 533 398	605 999 302	666 346 081	689 435 131	54.76%	35.39%
TOTAL EXPENDITURE	1 601 647 863	1 633 717 079	1 739 149 378	1 499 281 032	1 640 886 998	1 738 337 757	1 806 284 309		
TOTAL BUDGET (SURPLUS) /DEFICIT	(9 485 164)	(11 207 038)	(11 604 743)	(155 343 521)	(9 622 031)	(20 072 151)	(32 113 580)		

7.9. Budget Related Policies

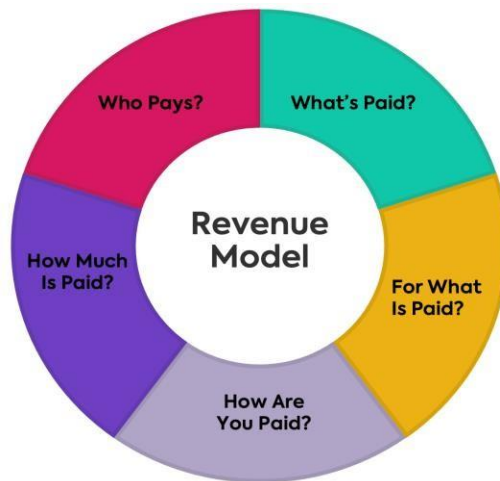
Council has reviewed and approved the following budget-related policies

- a) Cash Management and Investment Policy 2025/2026
- b) Tariff Policy 2025/2026
- c) Credit and Debt Control Policy 2025/2026
- d) Indigent Assistance Policy 2025/2026
- e) Asset Management Policy 2025/2026
- f) Fleet Management Policy 2025/2026

- g) Executives Vehicle Policy 2025/2026
- h) Inventory Management Policy 2025/2026
- i) Supply Chain Management Policy 2025/2026
- j) Contracts Management Policy 2025/2026
- k) Petty Cash Policy 2025/2026
- l) Budget and Virements Policy 2025/2026
- m) Expenditure Policy 2025/2026

7.10. Revenue and debt collection

The Municipality is currently developing a revenue enhancement strategy. The strategy aims to modernise revenue services, prioritise the collection of accurate customer information, and provide accessible payment options. For public services to be sustainable, revenue projections must be reliable, and debt management must be appropriately applied. The Municipality is already in consultation with the communities to promulgate its credit and debt control by-laws and enhance debt collection. It will also enhance its ability to conduct means testing for indigent support and debt relief.



7.11. Free Basic Services

The District is one of the poorest in the country, with high levels of unemployment as such, to ensure access to an affordable package of basic services, the Municipality maintains its indigent assistance package, which is equitable cross-subsidisation for services to ensure affordable access to basic services. The Municipality has adopted an indigent management policy to ensure that these households have access to at least basic municipal services.

The social package assists residents who have difficulty paying for services and are registered as indigent households in terms of the Indigent Policy of the Municipality. Only registered indigents qualify for the free basic services. A summary of the free basic services package is set out below:

- a) All registered indigents, including consumers in rural areas, will receive 6kl of water per month fully subsidised.
- b) All registered indigents, including consumers in rural areas, will only be charged a flat rate for Water and Sanitation consumption and not a step tariff.

The cost of the social package of the registered indigent households is largely financed by the national government through the local government equitable share received in terms of the annual Division of Revenue Act.

Institutional Arrangements for Free Basic Services and Integrated Planning

The municipality continues to provide Free Basic Services (FBS) to qualifying indigent households as part of its commitment to social equity and access to basic services. Over the past two financial years, the cost of providing these services has placed a notable financial burden on the municipality. Currently, FBS is measured and reported for indigent customers located primarily within and around the main towns of the district, namely Matatiele, Ntabankulu, Mbizana, Mount Frere, Mount Ayliff, and Cedarville. These are areas where metered infrastructure is in place, allowing for tracking of service delivery and associated costs. However, the supply of water to rural areas across the district is not measured, as these areas lack metering infrastructure, making it difficult to quantify the volume and cost of water distributed. A detailed costing note will reflect that the total cost of FBS exceeds R2.5 million for 2023/24 FY.

A functional Indigent Steering Committee is in place and plays a pivotal role in guiding the implementation of indigent support programmes across the district, ensuring that qualifying households receive Free Basic Services in line with national policy. Integrated planning between the district and its local municipalities is driven through various structured platforms. Key among these is the IDP Representative Forum, convened quarterly by the District Municipality, where all five municipalities

engage in joint planning to align programmes and priorities. These forums serve as a coordination hub for cross-cutting service delivery issues, including the provision of Free Basic Services.

In addition, both administrative and political leadership are actively engaged through respective structures. Administratively, intergovernmental relations (IGR) forums facilitate regular engagement among technical teams across the district and local spheres. Politically, the Office of the Speaker provides leadership and oversight through structured engagements to drive implementation of the shared developmental vision.

The District Development Model (DDM) further strengthens collaboration by bringing together all spheres of government to align resources and efforts under a unified “One Plan” approach. This ensures that the planning, budgeting, and implementation of services including Free Basic Services are streamlined, coherent, and community-focused.

Notes to the Consolidated Annual Financial Statements

Figures in Rand	Economic entity		Controlling entity	
	2024	2023	2024	2023
40. General expenses				
Audit Committee	989 360	843 411	989 360	843 411
Publicity and Marketing Costs	2 931 897	4 089 889	2 635 417	4 042 583
Audit Fees	7 113 411	9 116 532	6 059 369	8 064 490
Bank charges	835 592	800 926	819 755	786 491
Cleaning	564 564	543 161	474 821	464 919
IT expenses	3 451 478	2 206 000	3 451 478	2 206 000
Consumables	22 479 681	10 776 620	22 479 681	10 776 620
Discount allowed	-	533 464	-	533 464
Fines and penalties	2 453 795	24 215	-	-
Hire charges	-	31 351	-	-
Project Expenditure	10 592 993	6 139 303	-	-
Insurance	2 176 417	3 241 096	2 114 344	3 161 138
Licence fees	15 874 938	16 843 120	15 874 938	16 843 120
Board Sitting Allowances	456 276	246 544	-	-
Fuel and Oil	33 627 257	16 522 610	33 620 118	16 522 610
Printing and Stationery	3 877 912	2 005 697	3 683 247	1 985 186
Protective clothing	2 036 366	3 404 355	2 036 366	3 404 355
Repairs and maintenance	189 624	102 009	-	-
Subscriptions and Membership fees	3 662 892	3 683 048	3 662 892	3 683 048
Postage and Telecommunication costs	10 841 254	9 886 449	10 342 191	9 409 420
Travelling Costs	20 927 716	20 015 189	20 726 389	20 000 089
Rates and Electricity	35 759 027	25 736 490	35 554 293	25 410 801
Sheep Incubation	142 869	692 914	-	-
Catering	2 855 430	4 098 690	2 855 430	4 098 690
Conferences and Seminars	1 299 043	2 750 746	1 272 458	2 750 746
Indigent Support	2 555 487	1 492 960	2 555 487	1 492 960
Accommodation	8 366 519	5 422 474	8 259 304	5 389 750
Other expenses	10 714 905	12 299 880	10 714 905	12 299 880
	206 776 703	163 549 143	190 182 243	154 169 771

7.12. Supply-chain and Contracts Management

The Municipality will enhance its capacity to deliver infrastructure projects by improving its project preparation and execution as well as supply chain management functions. All the municipal departments will be capacitated to deliver projects and contracts as per the original, planned scope,

within time and budget constraints through close monitoring of projects and contracts. The Municipality will also improve contract management to minimise service delivery interruptions as far as possible.

The Municipality has drafted its 2025/2026 procurement plan for the implementation of projects as early as possible to be able to implement all the projects on time and within its affordability. Effective procurement planning will also be pursued to ensure that contracts are in place promptly and service delivery is not delayed.

The Municipality is fully committed to changing the narrative, delivering transparent and corruption-free supply chain management processes that enable efficient and effective service delivery. The Municipality will invest in an information technology system that enables e-procurement to reduce transaction costs for businesses and to reduce turnaround times for the procurement processes.

7.13. Asset Management



The Municipality is faced with the challenge of depilated infrastructure assets. To address this matter, an asset management plan has been developed, which will ensure that infrastructure assets are managed effectively over their useful lives. The plan includes the asset management strategy and also informs the asset maintenance plan. The asset maintenance plan is data-driven. Data and analytics will be used to implement more targeted and efficient asset maintenance programs. The net book value of the assets as of 30 June 2024 amounted to R5.45 Billion.

Table: Audited Assets figures for the 2023 financial year

ALFRED NZO DISTRICT MUNICIPALITY

(Registration number DC44)
Annual Financial Statements for the year ended 30 June 2024

Notes to the Annual Financial Statements

Figures in Rand

2024

2023

10. Property, plant and equipment (continued)

Reconciliation of property, plant and equipment - 2024

	Opening balance	Additions	Derecognition	Transfers to/from AUC	Depreciation	Impairment loss	Total
Land	465,000	-	-	-	-	-	465,000
Buildings	30,809,341	-	-	-	(2,997,343)	-	27,811,998
Infrastructure	2,182,143,532	-	(42,949)	415,612,042	(101,754,973)	(710,923)	2,495,246,729
Other property, plant and equipment	41,748,383	36,579,632	(1,381,433)	-	(12,245,807)	-	64,700,775
Assets Under Construction - Water	3,007,846,074	427,492,657	-	(415,612,042)	-	-	3,019,726,689
Assets Under Construction - Sanitation	147,875,348	17,721,987	-	-	-	-	165,597,335
Assets Under Construction - Building	4,705,591	653,488	-	-	-	-	5,359,079
Assets Under Construction - Silos	9,877,128	2,787,557	-	-	-	-	12,664,685
AIC - Specialised vehicles	-	14,000,124	-	-	-	-	14,000,124
	5,425,470,397	499,235,445	(1,424,382)	-	(116,998,123)	(710,923)	5,805,572,414

Key to the Municipality's operational and financial sustainability is its ability to limit the loss of assets, resources and services due to theft and vandalism. Considering the pervasive and multipronged threats to its resource base, the Municipality must act in a coordinated manner. To this end, security interventions will be effectively targeted, infrastructure and facilities 'hardened' and security resources and responses efficiently deployed across the District.

7.14. Financial Governance Projects for 2025/26

Goal	Objectives	Function	Funding Source	Location	Projects	Budget
Goal 3: Inclusive Growth and Development	Payment of Creditors within 30 Days	General Expenditure	Equitable Share	District	Creditors Management	R0
Goal 5: Effective Public Participation, Good Governance and Partnerships	Implement credit and Debt Management policy and By laws	Revenue and Debt Management	Own Revenue	District	Stakeholder Engagement or Rates payers meeting	R0

Goal	Objectives	Function	Funding Source	Location	Projects	Budget
A capable and financially viable institution	Update of Fixed Assets Register	Asset Management	Equitable Share	District	Maintenance Of Fixed Assets register	R2 500 000
A capable and financially viable institution	Safeguarding and Maintenance of Assets	Asset Management	Equitable Share	District	Annual update of Insurance Portfolio by 30 June 2025	R5 405 000

A capable and financially viable institution	Safeguarding and Maintenance of Assets	Asset Management	Equitable Share	District	municipal vehicle procured by 30 June 2026	R15 000 000
A capable and financially viable institution	Safeguarding and Maintenance of Assets	Asset Management	Equitable Share	District	Procurement of furniture	R2 000 000

CHAPTER EIGHT: LOCAL ECONOMIC DEVELOPMENT

8.1. Adoption of LED Strategy

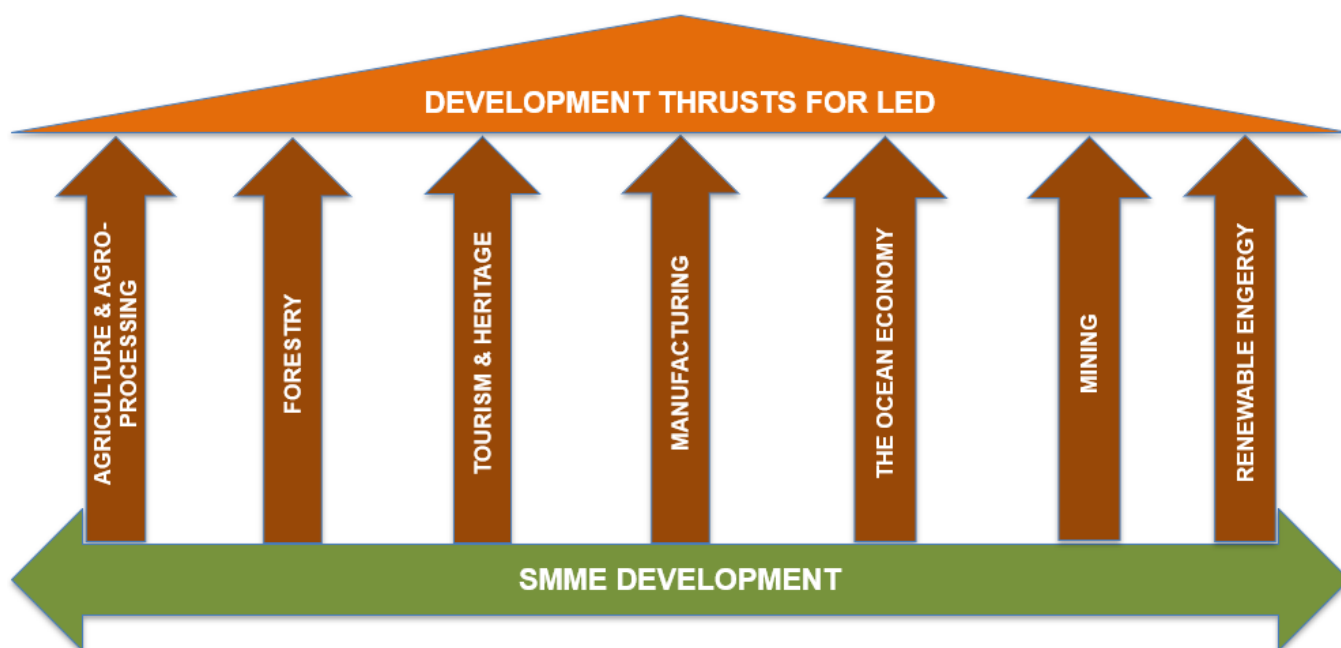
The Constitution of the Republic of South Africa, 1996 (Act 108 of 1996) mandates local government to promote social and economic development in areas of their jurisdiction. It thus requires the municipality to structure and manage its administration, budgeting and planning processes in a manner that gives priority to the basic needs of the community and promotes the social and economic development of its area. This mandate is outlined further in the White Paper on Local Government (March 1998) which introduces the notion of 'developmental local government', and identifies local economic development as one of the critical outcomes and key performance areas for this sphere of government. The mandate is executed, among others, in terms of the Local Government: Municipal Systems Act (MSA), 2000 (Act No. 32 of 2000), which provides for the principles, mechanisms and processes necessary to enable a municipality to fulfill its developmental obligations. Section 25 (1) of the MSA requires a municipality to adopt a single, inclusive and strategic plan for the development of its area of jurisdiction. Accordingly, the ANDM Integrated Development Plan (IDP) identifies, inter alia, LED as one of the key performance areas and a strategic intervention for promoting socio-economic development, alleviating poverty and improving the quality of life.

Local Economic Development (LED) aims to induce economic development and growth in a locality with the objective of creating jobs and improving the quality of life by realising a locality's full comparative advantage. It requires collaboration between the municipality and stakeholders to identify resources; understand needs and formulate plans to make the district economy fully functional, investor friendly and competitively productive. Thus, LED recognises that people, business and governments at local levels are best able to restructure economic situations that will stimulate growth required to create jobs and to reduce poverty. It combines different approaches to local development into one integrated concept thereby cross-cutting many different portfolios.

The National Development Plan (NDP), Vision 2030, offers a long-term perspective with regard to development of the South African economy. It defines a desired destination and identifies the role different sectors of society need to play in reaching that goal. The Eastern Cape Provincial Development Plan (EC-PDP), which is based on the NDP, seeks to outline a development path for the province. Vision 2030 sets the development agenda and priorities for the next 15 years (2015-2030).

The reviewed LRED strategy constitutes a key component of the ANDM IDP (2017 – 2022), sets a clear strategic agenda for LED in the IDP and is intended to comply with the Constitutional and legislative obligations.

Figure 1: Development Thrusts for LED



ANDM Council reviewed and adopted LRED Strategy, where strategy identifies key economic development programmes to be pursued by the district, local municipalities, and Alfred Nzo Development Agency (ANDA) in a collaborative nature to avoid duplication of resources and improve government impact. The Strategy structures efforts for the next five years, on short, medium and long- term programs and projects. The Strategy is appropriate to the existing local economy as the developed objectives and action plans are based on the status quo situation of the district economy, as well as its powers and functions.

ECONOMIC INFRASTRUCTURE IN ALFRED NZO DISTRICT MUNICIPALITY

Alfred Nzo District Municipality has a relatively good core network of national economic infrastructure that enables economic activity ranges from movement of goods by road, provision of services that require a sustainable Information Communication Technology infrastructure, electricity which is mainly generated from national grid network and water and sanitation to support commercial activities in the district. The challenge is to maintain and expand its electricity, water, transport and communications infrastructure to support economic growth and social development goals. There is some concern that the state does not have the institutional or financial capability to implement the investment plans needed to finance infrastructure to

the required scale. Current investment levels are insufficient, and maintenance programmes are lagging. Provided with the government's limited finances, private funding will need to be sourced for some of these investments. However, over a period, the ANDM constructed economic supporting infrastructure in agriculture, tourism and manufacturing. Facilities such as silos (grain storage), Milling Facility (Red Hub), Pack House, Animal Feed Mill, Fresh Produce Facilities, to improve Agri logistics in the district to various local municipalities. ANDM has limited dams for farming purposes both cropping and livestock where commercial farming is identified in Matatiele and Cedarville areas. The Alfred Nzo District Municipality has historically faced economic challenges, contributing less than 1% to the provincial GDP. However, the region is actively pursuing initiatives to bolster its manufacturing and industrial sectors.

ECONOMIC SUPPORTING INFRASTRUCTURE IN MANUFACTURING

The Seda Alfred Nzo Agro Manufacturing Incubator (SANAMI), established in 2012, plays a pivotal role in nurturing small businesses within the agricultural sector. By providing business development skills and technical support, SANAMI aims to accelerate the growth of Agri-manufacturing enterprises, thereby contributing to economic growth and job creation in the district. The district's Integrated Development Plan (IDP) identifies agriculture, tourism, mining, and MSME development as sectors with significant growth potential. Emphasizing Agro processing can add value to local agricultural products, fostering industrial growth. There are privately owned timber plantations, and a sawmill located in Mount Frere, Mount Ayliff and Mbizana. The presence of a sawmill on Mount Frere, Mount Ayliff and Mbizana indicates some level of industrial processing. Additionally, the district's focus on MSMEs suggests the existence of small-scale manufacturing and service industries. The Alfred Nzo District Municipality has outlined a vision to improve public infrastructure and socio-economic opportunities by 2030. This includes efforts to enhance infrastructure, which could support the growth of light industrial activities. While the Alfred Nzo District has a strong agricultural base, light industrial activities appear to be limited, with some presence in forestry processing and small-scale enterprises. Ongoing development plans aim to create an environment conducive to industrial growth in the future. The general strategies to improve the manufacturing sector in Alfred Nzo are as follows:

INFRASTRUCTURE DEVELOPMENT

To establish industrial parks in key towns (e.g., Mount Ayliff, Bizana) with factory spaces, warehousing, and shared utilities. Consider Applying for Special Economic Zone status to attract tax incentives and foreign investments. Improve road networks connecting rural producers to industrial hubs and upgrade transport facilities for efficient movement of raw materials and finished goods. Invest in solar & renewable energy plants to reduce reliance on Eskom and improve water infrastructure to support Agro-processing and textile industries.

LEVERAGE LOCAL RESOURCES FOR MANUFACTURING

Build and improve Maize Milling Plants to convert local maize production into flour, animal feed, and packaged mealie-meal and establish a dairy processing plant for milk processing, fresh milk, cheese, and yogurt production. Build more Meat Processing Facilities to support local farmers with abattoirs and packaging plants for beef and poultry industries. Derive from available forestry & timber processing to develop sawmills, furniture factories, and paper mills. Facilitate capacity building for communities on sustainable forestry management for long-term supply. To establish textile factories for production of uniforms, workwear, and traditional clothing. To provide financial support to local designers and tailors to scale up production.

INVESTMENT & FUNDING SUPPORT

Create partnership with public-private investors to co-fund manufacturing plants and work with Development Finance Institutions to provide low-interest loans to local manufacturers. Consolidate funding proposals to mobilize resources from the Department of Trade Industry and Competition for industrialization projects. To consider offering tax breaks & incentives to attract investors to the district.

WORKFORCE DEVELOPMENT & SKILLS TRAINING

To partner with TVET colleges to provide skills in machinery operation, welding, and quality control and offer apprenticeships to youth in collaboration with factories and industries. To introduce smart manufacturing techniques such as robotics and digital fabrication. To provide training and build capacity for small businesses using e-commerce & digital tools to expand market reach.

MARKET ACCESS & EXPORT PROMOTION

To promote “Made in Alfred Nzo” branding for locally manufactured goods and facilitate trade expos to showcase products to national & global buyers. Partner with major retailers to stock locally produced goods and improve logistics for easy distribution within South Africa and beyond (Southern African Development Community market).

SUSTAINABILITY & ENVIRONMENTAL RESPONSIBILITY

Promote eco-friendly production methods to attract green investors, improve and build circular economy to implement waste recycling plants for plastic, paper, and metal industries. In conclusion, developing Alfred Nzo’s manufacturing sector requires better infrastructure, industrial hubs, local resource utilization, investment attraction, skills training, and market expansion. By implementing these strategies, the district

can become a regional hub for industrial growth and job creation.

ECONOMIC SUPPORTING INFRASTRUCTURE IN TOURISM

Explore tourism-related infrastructure in Alfred Nzo in the sector including accommodations, attractions, and accessibility. The district is rich in natural attractions that position it well for eco-tourism as result it has initiated projects like hiking trail development to boost the sector. Furthermore, the area boasts scenic mountain terrain (Drakensberg mountains), rivers and wetlands for bird viewing, and could offer tourists a variety of outdoor activities, including hiking, horse riding, bird watching and freshwater fishing. The district's accommodation sector is relatively small, primarily comprising guest houses, lodges, and bed-and-breakfast establishments, however the sector is gradually developing to support tourism and business activities in the region. While the area may not have a vast array of lodging options, several establishments cater to visitors seeking comfortable stays. The limited capacity is indicative of the district's nascent tourism industry and underdeveloped infrastructure. Accommodation owners are deterred by poor infrastructure in the area, including unsuitable roads and difficulty with access to water and electricity. The district's high poverty and unemployment rates limit both local and tourist spending power, hindering the growth of the accommodation sector. Inadequate infrastructure, such as poor road networks and limited public services, poses challenges to attract and accommodate tourists. The region's economic profile has not attracted significant investment in the hospitality industry, resulting in a scarcity of high-quality accommodation options. The Alfred Nzo District Municipality has recognized the need to bolster its tourism and accommodation sectors. Efforts are underway to formulate and review the District Tourism Development Sector Plan, aiming to guide and control development within the sector. Additionally, initiatives like urban renewal and business support services are being considered to stimulate growth in retail and accommodation services.

ECONOMIC SUPPORTING INFRASTRUCTURE IN AGRICULTURE

Agriculture plays a pivotal role in the Alfred Nzo District Municipality, Eastern Cape, significantly contributing to local livelihoods and economic development. To that effect, the Alfred Nzo District Municipality has identified the sector as a key for economic development, and cognizant that it is currently underdeveloped, reflecting the region's predominantly rural character and economic challenges, however the current state of agricultural facilities presents both challenges and opportunities. In 2020, the sector contributed approximately R134.8 million to the district's Gross Value Added (GVA), accounting for 1.7% of the total GVA. Between 2010 and 2020, the sector experienced an average annual growth rate of 1.04%. The existing Agricultural facilities and challenges found and confronted in the sector in Alfred Nzo are the following:

ACCESS TO INPUTS AND EQUIPMENT:

Farmers in the district often face difficulties in accessing essential agricultural inputs such as seeds,

fertilizers, and mechanical farming equipment. This lack of resources hampers productivity and the ability to scale operations.

STORAGE AND PROCESSING FACILITIES:

There is a notable deficiency in storage facilities, including grain silos, which are crucial for post-harvest management. Additionally, the little presence of processing facilities limits value addition opportunities for local produce, these facilities are neither yet to be operational nor functional as it depends on case by case. Between 2017/18 ECRDA launched and constructed a Rural Enterprise Development Hub as first milling process facility in Alfred Nzo, however due to mismanagement, the facility has been non-functional and ceased to operate. Whereas the Alfred Nzo District Municipality is currently finalizing Agro-Processing Hub which is composed of grain storage, vegetable pack house, agricultural training facility and Animal Feed Milling Plant in eMaxesibeni Town under Umzimvubu Local Municipality. There is a limited presence of fresh produce market which are currently in Matatiele and Umzimvubu Local Municipalities and serve as a marketplace between farmers' fresh produce and consumers. Currently, there is no Municipality that owns a wool scouring or processing facility or animal feedlot in the district.

While the district is predominant with subsistence livestock farmers in rural areas, to this effect the District Municipality has plans to expand the privately owned animal feedlot and develop a wool processing facility. Furthermore, Alfred Nzo District Municipality has made notable strides in developing meat processing facilities to bolster its agricultural sector. A key initiative in this regard is the Umzimvubu Goats project, based in Mount Ayliff. This facility encompassed holding pens, an abattoir capable of processing 40 goats daily, a meat processing plant, leather tannery, and craft production units, directly benefiting approximately 2,000 individuals, however the facility was vandalized and to this regard, the district together with its development agency intends to revamp the Umzimvubu Goats Facility. In addition to the Umzimvubu Goats project, the district's Agri-Park initiative includes plans for Farmer Support Units in Local Municipalities and currently it is only Matatiele Local Municipality that owns grain storage facility other than Alfred Nzo District Municipality that owns the Agro Hub Processing Facility. There is limited functional and operative meat processing facilities in the district even though the district made strides to develop two in Umzimvubu and Winnie Madikizela Mandela however both were vandalized. A need exists for Alfred Nzo District Municipality and its own Development Agency to consider revamping Chicken Abattoir located in Winnie Madikizela Mandela. Furthermore, it is worth noting that there is only one functional and operative meat processing facility (Abattoir) which is privately owned in Matatiele Local Municipality. As is known, the Department of Agriculture has clustered livestock farmers communities by association and developed shearing facilities in the entire district. Additionally, Alfred Nzo District Municipality and the Alfred Nzo Development Agency have constructed shearing facilities to livestock farming communities that have no such facilities. These developments underscore the district's commitment to enhancing its agricultural infrastructure, aiming to stimulate economic growth and provide sustainable livelihoods for its residents.

STOCK DAMS:

The Provincial Department of Agriculture has been actively supporting livestock farming by constructing stock dams. These dams are essential for providing water to livestock, thereby enhancing agricultural productivity. Households in the Alfred Nzo District lacked access to an adequate water supply, highlighting significant challenges in water infrastructure that also impact agricultural activities. Plans for the development of the Umzimvubu Hydroelectric Dam have been proposed. This project aims to provide renewable energy and enhance water resources, which could support agricultural irrigation and other needs. The district's adaptation plan includes constructing small-scale ponds and reservoirs on farms to store runoff water for irrigation and livestock use which aims to improve water availability for agriculture and mitigate the impacts of climate variability.

AGRICULTURAL LOGISTICS TRANSPORT INFRASTRUCTURE:

Inadequate transport infrastructure poses challenges for farmers in accessing markets and distributing their products efficiently. This issue affects the profitability and sustainability of agricultural ventures in the region. However, the existing agricultural transport infrastructure plays a pivotal role in supporting the region's predominantly rural economy. The district's transport network comprises several key routes that facilitate the movement of agricultural goods and connect local farmers to broader markets. National Route N2 is a major highway that traverses the district, linking the Eastern Cape and KwaZulu-Natal provinces. It serves as a crucial artery for transporting agricultural products to significant markets and ports. Regional Routes R56 and R61 provide essential access within the district, connecting various towns and farming communities, thereby facilitating the distribution of agricultural inputs and outputs. Other important access roads include the R405 between Mt Frere and Matatiele that connect N2 to R56, and R394 which connect N2 with the R61 corridor located in Winnie Madikizela Mandela and these are regional routes linking different towns and municipalities within the district. While the Alfred Nzo District benefits from key transportation routes like the N2, R56, and R61, ongoing efforts are essential to enhance rural road conditions and storage and processing facilities to fully support the agricultural sector's growth and sustainability. However, many rural roads are in poor condition, hindering efficient transportation of agricultural goods. Additionally, there is a lack of adequate storage facilities, such as grain silos, which are crucial for post-harvest management, exacerbates transportation challenges by limiting farmers' ability to store and manage produce effectively. Furthermore, the absence of processing facilities limits value addition opportunities for local produce.

EXPAND AND IMPROVE WATER & SANITATION INFRASTRUCTURE

By increasing and upgrading existing treatment plants to improve capacity and efficiency. To develop boreholes, groundwater projects to supplement municipal water supply and invest in rainwater harvesting systems for rural communities. Expand water distribution networks by laying new bulk water pipelines to reach underserved areas, upgrade municipal reservoirs & pumping stations to ensure stable supply and

reduce water losses by fixing leaks and improving maintenance.

ROAD AND TRANSPORT INFRASTRUCTURE

The district has a relatively good road network covering national, provincial and local transportation and development corridors. N2, which is a national corridor linking the coastal provinces on the east coast, runs through the district in a north-south direction almost dividing the district into two halves. The new N2 route provides several opportunities as it serves as the main trade route between the Eastern Cape Province and KwaZulu-Natal. However, the re-routing of this corridor to run along the coast may shift such benefits to coastal areas and further deprive the inland of the most required development in the short to medium run. The most part of the district is dominant with inland areas that possess several large pieces of underdeveloped land which presents opportunities for development. An inland space offers an area of development in advancing agriculture, mining & quarry sectors. Unlocking these opportunities further affect and create an economic corridor between coastal and inland areas within the district. There is also an opportunity to improve regional and provincial road networks and transportation systems where the railway line from East London to Mthatha could be further extended to KZN passing through the inland parts of the district.

The 2012 LED Strategy cited that the role of the N2 Corridor in the spatial development of the district, as well as in tourism development, is an important development opportunity. The strategy further cited that development opportunities for mixed-use development at nodal points along the corridor, especially along the new route and coastal areas, should be investigated. Major provincial roads include the R56 and R61, which are both significant district and local development corridors to this extent, each of the development nodes as identified in the district SDF enjoys relatively good access. Other important access roads include the R405 between Mt Frere and Matatiele and R394 which connect N2 with the R61 corridor located in Winnie Madikizela Mandela. The condition of these roads is generally good, and safe, however in some areas they need maintenance and repair. The quality of district and local access roads varies significantly with the majority being in a severe state of disrepair and in need of upgrading and maintenance. Internal road access to settlements is gravel and poorly maintained whereby internal connectivity is low. There is no air or colourless and rail connectivity in the district, however, a railway line runs through Matatiele and connects it with KwaZulu-Natal town of Kokstad and beyond. As a result, the volume of road passengers and heavy trucks through the area is high and this also puts additional pressure on road infrastructure. Poor road conditions and networking negatively affect mobility of goods and services which is the indicator performance of the economy. Enhancing road and transport infrastructure in the Alfred Nzo District Municipality is pivotal for stimulating economic growth and improving connectivity within the region. Several initiatives and projects have been undertaken to address infrastructure challenges and bolster economic development. There is a need to improve rural roads to increase accessibility, upgrade bridges especially

in remote areas and stormwater drainage systems to prevent flooding and erosion. A significant investment involves a R1.2-billion road upgrade project in the district and is expected to create approximately 500 jobs and provide subcontracting opportunities for 60 small, medium, and micro enterprises (MSMEs), thereby stimulating local economic activity. Additionally, the municipality has conducted comprehensive infrastructure project risk assessments to identify potential challenges and develop mitigation strategies. This proactive approach ensures the sustainability and effectiveness of infrastructure projects.

ENERGY AND ELECTRICITY SUPPLY

Encourage investment in renewable energy projects, such as solar and wind power, to increase energy security. The municipality needs to be involved in rolling out solar home systems to provide electricity to households lacking access to the national grid. This effort aims to improve living conditions and support economic activities in underserved areas. According to the Municipal Infrastructure Support Agent (MISA), the OR Tambo District and Alfred Nzo show better potential for onshore wind energy. Specific wind power projects in Alfred Nzo are still in the planning or assessment stages, there is strong wind energy potential both along the coast and interior (Winnie Madikizela Mandela and Matatiele areas).

With strong wind speeds in parts of the interior and along its coast, the Alfred Nzo District has all the necessary ingredients to become a wind energy powerhouse. As the region continues to explore and develop its wind energy capabilities, further assessments and strategic planning will be crucial to harness this renewable resource effectively.

ICT AND DIGITAL INFRASTRUCTURE

Alfred Nzo District Municipality has recognized the need for robust ICT infrastructure to support its developmental goals. Efforts have been made to upgrade existing systems to improve efficiency and service delivery. The municipality has participated in the SA Connect Phase Two project with collaborations with national initiatives. This program aims to provide affordable and reliable internet access to households, offering unlimited access for a monthly subscription, thereby enhancing digital inclusion. Despite ongoing efforts, challenges persist, particularly in rural areas where access to ICT facilities and reliable internet connectivity remains limited. Addressing these disparities is crucial for ensuring equitable access to digital resources across the municipality. The municipality's Integrated Development Plan (IDP) emphasizes the importance of ICT in achieving sustainable development. Strategies include attracting investments in technology development, fostering innovation, and creating job opportunities in the digital sector.

The municipality is exploring digital governance frameworks to improve service delivery. Integrating digital technologies into governance structures aims to enhance transparency, efficiency, and citizen engagement. Efforts are being made to close the broadband infrastructure gap, recognizing that extensive fibre networks are essential to connect all settlements and provide widespread internet access. In conclusion, the Alfred Nzo District Municipality aims to build a resilient digital infrastructure that supports economic growth, enhances educational opportunities, and improves the quality of life for its residents.

STAKEHOLDER AND COMMUNITY INVOLVEMENT

The responsibility for decision making in respect of LED rests with the full council on recommendation made by the Mayoral Committee. However, the municipality has a Portfolio Committee for LED as a sub-committee of council and entrusted it with a responsibility to advise the Mayoral Committee and council on economic development and tourism related issues. The committee acts based on delegated powers and drives the implementation of the LED programme as outlined in the IDP and the associated LED Plan. It also provides a platform for municipal officials to interact with members in the political environment. It is critically important to expose all councillors to LED as an approach to development, local government mandate and a key performance area (KPA) for the municipality. This should not be an adhoc activity, but a carefully designed programme, which seeks to build capacity and improve performance in this regard. LED fora are another means that provide opportunities for the interaction between the private and public sector. The LED Forum reports to the Inter-governmental Relations (IGR) structure, DMAFU and the Portfolio Committee. In addition, LAT's and LED Fora at a local municipality report to the District Support Team and the LED Forum. The District Tourism Forum and Cooperative Forum sit on the District LED Forum. ANDM also has a District Support Team (DST), which can be better understood as an LED practitioner's forum which reports to the LED Forum. This is a platform where regional officials interact with each other to share local knowledge. The LED Forum, on the other hand, provides an opportunity for LED officials to interact with the private sector. The DST is meant to work in conjunction with LED fora as to increase integration and efficiency. The focus areas for the DST include a better understanding of LED, socio-economic intelligence and the development and management of programmes and projects.

SMALL-TOWN DEVELOPMENT FRAMEWORK

The Municipality is fully involved in the support of the implementation of Small-Town Development Framework. Over a period of two years, the Municipality assisted all Local Municipalities with the development of studies, designs and rural settlement development plan with the aim of providing support for MSMEs trading facilities.

INVESTMENT ATTRACTION

As part of the national drive and also to take advantage of the growth in investment in the Eastern Cape, the Alfred Nzo District Municipality (ANDM) has undertaken a responsibility to develop and currently in a process to review the Investment Attraction Strategy (IAS) which aims to provide a roadmap for ANDM and its partners (private, nonprofit, public sector) to sketch out how they can work together to enhance employment, investment and quality of life opportunities that benefit the entire area.

The ANDM also clearly understands that Investment attraction is fundamentally about enhancing the factors of productive capacity – land, labour, capital and technology – of its local economy. The Investment

Attraction Strategy provides a clear strategy on how all the role-players and partners can enhance the productive capacity of the district to attract much needed internal and external investment.

ECONOMIC DEVELOPMENT POLICIES

Critical municipal by-laws with a direct impact on LED include the following:

- ✚ By-laws and policies necessary for the effective implementation of the Municipal Property Rates Act (MPRA).
- ✚ Informal trading policy and by-laws are used to regulate the operation of the informal sector within the municipal area.
- ✚ Credit control by-law, which may have serious implications for the MSMEs and their ability to pay for services.
- ✚ Water and sanitation by-laws administered by the District Municipality and used to regulate the setting of tariffs and general provision of water and sanitation.

In terms of district controls, the municipal environmental health component currently ensures that provisions of the Health Act are implemented and as such environmental health officers conduct investigations in terms of conditions, which “constitute pollution detrimental to health”. They are also responsible for enforcing Government Notice No. R. 918 of 30 July 1999 (Regulations governing General Hygiene Requirements for Food Premises and the Transport of Food). This is applied to formal and informal businesses, which are involved in the sale of food items. Environmental health services have programmes in place for food safety & control, waste management, health surveillance of premises, surveillance & prevention of communicable diseases (excluding immunization), vector control, Environmental Pollution Control, disposal of the dead, chemical safety and water quality monitoring

PROGRAMS AND PROJECTS FOR 2025/2026 IMPLEMENTATION

Goal	Objectives	Function	Funding Source	Location	Project	Budget
Goal 3: Inclusive Growth and Development	To create a conducive environment that contributes to economic growth and job creation by 2027.	LED	ES	District	Cement Products Manufacturing Hubs Programme	R1 200 000.00
Goal 3: Inclusive Growth and Development	To create a conducive environment that contributes to economic growth and job creation by 2027.	LED	ES	District	Resource Mobilisation (MSMEs)	R 60 000.00
Goal 3: Inclusive Growth and Development	To create a conducive environment that contributes to economic growth and job creation by 2027.	LED	ES	ULM Ward 18	Annual Alfred Nzo Spring event	R1 650 000.00
Goal 3: Inclusive Growth and Development	To create a conducive environment that contributes to economic growth and job creation by 2027.	LED	ES	NLM	Beach to Berg	R500 000.00

Goal 3: Inclusive Growth and Development	To create a conducive environment that contributes to economic growth and job creation by 2027.	LED	ES	District	Contractor Development Programme	R0.00
Goal 3: Inclusive Growth and Development	To create a conducive environment that contributes to economic growth and job creation by 2027.	LED	ES	District	Hospitality Sector Development	R0.00
Goal 3: Inclusive Growth and Development	To create a conducive environment that contributes to economic growth and job creation by 2027.	LED	ES	District	Skills Development	R100 000.00
Goal 3: Inclusive Growth and Development	To create a conducive environment that contributes to economic growth and job creation by 2027.	LED	ES	District	LRED	R0.00
Goal 3: Inclusive Growth and Development	To create a conducive environment that contributes to economic growth and job creation by 2027.	LED	ES	District	Township and Rural Retail Support	R700 000.00
Goal 3: Inclusive Growth and Development	To create a conducive environment that contributes to economic growth and job creation by 2027.	LED	ES	District	Feasibility Study for Township and Rural Retail Support	R765 000.00
Goal 6: Spatial Restructuring and Environmental Sustainability	To create an environment and systems that contribute to integrated sustainable environment by 2027	Spatial Planning and GIS	ES	District	Land Acquisition	R0.00
Goal 6: Spatial Restructuring and Environmental Sustainability	To create an environment and systems that contribute to integrated sustainable environment by 2027	Spatial Planning and GIS	ES	District	Communal Land Registration	R330 000.00
Goal 6: Spatial Restructuring and Environmental Sustainability	To create an environment and systems that contribute to integrated sustainable environment by 2027	Spatial Planning and GIS	ES	District	GIS Strategy Review	R0.00
Goal 6: Spatial Restructuring and Environmental Sustainability	To create an environment and systems that contribute to integrated sustainable environment by 2027	Spatial Planning and GIS	ES	ULM	GIS Data Maintenance: Water & Sanitation Infrastructure Data Capturing	R500 000.00
Goal 6: Spatial Restructuring and Environmental Sustainability	To create an environment and systems that contribute to integrated sustainable environment by 2027	Spatial Planning	ES	WMLM, NLM and MLM	Built Environment	R620 000.00
Goal 6: Spatial Restructuring and Environmental Sustainability	To create an environment and systems that contribute to integrated sustainable environment by 2027	Spatial Planning and GIS	ES	District	Capturing of LED Initiatives	R0.00
Goal 6: Spatial Restructuring and Environmental Sustainability	To create an environment and systems that contribute to integrated sustainable environment by 2027	Spatial Planning and GIS	ES	District	GIS Data Maintenance-Rural Sanitation	R0.00

CHAPTER NINE: COMMUNITY DEVELOPMENT SERVICES

9.1. Disaster and fire services administrative arrangements

The municipality has formalized establishment of Head of the Centre responsible for Disaster management policies and strategies and program and implementation of SDBIP. Moreover, the municipality appointed Chief Fire Officer to be responsible for Fire and Rescue Services including policy development and implementation. Both Head of Centre and Chief Fire Officer report directly to Director: Community Development Services. Detailed Staff Establishment is attached.

9.2. Disaster Management Policy Framework

9.1.1. Integrated institutional Capacity for disaster risk management

The District Disaster Management centre has been established to develop the district's capacity to deal with disasters. The roles and responsibilities of the centre is to coordinate, plan, capacitate, prevent and mitigate potential disasters that the district is prone to such as fires, tornados, floods, thunderstorms, snow, cholera and diarrhea. In addition, local offices have been established to perform the function at local municipality level.

The district has further, adopted and reviewed its Disaster Management Policy Framework which responds to disaster management and planning within the district. The purpose of this policy framework is to provide those with statutory Disaster Risk Management (DRM) responsibilities (in terms of the Disaster Management Act, 2002; the National Disaster Management Framework, 2005 (NDMF); the Policy Framework of the Province of the Eastern Cape (EC PDRMPF) and other applicable legislations within the Alfred Nzo District Municipality with a written mandate which is coherent, transparent and inclusive; provides the criteria for the systematic management of administrative decisions; stakeholder participation; operational skills; capacitate and achieves uniformity in the: development, implementation, maintenance, monitoring and assessing of all policies, plans, strategies, programmes and projects which are aimed at achieving the vision and mission statement; goals; strategic objectives; and key performance indicators for DRM in the municipality.

In terms of managing high-risk development, the Disaster Management function plays an advisory role through Disaster Risk Management Advisory Forum meetings that seat quarterly to sector departments and communities. The municipality has the Disaster Management Advisory forum in place in line with the DMA, 57 of 2002. The DMAF has technical task teams established as Capacity Building, Coordinating Task Team, Emergency Coordinating Task Team and Social Relief Coordinating Task Team. The district municipality does not have a District Integrated Information Management

Communication system attributed as it does not have enough budget; thus the district municipality is utilizing the provincial disaster management centre intergrated information management centre whilst it's in the process of developing its own information management system.

Alfred Nzo District Municipality Disaster Management Centre operates on a 24-hour basis through the control room which coordinates all stakeholders that are needed in an emergency occurrence. Disaster Management Practioners are on standby from the beginning of the month to the end month.

The municipality has strengthened collaborations with all four Local Municipalities in the district.

9.1.2. Disaster risk assessment

To manage and mitigate impact of high-risk developments measures that are implemented include special building designs that withstand the forces of nature, planting of trees to create windbreaks, community awareness and capacity building programmes to inculcate risk avoidance behaviour are mitigation options which could be implemented. Mitigation strategies include emergency preparedness such as community awareness, preparedness training, drills and rehearsals for those disasters, which cannot be prevented or mitigated, as well as for those that cannot reasonably be predicted.

The Sendai Framework on priority one, stipulates that “policies and practices for disaster risk management should be based on an understanding of disaster risk in all its dimensions of vulnerability, exposure of persons and assets”. Thus the district management centre has embarked on conducting a district wide scientific risk assessment in order to understand and address disaster risks present in the district. The district disaster management centre also conducts safety inspections throughout the district on an ongoing basis to identify and respond to potential Disaster risk areas. The unit has been assessing risks and developing protocols, however there is still a need to develop a Disaster Risk Management Plan (DRMP). The Distict Municipality has a disaster management plan in place that is currently being reviewed, and one of the key factors that plan will include will be the district's focus on climate change. The disaster management plan that was reviewed in 2019/21 finacial year did not reflect on this. The municipality's environmental management unit does also have climate change strategy in place. The disaster risk assessment will identify and quantify the various risks the area is exposed to, and develop strategies on how prevention, mitigation and responses should be arranged and managed by all stakeholders. Funding for DRMP is required. Strategies for community vulnerabilities and risks identified include:

- a) Events management safety and security plan
- b) Fire fighting services master plan
- c) Forest and veldt fire management plan process
- d) Flood incident management response plan.

Alfred Nzo District Municipality embarked on a district wide scientific risk assessment that focused on hazard identification. The district committed to conduct continuous risk assessments in accordance with the priorities of the Sendai Framework for disaster reduction. Sendai Framework addresses the importance of understanding disaster risk.

9.1.3. Disaster risk reduction

This policy framework also serves to guide the development and implementation of uniform and integrated disaster risk management policy and plans in the Umzimvubu, Ntabankulu, Matatiele and Mbizana local municipalities in the Alfred Nzo District Municipality. The framework has also 15 supporting policies which serve as guide in managing disaster risk management within ANDM area of jurisdiction.

The Disaster Management Act No. 57 of 2002 (DM Act) requires municipal disaster risk management centres to promote a coordinated, integrated and uniform approach to disaster risk management, including the development and implementation of appropriate disaster risk reduction methodologies, emergency preparedness and rapid and effective disaster response and recovery, in their municipalities.

To achieve these objectives and to promote interdepartmental liaison, arrangements must be put in place to enable all the key internal role players in the administration of a municipality to participate in disaster risk management activities and to coordinate their disaster risk management responsibilities. To achieve this objective, a Municipal Interdepartmental Disaster Risk Management Committee (MIDRMC) needs to be established as currently seating on ad hoc basis. The Disaster Centre has secured Corporation Agreements with neighbouring municipalities as priority two of the Sendai Framework promotes the fostering of collaborations and partnerships across mechanisms and intitutions for the implementation of instruments relevant to disaster risk reduction. The Greater Kokstad and districts (Ugu DM) offering disaster and fire services to cater for risks and community vulnerabilities which were considered during the review of the SDF development processes. In advocating for disaster risk reduction initiatives the district municipality collaborated with Old Mutual and SANTAM for risk reduction programmes which is yielding positive results in creating resilience in communities of Alfred Nzo District Municipality.

9.1.4. Response and Recovery

The district municipality has a budget for response and recovery to assist in situations where families need intervention in a uniform approach as per the National Disaster Management Framework.

The Distict Disaster Management Centre receives inclement weather and fire related warnings from the South African Service (SAWS) and the procedure for early disaster warning and dissemination of early warning is in place to advise communities and the district uses many platforms from social media (the Municipality's Facebook page to sending messages on community WhatsApp groups and WhatsApp

groups with advisory forum members), to loud hailing and conducting awarenesses.

9.3. FIRE AND RESCUE SERVICES

Fire fighting is a shared service between the district and the local municipality but currently only Matatiele Local Municipality has successfully established Fire Service. The district is prone to runaway veldt fires as well as man-made fires that affect properties and buildings. In performing its function with regard to fire fighting, the district acquired customised fire fighting equipment which constantly require maintenance. Moreover, fire fighting equipment which includes skid unit fire-engines for each local municipal area and two medium fire fighting engines as well as three major fire fighting engines were purchased for the areas with the highest fire risk namely; Matatiele and Winnie Madikizela LM as defined in the Spatial Development Framework.

In line with the requirements of the Fire Brigade Services Act and the growing need for improved fire and emergency response services, the Alfred Nzo District Municipality is implementing key interventions to strengthen its fire services function:

Budgeting for Fire Services: The municipality will continue to budget for both operational needs and capital projects to support the delivery of fire services. Capital projects for the 2025/2026 financial year will be aligned with the municipality's long-term infrastructure development plan to enhance fire response capacity.

Fire Services Control Room: The municipality has a functional fire services control room situated within the Disaster Management Centre. This control room serves as the central coordination point for dispatching fire and emergency services across the district and will be strengthened with improved systems and staffing. A budget of R125,911.50 has been allocated for further upgrades and enhancements of this control room in the 2025/2026 financial year.

To improve on-ground response capabilities, the municipality will procure emergency response vehicles at a total cost of R5 million.

Standard Operating Procedures (SOPs): The municipality is in the process of finalizing firefighting SOPs, which are currently in draft form. These will be submitted to the Corporate Services Directorate and the Municipal Manager for approval before the end of the 2025/2026 financial year. Once approved, they will guide consistent and professional response to fire incidents.

Chief Fire Officers Forum: While a dedicated Chief Fire Officers Forum is not yet established, the municipality utilises the existing Disaster Management Forum to address issues related to fire services coordination, challenges, resource needs, and inter-municipal support. Plans to formalize a dedicated structure are under consideration to enhance operational oversight and knowledge sharing.

Goal	Objective	Function	Funding Source	Location	Project	IDP Ref	Budget
Goal 1: Objective :		Establishment of Fire & Rescue Services Control Room	CAP EX	AND M	Emergency Communication Control Centre	6.2 4.1	R125 911,50
		Procurement of Emergency Response Vehicles	CAP EX	AND M	Capital Project	6.2 4.2	R5 Million
		Standard Operating Procedures (SOPs)	None	AND M	Development of SOP (Internal)	6.2 4.3	None
		Fire Chief Officer's Forum	None	AND M	Establishment of Fire Emergency Response Task Teams that is going to report on the	6.2 4.4	None

				Existing Disaster Advisory Forum		
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9.4. DISASTER BY-LAWS

The municipality has reviewed and adopted Community Fire Safety By-Laws awaiting to be promulgated in provincial gazette. These bylaws include fire related incidents namely tariffs, events management, occupancy certificates and community safety. These by-laws also assist in promoting economic development within the district as they serve to protect the agricultural sector within the district. Furthermore, fire services policies have also been developed and adopted by Council. The adopted policies and by-laws are applied to deal with mitigation, prevention and post disaster situations.

9.5. DISASTER MANAGEMENT PLAN (DMP)

The municipality is in a process of reviewing the Disaster Management Plan (DMP) in 2025/2026 financial year. The municipality reviews the DMP after a period of five years in line with trends on disaster risk management in the country. The district wide scientific risk assessment played a huge role to the review of the plan as it has laid a background of identifying hazards which led to the development of the contingency plan for the two prevalent hazards in the district i.e. fires and floods.

Disasters, hazards, emergencies and their related risks are on the rise throughout South Africa. It is, therefore, imperative to be adequately prepared and switch from a more reactive to proactive approach. For this to materialize, a Disaster Management Plan is necessary. This document is the ANDM Disaster Management Plan, which has been compiled in terms of Section 53(1)

(a) of the Disaster Management Act (No. 57 of 2002). Disaster management, as defined by the Disaster Management Act (No. 57 of 2002), is a continuous and integrated multi-sectoral, multi-disciplinary process of planning and implementation of measures. The collaborative nature of Disaster Management requires that all stakeholders work together. It is not always possible to eliminate a risk, however, by careful planning, mitigation and preparedness with all stakeholders, it is possible to minimize the effects.

The main purpose of this plan is to increase the capacity of the municipality as a whole in order to prevent and manage disaster. This plan, thus, seeks to achieve the following key outcomes:

- a. Integration of Disaster Risk Management into the strategic, operational planning and project implementation of all line functions and role players within the municipality.
- b. Integration of Disaster Management Mitigation strategies and projects within the plan.
- c. Submission of the Disaster Management Plan to the relevant Governmental structures, such as

the Disaster Management Control Centres of CWDM, the Western Cape Province and the National Disaster Management Disaster Control Centre.

- d. An integrated, fast and efficient response to emergencies and disasters by all role-players.

The Disaster Management Plan is to be seen as an information guide to the relevant role players and should advise them on how to lead in the case of a disaster, to prevent or mitigate any negative effects due to an incident in the municipality. The Disaster Management Act requires that municipality must regularly review and update its Municipal Disaster Management Plan in accordance with the Disaster Management Act, 57 of 2002 as amended.

Disaster Management projects planned for 2025/26 financial years.

IDP Project Name	Source of funds	Year 1 (2025/26)	Year 2 (2026/27)	Year 3 (2027/28)
International Day for Disaster Reduction	Municipal Equitable Share	R350 000. 00	428 450	439 161.25
Response and Recovery	Municipal Equitable Share	R3 000 000.00	3 135 000.00	3 213 375.00
Disaster management Information system	Municipal Equitable Share	R900 000.00	940 500.00	964 012.00
Disaster Management Volunteers	Municipal Equitable Share	R850 000.00	888 250.00	910 456.25
Disaster Management Personal Protective Clothing	Municipal Equitable Share	R300 000.00	313 500.00	321 337.50

9.6. MUNICIPAL HEALTH SERVICES

Municipal Health Services is a comprehensive preventive Environmental Health Services package as defined in the Scope of Professions of Environmental Health Practitioners (R698) of the Health Professions Act, 56 of 1974 as amended

It seeks to prevent any health-related impact that could lessen the life of a human being. This then has been clarified further in the Scope of Practice for EHPs and also related legislative prescripts, including but not limited to National Norms & Standards for Environmental Health Practitioners, which seek to uniformly guide the country (inclusive of Anfred Nzo District Municipality) on how to conduct the MHS package responding to the World Health Organisation standards.

9.6.1 MUNICIPAL HEALTH BY-LAWS

This piece of legislation is one of the tools that regulate the Environmental Health Services rendering in ANDM, and one would say it brings services directly to the ANDM people.

Processes of formulating practicable and applicable MHS By-Laws has been conducted, as of now there is a copy of Draft MHS By-Laws (with the full process of public participation finalized). Thus Draft MHS By-Laws are awaiting the promulgation, and thereafter implementation

9.6.2 ENVIRONMENTAL HEALTH PLAN

The Alfred Nzo District Municipality has reviewed and updated its Environmental Health Plan to ensure full alignment with national policy and legislative requirements. The plan comprehensively covers all nine key elements of environmental health, namely: water quality monitoring, food control, waste management, vector control, environmental pollution control, and health surveillance of premises, communicable disease prevention, and the safe disposal of the dead, and chemical safety. These services are delivered across all four local municipalities Winnie Madikizela-Mandela, uMzimvubu, Ntabankulu, and Matatiele under the district's legislative mandate as a Water Services Authority and custodian of environmental health functions.

The municipality actively implements these services through its Environmental Health Practitioners (EHPs), who conduct routine inspections, quality monitoring, education and enforcement to protect public health and the environment. Strategic coordination with local municipalities, the provincial Department of Health, and other stakeholders is maintained through platforms such as the District Health Council, Intergovernmental Relations (IGR) structures, and the District Development Model (DDM). The reviewed plan is fully integrated into the IDP and serves as a guiding tool for ensuring safe, healthy, and sustainable living conditions for all communities in the district.

The Environmental Health Plan has been done over the years and has been customized from the National Environmental Health Plan.

In addition it is part of the Environmental Health Audit that are conducted by the National Department of Health. Environmental Health Plans are aligned to the Scope of Practice, and as such promotes the inclusion of the Scope, and this eliminates the risk of leaving out some Key Performance Area.

Formulation of the Environmental Health Plans has assisted excessively in the formulation of an inclusive IDP & extend to SDBIP as well as covering all Environmental Health KPAs in the Audit.

9.6.3 ENVIRONMENTAL HEALTH AWARENESS

Education and awareness is an intensive and inclusive package of rendering Environmental Health Services. When an EHP is conducting each and every inspection of premises, awareness and education is always an integral part of the process.

This is seen when inspecting a school, and an EHP has to clarify why the inspection, and also how can the person improve, what are the positive outcomes & benefits of improving, how can this improve the longevity of livelihoods

It is in this area that we over-emphasize that “information is power”

This is the best tool to capaitate our communities on how to improve and maintain their living standards

9.6.4 LAW ENFORCEMENT ON ENVIRONMENTAL HEALTH

It is a requirement that all EHPs should on top of being registered and in good standing with Health Professions Council of South Africa, they should also be appointed as Peace Officers

This element assists to ensure that they are always in par with the new developments and changes within the preventive field. This is very beneficial in situations where there are court cases, and an EHP is regulated to do due diligence of the regulated function

PROJECTS FOR IMPLEMENTATION FOR 2025/2026

The municipality has reviewed and adopted Community Fire Safety by-Laws awaiting to be promulgated in provincial gazette. These bylaws include fire related incidents namely tariffs, events management, occupancy certificates and community safety.

Municipal Health By-Laws have also been adopted and thus are in the process of promulgation in the provincial government gazette, and thereafter be ready for implementation. This will improve the compliance in relation to Environmental Health Services.

CHAPTER TEN: SOCIAL TRANSFORMATION AND DEVELOPMENT

10.1. Special Programs Unit (SPU)

The SPU was established in 2007. The mandate of the Special Programmes Unit is to promote, facilitate, coordinate and monitor the realization of the rights of women, men, youth, children, senior

citizens and people with disabilities. The SPU utilizes the Biopsychosocial Model which holistically addresses the issues specifically relating to an individual. Consequently, cognitive empowerment allows individuals to be their own resources.

When the President announced the Ministry for Women, Children and People with Disabilities in May 2009 and proclaimed the establishment of the department in July 2009, he emphasised the need for equity and access to development opportunities for the vulnerable groups in our society.

10.1.1. SPU STRATEGIC FOCUS

Strengthen good governance for the Special Programmes Unit to deliver on its mandate.

- a. Promote, advocate and monitor women's empowerment and gender equality.
- b. Promote, advocate and monitor men's rights and responsibilities.
- c. Promote, advocate and monitor children's rights and responsibilities.
- d. Promote, advocate and monitor senior citizen's rights and responsibilities.
- e. Promote, advocate and monitor youth's rights and responsibilities.
- f. Promote, advocate and monitor the rights of people with disabilities.
- g. Promote, advocate and monitor the rights of people living with HIV/AIDS.

10.1.2. STRUCTURES SUPPORTING SPU

The following structures have been established to support execution of SPU mandate:

Disability forum: is an organised structure which aims to represent the interest and to promote the rights of persons with disabilities in the municipality.

Elderly forum: is an organised structure in the municipality which elected by all centres and clubs of aged group which aim is to represent interest of aged groups in the municipality.

Aids Council: organised structure from different sectors which aim is to advice the municipality to address issues of HIV/AIDS and TB.

Women Caucus: constituted by women councillors which its objective is to have one voice of women in the municipality in coordinated manner, providing support to each other as women to influence programmes and agenda of the municipality.

Traditional healers: an organised structure of traditional healers in the municipality which aim is to promote their belief and getting closer to government especially Department of Health as it working similarly with them.

Moral Regeneration Committee: Structure which constituted by traditional leaders, healers and relevant departments, which aiming to promote ubuntu, values and respect to each other.

Youth Council: Organised youth formation structures to champion and advocate issues of young people.

Men’s forum: to champion and represent men’s needs/interests.

10.1.3. SPECIAL PROGRAMMES STRATEGY

The South African democratic government adopted a social agenda that is aimed at improving the quality of life of all the people of this country. At the centre of this agenda is the upliftment of the standards of living and conditions of the previously disadvantaged groups. At the core of these previously advantaged groups are those individuals or groups of the society that are defined as being vulnerable. The South African legal and policy framework define the vulnerable groups as being mainly constituted by children, women, older persons, people with disabilities and young people or youth. As part of the democratic government’s commitment of improving the quality of life of all the citizens, vulnerable groups are one of the critical citizens of the society that require special focus.

The ANDM is also mandated to mainstream and advocate for the needs and interests of the special groups (youth, disability, children, elderly, gender) with the special consideration of their programmes. The Executive Mayor’s office coordinates and has an obligation of addressing challenges relating to socio-economic, political and cultural marginalization of women, children, elderly and people living with disability. The municipality through its social cohesion programmes ensures that young people live healthy life-style free from substance abuse and criminal activities by implementing social programmes.

10.2. Social Development Programs

10.2.1. Department of Social Development

10.2.1.1. Care and Support Sservices to Older Persons

Ref. No	Project Name	Funding Source	Location of the project (which Local municipality, ward, village and or coordinates)	Project Time frame	Project Status	2025/26 FY Budget
1882	Mabobo Aged Support and care centre	Dept of Social Development	Mabobo, ward 22	31 March 2026	Ongoing	R111 000
1846	Likomkhulu HCBC	Dept of Social Development	Lugangeni, Ward 15	31 March 2026	Ongoing	R111 000

1880	Lukhanyiso Multi-purpose Centre for the Aged	Dept of Social Development	Dangwana , Ward 12	31 March 2026	Ongoing	R111 000
1795	Phakamisizwe Social Club	Dept of Social Development	Lubakeko, Ward 02	31 March 2026	Ongoing	R126 000
1888	Bambisanani Maxesibe	Dept of Social Development	Brooksnek, Ward 01	31 March 2026	Ongoing	R111 000
1897	Mzamowethu Old Age Project	Dept of Social Development	Ngwegweni, Ward 02	31 March 2026	Ongoing	R117 000
1794	Thuthukani Geriatric Club	Dept of Social Development	Mhlotsheni, Ward 11	31 March 2026	Ongoing	R111 000
1818	Celizapholo Club for the Aged	Dept of Social Development	Mvuzi, Ward 16	31 March 2026	Ongoing	R111 000
1877	Phuthumani Old Age Project	Dept of Social Development	Qhanqu, Ward 12	31 March 2026	Ongoing	R132 000
1824	Nceduluntu HCBC Organization for the Aged	Dept of Social Development	Ntlabeni, Ward 13	31 March 2026	Ongoing	R111 000
1790	Buhlebendawo Project for the Aged	Dept of Social Development	Mt Ayliff Village, Ward 07	31 March 2026	Ongoing	R111 000
1786	Masongane Service Centre	Dept of Social Development	Gugwini, Ward 04	31 March 2025	Ongoing	R114 000
1885	Sibatsha service centre	Dept of Social Development	Betshwana, ward 04	31 March 2026	Ongoing	R117 000
1800	Bonanokuhle Service Centre	Dept of Social Development	Ncome, Ward 22	31 March 2026	Ongoing	R111 000
1874	Ilingeletu Service Centre	Dept of Social Development	Qwidlana, Ward 23	31 March 2026	Ongoing	R111 000
1784	Mpembeni Service centre	Dept of Social Development	Sigidini, Ward 04	31 March 2026	Ongoing	R111 000
1890	Songezulwazi Service centre	Dept of Social Development	Lugelweni, Ward 08	31 March 2026	Ongoing	R111 000
	Yeyethu service centre	Dept of Social Development	Phukas, Ward 26	31 March 2026	Ongoing	R111 000
1898	Masonwabe Old age Project	Dept of Social Development	Mt Ayliff, Ward 06	31 March 2026	Ongoing	R111 000
1913	Sinoncedo Older Person Project	Dept of Social Development	Dungu, Mt Frere Ward 19 Umzimvubu	31 March 2026	Ongoing	R111 000
1917	Mzamomhle Old Age Project	Dept of Social Development	Mntwana, Mt Frere, Ward 19	31 March 2026	Ongoing	R111 000
1203	Magadla Old Age Project	Dept of Social Development	Hlomendlini, Ward 06 Matatiele	31 March 2026	Ongoing	R108 000
2028	Phaphamani Senior citizens Club Old Age Project	Dept of Social Development	Sibi, Ward 03 Matatiele	31 March 2026	Ongoing	R90 000

Ref. No	Project Name	Funding Source	Location of the project (which Local municipality, ward, village and or coordinates)	Project Time frame	Project Status	2025/25 FY Budget
1160	Paballong Old Age Multi-Project	Dept of Social Development	Pamlaville, Ward 15 Matatiele	31 March 2026	Ongoing	R90 000
1208	Thuthukani Sizwe Project for the Aged	Dept of Social Development	Pamlaville, Ward 15 Matatiele	31 March 2026	Ongoing	R108 000
1160	Makabongwe Luncheon Club	Dept of Social Development	Harry Gwala, Ward 19 Matatiele	31 March 2026	Ongoing	R90 000
1204	Phapama-Lunda	Dept of Social Development	Lunda, Ward 10 Matatiele	31 March 2026	Ongoing	R90 000
1161	Ntatayise old age Project	Dept of Social Development	Maluti township, Ward 01 Matatiele	31 March 2026	Ongoing	R90 000

9653	Sinenjongo Luncheon club	Dept of Social Development	Cedarville, Ward 26 Matatiele	31 March 2026	Ongoing	R108 000
4664	Masizakhe Old Age	Dept of Social Development	Nkosana 2, Ward 25 Matatiele	31 March 2026	Ongoing	R90 000
1207	Retsepile Old age project	Dept of Social Development	Magema, Ward 27 Matatiele	31 March 2026	Ongoing	R90 000
1205	Tswaranang Older Person	Dept of Social Development	Nchodu, Ward 08 Matatiele	31 March 2026	Ongoing	R90 000
3864	Senzokuhle Service Centre	Dept of Social Development	Mfundisweni, Ward 16 Ntabankulu	31 March 2025	Ongoing	R90 000
3853	Ngqwashu Siyazama Elderly Project	Dept of Social Development	Ngqwashu, Ward 14 Ntabankulu	31 March 2026	Ongoing	R90 000
3858	Sikhona Mancu Elderly Project	Dept of Social Development	Mbanweni Location, Ward 14 Ntabankulu	31 March 2026	Ongoing	R90 000
3865	Old Age Covenant Partners	Dept of Social Development	Ndakeni, Ward 08 Ntabankulu	31 March 2026	Ongoing	R108 000
3861	Umkhosi Wezulu Elderly	Dept of Social Development	Bonxa Location, Ward 13	31 March 2026	Ongoing	R90 000
3863	Zoko Service Centre	Dept of Social Development	Zulu, Ward 10	31 March 2026	Ongoing	R135 000
3859	Vukuphile Service Centre	Dept of Social Development	Lucingweni, Ward 13	31 March 2026	Ongoing	R90 000
3854	Luncedo service centre	Dept of Social Development	Dumsi Location, Ward 02 Ntabankulu	31 March 2026	Ongoing	R90 000
3852	Sibanye Service Centre	Dept of Social Development	Mbangweni, Ward 14, Ntabankulu	31 March 2026	Ongoing	R90 000
3860	Mnceba Service Centre	Dept of Social Development	Mnceba, Ward 12 Ntabankulu	31 March 2026	Ongoing	R90 000
3856	Bomvini Service Centre	Dept of Social Development	Bomvini Loc, Ward 07 Ntabankulu	31 March 2026	Ongoing	R90 000
3855	Nceduluntu Service centre	Dept of Social Development	Ntshentshe Loc, Ward 08 Ntabankulu	31 March 2026	Ongoing	R90 000
4750	Pahameng Older Person Project	Dept of Social Development	Saphukanduku, Ward 14 Ntabankulu	31 March 2026	Ongoing	R90 000
4827	Tlali Service Centre	Dept of Social Development	Tlali Loc, Ward 06 Ntabankulu	31 March 2026	Ongoing	R90 000
4826	Madwakazana Service Centre	Dept of Social Development	Madwakazana Loc, Ward 09 Ntabankulu	31 March 2026	Ongoing	R90 000
1480	Khananda Service Centre	Dept of Social Development	Makewini, Ward 08 Winnie Madikizela	31 March 2026	Ongoing	R108 000
2654	Lukhanyo Society For The Aged	Dept of Social Development	kwaNikhwe , Ward 27 WMM	31 March 2026	Ongoing	R108 000
2550	Ikhetelo Service centre	Dept of Social Development	Magqabasini, Ward 22 WMM	31 March 2026	Ongoing	R90 000
2669	Abadala Nkantolo Service Centre	Dept of Social Development	Nkantolo, Ward 20 WMM	31 March 2026	Ongoing	R90 000

Ref. No	Project Name	Funding Source	Location of the project (which Local municipality, ward, village and or coordinates)	Project Time frame	Project Status	2025/26 FY Budget
2552	Ncedisizwe Service Centre	Dept of Social Development	Lukholo , Ward 26 WMM	31 March 2026	Ongoing	R90 000
2658	Ncedo Service Centre	Dept of Social Development	Redoubt, Ward 04	31 March 2026	Ongoing	R90 000
2665	Mthayise Service Centre	Dept of Social Development	Mthayise, Ward 26 WMM	31 March 2026	Ongoing	R90 000
1858	Zwelitsha Service Centre	Dept of Social Development	Ludeke, Ward 08 WMM	31 March 2026	Ongoing	R90 000

2668	Sakhubom Service Centre	Dept of Social Development	Nomlacu, Ward 27 WMM	31 March 2026	Ongoing	R90 000
11231	Mgcinephila Service Centre	Dept of Social Development	Lurulweni Loc, Ward 24 WMM	31 March 2026	Ongoing	R90 000
11146	Sophumelela Service Centre	Dept of Social Development	Ezizityaneni Loc, Ward 31 WMM	31 March 2026	Ongoing	R90 000
11232	Ncedisa Service Centre	Dept of Social Development	Mcetsheni Loc, Ward 10 WMM	31 March 2026	Ongoing	R90 000
11229	Simanyene Service Centre	Dept of Social Development	Bulala Loc, Ward 29 WMM	31 March 2026	Ongoing	R90 000
1472	Khanyisa Service Centre	Dept of Social Development	Amangutyana, Ward 19 WMM	31 March 2026	Ongoing	R90 000
2554	Zamukulungisa SC	Dept of Social Development	Mbizana WMM	31 March 2026	Ongoing	R90 000
11233	Suthu Service Centre	Dept of Social Development	kwaNtshangase Loc, Ward 03 WMM	31 March 2026	Ongoing	R90 000
11226	Mhlabeni Service Centre	Dept of Social Development	Mhlabeni, Ward 22 WMM	31 March 2026	Ongoing	R90 000
11225	Nikolo Service Centre	Dept of Social Development	Topolo, Ward 28 WMM	31 March 2026	Ongoing	R90 000
11706	Siwisa Service Centre	Dept of Social Development	Siwisa Loc, Ward 31 WMM	31 March 2026	Ongoing	R90 000
11698	Senzokwethu Service Centre	Dept of Social Development	Khumbuza, Ward 24 WMM	31 March 2026	Ongoing	R90 000
2553	Luhle Service Centre	Dept of Social Development	Mabhekuteni, Ward 15 WMM	31 March 2026	Ongoing	R90 000
2666	Ilinge Service Centre	Dept of Social Development	Esikhumbeni , Ward 07 WMM	31 March 2026	Ongoing	R90 000
2551	Ntola Support Centre	Dept of Social Development	Ntlakwe, Ward 03 WMM	31 March 2026	Ongoing	R90 000
2555	Winnie Madikizela Mandela Service Centre	Dept of Social Development	Mbhongweni, Ward 14 WMM	31 March 2026	Ongoing	R90 000
4669	Nozibele Elderly	Dept of Social Development	Mbizana, Ward 13 WMM	31 March 2026	Ongoing	R90 000
4824	Vezokuhle Old Age Project	Dept of Social Development	Mbizana, Ward 10 WMM	31 March 2026	Ongoing	R90 000
Total						R7 305 000

10.2.1.2. Care and support services to persons with Disabilities

Ref. No.	Project Name	Funding Source	Location of the project (which Local municipality, ward, village and or coordinates)	Project Time frame	Project Status	2025/26 FY Budget
3708	Nolitha CBR Home Care Centre	EC Social Development	Msukeni Location 03, Mt Ayliff Umzimvubu	31 March 2026	Ongoing	R1 542 240
2548	Masakhane Project	EC Social Development	Mt Zion, Ward 12 Mbizana WMM	31 March 2026	Ongoing	R152 100
1209	Siyakhula Project	EC Social Development	Mzongwana, ward 7 Matatiele	31 March 2026	Ongoing	R138 192
3599	Amaqhawe Esizwe Project	EC Social Development	Ntabankulu town, Ward 15 Ntabankulu	31 March 2026	Ongoing	R 42 120
Total						R1 874 652

10.2.1.3. HIV and AIDS Program

Ref. No.	Project Name	Funding Source	Location of the project (which Local municipality, ward, village and or coordinates)	Project Time frame	Project Status	2025/26 FY Budget
1785	Emadumasini HCBC	EC Social Development	Ncome Springs, Ward 24 Mt Frere, Umzimvubu	31 March 2026	Ongoing	R324 069
1884	Thandisizwe HCBC	EC Social Development	Goxe, Ward 15 Mt Ayliff Umzimvubu	31 March 2026	Ongoing	R324 069
1508	Sizophila Community and Child Health Forum	EC Social Development	Amadiba Location, Ward 23 Mbizana WMM	31 March 2026	Ongoing	R324 068
1871	Sinosizo Support Group	EC Social Development	Envis, ward 09 Mbizana WMM	31 March 2026	Ongoing	R324 068
1705	Ixabiso Lomntu	EC Social Development	Magqabasini, Ward 08 Mbizana WMM	31 March 2026	Ongoing	R324 069
4379	Sinokhanyo HCBC	EC Social Development	Dumsi, Ward Mbizana, WMM	31 March 2026	Ongoing	R781 072
1932	Someleze HCBC	EC Social Development	Magema Loc, Sibi, Ward 26	31 March 2026	Ongoing	R324 069
1932	Mamohau HCBC	EC Social Development	Masupa , Ward 13 Matatiele	31 March 2026	Ongoing	R324 069
4837	Bright Beginning SBC	EC Social Development	Matatiele	31 March 2026	Ongoing	R781 071
1019	Gumpe HCBC	EC Social Development	Mvenyane Loc, Ward 12 Ntabankulu	31 March 2026	Ongoing	R324 069
Total						R4 154 692

10.2.1.4. Integrated Services to Families

Ref. No.	Project Name	Funding Source	Location of the project (which Local municipality, ward, village and or coordinates)	Project Time frame	Project Status	2025/26 FY Budget
1758	Mt Frere Single Parents Association Program.	EC Social Development	Lubhacweni, Ward 17 Umzimvubu	31 March 2026	Ongoing	R152 400
4216	Ngozi Single Parents Association	EC Social Development	Ntabankulu, Ward 05	31 March 2026	Ongoing	R102 400
1398	Mpoza Family Resource Centre	EC Social Development	Mpoza, Mt Frere Umzimvubu	31 March 2026	Ongoing	R132 400
2057	Masincedisane Family Organisation	EC Social Development	Mvalweni , Mt Aylff Ward 03 Umzimvubu	31 March 2026	Ongoing	R147 654
990	Maluti Family Resource Centre	EC Social Development	Maluti township, Ward 01	31 March 2026	Ongoing	R132 400
985	Maluti Family Preservation	EC Social Development	Sibi	31 March 2026	Ongoing	R247 400
2545	Mbizana Masincedane Family Preservation	EC Social Development	Luthulini, Ward 14	31 March 2026	Ongoing	R247 400

Total						R1 145 254
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10.2.1.5. Child Protection

Ref. No.	Project Name	Funding Source	Location of the project (which Local municipality, ward, village and or coordinates)	Project Time frame	Project Status	2025/26 FY Budget
2244	Child Welfare Society PEIP	EC Social Development	Matatiele Town serving wards 19, 20, 22 , 26 Matatiele	31 March 2026	Ongoing	R497 684
2250	Maluti Family resource PEIP	EC Social Development	Maluti Township, Wards serving Wards 1, 7, 8, 9 , 14	31 March 2026	Ongoing	R449 913
3537	Umzimvubu PEIP	EC Social Development	Mt Frere serving wards 10, 13, 14, 18	31 March 2026	Ongoing	R187 630
1023	Ubuntu u Neighbours PEIP	EC Social Development	Ntabankulu, ward 6, 13	31 March 2026	Ongoing	R187 630
Total						R1 322 857

10.2.1.6. Special Day Centre

Ref. No.	Project Name	Funding Source	Location of the project (which Local municipality, ward, village and or coordinates)	Project Time frame	Project Status	2025/26 FY Budget
4816	Ikhaya Lembizana SDC	EC Social Development	Mt Zion, Ward 14 Mbizana WMM	31 March 2026	Ongoing	R85 880
Total						R85 880

10.2.1.7. Child and Youth care Centres

Ref. No.	Project Name	Funding Source	Location of the project (which Local municipality, ward, village and or coordinates)	Project Time frame	Project Status	2025/26 FY Budget
1583	Siyakhana Youth Outreach and Educational Program	EC Social Development	Sophia town, Ward 18 Mt Frere, Umzimvubu	31 March 2026	Ongoing	R2 056 800
4131	Crossroads children's Home	EC Social Development	Matatiele town, Ward 19 Matatiele	31 March 2026	Ongoing	R2 159 640
Total						R 4 216 440

10.2.1.8. Community based services to children -Reseha Program

Ref. No.	Project Name	Funding Source	Location of the project (which Local municipality, ward, village and or coordinates)	Project Time frame	Project Status	2025/26 FY Budget
895	Isibindi Siyalinga	EC Social Development	Mpendla, Ward 18 kwaBhaca Umzimvubu	31 March 2026	Ongoing	R1 300 404
888	Isibindi Kwabhaca	EC Social Development	Ward 18 kwaBhaca Umzimvubu	31 March 2026	Ongoing	R1 417 992
2238	Isibindi Maluti	EC Social Development	Matatiele, ward 21	31 March 2026	Ongoing	R1 127 204
Total						R3 845 600

10.2.1.9. Community based services to children: Drop in Centres

Ref. No.	Project Name	Funding Source	Location of the project (which Local municipality, ward, village and or coordinates)	Project Time frame	Project Status	2025/26 FY Budget
2228	Sinosizo Sisonke Isikelo	EC Social Development	Nomlacu, Ward 17 Mbizana, WMM	31 March 2026	Ongoing	R247 296
2227	Siphumelele Isikelo	EC Social Development	Mt Zion, Ward 03 Mbizana, WMM	31 March 2026	Ongoing	R247 296
4638	Thembelihle Project	EC Social Development	Matatiele	31 March 2026	Ongoing	R121 728
3092	Yomelela Community Organisation	EC Social Development	Khaue, Ward 25 Matatiele	31 March 2026	Ongoing	R 187 344
Total						R803 664

10.2.1.10. Victim Empowerment Program

Ref. No.	Project Name	Funding Source	Location of the project (which Local municipality, ward, village and or coordinates)	Project Time frame	Project Status	2025/26 FY Budget
1964	Mtshazi Safe Home	EC Social Development	Mtshazi, Ward 19 kwaBhaca, Umzimvubu	31 March 2026	Ongoing	R315 254
1976	Mt Frere Victim Support	EC Social Development	kwaBhaca Town, Ward 18, Umzimvubu	31 March 2026	Ongoing	R191 024
1971	Mt Ayliff Counselling Centre	EC Social Development	Lugelweni Loc, Mt Ayliff, Umzimvubu	31 March 2026	Ongoing	R191 024
1966	Mtha-Khanya White Door Centre	EC Social Development	Mandileni , ward 15 , kwaBhaca, Umzimvubu	31 March 2026	Ongoing	R191 024
1965	Isiseko Sobuntu White Door Centre	EC Social Development	Mwaca, ward 05 Mt Ayliff, Umzimvubu	31 March 2026	Ongoing	R191 024
1969	Kwabhaca white door center of hope	EC Social Development	Lubhacweni, Ward 17 Umzimvubu	31 March 2026	Ongoing	R191 024
2236	Mzamba Victim support centre	EC Social Development	Sea view, Ward 24 Mbizana, WMM	31 March 2026	Ongoing	R191 024
2245	Bhekizizwe white door center of hope	EC Social Development	Mthanyise, Ward 25 Mbizana, WMM	31 March 2026	Ongoing	R191 024
2471	Khuseleka white door center of hope	EC Social Development	Siwisa Loc, Ward 20 Mbizana, WMM	31 March 2026	Ongoing	R191 024
3836	Masizakhe White Door	EC Social Development	Bhonxa, Ward 13 Ntabankulu, NLM	31 March 2026	Ongoing	R191 024
3076	Maluti Victim Support Centre	EC Social Development	Maluti Township, Ward 01, Matatiele	31 March 2026	Ongoing	R191 024
2290	kwaMashu Victim Support Centre	EC Social Development	Bhubesi Locatioj, Ward 18 Matatiele	31 March 2026	Ongoing	R187 052
1021	Masakhuxolo White Door Centre	EC Social Development	Luxeni Loc, Ward 17 Matatiele	31 March 2026	Ongoing	R161 024
2380	Thusanang White Door Centre	EC Social Development	Jabulani, Ward 25, Matatiele	31 March 2026	Ongoing	R161 024
2358	Maluti White Door Centre	EC Social Development	Maluti Townshi, Ward 01 Matatiele	31 March 2026	Ongoing	R137 575
1018	Mochochono white door center of hope	EC Social Development	Harry Gwala, ward 21 Matatiele	31 March 2026	Ongoing	R161 024
Total						R3 029 221

10.2.1.11. Substance Abuse Prevention and Rehabilitation

Ref. No.	Project Name	Funding Source	Location of the project (which Local municipality, ward, village and or coordinates)	Project Time frame	Project Status	2025/26 FY Budget
3643	Umzimvubu TADA	EC Social Development	Mt Ayliff Village, Ward 28 Umzimvubu	31 March 2026	Ongoing	R134 617
3752	Mount Frère TADA	EC Social Development	Mt Frere Town	31 March 2026	Ongoing	R134 617
988	Makhoba TADA	EC Social Development	Makhoba, Ward 07 Matatiele	31 March 2026	Ongoing	R150 486
2466	Imizizi Youth Advocates	EC Social Development	Imizizi, Ward 20 Mbizana WMM	31 March 2026	Ongoing	R135 217
2469	Youth beyond Expectations	EC Social Development	Mbizana, Ward 01 WMM	31 March 2026	Ongoing	R138 450
3835	Ntabankulu TADA	EC Social Development	Ntabankulu, Ward 09	31 March 2026	Ongoing	R137 272
Total						R831 019

CHAPTER ELEVEN: PERFORMANCE MANAGEMENT SYSTEM

11.1. Adoption of Performance Management System

ANDM reviewed and adopted PMS Policy and Framework in line with Performance management Regulations of 2011. The performance management system is directly linked and aligned with the IDP as well as key performance indicators and targets and are in line with the Municipal Systems Act of 2000 as amended and applicable Regulations.

11.2. Purpose of the Policy

Regulation 7(1) of the Local Government: Municipal Planning and Performance Management Regulations, 2001 states that “A Municipality’s Performance Management System entails a framework that describes and represents how the municipality’s cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the different role players”.

As such, the purpose of the Policy Framework is to:

- a. Give effect to the performance management system as prescribed by the Municipal Systems Act, 2000 as amended;
- b. Provide an overarching framework for managing performance in the District Municipality ; and
- c. Provide a foundation from which to steer the process of performance management through the phases of planning, monitoring, measurement, analysis, reporting and review on both the operational and individual level.

11.3. Roles and Responsibilities

A range of different ANDM stakeholders use the Performance Management System for different reasons. Understanding these is important as it affects the type of information required and the form in which it is prepared.

The table on the next page outlines some of the key usages.

ANDM Council	<p>Assess whether it is meeting its developmental objectives and whether these are having an impact on the lives of the people in the Municipality.</p> <p>Help define ways of improving its resource usage and impact on the developmental needs of the people in the municipality.</p> <p>Assist in evaluating progress made by the Municipality against key performance</p>
Executive Mayor and Mayco	<p>Strategic monitoring of progress and effectiveness of the implementation of the IDP Plan.</p> <p>Review the effectiveness of service delivery strategies used by the Council and inform recommendation on best methods including partnerships for service delivery.</p>

Municipal Manager	<p>Strategic and operational control of the delivery of the IDP & S D B I P.</p> <p>Use the information and analysis to advise the Council on the best action for the Municipality to take to realise its development objectives.</p>
Senior Management Team	<p>Keep an up to date understanding of implementation.</p> <p>Understand reasons for problems and blockages</p> <p>Inform ways of tackling day-to-day and systemic blockages to implementation.</p>
Financial Team	<p>Monitors how effectively the financial resources are used to implement the IDP.</p> <p>Controls the flows of money to maximise its contribution to the implementation.</p>
Section/Unit Managers	<p>Monitors and evaluate the delivery of range of projects or parts of projects to understand how the implementation can best achieve the defined programme objectives.</p>
Assistant Managers	<p>Understand and assess how his sectoral resources are performing in implementing the IDP plan.</p>
Project Managers	<p>Monitor and evaluate the proper allocation of resources to achieve the project delivery in the most efficient way within the defined timeframe.</p>
Staff	<p>Implement, monitor and evaluate the proper allocation of resources to achieve the project delivery in the most efficient way within the defined timeframe.</p>
Consultation For a like IDP Rep Forum	<p>Monitoring and evaluation and review information to provide the opportunity for them and the groupings they represent to assess the extent to which the Municipality is delivering its IDP plan.</p> <p>Assess better ways of mobilising their “constituencies” to appropriately involve themselves in delivery.</p>
Local Residents	<p>Receive information on the progress in the delivery of the IDP Plan.</p> <p>Hold Municipalities accountable for their performance against key performance indicators and targets.</p>
National and Provincial Government	<p>Understand the extent to which the Municipality is contributing to meeting National and Provincial development priorities.</p> <p>How effectively the Municipality is using financial and other resources provided to it by other spheres of government.</p>
Grant Funders	<p>Monitoring and evaluation as to whether their financial contributions are used effectively and appropriately to meet the Municipality’s development objectives and their conditions as funders.</p>
Auditors	<p>Understand the policy bases of performance management in ANDM for performance audits</p>

11.4. DIFFERENT SCORECARD LEVELS

The District implements three levels of the scorecard. These are an organisational, Departmental and Sectional Scorecards. The municipality has cascaded PMS to all levels in the municipality.

11.4.1. Institutional Scorecard

The Institutional Scorecard will be used to measure performance of the municipality in terms of implementation of the Service Delivery and Budget Implementation Plan (SDBIP). The institutional scorecard will provide an overall picture of performance of municipality, reflecting performance on its strategic priorities thereby giving effect to the implementation and monitoring of objectives, key performance indicators and targets as defined in the Integrated Development Plan (IDP) and budget. Quarterly Performance assessments and reports are compiled and tabled before Council. The Accounting Officer utilise Institutional Scorecard as a basis for reporting to the Executive Mayor, Council and the public through quarterly reports, mid-year budget and performance assessment and Annual Report.

11.4.2. Departmental Scorecard

This Scorecard is utilised to measure and monitor performance of the departments. The department performance report is compiled on a quarterly basis to reflect on implementation department projects, which are directly linked to the objectives, indicators and targets derived from the institutional scorecard linked to the IDP. All Directors including Municipal Manager sign performance agreements annually. Performance monitoring in the form of quarterly reports are presented to the Municipal Manager, Executive Committee and Council.

11.5. PERFORMANCE AUDITING

The Internal Audit function will ensure conformity to reporting formats, compliance with legislation and assess the reliability of reported information, where possible. Council's internal audit function will be continuously involved in auditing the performance measurements of the municipality. As required by the regulations, the internal audit submits quarterly reports on their audit to the Municipal Manager and Performance and Audit Committee. Currently the District has functional Performance and Audit Committee, which has also been tasked by the Council to perform auditing of performance information.

11.6. PERFORMANCE MONITORING AND REVIEW

ANDM has established a functional and effective IDP and OPMS Unit which is responsible for facilitating the monitoring of the implementation and evaluation of IDP objectives in line with the approved SDBIP, IDP and budget. The SDBIP is directly aligned with the strategic objectives performance indicators and targets as contained in the IDP. Implementation monitoring occurs through Section 71, Section 52d,

Section 72, and the annual reports. These reports are presented before Council quarterly and are forwarded to the prescribed stakeholders for the purposes of oversight and accountability.

11.7. RESOLUTION REGISTER AND IMPLEMENTATION OVERSIGHT

The municipality has developed a resolution tracking mechanism to monitor the implementation and progress of decisions taken at various governance levels. This includes maintaining dedicated Resolution Registers, such as the Council Resolution Register, Senior Management Resolution Register, and Departmental Resolution Registers. These registers serve as formal tools to capture, track, and monitor the status of each resolution from adoption to implementation. Regular monitoring of these registers is conducted to ensure accountability, improve institutional performance, and provide feedback on unresolved or pending matters. This structured approach enhances oversight and supports effective decision-making and service delivery.

CHAPTER TWELVE: ALFRED NZO DEVELOPMENT AGENCY

12.1. Introduction

Alfred Nzo Development Agency is a “*Municipal Entity*” of the Alfred Nzo District Municipality (ANDM) which was established through a Council resolution in terms of terms of *Section 76 (b) (i) of the Municipal Systems Act 32 of 2000 (MSA)*, which provides for mechanism by which a municipality may provide a municipal service in its area.

The Municipal Entity was further registered as a Private Company with the Registrar of Companies (CIPC) in terms of the *Companies Act 71 of 2008*, and in line with *Section 86 (B) (1) (a) of the MSA* in the year of 2000, and was mandated to act as a special purpose vehicle to drive economic development in the entire district, so as to achieve the vision of the Alfred Nzo District Council as articulated in its long term and medium-term strategic planning documents.

The Municipality Entity delivers on its mandate through a Service Delivery Agreement (SDA) that is entered into between the Entity and its parent municipality, for a period of three years and reviewed annually. The purpose of the SDA is to formalise and regulate the working relationship between the parent municipality and its Entity’s, pursuant to the service delivery provisions of the MSA, the Companies Act and the Municipal Finance Management Act 56 of 2003 (MFMA).

12.2. Governance Framework

The MSA poses the following expectations upon the Board of Directors of the Municipal Entity:

- a) To provide effective, transparent, accountable and coherent corporate governance and conduct effective oversight over the affairs of the municipal entity;
- b) To ensure that the Municipal Entity complies with all the applicable legislation and agreements;
- c) To communicate openly and promptly with the parent municipality, and
- d) To deal with the parent municipality in good faith.

The Board is primarily responsible for amongst other things reviewing and setting policies of the organization, approving and determining the organizational structure of the organization, setting and approving the strategic direction of the organization, appointing, supervising and appraising the CEO, approving annual business plans and budgets, stakeholder relationships and evaluating the organization’s performance. Further to that, it is also responsible for reviewing and approving the Annual Financial Statements of the organization as well as ensuring that the dictates of the Municipal Finance Management Act are observed. The Board is also encumbered with providing regular reports (quarterly) to the Executive Mayor and to the Council about the operations of the organization.

The Board is therefore expected to deliver on the core mandate bestowed over the Entity in line with all applicable regulation and legislation, and in adherence to the best practice models and principles of good governance, as articulated in the King IV Code of Good Governance.

The Board of Directors is independent, impartial and has a separate role and authority from the Chief Executive Officer (CEO). The Board is responsible for organizational oversight whilst the CEO is responsible for the operations of the organization including the supervision and management of staff.

In order to exercise its role, currently the Board only has in place both the Risk Committee and Audit Committee which have been established through a shared service with the parent municipality. Furthermore, the entity has yet to establish the Trade and Investment committee, the Human Resources and Recruitment Committee, and plans to establish other ad-hoc committees that may from time to time provide the needed oversight to the functions of the organization.

12.3. PESTEL ANALYSIS

The following section outlines the Political, Economic, Social, Technological, Environment & Legal (PESTEL) analysis in South Africa and the impact it will have on the Alfred Nzo District in achieving inclusive growth and development. This section will further look at the competitive environment, in relation to the district's surroundings.

12.3.1 Political-Legal

Political-legal factors may either limit or benefit organisations. Political constraints affecting organisations include competition policies, consumer protection, competitive tariffs, employee relations, environmental protection, pricing policies that are aimed at protecting consumers and the general public.

In recent years, South Africa has gone through a series of political events, which have resulted in political instabilities, and the country is also experiencing low economic growth.

12.3.2 Economic

A country's economic state has major influence on all businesses. South Africa is currently in economic turmoil and the rand is fluctuating and also getting weaker. There is lack of growth and consumer confidence which directly affects consumer spending. During the year 2019-to date, the global economy has had to face one of the worst pandemics in history, and the Alfred Nzo region has also not been spared from this developmental problem.

12.3.3 Social/socio-cultural

Socio-cultural factors and forces that make up ANDM's macro-environment include changing social values, beliefs, traditions, demographics, attitudes, lifestyles, and other culture related elements that

can affect the growth of the ANDM economy. Changes in these elements may create opportunities or pose threats to organisations operating within the region.

12.3.4 Technological

Technological change has become a particularly significant factor in the global economy such that it has become imperative for organisations to be aware of and be informed about their effects in their industries. Technology can be creative and innovative as well as disruptive.

12.3.5 Ecological/Environmental

Ecology refers to the interaction between humans and their physical environment. This interaction comes with the threat to the life-supporting ecological system in the era of global warming and climate change.

12.4. ALIGNMENT WITH DDM GOALS, DDP AND IDP

The strategic direction for ANDA has been crafted such that it is aligned to, and can contribute to the long-term and medium-term strategic planning documents of the district municipality, namely the *District Development Plan 2030*, *Integrated Strategic Plan (IDP) 2022-2027* and District Development Model (DDM) One Plan

The Alfred Nzo District Municipality is based on the DDM Theory of Change which postulates six transformations to move from the current problematic situation to a desired better future. Whilst existing plans across government seek to align to the NDP and to each other, there is no clear single line of sight and logical rationale or relations in terms of commonly agreed priorities and joint and coherent way of addressing them within the socio-economic and inclusive and integrated place making dynamics within specified spaces.

ONE PLAN – DDM	DDP	IDP	ANDA
Infrastructure Engineering (Pillar 4) Integrated Services Provisioning (Pillar 5)	<u>Goal 1:</u> An enabling infrastructure network	<u>Goal 2:</u> Basic Services Delivery and Community Empowerment	<u>Goal 2:</u> Economic Infrastructure Development
Economic Positioning (Pillar 2)	<u>Goal 3:</u> An innovative, inclusive and growing economy <u>Goal 5:</u> Rural Development and an innovative and high-value agriculture sector	<u>Goal 1:</u> Inclusive Growth and Development <u>Goal 4:</u> A capable and financially viable institution	<u>Goal 4:</u> Good Governance

ONE PLAN – DDM	DDP	IDP	ANDA
Governance and Management (Pillar 6)	<u>Goal 2:</u> Capable democratic governance	<u>Goal 3</u> Effective Participation, Governance Partnerships Public Good and	<u>Goal 1:</u> Sustainable Inclusive Economic Growth <u>Goal 3:</u> Sound Financial Management
People development and Demographics Pillar (1)	<u>Goal 6:</u> Human Development	<u>Goal 5:</u> Human Resources Development and institutional management	<u>Goal 4:</u> Good Governance <u>Goal 1</u> Sustainable Inclusive Economic Growth
Spatial Restructuring and Environmental Sustainability (Pillar 3)	<u>Goal 4:</u> Environmental sustainability	<u>Goal 1:</u> Inclusive Growth and Development	<u>Goal 1:</u> Sustainable Inclusive Economic Growth

12.4.1. DDP Strategic Goal Alignment with ANDA Programmes within DDM

The strategy of ANDA is aligned and informed by the mandate, ANDM Planning Processes, including the state of the District Address (SODA) and IDP Consultative processes. ANDA's strategic goals are aligned to that of the DDP and IDP of the parent Municipality. The DDP incorporates key elements and propositions underpinned by strategic goals and interventions. The Development Agency therefore over and above its mandate seeks to tap into key priority economic sectors and various district catalytic projects as guided by the DDP of the Parent Municipality.

Goal 1: An enabling infrastructure networks

By 2030, the district envisages a well-developed and enabling infrastructure network and that infrastructure investment must respond to spatial aspects of future infrastructure demand and progressively undoes apartheid geography. In line with the theme of DDP Goal 1, ANDA has also identified Economic Infrastructure Development as a strategic goal which seeks to address the infrastructure discrepancies of the Alfred Nzo District and act as a catalyst for infrastructure development within the region. In attempts to achieve the long-term goal of the district as unpacked in the DDP, ANDA has decided to embark on Property and Infrastructure Development Programme which has key priority projects being Property Revitalization and Development focusing on but not limited to old ANDA properties e.g., Emfundisweni Skills Development Centre, etc.

Furthermore, ANDA has embarked on the implementation of Resource Mobilisation Project which will continue being implemented over the medium-term expenditure framework and seeks to attract financial and non-financial resources including foreign direct investment into the economy of Alfred Nzo District.

Infrastructure Engineering – the process by which infrastructure planning and investment, especially bulk infrastructure installation occurs in order to support the transforming spatial pattern and form, meet

the needs of a competitive and inclusive local economy and integrated human settlements, and ensure demand for housing and services is met in a sustainable way over the long-term.

Goal 2: Capable Democratic Institutions

The DDP asserts that the presence and effective functioning of democratic, capable and accountable government institutions are at the centre of the change that is needed to drive the district towards 2030, especially to tackle unemployment, poverty and inequality, ensure that the State is able to intervene to support and guide development to benefit society (especially to the poor), and to build consensus. Therefore, ANDA aims to achieve good corporate governance and transform the organizational culture of public service and associated institutions. This is done through compliance with the prescripts of the MFMA, MSA and Companies Act.

The achievement of a capable democratic institution hinges on achievement of good governance as an identified strategic goal in the ANDA multi-year business plan.

The existence of governance and oversight structures such as the ANDA Board and the Audit Committee together with ANDM Council and Council structures provides the necessary oversight and governance of the development agency. At the centre of the business operation of the development agency, the building of internal capacity seeks to ensure a capable democratic institution that drives the economic development agenda in the region. Continuously the projects involving external providers are conceptualised or designed to capture the need to build institutional capacity.

Governance and Management – the process by which leadership and management is exercised that planning, budgeting, procurement, delivery, financial and performance management takes place in an effective, efficient, accountable and transparent manner. It also includes spatial governance, that is, the process by which the spatial transformation goals are achieved through assessing and directing land development and undertaking effective land use management and release of municipal/public land.

Goal Three: An innovative, inclusive and growing economy

By 2030 ANDM envisages to have achieved the goal of an innovative, inclusive, and growing economy which is larger and more efficient, and optimally exploits its competitive advantages, increases employment, and reduces inequalities of income and wealth. As such the DDP states a need for interventions to grow specific business sectors and rapid development of high potential economic sectors which are to be prioritized e.g., agriculture & Agro-processing. In order to achieve this goal, ANDA has introduced the following programmes:

- a. Agriculture, Agro-Processing and Forestry Development Programme.
- b. Enterprises Development and Support Services
- c. Property and Infrastructure Development
- d. Oceans Economy Development

- e. Manufacturing Programme
- f. Tourism and Heritage

Furthermore, key elements of the DDP as far as the goal is concerned also include skills development for job creation, and stronger industry and enterprise support. As such, ANDA has developed an Enterprises Development and Support Services programme in line with this particular goal. The Entity has multi agency partnerships and relations with SETAs to undertake Enterprise and skills development in line with the DDP goal.

Economic Positioning – the process by which a competitive edge is created that enables domestic and foreign investment attraction and job creation on the basis of an inclusive and transformed economy. The economic positioning informs the spatial restructuring and has to be sustained through protecting, nurturing and harnessing natural environment and resources

Goal Four: Environmental sustainability

The ANDM through the DDP vision envisages a society where developmental challenges are addressed in a manner that ensures environmental sustainability and builds resilience to the effects of climate change, particularly in poorer communities. Investment in skills, technology and institutional capacity is critical to support the development of a more sustainable society and the transition to a low- carbon economy.

In the context of the Development Agency, this goal is treated as a cross cutting issue that must be taken cognisance of in every project taken by the Agency. In line with the goal of the DDP, ANDA has prioritized the LG Seta artisans programme on plumbing and brickmaking for the 2025/2026 financial year.

Spatial Restructuring and Environmental Sustainability – the process by which a transformed, efficient and environmentally sustainable spatial development pattern and form is created to support a competitive local economy and integrated sustainable human settlements. Spatial restructuring informs infrastructure investment in terms of quantum as well as location and layout of infrastructure networks.

Goal 5: Rural Development and Innovative and high value agriculture

In relation to the goal concerned, the DDP of the parent municipality envisages accelerated agricultural development and opportunities for producers across all scales in local, provincial, national and global value chains. The DDP further explains that vision could be possible through undertaking agriculture priority actions or interventions. The proposed interventions include Agricultural education and skills development especially to the youth. This goal will be made possible through development of agricultural value chains.

The Entity is currently exploring partnership with SETAs to support rural development through high value agriculture and market for identified farmers.

Goal 6: Human Development

In terms of the ANDM DDP vision, the district envisages a society with no abject poverty, no hunger, improved standards of living, and where conditions enable all to fulfil their human potential. This goal could be attained through collaborative innovative approaches which seek to promote skills development for economic development. As such, ANDA has in place skills programmes which aim to increase the contribution of small enterprises to the growth of the ANDM economy and transfer skills to the unemployed. In the context of the development agency, the building of internal capacity has been aimed to ensure ANDA workforce human development.

Integrated Services Provisioning – the process by which integrated human settlement, municipal and community services are delivered in partnership with communities so as to transform spatial patterns and development for planned integrated sustainable human settlements with an integrated infrastructure network. This also requires holistic household level service delivery in the context of a social wage and improved jobs and livelihoods.

12.5. ALIGNMENT OF THE MANDATE OF THE ENTITY WITH THE DDP AND IDP

The mandate of the ANDA was informed by thorough considerations of different strategic documents e.g., the DDP, IDP and other strategic documents that influence economic development in our District. The DDP is a pioneering document that guides the district's continuous inclusive socio-economic growth towards a long-term goal; vision 2030. In order to achieve Goal 1 of the DDP which is to enable infrastructure network within the District, the Agency is mandated to acquire, develop and manage land and buildings necessary to provide public good, generate revenue towards self-sustainability and enable the Agency to achieve its stated aims and objectives, this goal is aligned with goal 2 of the IDP which is aimed at delivering basic service and empower communities of Alfred Nzo.

Goal 3 of the DDP aspires to see an innovative District and inclusive economic growth. To that effect, the Council mandated the Agency to develop the innovation and entrepreneurial potential and activity which supports and drives economic growth within ANDM jurisdiction. This mandate was also influenced by the IDPs number one focus area; inclusive growth and development. Related to this, the DDP desires a high impact rural development for our District, especially in the field of agriculture.

Further to that, environmental sustainability is at the core of both the DDP and IDP development framework. This then complements the basis of the core business of the agency; our mandate is orientated around accelerated inclusive socio-economic development as well as environmental sustainability. At the centre of ANDA's mandate is good governance, sound financial viability and enhanced human capital which are also fundamental goals of both the DDP and IDP.

APPENDIX A: ANDM PROGRAM AND PROJECTS FOR 2025/2026 FINANCIAL YEAR

Good Governance and Assurance Projects for 2025/26

3.5.1. IDP and PMS Projects

Goal	Objective	Function	Funding Source	Location	Project	Budget
Goal 1: Good Governance and Public Participation	Objective 7: To create a conducive environment for participatory development and promote a culture of good governance by 2027	IDP and PMS	Equitable Share	ANDM	IDP Review	R1 500 000.00
		IDP and PMS	Equitable Share	ANDM	Organisational Performance Management	R750 000.00

3.5.2. Risk management

Goal	Objective	Function	Funding Source	Location	Project	Budget
Goal 1: Good Governance and Public Participation	Objective 8: To strengthening Oversight Structures to eliminate mal administration, corruption, non-compliance and non-performance by 2027	Risk Management	ES	ANDM	Strategic operational assessment and risk for ANDM	R200 000.00
		Risk Management	ES	ANDM	Infrastructure Projects Risk Assessment.	R200 000.00
		Risk Management	ES	ANDM	Risk Management support to ANDA	R200 000
		Risk Management	ES	ANDM	Regulatory Compliance Review	R150 000.00
		Risk Management	ES	ANDM	Effectiveness of Risk Management Committee	R200 000.00
		Risk Management	ES	ANDM	Risk appetite and tolerance framework	R150 000.00

3.5.3. Internal Audit

Goal	Objective	Function	Funding Source	Location	Project	Budget
Goal 1: Good Governance and Partnerships	Objective 8: To strengthening Oversight Structures to eliminate mal administration, corruption, non-compliance and non-performance by 2027	Internal Audit	ES	ANDM	Audit Action Plan	R0.00
		Internal Audit	ES	ANDM	Mandatory Internal Audits assignment on Performance Information	R0.00
		Internal Audit	Equitable Share	ANDM	Risk Based Internal Audit Assignments	R600 000.00
		Internal Audit	Equitable Share	ANDM	Conduct ICT Assignments(reviews)	R200 000.00
		Internal Audit	Equitable Share	ANDM	Internal Audit (Support to ANDA)	R0
		Internal Audit	Equitable Share	ANDM	Internal Audit Methodology	R0

		Internal Audit	Equitable Share	ANDM	Allowance Audit and Performance Committee meetings	R500 000.00
		Internal Audit	Equitable Share	ANDM	Financial Misconduct Disciplinary Board meetings	R400 000.00
		Internal Audit	Equitable Share	ANDM	Internal Audit System	R200 000
		Internal Audit	Equitable Share	ANDM	Audit Fees	R7 000 000

3.5.4. Legal Services

Goal	Objective	Function	Funding Source	Location	Project	Budget
Goal 1: Good Governance and Public Participation	Objective 8: To strengthening Oversight Structures to eliminate mal administration, corruption, non-compliance and non – performance by 2027	Legal Services	Equitable Share	ANDM	Legal services support and representation	R8 500 000.00
		Legal Services	Equitable Share	ANDM	Alfred Nzo district legal services forum	R0

3.5.5. Office of the Executive Mayor

Goal	Objective	Function	Funding Source	Location	Project	Budget
Goal 1: Good Governance and Public Participation	Objective 7: To create a conducive environment for participatory development and promote a culture of good governance by 2027.	Office of the Executive Mayor	Equitable Share	ANDM	Mayoral Stakeholder Engagement Sessions	R700 000.00
		Office of the Executive Mayor	Equitable Share	ANDM	Mayoral Committee Meetings)	R900 000.00
		Office of the Executive Mayor	Equitable Share	ANDM	Mayoral Imbizos	R850 000.00

3.5.6. Office of the Speaker

Goal	Objective	Function	Funding Source	Location	Project	Budget
Goal 1: Good Governance and Public Participation	Objective 7: To create a conducive environment for participatory development and promote a culture	Office of the Speaker	ES	ANDM	Public Participation	R1 380 000.00
		Office of the Speaker	ES	ANDM	Moral Regeneration Movement (MRM)	R190 000.00
		Office of the Speaker	ES	ANDM	Open Council Day (State of the District	R1 200 000.00

of good governance by 2027.				Address	
	Office of the Speaker	ES	ANDM	Whippery Programmes	R150 000.00
	Office of the Speaker	ES	ANDM	Women's Caucus	R150 000.00
	Office of the Speaker	ES	ANDM	Sopport to LM programmes	R100 000

3.5.7. Mayoral Affairs

Goal	Objective	Function	Funding Source	Location	Project	Budget
Goal 1: Good Governance and Public Participation	Objective 9: To build strong links with all strategic partners and structures that will improve organizational efficiency by 2027	Mayoral Affairs	Equitable Share	ANDM	District Initiation Awareness Programme	R0
		Mayoral Affairs	Equitable Share	ANDM	Monitoring of District Initiation Schools	R120 000.00
		Mayoral Affairs	Equitable Share	ANDM	District Initiation Awareness Programme	R0
		Mayoral Affairs	ES	ANDM	Development of Local Artists	R195 000.00
		Mayoral Affairs	ES	ANDM	District Heritage Site Project	R100 000.00
		Mayoral Affairs	ES	ANDM	Alfred Nzo Month Programmes	R465 000.00
		Mayoral Affairs	ES	ANDM	Mehlodong Heritage Project	R35 000.00
		Mayoral Affairs	ES	ANDM	Winnie Madikizela-Mandela Day Celebrations	R80 000.00
		Mayoral Affairs	ES	ANDM	Nelson Mandela Day Celebration	R185 000.00
		Mayoral Affairs	ES	ANDM	O.R. Tambo Legacy Projects	R0
		Mayoral Affairs	ES	ANDM	Traditional Leader's Celebrations	R90 000.00
		Mayoral Affairs	ES	ANDM	Makhanda National Arts Festival	R60 000.00
		Mayoral Affairs	ES	ANDM	Alfred Nzo District Scathamiya Festival	R220 000.00
		Mayoral Affairs	ES	ANDM	Community Sport Development	R245 000.00
		Mayoral Affairs	ES	ANDM	Nophoyi and Tabachicha CMC's Capacity building	R0
		Mayoral Affairs	ES	ANDM	Thusong Annual Indaba and Awards	R100 000.00
		Mayoral Affairs	ES	ANDM	Thusong Equipment	R75 000.00
		Mayoral Affairs	ES	ANDM	Heritage Month Celebrations	R63 000.00
		Mayoral Affairs	ES	ANDM	Gospel Music Festival	R50 000

	Mayoral Affairs	ES	ANDM	Choral Music Festival	R50 000
	Mayoral Affairs	ES	ANDM	Isicathamiya music festival	R220 000
	Mayoral Affairs	ES	ANDM	Executive Mayoral games	R84 000
	Mayoral Affairs	ES	ANDM	Upgrade of Thusong centers	R250 000

4.8. Corporate Services programs for 2025/26

Goal	Objective	Function	Funding Source	Location	Project	IDP Ref	Budget
		Renewed Licenses by 30 June 2026	ES	ANDM Main Office	ICT license	4.8.1.	R18 225 000
		100% complete implementation of MCGICTPF Phase 3 by 30 June 2026	ES	ANDM Main Office	Implementation of MCGICTPF Phase 3 (Reviewal of BIA, DRP and BCP)	4.8.3.	1 00 000
			ES	Main office and satellites	Computer hardwares	4.8.3	R1 750 000
			ES		AD Manager plus Toll	4.8.4	R100 000
			ES		Network access point	4.8.5	R200 000

			ES	ANDM main office and Satellite offices	Network link water offices and WTW	4.8.6	R200 000
			ES	Main Office	ICT Consumables	4.8.7	R100 000
			ES	Main office	Remote access tool	4.8.8	R200 000
		1 ICT infrastructure upgraded by 30 June 2026	ES	ANDM main office and Satellite offices	ICT Infrastructure Upgrade	4.8.9	R300 000
		1 Switch Installed by 30 June 2026	ES	Mount Frere DMC	DR Centre Establishment	4.8.10.	R200 000
		1 Customer Care System by 30 June 2026	Equitable Share	ANDM main office and Satellite offices	Customer Care System	4.8.11.	R684 000
		8 functional Community ICT Centres in all 4 local municipalities by 30th June 2026	Equitable Share	8 functional Community ICT Centres in all 4 local municipalities	Support & Maintenance of ICT Centres	4.8.12.	200 000
		1 E- Recruitment System installed by 30 June 2026	Equitable Share	ANDM Main Office	E-Recruitment System	4.8.13.	R300 000
		1 E-tender System Installed by 30 June 2026	Equitable Share	ANDM Main Office	E-tender System	4.8.14.	R300 000

		60 OHS inspections & Audits and 12 reports submitted by 30 June 2026	Equitable share	ANDM Main office and Satellite offices	Occupational Health & Safety	4.8.15.	R0
		Four (4) Employee Wellness awareness programmes conducted	Equitable share	ANDM Main office	Employee Wellness	4.8.16.	R645 000
		Permanent employees and five fixed term contract Managers evaluated in PMS by 30 June 2026	Equitable Share	ANDM Main office	Individually Municipal Performance Management System	4.8.17.	R425 000
		1 reviewed organogram sent to Council for adoption	Equitable share	ANDM Main office	Staff Establishment Review	4.8.18.	0
		12 Local Labour Forum meetings organised	Equitable share	ANDM Main office	Organising of LLF Meetings	4.8.19.	0
		50 job descriptions evaluated	Equitable share	ANDM Main office	Job Evaluation	4.8.20.	R45 000
		60 training interventions implemented as per WSP	Equitable Share	ANDM	Skills Programme	4.8.20.	R900 000
		Monitoring of 8 current beneficiaries bursaries and awarding 4 new beneficiaries	Equitable share	ANDM	External Bursary	4.8.21.	R550 000
		Monitoring of 11 ISDG Interns for their road to registration as Professionals	GRANT	NT	ISDG Internship	4.8.22.	R1 152 998 .92
		32 Employees assisted by Study Assistance Programme for	Equitable share	ANDM	Study Assistance Programme	4.8.23.	R600 000
		ANDM Employees	Equitable share	ANDM	Cellphone and 3g allowance	4.8.24	R6 000 000

	furthering their studies at Institutions of Higher Learning					
	69 Municipal Sites provided with security guards	Equitable share	ANDM	Security Services	4.8.24.	R48 280 376.16
	05 Biometric devices installed at ANDM's Head Office and satellites.	Equitable Share	ANDM	Physical Access control	4.8.25.	300 000
		Equitable share	ANDM	LG SETA Monitoring grants	4.8.27	R500 000

5.4. Service Delivery Projects/ Priorities for implementation

5.4.1. Water and Sanitation service delivery plans

Goal	Objective	Function	Funding Source	Location	Project	Budget
Goal 1: Basic Services Delivery and Community Empowerment and electrification	To build, maintain and provide access to improved, sustainable and modernized infrastructure to the community by 2027.	PMU	MIG	WMMLM	Greater Mbizana Phase 1B	44 434 836,10
		PMU	MIG	WMMLM	Mbizana Ward 10,12, 13&15 WSS	45 000 000,00
		PMU	MIG	WMMLM	Mbizana Ward 10,12, 13&15 WSS - Phase 2	26 292 697,79
		PMU	MIG	WMMLM	Mbizana Ward 21,23 & 24 WSS	45 062 229,38
		PMU	MIG	WMMLM	Mbizana Ward 29 & 30 WSS	51 681 294,53
		PMU	MIG	WMMLM	Mbizana Town Area Sewerage	4 992 929,99
		PMU	WSIG	WMMLM	Mxinga Water Supply Ward 30	5 000 000,00
			WSIG	WMMLM	VIP Toilets in Ward 12, Mfundambini Village Phase 2	2 994 669,35
		PMU	WSIG	WMMLM	VIP Toilets in Ward 12, Ntlanezwe Village Phase 2	2 297 790,23
		PMU	WSIG	WMMLM	Water Loss Mitigation Programme in Winnie Madikizela Mandela LM	20 000 000,00

		WSP	EQS	WMMLM	Maintenance Mbizana Water Scheme	20 000 000,00
		WSP	EQS	WMMLM	Refurbish Mbizana water scheme	5 000 000,00
Goal 1: Basic Services Delivery and Community Empowerment and electrification	To build, maintain and provide access to improved, sustainable and modernized infrastructure to the community by 2027.	PMU	MIG	Matatiele	Fobane Water Supply	18 189 259,24
		PMU	MIG	Matatiele	Fobane Water Supply Phase 3	27 892 885,33
		PMU	MIG	Matatiele	Matatiele Ward 18 & 22 Water Supply	15 000 000,00
		PMU	MIG	Matatiele	Tholamela Water Supply	17 672 356,18
		PMU	MIG	Matatiele	Maluti Ramohlakoana Bulk Water Supply Phase 2	20 990 803,64
		PMU	MIG	Matatiele	Upgrading of water supply and storage for ward 16 in Matatiele Im: implementation phase	23 473 952,36
		PMU	WSIG	Matatiele	Pamlaville Water Supply (Implementation)	1 122 768,16
		PMU	WSIG	Matatiele	Matatiele Ward 6 Water Supply (Implementation)	4 591 224,37
		PMU	WSIG	Matatiele	Matatiele Ward 4 Water Supply (Zikalini & Zazingeni)	6 068 217,06
		WSP	EQS	Matatiele	Maintenace Matatiele Water Scheme	23 000 000,00
		WSP	EQS	Matatiele	Refurbish Matatiele water scheme - Rural Schemes	5 000 000,00
Goal 1: Basic Services Delivery and Community Empowerment and electrification	To build, maintain and provide access to improved, sustainable and modernized infrastructure to the community by 2027	PMU	MIG	Ntabankulu	Ntabankulu Ward 14 Water Supply Scheme-Implementation Phase	823 462,92
		PMU	MIG	Ntabankulu	Ntabankulu Wards 17 & 18 Water Supply Scheme - Implementation Phase	49 289 168,87
		PMU	MIG	Ntabankulu	Nyokweni Bulk Water	20 653 713,63
		PMU	WSIG	Ntabankulu	Luncedweni Phase 2 Water Supply	3 000 000,00
		PMU	WSIG	Ntabankulu	Refurbishment of Mhleleni WTW	24 173 837,67

		PMU	WSIG	Ntabankulu	Ndwane water supply	3 000 000,00
		PMU	WSIG	Ntabankulu	Ntabankulu Ward 12 Source Development	2 217 790,41
		WSP	EQS	Ntabankulu	Maintenance Ntabankulu Water Scheme	12 000 000,00
		WSP	EQS	Ntabankulu	Refurbish Ntabank water scheme	5 000 000,00
Goal 1: Basic Services Delivery and Community Empowerment and electrification	To build, maintain and provide access to improved, sustainable and modernized infrastructure to the community by 2027.	PMU	MIG	Umzimvubu	Ntibane Project	4 923 560,04
		PMU	MIG	Umzimvubu	Mzimvubu Ward 14	5 000 000,00
		PMU	MIG	Umzimvubu	Umzimvubu Ward 3 & 17 Water Supply	3 906 700,00
		PMU	WSIG	Umzimvubu	Mt. Frere Bulk Sewer	3 000 000,00
		PMU	WSIG	Umzimvubu	KuChane (KwaVeni) Water Supply Scheme (Implementation)	3 533 702,75
		PMU	WSIG	Umzimvubu	Umzimvubu Ward 20 & 21	5 000 000,00
		PMU	WSIG	Umzimvubu	Hofisi Water Supply Source Development	2 000 000,00
		PMU	WSIG	Umzimvubu	Moyeni Water Supply in Ward 16 Source Development	2 000 000,00
		WSP	EQS	Umzimvubu	Maintenance Umzimvubu Water Scheme	24 000 000,00
		WSP	EQS	Umzimvubu	Refurbish Umzimvubu water scheme	5 000 000,00

6.24. Environmental and Water Quality Projects for 2025/26

Goal	Objective	Function	Funding Source	Location	Project	IDP Ref	Budget
Goal 6: Spatial Planning and Environmental Management	Objective 9: To create an environment and systems that contributes	Environmental Management and Compliance	ES	ANDM	Climate Change Mitigation	6.24.1	R1 200 000
		Environmental Management	ES	ANDM	Community Based Natural	6.24.2	R600 000

to integrated sustainable environment by 2027	and Compliance			Resource Management		
	Environmental Management and Compliance	ES	ANDM	Waterborne Emergency Response Planning	6.24.3	R400 000
	Environmental Management and Compliance	ES	ANDM	Water Safety Plan	6.24.4	R300 000
	Environmental Management and Compliance	ES	ANDM	WasteWater Risk Abatement Plan)	6.24.5	R900 000
	Environmental Management and Compliance	ES	ANDM	Water Quality Monitoring	6.24.6	R3 000 000
	Environmental Management and Compliance	ES	ANDM	SANS241 Audit	6.24.7	R3 000 000
	Internal Audit	ES	ANDM	Water and Wastewater Treatment Works Process Audit	6.24.8	R500 000
	Internal Audit	ES	ANDM	Environmental Management	6.24.9	R200 000
					and Compliance	

7.14. Financial Viability Projects for 2025/26

Goal	Objectives	Function	Funding Source	Location	Projects	IDP Ref	Budget
Goal 3: Inclusive Growth and Development	Payment of Creditors within 30 Days	General Expenditure	Equitable Share	District	Creditors Management	7.14.1.	R0

Goal 5: Effective Public Participation, Good Governance and Partnerships	Implement credit and Debt Management policy and By laws	Revenue and Debt Management	Own Revenue	District	Stakeholder Engagement or Rates payers meeting	7.14.2.	R0
A capable and financially viable institution	Update of Fixed Assets Register	Asset Management	Equitable Share	District	Maintenance Of Fixed Assets register	7.14.3.	R3 500 000
A capable and financially viable institution	Safeguarding and Maintenance of Assets	Asset Management	Equitable Share	District	Annual update of Insurance Portfolio by 30 June 2025	7.14.4.	R6 905 000
A capable and financially viable institution	Safeguarding and Maintenance of Assets	Asset Management	Equitable Share	District	Office Refurboishment	7.14.5	R1 500 000
A capable and financially viable institution	Safeguarding and Maintenance of Assets	Asset Management	Equitable Share	District	Modular Structure securities X2	7.14.6	R2000 000
A capable and financially viable institution	Safeguarding and Maintenance of Assets	Asset Management	Equitable Share	District	Procurement of furniture	7.14.7.	R2 000 000
A capable and financially viable institution	Safeguarding and Maintenance of Assets	Asset Management	Equitable Share	District	Council chamber refurbishment	7.14.8	R2000 000

Goal	Objectives	Function	Funding Source	Location	Projects		Budget
A capable and financially viable institution	Strengthen Governance and reduce risk	General Expenditure	Equitable Share	District	VAT Recovery	7.14.9.	R0
A capable and financially viable institution	Improve expenditure management and controls	General Expenditure	Equitable Share	District	Payroll Management	7.14.10.	R150 000
A capable and financially viable institution	Strengthen governance and reduce risk	Project Expenditure	Equitable share	District	Creditors Management	7.14.11.	R0
A capable and financially viable institution	Strengthen governance and reduce risk	Project Expenditure	Equitable share	District	Capital Project Expenditure Controls and Reporting	7.14.12.	R0
A capable and financially viable institution	Implement a Revenue Enhancement Strategy	Revenue and Debt Management	Own Revenue	District	Revenue Enhancement Strategy	7.14.13.	R2 000 000

A capable and financially viable institution	Implement credit and Debt Management policy and by-laws	Revenue and Debt Management	Own Revenue	District	Revenue Collection and Data cleansing	7.14.14.	R300 000
capable and financially viable institution	Develop and Implement cash and Investment policy.	Revenue and Debt Management	Own Revenue	District	Cash and Investment policy (part 2/b)	7.14.16.	R0
A capable and financially viable institution	Develop and Implement cash and Investment policy.	Revenue and Debt Management	Own Revenue	District	Cash and Investment policy (part 3/C)	7.14.17.	R0
A capable and financially viable institution	Develop and Implement cash and Investment policy.	Revenue and Debt Management	Own Revenue	District	Cash and Investment policy (part 4/D)	7.14.17.	R0
A capable and financially viable institution	Implement Indigent register and support	Revenue and Debt Management	Own Revenue	District	Indigent Support and Management	7.14.19.	R3 000 000
A capable and financially viable institution	Implement Indigent register and support	Revenue and Debt Management	Own Revenue	District	Meter Replacement		R10 000 000
A capable and financially viable institution	Implement Indigent register and support	Revenue and Debt Management	Own Revenue	District	Parkhome		R2000 000
A capable and financially viable institution	Develop and Implement cash and Investment policy.	Revenue and Debt Management	Own Revenue	District	Cash and Investment policy (part 1/A)	7.14.20.	R0
A capable and financially viable institution	Safeguarding ,conducive satellite offices	Revenue and Debt Management	Own Revenue	District	Free basic services awareness	7.14.21.	R150 000
A capable and financially viable institution	Maintenance of Procurement Plan	SCM	Equitable Share	District	Monitoring of Procurement Plan	7.14.22.	R0.00
A capable and financially viable institution	Maximize economies of scale and value for money by complying with SCM policies.	SCM	Equitable Share	District	SCM Projects-Procurements.	7.14.23.	R0.00

Goal	Objectives	Function	Funding Source	Location	Projects		Budget
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A capable and financially viable institution	Maximize economies of scale and value for money by complying with SCM policies.	SCM	Equitable Share	District	Scanners for verification and meter readings		R200 000
A capable and financially viable institution	Ensuring that projects are implemented timeously	SCM	Equitable Share	District	Bid Committee Training	7.14.23.	R 200 000
A capable and financially viable institution	Prepare accurate and reliable Annual Financial Statements	Budget and Reporting	Equitable Share	District	Preparation of Annual Financial Statements	7.14.24.	R 6 795 750
A capable and financially viable institution	Implement mSCOA budgeting and reporting	Budget and Reporting	Equitable Share	District	Reporting compliance with MFMA	7.14.25.	R 0.00
A capable and financially viable institution	Develop and Implement credible and sustainable budget	Budget and Reporting	Equitable Share	District	Budget implementation and Monitoring	7.14.26.	R 0
A capable and financially viable institution	Implement mSCOA budgeting and reporting	Budget and Reporting	Equitable Share	District	Budget Monitoring (Management Accounts)	7.14.27.	R 0
A capable and financially viable institution	Comply with National Treasury mSCOA regulation	Budget and Reporting	Equitable Share	District	Roll out of mSCOA modules on Financial System	7.14.28.	R 1 800 000

8.2. Spatial Planning Programs for 2025/2026

Goal	Objectives	Function	Funding Source	Location	Project	Budget
Goal 3: Inclusive Growth and Development	To create a conducive environment that contributes to economic growth and job creation by 2027.	LED	ES	District	Cement Products Manufacturing Hubs Programme	R1 200 000.00
Goal 3: Inclusive Growth and Development	To create a conducive environment that contributes to economic growth and job creation by 2027.	LED	ES	District	Resource Mobilisation (MSMEs)	R 70 000.00
Goal 3: Inclusive Growth and Development	To create a conducive environment that contributes to economic growth and job creation by 2027.	LED	ES	NLM	Beach to Berg	R500 000.00
Goal 3: Inclusive Growth and Development	To create a conducive environment that contributes to economic growth and job creation by 2027.	LED	ES	District	Contractor Development Programme	R0.00

Goal 3: Inclusive Growth and Development	To create a conducive environment that contributes to economic growth and job creation by 2027.	LED	ES	District	Hospitality Sector Development	R0.00
Goal 3: Inclusive Growth and Development	To create a conducive environment that contributes to economic growth and job creation by 2027.	LED	ES	District	Skills Development	R100 000.00
Goal 3: Inclusive Growth and Development	To create a conducive environment that contributes to economic growth and job creation by 2027.	LED	ES	District	LRED	R0.00
Goal 3: Inclusive Growth and Development	To create a conducive environment that contributes to economic growth and job creation by 2027.	LED	ES	District	Township and Rural Retail Support	R700 000.00
Goal 3: Inclusive Growth and Development	To create a conducive environment that contributes to economic growth and job creation by 2027.	LED	ES	District	Feasibility Study for Township and Rural Retail Support	R0
Goal 6: Spatial Restructuring and Environmental Sustainability	To create an environment and systems that contribute to integrated sustainable environment by 2027	Spatial Planning and GIS	ES	District	Land Acquisition	R0.00
Goal 6: Spatial Restructuring and Environmental Sustainability	To create an environment and systems that contribute to integrated sustainable environment by 2027	Spatial Planning and GIS	ES	District	Communal Land Registration	R330 000.00
Goal 6: Spatial Restructuring and Environmental Sustainability	To create an environment and systems that contribute to integrated sustainable environment by 2027	Spatial Planning and GIS	ES	District	GIS Strategy Review	R0.00
Goal 6: Spatial Restructuring and Environmental Sustainability	To create an environment and systems that contribute to integrated sustainable environment by 2027	Spatial Planning and GIS	ES	ULM	GIS Data Maintenance: Water & Sanitation Infrastructure Data Capturing	R500 000.00
Goal 6: Spatial Restructuring and Environmental Sustainability	To create an environment and systems that contribute to integrated sustainable environment by 2027	Spatial Planning and GIS	ES	WMLM, NLM and MLM	Built Environment	R620 000.00
Goal 6: Spatial Restructuring and Environmental Sustainability	To create an environment and systems that contribute to integrated sustainable environment by 2027	Spatial Planning and GIS	ES	District	Capturing of LED Initiatives	R0.00
Goal 6: Spatial Restructuring and Environmental Sustainability	To create an environment and systems that contribute to integrated sustainable environment by 2027	Spatial Planning and GIS	ES	District	GIS Data Maintenance-Rural Sanitation	R0.00
Goal 6: Spatial Restructuring and Environmental Sustainability	To create an environment and systems that contribute to integrated sustainable environment by 2027	Spatial Planning and GIS	ES	District	Tourism event Development	R1 650 000

9.7. Programs for implementation for 2025/2026

Municipal Health Services 2025/26 FY

Goal	Objectives	Function	Funding Source	Location	Projects	IDP Ref	Budget
Goal 1: Basic Services Delivery and Community Empowerment and electrification	To improve the provision basic services to rural and urban communities in the municipality	DRM	Equitable share	District wide	Capacity Building	9.8.1.	R100,000
			Equitable share	District wide	Procurement of Disaster Relief material	9.8.2.	R 2 615 000.00
			ES	District-wide	Air Quality Monitoring Station	9.8.3.	R0
			ES	District	Environmental Health Information Reporting System	9.8.4.	R200 000
		MHS	ES	District	SAIEH & IFEH	9.8.5.	R140,000
Goal 1: Basic Services Delivery and Community Empowerment and electrification	To improve the provision basic services to rural and urban communities in the municipality	MHS	ES	District	Inspection of Business and Government Premises	9.8.6.	R0
		MHS MHS	ES	District	MHS Branding Material	9.8.7.	R100,000
			ES	District	Laboratory Analysis Protective clothing	9.8.8.	R50,000
		MHS	ES	District	MHS Contamination protectors (Hair nets & Gloves)	9.8.9.	R20,000
		MHS	ES	District	Laboratory Analysis & Materials and Supply	9.8.10.	R30,000.00
		MHS	ES	District	MHS Community awareness	9.8.11.	R0

10.1. Special Programs Unit (SPU)

10.1.4. SPU Programmes for 2025/26

Goal	Objectives	Function	Funding Source	Location	Project	IDP Ref	Budget
Goal 5: Effective Public Participation, Good Governance and Partnerships	Objective 7: To create a conducive environment for participatory development and promote a culture of good governance by 2027.	SPU	ES	ANDM	career exhibition	10.1.4.1.	R30 000.00
Goal 5: Effective Public Participation, Good Governance	Objective 7: To create a conducive environment for participatory development and promote a culture of good governance by 2027.	SPU	ES	ANDM	Youth Skills development	10.1.4.2.	R165 000.00

and Partnerships							
Goal 5: Effective Public Participation, Good Governance and Partnerships	Objective 7: To create a conducive environment for participatory development and promote a culture of good governance by 2027.	SPU	ES	ANDM	Youth cooperatives Program	10.1.4.3.	R80 000.00
Goal 5: Effective Public Participation, Good Governance and Partnerships	Objective 7: To create a conducive environment for participatory development and promote a culture of good governance by 2027.	SPU	ES	ANDM	Youth Council	10.1.4.4.	R15 000.00
Goal 5: Effective Public Participation, Good Governance and Partnerships	Objective 7: To create a conducive environment for participatory development and promote a culture of good governance by 2027.	SPU	ES	ANDM	4IR Business Opportunities	10.1.4.5.	R92 500.00
Goal 5: Effective Public Participation, Good Governance and Partnerships	Objective 7: To create a conducive environment for participatory development and promote a culture of good governance by 2027.	SPU	ES	District	Youth Provision of Support Programme	10.1.4.6.	R15 000.00
Goal 5: Effective Public Participation, Good Governance and Partnerships	Objective 7: To create a conducive environment for participatory development and promote a culture of good governance by 2027.	SPU	ES	Umzimvubu		10.1.4.7.	
Goal 5: Effective Public Participation, Good Governance and Partnerships	Objective 7: To create a conducive environment for participatory development and promote a culture of good governance by 2027.	SPU	ES	Matatiele	Disability Deaf awareness	10.1.4.8.	R5 000.00
Goal 5: Effective Public Participation, Good Governance and Partnerships	Objective 7: To create a conducive environment for participatory development and promote a culture of good governance by 2027.	SPU	ES	Mbizana	Disability Awareness catering	10.1.4.9.	R5000.00
Goal 5: Effective Public Participation, Good Governance and Partnerships	Objective 7: To create a conducive environment for participatory development and promote a culture of good governance by 2027.	SPU	ES	UMZIMVUBU	Disability international Day	10.1.4.9.	R0
Goal 5: Effective Public Participation, Good Governance	Objective 7: To create a conducive environment for participatory development and promote a culture of good governance by 2027.	SPU	ES	Ntabankulu	District Disability Assistive device	10.1.4.10.	R15 000.00

and Partnerships							
Goal 5: Effective Public Participation, Good Governance and Partnerships	Objective 7: To create a conducive environment for participatory development and promote a culture of good governance by 2027.	SPU	ES	Mbizana	Disability Economic Summit catering	10.1.4.11.	R5000.00
Goal 5: Effective Public Participation, Good Governance and Partnerships	Objective 7: To create a conducive environment for participatory development and promote a culture of good governance by 2027.	SPU	ES	Mbizana	District Disability Schools assistance Programme	10.1.4.12.	R30 000.00
Goal 5: Effective Public Participation, Good Governance and Partnerships	Objective 7: To create a conducive environment for participatory development and promote a culture of good governance by 2027	SPU	ES	Ntabankulu	Candle light Commemoration	10.1.4.13.	R70 000.00
Goal 5: Effective Public Participation, Good Governance and Partnerships	Objective 7: To create a conducive environment for participatory development and promote a culture of good governance by 2027	SPU	ES	ANDM	Civil Society	10.1.4.14.	R30 000.00
Goal 5: Effective Public Participation, Good Governance and Partnerships	Objective 7: To create a conducive environment for participatory development and promote a culture of good governance by 2027	SPU	ES	ANDM	World Aids Day Commemoration	10.1.4.15.	R45 000.00
Goal 5: Effective Public Participation, Good Governance and Partnerships	Objective 7: To create a conducive environment for participatory development and promote a culture of good governance by 2027	SPU	ES	Matatiele	SHE Conquers	10.1.4.16.	R0
Goal 5: Effective Public Participation, Good Governance and Partnerships	Objective 7: To create a conducive environment for participatory development and promote a culture of good governance by 2027	SPU	ES	Ntabankulu	CBO Support	10.1.4.17.	R20 000.00
Goal 5: Effective Public Participation, Good Governance and Partnerships	Objective 7: To create a conducive environment for participatory development and promote a culture of good governance by 2027	SPU	ES	Ntabankulu	World Aids Day	10.1.4.19.	R45 000.00

Goal 5: Effective Public Participation, Good Governance and Partnerships	Objective 7: To create a conducive environment for participatory development and promote a culture of good governance by 2027	SPU	ES	Umzimvubu	World TB Day	10.1.4.20.	R20 000.00
Goal 5: Effective Public Participation, Good Governance and Partnerships	Objective 7: To create a conducive environment for participatory development and promote a culture of good governance by 2027	SPU	ES	Ntabankulu	Sanitary dignity campaign	10.1.4.21.	R15 000.00
Goal 5: Effective Public Participation, Good Governance and Partnerships	Objective 7: To create a conducive environment for participatory development and promote a culture of good governance by 2027	SPU	ES	Matatiele	Christmas party for OVC	10.1.4.22.	R60 000.00
Goal 5: Effective Public Participation, Good Governance and Partnerships	Objective 7: To create a conducive environment for participatory development and promote a culture of good governance by 2027	SPU	ES	Mbizana	Children's Agricultural development	10.1.4.23.	R15 000.00
Goal 5: Effective Public Participation, Good Governance and Partnerships	Objective 7: To create a conducive environment for participatory development and promote a culture of good governance by 2027	SPU	ES	Ntabankulu	Back to School/ OVC Support	10.1.4.24.	R100 000.00
Goal 5: Effective Public Participation, Good Governance and Partnerships	Objective 7: To create a conducive environment for participatory development and promote a culture of good governance by 2027	SPU	ES	Ntabankulu	Awareness on Substance Abuse ECD Support	10.1.4.25.	R30 000.00
Goal 5: Effective Public Participation, Good Governance and Partnerships	Objective 7: To create a conducive environment for participatory development and promote a culture of good governance by 2027	SPU	ES	Umzimvubu	ECD Support	10.1.4.26.	R30 000.00
Goal 5: Effective Public Participation, Good Governance and Partnerships	Objective 7: To create a conducive environment for participatory development and promote a culture of good governance by 2027	SPU	ES	Ntabankulu	Older persons Project Support	10.1.4.27.	R30 000.00
Goal 5: Effective Public Participation, Good Governance and Partnerships	Objective 7: To create a conducive environment for participatory development and promote a culture of good governance by 2027	SPU	ES	Mbizana	Older Persons Fun Day	10.1.4.28.	R30 000.00
Goal 5: Effective Public Participation, Good Governance and Partnerships	Objective 7: To create a conducive environment for participatory development and promote a culture of good governance by 2027	SPU	ES	Matatiele	Older Persons Health Awareness	10.1.4.29.	R7 500.00

Goal 5: Effective Public Participation, Good Governance and Partnerships	Objective 7: To create a conducive environment for participatory development and promote a culture of good governance by 2027	SPU	ES	Umzimvubu	Winter Warmth	10.1.4.30.	R15 000.00
Goal 5: Effective Public Participation, Good Governance and Partnerships	Objective 7: To create a conducive environment for participatory development and promote a culture of good governance by 2027	SPU	ES	Matatiele	Economic Empowerment	10.1.4.31.	R5000.00
Goal 5: Effective Public Participation, Good Governance and Partnerships	Objective 7: To create a conducive environment for participatory development and promote a culture of good governance by 2027	SPU	ES	Mbizana	Older Persons Month commemoration	10.1.4.32.	R20 000.00
Goal 5: Effective Public Participation, Good Governance and Partnerships	Objective 7: To create a conducive environment for participatory development and promote a culture of good governance by 2027	SPU	ES	Ntabankulu	Gender Empowerment	10.1.4.33.	R20 000.00
Goal 5: Effective Public Participation, Good Governance and Partnerships	Objective 7: To create a conducive environment for participatory development and promote a culture of good governance by 2027	SPU	ES	Mbizana	Women Project Support	10.1.4.34.	R25 000.00
Goal 5: Effective Public Participation, Good Governance and Partnerships	Objective 7: To create a conducive environment for participatory development and promote a culture of good governance by 2027	SPU Gender office	ES	Matatiele	National Women's month	10.1.4.35.	R25 000.00
Goal 5: Effective Public Participation, Good Governance and Partnerships	Objective 7: To create a conducive environment for participatory development and promote a culture of good governance by 2027	SPU	ES	Umzimvubu	Men in partnership against HIV/TB	10.1.4.36.	R10 000.00
Goal 5: Effective Public Participation, Good Governance and Partnerships	Objective 7: To create a conducive environment for participatory development and promote a culture of good governance by 2027	SPU	ES	Mbizana	16 Days of activism against GBV	10.1.4.37.	R20 000.00
Goal 5: Effective Public Participation, Good Governance and Partnerships	Objective 7: To create a conducive environment for participatory development and promote a culture of good governance by 2027	SPU	ES	Matatiele	Men Partnership against GBV	10.1.4.38.	R0

Goal 5: Effective Public Participation, Good Governance and Partnerships	Objective 7: To create a conducive environment for participatory development and promote a culture of good governance by 2027	SPU	ES	Ntabankulu	International women's month	10.1.4.39.	R 25 000.00
Goal 5: Effective Public Participation, Good Governance and Partnerships	Objective 7: To create a conducive environment for participatory development and promote a culture of good governance by 2027	SPU	ES	Umzimvubu	Gender awareness on GBV	10.1.4.40.	R 20 000.00